



**IMPROVING THE ORGANIZATIONAL MANAGEMENT SYSTEMS
OF CIVIL SOCIETY ORGANIZATIONS IN NIGERIA:
OVERVIEW OF THE CHALLENGES AND SOLUTIONS
IN ENSURING SUSTAINABLE DEVELOPMENT**

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By Ndukwe Walter Ugwuocha

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Approval of the Thesis

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Doctor of Philosophy in Business Administration

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Abstract**IMPROVING THE ORGANIZATIONAL MANAGEMENT SYSTEMS
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Unicaf University Malawi

This research work delves into the challenges faced by Civil Society Organizations (CSOs) in Nigeria in effectively managing their organizational systems and explores potential solutions to ensure sustainable development. CSOs play a vital role in driving positive social change and development in the country. However, inadequate organizational management systems often impede their ability to achieve their missions. This study comprehensively examines the primary challenges, including non-availability of business models, limited financial resources, weak governance structures, inefficient communication channels, and inadequate capacity building opportunities. To address these challenges, the paper proposes a multi-faceted approach. Firstly, it advocates for establishment of business model for CSOs, enhanced financial strategies, encompassing diversified funding sources, improved budgeting practices, and transparent financial reporting. Secondly, the importance of establishing robust governance structures is highlighted, encompassing clear roles, effective leadership, and accountability mechanisms. Thirdly, the paper emphasizes the need for efficient communication strategies, both internal and external, leveraging modern technological tools and fostering stakeholder engagement. Lastly, the study underscores the significance of continuous capacity building through training, mentorship, and networking opportunities to empower CSO personnel and improve their effectiveness.

Because of the complexities associated with the organizational management systems of CSOs in Nigeria, the study combined quantitative and qualitative methods. For the quantitative component, CSO staff were randomly sampled from a list of 3000 CSOs in Nigeria, the researcher utilized email platforms and listservs to request CSO staff to complete the questionnaire. After 4 weeks period and two reminders, 346 respondents completed the questionnaire, and this became the total number of participants for the quantitative aspect of the study. For the qualitative study, 10 Chief Executive Officers (CEOs) of the CSOs were purposively selected and semi-structured interview was administered to elicit and garner their understanding of what the organizational management systems were, its challenges and how business administration model could help improve the systems. Exploratory Factorial Analysis (EFA) was used to analyze the quantitative data whilst Thematic Analysis (TA) was adopted for the qualitative data. The researcher used one-phase convergent design for the mixed methods analysis as this allowed for side-by-side comparison of qualitative/quantitative results against the research questions and provided lead for the business administration model that has emerged from the study. By addressing these issues and implementing the proposed solutions, CSOs in Nigeria can enhance their operational efficiency, increase their impact on societal development, and contribute to the achievement of sustainable development goals. This study contributes to the existing body of knowledge by offering practical insights into strengthening the organizational management systems of CSOs, with the aim of fostering a more sustainable and equitable future for Nigeria.

Keywords: Civil Society Organizations (CSOs), Organizational Management Systems, Governance, Financial Management, Business Models, Capacity Building, Sustainable Development, Leadership and Accountability, Stakeholder Engagement, Organizational Effectiveness.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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List of Abbreviations

ACOMIN	Association of Civil Society Organizations Against Malaria in Nigeria.
BAM	Business Administration Model.
BTN	Budget Transparency Network
CAC	Corporate Affairs Commission (Nigeria).
CBO	Community-Based Organization.
CEO	Chief Executive Officer.
CSO / CSOs	Civil Society Organization(s).
DEF	Doctoral Ethics Form
EFA	Exploratory Factor Analysis.
GDP	Gross Domestic Product.
HR	Human Resources.
HRM	Human Resource Management.
KMO	Kaiser–Meyer–Olkin (Measure of Sampling Adequacy).
KPI / KPIs	Key Performance Indicator(s).
LGA	Local Government Area.
M&E	Monitoring and Evaluation.
MD	Managing Director.
NEPWHAN	Network of People Living with HIV/AIDS in Nigeria
NGO	Non-Governmental Organization.
NNGO	Nigerian Network of Non-Governmental Organizations
NHREC	National Health Research Ethics Committee (Nigeria).
NVivo	NVivo qualitative analysis software by QSR International (version noted as NVIVO 14).
OMS	Organizational Management System(s).

Ph.D.	Doctor of Philosophy.
QSR	QSR International (developer of NVivo).
REAF_DS	Research Ethics Application Form – Doctoral Studies (form code shown on UREC paperwork).
SDGs	Sustainable Development Goals.
TA	Thematic Analysis.
UUM	UNICAF University Malawi.
UREC	UNICAF Research Ethics Committee.
WB	World Bank
WHO	World Health Organization

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CHAPTER 1: INTRODUCTION

1.1.Introduction

There is a high demand and expectation from Civil Society Organizations (CSOs) in Nigeria in the face of decreasing donor funding to develop organizational management systems through business models that will ensure that they remain in business. Many CSOs had relied on donor funding support, especially from international partners to carry out their activities. The donors had linked their support to specific project targets and deliverables leaving the organizational management capacity of these CSOs in a very weak state. Richmond (1993) explained that systems provide the foundation for organizational actions and is also pivotal in defining a successful organization or otherwise. According to Chieu (2005), “adaptability is the ability of a learning system to provide each learner with appropriate learning conditions to facilitate his or her own process of knowledge construction and transformation” (p. 70). This was earlier explained by Checkland (1999) who suggested that Human Activity Systems center around so many interpretations of which the aim has been made often times. This means that every designer of systems must aim for a change to which the systems should achieve ab-initio.

Civil society organizations (CSOs) are essential in advancing sustainable development, social fairness, and human rights. In Nigeria, these organizations have substantial obstacles in their management systems, impeding their capacity to fulfil their purposes successfully. The organizational management systems (OMS) of civil society organizations (CSOs) are essential for their performance; nevertheless, numerous Nigerian CSOs face challenges including governance deficiencies, financial instability, and inadequate communication. These difficulties may constrain their influence on sustainable development and wider societal transformation. This research aims to investigate the variables leading to the inefficiency of

these systems and to provide solutions for enhancing their performance, thereby enabling CSOs to sustain their vital operations in Nigeria.

In the context of sustainable development, the significance of Civil Society Organizations (CSOs) in Nigeria is paramount, considering the obstacles presented by economic volatility, inadequate governance frameworks, and constrained resources. Civil society organizations frequently overcome deficiencies in government projects by providing services and advocacy that cater to the needs of marginalized people. Notwithstanding their significance, the absence of efficient management systems has incapacitated some CSOs from fully actualizing their potential. Consequently, enhancing the organizational management systems of Civil Society Organizations (CSOs) is essential not only for their survival but also for the overarching objective of promoting sustainable development in Nigeria.

Civil Society Organizations (CSOs) are vital contributors to the advancement of sustainable development, human rights, and social justice. These groups operate across various sectors, including health, education, environment, and governance, addressing deficiencies where governmental or private sector efforts may be inadequate. In numerous developing nations such as Nigeria, civil society organizations frequently lead efforts to advocate for underprivileged populations, scrutinize governmental policies, and deliver essential services. Notwithstanding their substantial contributions, numerous CSOs in Nigeria encounter operational and structural obstacles that hinder their capacity to operate effectively. A significant difficulty is the absence of effective organizational management systems (OMS).

The efficacy of a CSO predominantly hinges on its proficiency in managing internal operations, encompassing governance, financial management, human resource development, communication, and strategic planning. Nevertheless, several Nigerian civil society organizations encounter difficulties in establishing these essential structures, leading to inefficiency and diminished influence. Clayton et al. (2000) assert that the lack of robust

business models, sustainable financial resources, and transparent governance frameworks is a persistent challenge for CSOs. In some instances, these deficiencies constrain their ability to expand operations, recruit and retain people, and uphold the confidence of funders and recipients.

Nigerian CSOs frequently encounter organizational inefficiencies that hinder the attainment of their aims. Inadequate governance can result in leadership voids, whilst financial mismanagement may lead to donor skepticism and the cessation of financing. Communication issues, both internal and external, can diminish organizational cohesion and public engagement. These difficulties are not exclusive to Nigeria; nonetheless, they are especially pronounced due to the socio-political and economic setting in which several CSOs function. Nigerian CSOs encounter external pressures from a restricted regulatory framework, political instability, and variable donor funding, in addition to internal obstacles (Brett, 2020).

The interaction of these factors impairs the capacity of CSOs to facilitate sustainable development in Nigeria. Sustainable development, as articulated by the United Nations, involves the attainment of economic growth, environmental conservation, and social inclusion. Civil Society Organizations are distinctly positioned to advance this agenda; but, the absence of robust organizational frameworks undermines their capacity to execute and maintain development initiatives. This research seeks to examine the difficulties in detail, concentrating on the elements that lead to the inefficacy of organizational management systems in Nigerian civil society organizations and how these might be ameliorated to strengthen their contribution to societal development.

Current literature indicates that the use of business administration principles may provide CSOs with the necessary skills to address these difficulties (Loughran, 2014). Through the implementation of strategic planning, financial management, governance frameworks, and leadership development, CSOs may enhance their organizational strength and attain long-term

sustainability. This study will analyze how the incorporation of these concepts can rectify deficiencies in the organizational management systems of CSOs. Nigerian CSOs are essential for attaining the Sustainable Development Goals (SDGs), although their effectiveness is dependent on their operational efficiency. The Sustainable Development Goals (SDGs) seek to tackle global issues including poverty, inequality, climate change, environmental degradation, and justice, which are primary concerns for Civil Society Organizations (CSOs). The capacity of these organizations to significantly contribute to these aims is closely correlated with their ability to manage resources efficiently and establish robust, adaptable frameworks capable of enduring external challenges.

The significance of enhancing the organizational management systems of civil society organizations cannot be understated. Efficient management systems empower firms to strategize, optimize resource use, make educated decisions, and uphold responsibility and openness in their operations. This study will offer a thorough examination of the obstacles encountered by CSOs and suggest strategies to enhance their efficacy as agents of change.

This chapter delineates the research by outlining the backdrop, problem statement, research aims, and the study's importance. This study aims to conduct a thorough analysis of the issues encountered by CSOs in Nigeria and to propose strategic solutions to improve their operational capacities. This study's introduction establishes the framework for a comprehensive examination of the organizational problems confronting Nigerian CSOs. Through the enhancement of their management systems, CSOs can augment their operational capacities, consequently amplifying their social effect and contribution to sustainable development. This research will help CSOs in Nigeria and add to the greater conversation on non-profit management and organizational growth in the Global South.

Hence, the primary purpose of this research was to provide CSOs and other readers with concise, thoroughly up-to-date practical solutions and knowledge on how to manage their organizational systems using a business model. The completion of the PHD in Business Administration at UNICAF University will provide a review and study guide to CSOs governance challenges encountered by chief executive officers of these organizations. It further served as a reference source for emerging leaders who aspire to start a civil society organization in Nigeria by providing them with an in-depth analysis and solutions of the challenges they are likely to encounter. The research provides quick access to important principles, definitions, strategies, and concepts in business administration relevant to organizational management systems of CSOs. The solutions will be fully detailed at the completion of the program as well as the materials needed for exams can be reviewed in summary form-eliminating the need to read and re-read many pages of the research work.

1.2. Background and Need

Civil Society Organizations (CSOs) comprise a retinue of Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) who provide complementary economic and development services to Nigeria communities and citizens. They also provide advocacy and policy influencing mechanisms that help in shaping government and private sector engagement with communities and citizens in the country. Over the years, CSOs have contributed immensely to attracting both domestic and foreign direct investment in Nigeria especially in the areas of Health Care, Education, Agriculture, Finance, Infrastructure and many other sectors of the economy. Thus, contributing effectively to the country's GDP growth rate in addition to directly contributing to the Human Development Index and stabilizing democracy in the country (The World Bank Group 2019).

The operational efficacy of CSOs has been undermined by insufficient management mechanisms. Numerous organizations rely on donors and lack defined succession frameworks,

hindering their ability to adjust to evolving conditions or expand their influence (Clayton et al., 2000). Furthermore, the governance frameworks of these companies frequently exhibit deficiencies, characterized by inadequate accountability and transparency, resulting in inefficiencies and, in certain instances, organizational closures (Loughran, 2014). There is an urgent necessity to enhance the organizational management systems of Civil Society Organizations in Nigeria. By tackling challenges associated with governance, financial management, and capacity enhancement, CSOs can enhance their efficacy as catalysts for social change. The attainment of sustainable development goals necessitates the active involvement and empowerment of civil society organizations, underscoring the importance of formulating policies that bolster their operational capacities.

Civil Society Organizations (CSOs) are acknowledged as essential contributors to societal progress, especially in tackling social inequities, championing human rights, and fostering sustainable development. In numerous regions globally, including Nigeria, civil society organizations deliver vital services, advocate for policy reforms, and engage communities in significant development objectives. The efficacy of Civil Society Organizations (CSOs) in Nigeria has been significantly constrained by numerous organizational issues, especially in governance, financial management, communication, and capacity building. These constraints not only obstruct the capacity of CSOs to fulfil their objectives but also restrict their contributions to the overarching objective of promoting sustainable development. Consequently, it is imperative to enhance the organizational management systems (OMS) of Nigerian civil society organizations (CSOs) to guarantee their sustained viability and efficacy.

The international dialogue on sustainable development, especially the Sustainable Development Goals (SDGs), emphasizes the significance of collaborations among governments, the corporate sector, and civil society in attaining equitable and sustainable

development results. Civil Society Organizations (CSOs) provide a pivotal function by connecting communities with policymakers, guaranteeing that the perspectives of excluded groups are acknowledged and that development strategies are inclusive and equitable (United Nations, 2015). In Nigeria, where the government frequently fails to address the needs of its populace, especially in rural and underserved regions, civil society organizations (CSOs) intervene to bridge essential service delivery gaps. These groups operate in sectors including health, education, poverty alleviation, and environmental protection, and their efforts are essential for advancing grassroots development initiatives (Eade & Leather, 2005).

Many Nigerian civil society organizations encounter considerable operational inefficiencies, largely attributable to fragile organizational frameworks, despite their crucial function. Governance, an essential element of organizational management, is a significant topic of concern. Numerous civil society organizations in Nigeria lack definitive governance frameworks, leading to inadequate leadership, unproductive decision-making, and insufficient accountability. This frequently results in internal discord, inefficient resource management, and a lack of alignment between organizational operations and strategic objectives. Brett (2020) observes that governance failures in non-profit organizations, particularly in developing nations, frequently stem from an excessive dependence on charismatic leadership and an absence of institutionalized mechanisms that foster openness and accountability. Nigerian CSOs face exacerbated governance issues due to the lack of formal succession planning, undermining organizational stability and continuity.

Nigerian CSOs encounter significant challenges in financial management. Numerous civil society organizations rely significantly on foreign donors for financial support, rendering them susceptible to the shifting goals and interests of international benefactors. The absence of varied financing sources renders these groups perpetually vulnerable to financial volatility (Clayton et al., 2000). Inadequate financial management systems, characterized by deficient

budgeting processes and weak financial reporting, enhance these vulnerabilities. Loughran (2014) asserts that financial mismanagement is a primary factor contributing to organizational failure in the non-profit sector, as it erodes donor confidence and constrains an organization's capacity to implement its programs successfully. This is particularly evident in Nigeria, where the absence of openness and accountability in fund management results in reduced trust from both local and foreign players.

The absence of capacity building poses an additional problem for Nigerian civil society organizations (CSOs). Numerous firms contend with elevated employee turnover, restricted training possibilities, and insufficient professional development initiatives. This is mostly attributable to financial limitations, but it also arises from insufficient strategic planning in human resource management. Armstrong and Taylor (2020) assert that successful capacity building is crucial for equipping companies with the requisite skills and competence to achieve their objectives. The lack of organized capacity-building activities within Nigerian CSOs diminishes their operational effectiveness and hinders their adaptability to evolving development concerns. This is especially challenging due to the evolving nature of the development landscape, where businesses must consistently adapt to satisfy emerging demands.

Communication, encompassing both internal and external dimensions, is an additional area of importance. Effective communication is essential for the smooth operation of any organization; nevertheless, numerous Nigerian civil society organizations encounter difficulties in this regard. Poor internal communication can result in misconceptions, delays in decision-making, and redundant efforts. Externally, civil society organizations frequently struggle to communicate successfully with their stakeholders, such as beneficiaries, donors, government entities, and the media. This constrains their capacity to forge robust collaborations, promote policy reforms, and enhance awareness of their initiatives. Bryson

(2018) emphasizes that good communication methods are essential for establishing an organization's credibility, garnering support, and aligning its actions with its objective. Ineffective communication tactics among Nigerian CSOs can lead to reduced visibility, therefore impairing their capacity to secure funds and maintain operations.

However, the failure and absence of robust organizational management systems in these organizations coupled with government failure in ensuring enabling environment exists for their sustainability is responsible for their collapse and liquidation which in-turn result in unemployment, poverty, low growth rate, lower HDI development and reduces the GDP among others. The researcher identified the role CSOs play in national growth and development but their dependency on international resources makes them vulnerable. The researcher also observed that there exists an opportunity to improve CSO organizational management systems by using knowledge of business administration principles, models and approaches leading to furthering the researcher education at UNICAF university for the PHD program. This would be a way of getting the right answers for the organizational management issues which look daunting and unresolved for years within CSOs in Nigeria.

1.3. Problem Statement

The organizational management systems of Nigerian civil society organizations (CSOs) face serious and persistent challenges. Despite significant local and international donor funding, many of these organizations collapse once external financial support is withdrawn. This raises questions about the sustainability of Nigerian CSOs despite their documented succession and sustainability plans registered with the Corporate Affairs Commission (CAC). The inability to sustain operations is largely due to weak and poorly structured organizational management systems (OMS). Founders, often activists, professionals, or volunteers, frequently lack the business administration expertise needed to establish and sustain effective OMS.

Without the application of appropriate leadership models (Pfeffer, 1992), the long-term survival of these organizations remains elusive.

The ineffectiveness of OMS within Nigerian CSOs constitutes a critical barrier to their contribution to sustainable development. Many face recurring issues of weak governance frameworks, financial mismanagement, inadequate human capacity, and poor communication strategies. These systemic deficiencies create difficulties in resource mobilization, accountability, and stakeholder engagement, resulting in reduced public trust, limited societal impact, and organizational fragility. Studies show that Nigerian CSOs often lack practical business strategies for sustained operations (Bagozzi & Phillips, 1982). Their limited adoption of structured management systems leaves them highly vulnerable to political and economic shocks (Clayton et al., 2000). This study is therefore positioned to investigate the specific factors driving management inefficiencies and to propose solutions grounded in tested business administration principles.

The operational weaknesses of CSOs in Nigeria directly hinder their ability to foster social transformation and contribute effectively to sustainable development. While these organizations are positioned to advance service delivery, policy advocacy, and accountability, their poor internal structures undermine their relevance. The central problem is that Nigerian CSOs lack robust OMS capable of sustaining operations beyond donor dependence. Weak governance manifests in unclear leadership responsibilities, poor accountability systems, and flawed decision-making, which prevent CSOs from aligning strategy with resource allocation. Inadequate financial systems further compound their instability, as many rely on single donor streams, suffer from poor reporting practices, and lack diversified revenue strategies. These shortcomings reduce their ability to plan long-term, thereby diminishing credibility and weakening donor confidence (Brett, 2020).

Financial fragility remains one of the most visible threats to sustainability. Heavy donor dependence coupled with inadequate financial management structures leads to funding crises whenever external aid diminishes. Poor budgeting, weak accountability, and the absence of diversified funding models make many CSOs unable to execute long-term programs. Furthermore, a lack of capacity-building strategies results in weak human resource systems, poor staff retention, and inadequate training opportunities. This undermines the workforce's ability to manage development projects, adapt to new challenges, and sustain organizational effectiveness (Armstrong & Taylor, 2020). Similarly, most CSO leaders attempt to initiate income-generating activities without adopting proper business models, leaving such ventures unsustainable (Uzoma, 2013). Capacity building is an essential concern. Numerous civil society organizations in Nigeria lack the internal human resource development frameworks essential for cultivating a trained and motivated workforce. Elevated employee turnover, inadequate training opportunities, and restricted professional development programs are prevalent obstacles that impede company success. In the absence of ongoing capacity building, Civil Society Organization personnel may lack the requisite skills or knowledge to manage intricate development initiatives, engage stakeholders effectively, or adjust to evolving socio-political contexts. The deficiency in capacity considerably affects the overall effectiveness and sustainability of these organizations (Armstrong & Taylor, 2020).

The chief executives of the organizations according to Uzoma (2013) in a bid to build sustainable organizational management systems set up income generating activities that can yield suitable revenue for the organizations without recourse to proper business models that have been proven to succeed in such settings. The CSOs receive little or no support from the government of Nigeria and therefore, find it very challenging to meaningfully engage the government towards robust economic growth and development once international support is terminated.

Nigerian CSOs are hindered by weak communication systems. Poor internal communication among staff and teams results in inefficiency, duplication, and delayed project implementation. Externally, they fail to engage effectively with critical stakeholders such as donors, government agencies, media, and beneficiary communities. The absence of coherent communication strategies limits their ability to build partnerships, influence policy, or create public visibility (Daft, 2016). Collectively, these internal weaknesses constrain Nigerian CSOs from achieving their goals, erode public confidence, and in many cases, push them toward collapse. An organization may have a compelling vision for addressing social issues such as education or health, but without sound management structures, execution remains weak, leading to wasted resources, credibility loss, and eventual organizational decline. Furthermore, the absence of a cohesive communication strategy may lead to less public awareness and support, so undermining the organization's ability to mobilize resources and accomplish its objectives (Daft, 2016). The amalgamation of these internal deficiencies significantly constrains the capacity of Nigerian CSOs to fulfill their objectives. An organization may possess a robust vision for tackling a social issue, such as healthcare or education; nevertheless, without efficient management mechanisms, it may struggle to execute its programs effectively. This may result in a loss of credibility, decreased donor confidence, and a diminishing effect on the communities they intend to assist. Over time, these inefficiencies may lead to organizational deterioration and, in certain instances, the complete dissolution of CSOs.

The ramifications of inadequate organizational management systems transcend individual entities. Given that Civil Society Organizations are essential for advancing sustainable development in Nigeria, their inefficiencies carry significant societal repercussions. These groups are crucial in promoting policy improvements, delivering vital services, and ensuring governmental accountability. When Civil Society Organizations (CSOs) fail to operate efficiently, significant deficiencies in service provision and advocacy emerge,

adversely impacting marginalized and vulnerable groups. Furthermore, the inability of Civil Society Organizations (CSOs) to execute sustainable solutions may impede Nigeria's advancement in attaining the Sustainable Development Goals (SDGs). Notwithstanding these issues, research on addressing the systemic inefficiencies within the organizational management systems of Nigerian CSOs remains scant. Most studies concentrate on the operational results of these firms, neglecting to investigate the underlying causes of their management difficulties. A pressing necessity exists for research that investigates these fundamental difficulties and provides pragmatic solutions grounded in proven principles of business administration and management. This study seeks to identify and resolve fundamental issues in governance, financial management, capacity building, and communication, with the objective of proposing sustainable solutions to improve the efficacy and long-term viability of Nigerian civil society organizations (CSOs).

The implications of inadequate OMS extend beyond individual organizations to the national development agenda. CSOs are crucial to Nigeria's sustainable development and play a central role in advancing the Sustainable Development Goals (SDGs). Their systemic weaknesses therefore have wider consequences, limiting their capacity to deliver services, advocating reforms, and supporting democratic governance. When these organizations fail, the poorest and most marginalized groups suffer the most. Despite the centrality of OMS to CSO survival, limited scholarly work has explored the root causes of their organizational inefficiencies in Nigeria. Existing studies often examine performance outcomes without focusing on the management systems underpinning them. There is, therefore, a critical need for research that systematically investigates these deficiencies and develops practical business-administration-driven strategies for addressing them. This study seeks to analyze the challenges of governance, financial management, human capacity, and communication within Nigerian

CSOs and to propose sustainable solutions for strengthening their organizational management systems and long-term survival.

The consequences of weak organizational management systems in Nigerian CSOs are both deep and far-reaching. They affect not only the internal workings of organizations but also their ability to contribute meaningfully to national development. From governance breakdowns and financial mismanagement to communication failures and staff capacity deficits, the implications are profound. To reverse these trends, there is an urgent need for scholarly inquiry into the root causes of OMS inefficiencies and the application of business administration principles to civil society management. Only by addressing these structural issues can Nigerian CSOs fulfill their potential as agents of sustainable development.

1.4. The rationale of the Study:

The necessity for this research is both pragmatic and pressing. The obstacles encountered by Nigerian CSOs in their organizational management systems are extensively documented; yet, there is a paucity of research aimed at offering tangible answers to these issues. Most research on Nigerian CSOs primarily emphasizes their operational outcomes—such as service delivery and advocacy—while neglecting the internal management difficulties that impede their effectiveness. This study addresses a significant need by investigating the underlying causes of inefficiencies in the organizational management systems of Nigerian civil society organizations and suggesting practical strategies to mitigate these issues. Enhancing the organizational management systems of Nigerian CSOs is crucial for guaranteeing their sustainability and enduring influence. In the absence of competent governance, financial management, capacity building, and communication systems, civil society organizations cannot function efficiently or attain their strategic objectives. Clayton et al. (2000) observed that firms with inadequate management systems are more prone to failure, especially in

resource-limited contexts such as Nigeria. This research offers a framework for fortifying the internal frameworks of CSOs, consequently augmenting their capacity to facilitate sustainable development.

The significant socioeconomic impact of enhancing Nigerian civil society organizations cannot be underestimated. Civil Society Organizations (CSOs) are crucial in advancing democracy, human rights, and social justice in Nigeria. They function as overseers, holding governments accountable and ensuring that development strategies are inclusive and equitable. Enhancing their organizational management systems enables CSOs to augment their performance in these responsibilities, resulting in more significant advocacy and improved service delivery. Moreover, due to their function in promoting grassroots development efforts, robust civil society organizations (CSOs) can aid in the attainment of the Sustainable Development Goals (SDGs), especially in domains such as poverty alleviation, education, and healthcare (United Nations, 2015). This research is contemporary and pertinent, since it coincides with international initiatives to enhance civil society and foster sustainable development.

This research enhances the academic discourse on non-profit management and organizational growth from a theoretical standpoint. This study applies business administration principles namely strategic planning, financial management, and leadership development to civil society, providing new insights on enhancing the internal operations of non-profit organizations in developing countries. This is especially crucial for nations such as Nigeria, where the non-profit sector is expanding swiftly yet encounters substantial operational difficulties. According to Northouse (2018), robust leadership and efficient administration are crucial for the success of all organizations, including non-profit entities. This study expands on this premise by offering pragmatic suggestions for enhancing the leadership and management frameworks of Nigerian civil society organizations.

This research is justified by its potential to fill a significant gap in the operational efficacy of Nigerian civil society organizations. In light of the socio-political and economic issues in Nigeria, the significance of Civil Society Organizations (CSOs) in advancing sustainable development is more critical. Nonetheless, in the absence of robust organizational management systems, these entities will persist in grappling with inefficiency, so constraining their influence on the communities they serve. This research addresses the fundamental causes of inefficiencies, providing actionable recommendations for CSOs to enhance their operations and secure long-term sustainability.

This research may impact policy decisions concerning the support and regulation of CSOs in Nigeria. This study elucidates the issues encountered by Civil Society Organizations (CSOs) and proposes solutions, thereby informing policymakers, donors, and other stakeholders of the necessity for enhanced investment in the capacity building and management systems of CSOs. This can consequently result in more focused actions that foster the growth of a robust and dynamic civil society in Nigeria. This research is both pertinent and essential. This study addresses the internal management difficulties encountered by Nigerian civil society organizations, thereby contributing to the overarching objective of fortifying civil society and advancing sustainable development in Nigeria. This research will benefit CSOs in Nigeria and offer significant insights for non-profit organizations in other developing nations with comparable issues. This research significantly contributes to the academic and practical comprehension of enhancing the efficacy of civil society groups in resource-limited contexts.

1.5. The Purpose of the Study:

The purpose of this study is to examine and analyze the challenges associated with poor organizational management systems of CSOs in Nigeria, previous research works have tended to dissociate CSOs organizational management system from a business administration

approach stating that it is only concerned with voluntary, activism and donor dependent approach. However, sustainability and succession frameworks have largely been absent in the operating mechanisms of these CSOs. Therefore, the study will critically examine current challenges with the organizational management systems, the role business administration will play in addressing these challenges and providing sustainable solutions in addressing the challenges identified.

Global research on Civil Society Organizations (CSOs) and their organizational management systems have yielded major studies from several continents, notably Africa, Asia, Latin America, and Europe. These studies underscore numerous challenges and solutions pertaining to CSO management issues, providing insights that are essential for comprehending the worldwide environment of CSOs. Nonetheless, although these studies offer valuable ideas and insights, the distinct socio-political and economic context in Nigeria necessitates a customized approach. This research seeks to solve this gap by concentrating on the Nigerian setting, where civil society organizations encounter a unique amalgamation of internal and external issues that may not be adequately explored by current studies from other locations.

The function of Civil Society Organizations (CSOs) in Africa has been thoroughly examined in nations including Kenya, South Africa, and Uganda. These studies indicate that African CSOs encounter numerous obstacles akin to those faced by their Nigerian counterparts, including governance issues, financial instability, and capacity constraints. In Kenya, research by Otieno (2014) underscored the challenges faced by civil society organizations (CSOs) in obtaining sustainable funding, with numerous organizations significantly dependent on international donors. This reliance on donors frequently constrains the capacity of Civil Society Organizations (CSOs) to achieve long-term strategic objectives, since they are compelled to continuously adjust to changing donor priorities. Comparable results were observed in Uganda,

where civil society organizations face leadership issues, such as the absence of explicit succession planning and accountability frameworks (Nabaho & Turyasingura, 2017).

Although these studies offer valuable insights, the Nigerian context poses distinct issues that are not adequately addressed in other African environments. The political climate in Nigeria is marked by significant governmental antagonism towards civil society organizations, especially those involved in advocacy or human rights initiatives. This has resulted in restrictive regulatory frameworks that exacerbate the operational capabilities of CSOs (Ogbonnaya, 2012). Conversely, nations such as Kenya and Uganda provide comparatively more permissive legal frameworks for civil society organizations, which, although still difficult, provide enhanced operational flexibility. Consequently, the Nigerian setting demands a more sophisticated approach to organizational management that considers these legal and political influences.

Research on civil society organizations (CSOs) in Asia has predominantly concentrated on their contributions to development and social justice, especially in nations such as India and the Philippines. In India, civil society organizations have played a crucial role in campaigning for vulnerable populations; yet they encounter considerable obstacles with financial management and accountability. A study by Bandyopadhyay and Rao (2015) indicated that numerous Indian CSOs lack the requisite financial transparency to foster donor confidence, thereby impacting their capacity to obtain stable funding. In the Philippines, Fernandez (2017) discovered that civil society groups frequently encounter challenges in capacity building, as several organizations lack institutionalized processes for staff development or training.

The difficulties in Asia, although analogous to those in Nigeria, vary in scale and scope. India's civil society organization sector is significantly larger and more diverse than that of Nigeria, possessing a more established history of engagement in governance and development. This has enabled Indian CSOs to establish more robust networks and partnerships with both

domestic and international entities, hence augmenting their sustainability. Nigerian CSOs frequently function in isolation, with restricted opportunities for collaboration or capacity enhancement due to budgetary limitations and political oppression (Ogbonnaya et al., 2012). Consequently, although the insights from Asia may be enlightening, the unique obstacles encountered by Nigerian CSOs especially the significant government interference necessitate customized solutions that surpass those proven effective in other areas.

In Latin America, especially in nations such as Brazil and Argentina, civil society organizations have been instrumental in promoting human rights, social fairness, and environmental sustainability. Research in these nations underscores the significance of robust governance and financial management systems in guaranteeing the viability of civil society organizations (CSOs). A study by Silva and Alvarenga (2016) in Brazil revealed that civil society organizations with well-defined governance frameworks and varied funding sources were more adept at adjusting to political and economic fluctuations. This is especially significant in Latin America, where governments frequently oscillate between authoritarian and democratic regimes, resulting in an uncertain climate for civil society organizations.

Nonetheless, although the political instability in Latin America has certain parallels with Nigeria, the magnitude and character of the difficulties diverge. Latin American civil society organizations have devised intricate ways to confront governmental repression, such as establishing alliances and networks that offer reciprocal assistance (Fernandez & Silva, 2016). Nigerian civil society organizations are frequently disjointed, exhibiting minimal coordination among them, hence diminishing their combined impact and capacity to resist governmental constraints. Furthermore, the economic landscape in Latin America, although difficult, does not exhibit the same degree of financial instability observed in Nigeria, where civil society organizations often encounter cash flow crises stemming from a deficiency of undiversified funding sources (Loughran, 2014).

In Europe, civil society organizations benefit from robust legal and regulatory structures that facilitate their operations. Studies in nations such as the United Kingdom, Germany, and Sweden have concentrated on the influence of Civil Society Organizations (CSOs) in formulating public policy and advancing democratic government. Research by Lewis (2013) in the UK highlighted the significance of robust financial management and accountability in preserving the trust of contributors and the public. European civil society organizations often have access to diverse funding sources, including governmental subsidies, private contributions, and corporate collaborations, which afford them financial stability. The European setting, however, significantly differs from that of Nigeria. European civil society organizations function within rigorously regulated frameworks that provide substantial institutional backing, enabling them to concentrate on long-term strategic objectives. Nigerian CSOs operate under a significantly more intricate and volatile context, marked by fragile governance frameworks, restricted financial avenues, and political oppression (Ogbonnaya, 2012). The insights from Europe, albeit beneficial, may require substantial modification to be relevant in the Nigerian setting. Nigerian civil society organizations necessitate ways to tackle their unique issues, including enhancing internal governance capabilities and formulating alternative finance models to diminish reliance on overseas donors.

1.6. Research Aim and Objectives:

This study aims to critically examine the Organizational Management Systems (OMS) of civil society organizations (CSOs) in Nigeria, identify the key challenges that undermine their effectiveness, and develop context-appropriate solutions and models to strengthen these systems in order to enhance their contribution to sustainable development. The objectives of this research are as follows:

To examine the organizational management systems employed by Nigerian civil society organizations.

To analyze the key factors contributing to weak or ineffective organizational management systems within CSOs.

To explore early indicators of organizational failure linked to poor OMS in Nigerian CSOs.

To assess the role of business models in enhancing the sustainability and resilience of CSOs.

To propose evidence-based strategies for improving OMS and ensuring the long-term survival of CSOs in Nigeria.

1.7. Data Collection Methodology

Quantitative methodology: a questionnaire will be sent to sampled organizations in Nigeria to complete.

Qualitative methodology: Organizational based focused group discussion will be held with 10 selected organizations based in Nigeria.

1.8. Research Questions:

To address the challenges associated with poor organizational systems in CSOs. The research study will answer the following questions aligned to the research objectives:

RQ1. What organizational management systems are currently employed by civil society organizations in Nigeria, and how are they structured and implemented?

RQ2. What internal and external factors contribute to the weakness or ineffectiveness of organizational management systems in Nigerian CSOs?

RQ3. What are the early warning signs that indicate potential failure of a CSO as a result of weak organizational management systems?

RQ4. How do business models integrated within organizational management systems affect the sustainability and long-term survival of Nigerian CSOs?

RQ5. What evidence-based strategies can be implemented to strengthen organizational management systems and improve the sustainability of Nigerian CSOs?

1.9. Research hypothesis:

Research hypothesis in the context of this study, the following research hypothesis have been developed to carry out this investigation:

H0: There is a significant relationship between the strength of a CSO's organizational management system and its operational sustainability.

HA: There is no significant relationship between the strength of a CSO's organizational management system and its operational sustainability.

H0: There are internal and external factors contributing as barriers to the implementation of effective business models in CSOs.

HA: There are only external factors contributing as barrier to the implementation of effective business models in CSOs.

H0: CSOs with diversified funding models are significantly more likely to survive post-donor funding than those with donor-dependent models.

HA: CSOs with diversified funding models are not significantly more likely to survive post-donor funding than those with donor-dependent models.

H0: The use of appropriate business models within OMS significantly predicts the sustainability of income-generating activities in CSOs.

HA: The use of appropriate business models within OMS does not significantly predicts the sustainability of income-generating activities in CSOs.

H0: CSOs with clear internal and external communication strategies have significantly higher stakeholder engagement levels than those without..

HA: CSOs no clear internal and external communication strategies have significantly higher stakeholder engagement levels than those without.

1.10. The Significance of the Study

This study is of critical importance to three primary stakeholder groups: the Nigerian civil society sector (industry), the academic research community (body of knowledge), and policymakers including both local governments and international donors (policy). It is distinctive in its emphasis on the unique challenges faced by Nigerian civil society organizations (CSOs) within their dynamic socio-political and economic environment. Although global research on CSOs has produced valuable insights, it often overlooks the peculiar operational pressures experienced by Nigerian CSOs, such as political repression, fragile financial ecosystems, and deficient governance structures. These complex conditions call for a context-specific, interdisciplinary approach to strengthening organizational management systems (OMS) in Nigerian CSOs.

The significance of this study lies in its ability to not only identify these deeply entrenched operational and structural challenges, but also to provide pragmatic and actionable solutions rooted in the principles of business administration. In doing so, the study serves the immediate needs of the civil society sector by proposing a framework that CSOs can use to restructure their operations for greater effectiveness and resilience. The proposed strategies in governance, finance, human resources, and communication systems will assist Nigerian CSOs in enhancing internal structures and preparing for long-term sustainability, particularly in the

absence of donor support. These tools offer practical industry value and can be adopted by existing CSOs as well as emerging ones led by young social entrepreneurs.

Moreover, this study fills a noticeable gap in academic literature by offering empirical insights into the role of organizational management systems in ensuring CSO sustainability. While previous studies largely focused on service delivery outcomes or advocacy achievements, this research shifts attention to the internal drivers of those outcomes. It introduces a theoretical framework that integrates organizational science and development practice, providing a novel and academically rigorous model for evaluating CSO functionality. This contribution enriches the scholarly dialogue on nonprofit management, especially in under-researched contexts like Nigeria.

From a policy perspective, this research offers relevant evidence that can inform government and donor strategies for supporting civil society. Policy makers often overlook the internal constraints CSOs face, concentrating instead on short-term project outcomes. This study recommends a more strategic approach: investing in long-term capacity development, promoting policies that incentivize transparent governance, and fostering collaborative platforms for state-CSO engagement. Such policy shifts are necessary for enabling CSOs to make more sustainable contributions toward national development goals. While international literature has addressed CSO functionality in various global contexts, few studies delve into the Nigerian scenario with such specificity. This research bridges that gap by developing customized solutions grounded in Nigeria's complex political economy. Its findings contribute not only to local knowledge but also have transnational relevance, as many countries with similar civil society structures face parallel challenges. By contributing to the global knowledge base on nonprofit management, the study positions Nigerian CSOs as key actors in the development landscape.

The study further stands out for its practical utility. It offers tools and lessons that can be incorporated into training manuals, leadership development programs, and CSO onboarding toolkits. These resources will be invaluable to CSO managers, practitioners, and volunteers who lack formal training in organizational leadership and strategic planning. The findings will support the design of sustainable CSO models that are adaptable, locally driven, and less reliant on international donors. The strategic importance of building resilient civil society institutions in Nigeria cannot be overstated. In many marginalized communities, CSOs often fill governance voids by delivering healthcare, education, advocacy, and protection services where the state is either absent or ineffective. However, their ability to do so is hindered by internal weaknesses in financial planning, leadership structures, and workforce capacity. By directly addressing these systemic inefficiencies, this study provides a viable pathway for strengthening the sector and ensuring it plays a consistent and transformative role in Nigeria's development.

This study is significant as it aims to tackle the pressing challenges faced by Civil Society Organizations (CSOs) in Nigeria by suggesting pragmatic methods for enhancing their organizational management systems (OMS). Nigerian civil society organizations are crucial participants in advancing sustainable development, championing social justice, and campaigning for the rights of underprivileged populations. Nevertheless, the efficacy of these groups is frequently compromised by internal inefficiencies in governance, financial management, communication, and capacity development. This research is crucial as it reveals the fundamental reasons of these inefficiencies and provides strategic recommendations to improve the capacity and sustainability of Nigerian CSOs. This action enhances the greater dialogue on non-profit management and organizational growth, while offering practical tools for Nigerian CSOs to augment their operational efficiency and societal impact.

The significance of fortifying Civil Society Organizations in Nigeria is paramount, considering their contribution to sustainable development and social transformation. Civil

Society Organizations frequently function in contexts where governmental institutions are feeble or inefficient, especially in rural and marginalized regions. They deliver vital services including healthcare, education, and social activism, addressing significant deficiencies left by the government. In numerous instances, they are the sole institutions catering to the needs of marginalized groups (Olayode, 2016). The organizational constraints they encounter, especially regarding governance, financial management, and human resource development, constrain their capacity to achieve their missions successfully. This research is important as it directly tackles the structural deficiencies that prevent CSOs from achieving their full potential.

A significant challenge for Nigerian CSOs is the absence of robust governance frameworks. Governance is essential for guaranteeing transparency, accountability, and strategic decision-making. Brett (2020) observed that businesses with inadequate governance systems are susceptible to leadership crises, mismanagement, and inefficiencies in project execution. This study provides significant insights into how Nigerian civil society organizations can enhance their governance frameworks by defining explicit roles and duties, promoting leadership accountability, and instituting efficient decision-making processes. Enhanced governance would not only optimize the internal operations of CSOs but also bolster the confidence of donors, stakeholders, and beneficiaries, which is essential for maintaining long-term viability.

Financial sustainability represents a significant concern for Nigerian civil society organizations (CSOs). Numerous organizations depend significantly on external donors for financial support, rendering them susceptible to fluctuations in donor priorities and economic recessions (Clayton et al., 2000). This research is important as it examines methods for enhancing financial management systems and diversifying funding sources, which are crucial for diminishing donor reliance and securing financial stability. This study empowers civil society organizations with practical strategies for improved budgeting, financial reporting, and

resource mobilization, enhancing their financial resilience. This is especially crucial in the Nigerian context, where financial mismanagement has posed a substantial obstacle to organizational sustainability (Loughran, 2014). The matter of capacity building is essential to the importance of this research. Numerous Nigerian civil society organizations lack the internal frameworks necessary to cultivate a qualified and motivated personnel, hence impeding their capacity to execute effective initiatives. Frequent employee turnover, insufficient training, and restricted prospects for professional advancement are prevalent challenges (Armstrong & Taylor, 2020). This study emphasizes the significance of ongoing capacity enhancement and presents ideas for cultivating human resource systems that promote staff growth, retention, and engagement. This research aims to enhance the operational efficiency and long-term sustainability of civil society organizations through capacity building.

Furthermore, communication is an essential element of organizational management that directly influences the capacity of Civil Society Organizations (CSOs) to interact with stakeholders, enhance awareness, and mobilize resources. Numerous Nigerian civil society organizations encounter challenges in both internal and external communication, resulting in misconceptions, project delays, and diminished visibility (Bryson, 2018). This research is important since it tackles communication difficulties by suggesting solutions to enhance internal coordination and external stakeholder participation. Enhanced communication tools will empower CSOs to forge robust collaborations, advocate for policy reforms more efficiently, and amplify public support for their initiatives.

At the completion of the PHD program at UNICAF, the researcher's work will guide all CSOs in Nigeria in pivoting their organizational management systems in the right direction using a business model. It will also provide profound solutions that will help in addressing the challenges identified through the research work. This unique study becomes a capacity resource

material and reference document for many leaders and young persons who may want to establish their own CSOs in Nigeria in Particular and the world at large.

1.11. Benefits of the Study to Nigerian Civil Society Organizations

This report offers Nigerian CSOs practical insights for the immediate enhancement of their organizational management systems. The research provides practical ideas to improve the daily operations of CSOs by concentrating on governance, financial management, capacity building, and communication. Civil Society Organizations will gain from more defined governance frameworks, resulting in enhanced decision-making, accountability, and transparency. This will promote a more systematic and unified method for executing projects and managing resources (Brett, 2020). Implementing the financial management practices outlined in this study will enable CSOs to enhance their budgeting, financial reporting, and resource mobilization capabilities. This will result in more effective allocation of resources and less financial mismanagement, a significant issue for numerous Nigerian civil society organizations (Clayton et al., 2000).

In the immediate future, CSOs can initiate the creation of internal training programs and professional development possibilities for their personnel. This will enhance employee retention and guarantee that personnel possess the requisite abilities to perform their tasks efficiently (Armstrong & Taylor, 2020). Enhancing communication techniques will allow CSOs to cooperate internally and engage more effectively with stakeholders. This will augment their visibility, cultivate robust alliances, and strengthen their capacity to advocate for policy modifications (Bryson, 2018). In the long term, this research will significantly enhance the internal capacity of Nigerian CSOs, fostering sustainable growth, resilience, and impact. Gradually, the implementation of the techniques outlined in this study would result in more robust and sustainable organizations capable of enhancing Nigeria's development objectives.

The enduring viability of Nigerian civil society organizations would be significantly bolstered by stronger governance and financial management systems. Well-governed and financially stable organizations are more likely to secure long-term funding, retain personnel, and expand their operations (Brett, 2020). This will allow Civil Society Organizations to sustain their operations over the long term, despite economic or political adversities. As Nigerian civil society organizations enhance their organizational management systems, their ability to execute development initiatives will increase, resulting in a more significant impact on sustainable development. This would immediately facilitate the attainment of the Sustainable Development Goals (SDGs), especially in domains such as poverty alleviation, education, health, and environmental sustainability (United Nations, 2015). Donors are more inclined to contribute to organizations that exhibit robust governance, financial accountability, and operational effectiveness (Clayton et al., 2000). This research will assist Nigerian CSOs in establishing confidence with local and foreign donors, thereby assuring a more stable long-term funding stream.

This report proposes long-term capacity-building measures to assist Nigerian CSOs in developing more resilient organizations capable of adapting to evolving socio-political and economic contexts. This will mitigate their susceptibility to external disruptions, such as financing reductions or regulatory alterations, and allow them to persist in their operations within tough contexts (Armstrong & Taylor, 2020). Enhancing communication tools will enable CSOs to interact more effectively with other organizations, both domestically and globally. Robust networks and alliances will augment their capacity to lobby for policy modifications, disseminate resources, and collaborate on extensive development projects (Bryson, 2018).

This research holds greater societal significance, as enhanced CSOs will more effectively contribute to Nigeria's growth. Civil Society Organizations (CSOs) are crucial in

championing human rights, advancing social justice, and providing vital services to marginalized groups. Enhancing their organizational management systems will enable Civil Society Organizations (CSOs) to more effectively tackle the urgent developmental issues confronting Nigeria, such as poverty, inequality, and environmental degradation (Olayode, 2016). The enhanced capacity of civil society organizations will augment their capability to hold the government responsible and advocate for policies that foster inclusive and sustainable development. This research is of paramount importance as it tackles the fundamental organizational obstacles that impede the efficacy of Nigerian civil society organizations. This study furnishes civil society organizations with practical strategies to strengthen governance, financial management, capacity building, and communication, thereby boosting their operational efficiency, sustainability, and effect. In the immediate future, Civil Society Organizations will gain from more defined governance frameworks, more financial oversight, and superior communication. Ultimately, these enhancements will foster enhanced organizational sustainability, bolster donor confidence, and significantly advance Nigeria's developmental objectives. This research's findings will enhance the efficacy of CSOs in Nigeria as agents of change, advancing social justice, human rights, and sustainable development.

This study is connected to business administration in Civil Society Organizations (CSOs) in Nigeria, as it acknowledges that business management principles are vital for enhancing the efficiency, sustainability, and effect of non-profit organizations. The discipline of business administration concentrates on enhancing organizational performance via strategic planning, financial management, human resource development, leadership, and governance frameworks. The same concepts apply to CSOs, which, akin to enterprises, necessitate effective management methods to attain their objectives, ensure sustainability, and maneuver through the difficulties of dynamic environments (Bryson, 2018). This study applies business

administration ideas to Civil Society Organizations (CSOs) in Nigeria, offering a realistic framework to tackle significant operational issues, particularly in governance, financial stability, and capacity building.

A compelling rationale for associating this subject with business administration is that Civil Society Organizations (CSOs), like to enterprises, require robust governance and leadership frameworks to function effectively. Governance is an essential aspect of business administration, wherein distinct roles, duties, and accountability frameworks are instituted to guarantee the efficient and strategic operation of an organization (Northouse, 2018). This study highlights that Nigerian CSOs frequently experience inadequate governance frameworks, leading to inefficiencies, suboptimal decision-making, and insufficient accountability (Brett, 2020). By implementing business administration principles like board governance, leadership development, and strategic supervision, CSOs can establish more transparent and responsible organizational frameworks that enhance long-term sustainability and operational efficiency.

Moreover, financial management, an essential component of corporate administration, is similarly vital for Civil Society Organizations (CSOs). Similar to enterprises, Civil Society Organizations must efficiently manage their resources to sustain operations. This include budgeting, financial reporting, and diversifying income sources to mitigate dependence on a singular funding stream (Clayton et al., 2000). Numerous civil society organizations in Nigeria have financial instability owing to their significant dependence on external funders. This study contends that the implementation of financial management tactics from business administration such as enhanced budgeting processes, transparent financial reporting, and resource mobilization can improve the financial sustainability of civil society organizations (Loughran, 2014). Business administration frameworks offer instruments for enhanced financial monitoring, thereby augmenting donor confidence and ensuring the optimal utilization of resources to attain organizational objectives.

Human resource management (HRM) is a vital domain in which business administration ideas can enhance civil society organizations (CSOs). In corporate environments, Human Resource Management aims to cultivate a proficient and motivated staff that aligns with the organization's strategic objectives (Armstrong & Taylor, 2020). This report emphasizes that numerous Nigerian CSOs have challenges related to worker turnover, insufficient training, and restricted chances for professional advancement. These challenges diminish the efficacy of CSOs, as they lack the requisite human capital to implement their initiatives successfully. By implementing HRM techniques from business administration, including staff development, retention initiatives, and performance management, CSOs can enhance their internal ability to fulfill their missions (Northouse, 2018). This would strengthen the operational efficiency of CSOs and their capacity to react to the growing issues within the development sector.

Moreover, strategic planning, a fundamental aspect of business administration, is essential for the sustained success of any organization, including Civil Society Organizations (CSOs). Strategic planning include establishing explicit objectives, evaluating risks, and distributing resources to guarantee the organization's sustainability and expansion (Bryson, 2018). Many Nigerian civil society organizations function reactively rather than proactively due to an absence of long-term strategic planning. This study posits that by including strategic planning procedures, Civil Society Organizations (CSOs) can more effectively foresee challenges, leverage opportunities, and synchronize their actions with their overarching goal and the Sustainable Development Goals (SDGs) (United Nations, 2015). Employing strategic planning tools enables Civil Society Organizations to prioritize efforts and assure alignment with quantifiable goals that foster societal progress.

The connection between business administration and the management of civil society groups offers numerous benefits; yet there are also objections to the direct application of

business ideas to non-profit entities. A main argument is that Civil Society Organizations (CSOs) fundamentally vary from companies regarding their objectives, motivations, and operating contexts. In contrast to enterprises that primarily aim for profit generation, Civil Society Organizations (CSOs) are dedicated to fostering social change, delivering public services, and advocating for vulnerable populations (Lewis, 2013). Consequently, adopting a profit-oriented perspective from corporate administration may contradict the fundamental principles and mission-centric emphasis of Civil Society Organizations (CSOs). This may result in an excessive focus on efficiency and financial viability, undermining the organization's social effect or advocacy initiatives.

Furthermore, Civil Society Organizations frequently function in unstable and politically heated contexts, especially in nations such as Nigeria, where governmental antagonism and stringent laws can significantly limit their operations (Ogbonnaya, 2012). In these situations, the emphasis on performance measurements, accountability, and strategic planning in business administration may prove challenging to apply. For example, civil society organizations involved in human rights advocacy or governance reforms may encounter substantial external obstacles that hinder their ability to implement the systematic, long-term planning methodologies characteristic of companies. The erratic character of their work, particularly regarding responses to political crises or advocacy for policy change may diminish the efficacy of certain business administration tactics.

Another issue is that the application of commercial models to civil society organizations (CSOs) may result in "mission drift," as these groups prioritize financial viability over their fundamental social aims (Brett, 2020). To obtain financing or showcase organizational efficiency, CSOs may be inclined to undertake projects or activities that correspond with donor interests, even if they do not align with their fundamental mission. This may dilute the organization's focus and diminish its efficacy in accomplishing significant social change.

Unlike firms that can adjust their tactics to enhance profitability, CSOs are constrained by their dedication to particular communities or issues, rendering the application of economic principles challenging without undermining their social objectives.

Ultimately, there is apprehension that Civil Society Organizations may be deficient in resources and knowledge necessary for the effective implementation of business administration techniques. Numerous Nigerian civil society organizations function with constrained funds, minimal personnel, and insufficient professional development opportunities (Armstrong & Taylor, 2020). Implementing extensive business administration practices—such as formal governance structures, financial management systems, and strategic planning processes—may necessitate technical skills and financial resources that small businesses lack. Consequently, although the implementation of business administration concepts has potential advantages, it may also impose more challenges on resource-limited firms.

Although compelling arguments exist for integrating business administration principles with the management of CSOs in Nigeria, there are also legitimate objections that underscore the difficulty and limitations of applying these ideas to non-profit organizations. The report acknowledges the necessity of tailoring business administration techniques to the specific environment of CSOs, ensuring their implementation supports the organization's objective rather than obstructs it. This research attempts to improve the operational efficiency and sustainability of Nigerian CSOs by concentrating on governance, financial management, human resources, and strategic planning, while preserving their fundamental social objectives. Nonetheless, it is crucial to recognize that business administration is not a universal remedy, and Civil Society Organizations must judiciously reconcile the implementation of business principles with their dedication to social transformation.

1.12. Scope of the Study

This study is centered on a comprehensive examination of the Organizational Management Systems (OMS) of Civil Society Organizations (CSOs) in Nigeria, with a specific focus on how these internal systems impact their sustainability, relevance, and contribution to national development. Given the growing importance of civil society in bridging governance gaps, advocating for human rights, and delivering social services, particularly in fragile governance contexts, this research seeks to provide an in-depth understanding of the structures and processes that support or hinder the effectiveness of Nigerian CSOs. The study's focus on internal organizational architecture rather than solely external outputs or advocacy outcomes allows for a diagnostic analysis of institutional viability.

The research conceptualizes OMS as encompassing governance structures, financial management practices, human resource capacity, communication systems, and sustainable business models. These elements are interpreted as interconnected dimensions of organizational life that collectively determine operational efficiency and long-term survival. Governance structures are examined in terms of board composition, leadership accountability, decision-making mechanisms, and internal control systems. Financial management is explored through budgeting, auditing, donor reporting, and income diversification. Human capacity refers to recruitment, training, performance appraisal, and staff retention strategies. Communication systems encompass both internal coordination and external stakeholder engagement, while business models are evaluated for their capacity to generate sustainable revenue independent of donor dependency.

The research thematically addresses critical internal challenges that have been identified as persistent impediments to the sustainability of Nigerian CSOs. Among these are weak governance frameworks that result in blurred lines of authority and ineffective decision-making, overreliance on international donor funding without strategic revenue diversification,

inadequately developed human resource systems that struggle to retain skilled personnel, and poor communication systems that limit organizational visibility and stakeholder trust. Rather than treating these themes as isolated issues, the study situates them within a broader framework of institutional resilience and adaptive capacity. Sustainability, in this study, is therefore interpreted beyond mere financial solvency to include strategic foresight, operational autonomy, and internal coherence.

The research is geographically focused on Nigeria, a country with a diverse and vibrant civil society sector that operates in a complex and often volatile political economy. The country offers a representative case study for examining CSO dynamics in sub-Saharan Africa due to its mix of urban and rural civil society activity, a diverse funding landscape, and an evolving regulatory environment. While the study includes organizations operating nationally, it pays particular attention to CSOs in key urban hubs such as Lagos, Abuja, Port Harcourt, Kano, and Enugu. These locations serve as strategic centers for civil society engagement and offer access to a wide range of organizational types, from small community-based organizations to large-scale advocacy institutions. Although the research focuses on Nigeria, the findings are likely to have broader relevance for countries experiencing similar socio-political and economic pressures.

Methodologically, the research employs a mixed-methods design to offer both breadth and depth of insight. Quantitative data is gathered through structured surveys administered to a broad sample of registered CSOs, capturing information on their internal structures, financial systems, governance practices, and staffing patterns. This is complemented by qualitative data collected through semi-structured interviews, focus group discussions, and document analysis involving CSO leaders, board members, staff, and donors. The triangulation of data sources and methods enhances the reliability and validity of the research findings, allowing for a

nuanced interpretation of both systemic patterns and individual organizational experiences. Quantitative data is analyzed using descriptive and inferential statistical methods, while qualitative data is subjected to thematic coding using NVivo to identify recurring narratives and contextual variables.

Temporally, the research covers a ten-year period from 2014 to 2024, a timeframe selected to capture critical shifts in the CSO landscape in Nigeria. This period includes significant political transitions, economic downturns, and shifts in donor policy, all of which have had profound implications for CSO operations. It also includes major policy reforms such as the amendment of the Companies and Allied Matters Act (CAMA) and the introduction of regulatory guidelines by the Financial Reporting Council. By situating the research within this timeframe, the study is able to explore how Nigerian CSOs have adapted—or failed to adapt—to a rapidly changing operational environment.

While the scope of the study is extensive, certain delimitations are necessary to ensure feasibility. The study focuses exclusively on formally registered CSOs and excludes informal or unregistered grassroots movements. It also omits international NGOs operating in Nigeria unless they exhibit strong local governance and operational structures. Faith-based organizations are included only if they operate registered development arms. The primary unit of analysis remains the internal organizational systems rather than programmatic or sector-specific outcomes, although these may be referenced where relevant to internal structures.

The scope of the study is justified by its capacity to generate practical, contextually relevant knowledge for CSO practitioners, scholars, and policy makers. Access to internal documents such as financial reports and strategic plans may be limited due to confidentiality concerns, and self-reported data on governance and performance may be subject to bias. However, the use of triangulated data sources mitigates these limitations and strengthens the overall robustness of the research. By focusing on internal organizational systems, the study

offers transferable frameworks and models that can be adapted by CSOs across Nigeria and potentially in other comparable settings.

The study is further justified by its alignment with national development objectives and international development frameworks. Nigerian CSOs play a critical role in promoting accountability, delivering essential services, and advocating for marginalized populations. Their effectiveness, however, is heavily contingent on the integrity of their internal management systems. This research contributes to national goals outlined in the Nigeria National Development Plan (2021–2025) and the Sustainable Development Goals (SDGs) by supporting institutional strengthening and enhancing the effectiveness of non-state actors in development. Through its diagnostic and prescriptive orientation, the study aims to influence how CSOs are supported, regulated, and evaluated both within Nigeria and in similar contexts across the Global South.

The scope of this study is deliberately broad yet strategically focused. It provides a multidimensional analysis of the internal factors that shape CSO sustainability in Nigeria and proposes empirically grounded solutions that bridge academic inquiry and practical implementation. The study's conceptual clarity, methodological rigor, and policy relevance position it as a significant contribution to the discourse on civil society, governance, and development in Nigeria.

CHAPTER 2: LITERATURE REVIEW

2.1.Introduction:

The purpose of this study is to examine and analyze the challenges associated with poor organizational management systems of Civil Society Organizations (CSOs) in Nigeria. Previous research has often treated CSO management as distinct from business administration, focusing instead on volunteerism, activism, and donor dependency. However, growing evidence suggests that the lack of effective sustainability and succession frameworks has significantly undermined the operational longevity of CSOs. This chapter critically examines the current weaknesses in CSO organizational management systems and explores the applicability of business administration principles in addressing these systemic gaps. It further investigates global and contextual empirical evidence to understand why many CSOs fail to survive beyond initial donor support and seeks to propose sustainable management solutions grounded in practice and theory.

This literature review aligns with fundamental theory (Wacker, 1998) and key conceptual debates surrounding organizational management systems in the nonprofit sector. Drawing on both theoretical and empirical sources, it reviews governance structures, financial management, human capital development, communication strategies, and sustainability frameworks across global, African, regional, and Nigerian contexts. The chapter incorporates a conceptual framework that illustrates the relationships among independent variables (governance, finance, human capacity, communication), mediating variables (business models and leadership), and the dependent variable (sustainability of CSOs). It concludes by identifying key literature gaps, contextual, theoretical, and methodological challenges that justify the present study.

The global nonprofit sector has undergone substantial transformation over recent decades, with growing academic attention on how organizational management systems (OMS)

contribute critically to sustainability, adaptability, and impact. A recurring theme is that CSOs in developed contexts are increasingly expected to adopt business administration and strategic management practices traditionally found in the private sector, adapting them to the social mission-driven nonprofit environment (Anheier, 2005; Letts, Ryan, & Grossman, 1999). In the United States and Europe, empirical studies show that nonprofits with diversified revenue models, robust governance, and strong leadership practices are better placed to absorb shocks such as funding cuts, policy changes, or social crisis (Bryson, Crosby, & Bloomberg, 2014; Salamon & Anheier, 1998).

A recent case collection, *Case Studies on Nonprofit Resilience Management* (Searing & Young, 2025), reports on 31 nonprofits across multiple sectors including education, social services, and advocacy to examine how organizations survive existential threats. Findings indicate that resilience strategies such as fiscal transparency, community reciprocity, servant or transformational leadership, and mission clarity are recurrent across successful organizations. Organizations that maintain a strong mission focus even when financial pressures mount tend to mobilize internal and external resources more effectively (Searing & Young, 2025). These case studies reveal that OMS components particularly financial control systems and strong governance mechanisms serve as foundational pillars for resilience.

Another global study exploring organizational resilience in nonprofit behavioral health organizations in North America identified six core characteristics enabling adaptation to funding changes: commitment to mission, improvisation, community reciprocity, servant and transformational leadership, hope and optimism, and fiscal transparency (Witmer et al., 2016). The methodology employed qualitative case studies, interviews, and focus groups to uncover how internal systems and leadership styles mediate the impact of external threats. Importantly, mission commitment and the ability to improvise with available resources were shown to strengthen organizational agility (Witmer et al., 2016).

In Latin America, Espejo Pereda et al. (2025) conducted an empirical validation of a leadership styles scale among nonprofit institutions across nine countries. Their study emphasized servant, shared, and empowering leadership styles and found that organizations employing leadership styles based on participative and shared decision making demonstrated better internal cohesion, greater staff satisfaction, and enhanced capacity for external stakeholder engagement. These leadership styles were positively associated with factors like governance quality and financial oversight, suggesting that leadership can play a moderating role between OMS components and sustainability outcomes (Espejo Pereda et al., 2025).

Global literature also features technology and communication systems as critical enablers of organizational effectiveness. The study *Modeling the Adoption and Use of Social Media by Nonprofit Organizations* (Nah & Saxton, 2012) examined large U.S. nonprofits and found that capacity (human and technical), governance structure, organizational strategy, and environment significantly predicted the adoption, frequency, and dialogic engagement of social media platforms. Nonprofits that built strong capacities for communication both internal (staff coordination, feedback loops) and external (stakeholder engagement, transparency) showed higher levels of trust and legitimacy among donors and the public (Nah & Saxton, 2012).

Furthermore, the literature suggests that business models and revenue diversification strategies are not just performance enhancers but mediators of resilience. For instance, nonprofits with mixed income sources earned income, fee for service, philanthropic giving, investment income are less vulnerable to donor withdrawal (Letts et al., 1999; Anheier, 2005). These mixed models require stronger financial systems including budget planning, risk assessment, internal audit, and reporting to be effective. Leadership plays a critical role in selecting and implementing these models, serving as a mediating variable between internal capacities and outcomes.

Globally, the combination of leadership, governance, finance, communication, and business models emerge consistently in empirical studies as the set of OMS components most strongly correlated with sustainability. Yet, almost uniformly, authors note that the mere presence of OMS components is insufficient; what matters is how they are operationalized: whether governance bodies (boards) are genuinely active and accountable, whether financial systems are transparent and regularly audited, whether human resource systems invest in recruitment, retention, training, and whether communication is strategic, both within the organization among staff and externally with communities and donors.

A consistent finding across global literature is the significance of mediating and moderating variables in the OMS sustainability relationship. For instance, in resilience studies, leadership style (transformational, servant, delegative) often moderates how well financial or governance weaknesses impact outcomes. Similarly, organizational culture (shared mission, norms of transparency) mediates how governance or communication practices translate into sustained donor confidence and operational continuity. These insights will inform the conceptual framework developed for this study particularly in specifying independent variables (governance, finance, human capacity, communication), mediators/moderators (leadership style, organizational culture, business models), and the dependent variable (CSO sustainability).

The global evidence base also stresses that sustainability is a dynamic construct influenced by environmental, policy, and institutional contexts. As highlighted in Cornforth and Brown's (2014) edited volume on nonprofit governance, external accountability pressures and internal decision-making frameworks co-determine how OMS are implemented. This supports the view that organizational sustainability is not static, but rather a continuous process requiring strategic adaptation. Building on this, Ebrahim and Rangan (2014) argue that nonprofits must align their missions with performance measurement frameworks if they wish

to maintain legitimacy with donors, regulators, and the public. Their three-tiered logic model—focused on inputs, outputs, and outcomes emphasizes that operational and impact accountability are inseparable. CSOs that fail to establish mechanisms for measuring and reporting both types of accountabilities often lose stakeholder trust.

Emerging literature also places emphasis on digitalization and knowledge management systems. As Bussin and Christos (2021) observed, CSOs operating in data-rich environments are able to use insights for donor reporting, strategic planning, and resource optimization. These systems, however, must be aligned with a culture of learning and continuous improvement. Technology alone, in the absence of capacity to use it effectively, does not yield resilience. Furthermore, McKinsey's Nonprofit Practice Report (2023) found that digital maturity correlates positively with stakeholder engagement and funding diversity, particularly among organizations with flexible operating models and cross-functional leadership teams.

Taken together, global literature affirms that sustainable CSOs are those that embrace integrated organizational management systems where financial stewardship, human capital investment, governance oversight, leadership dynamics, and communication strategies work as a coherent system. These elements do not function in isolation; rather, their interdependencies determine whether an organization can navigate complexity, scale its impact, and maintain legitimacy over time. This global evidence thus provides an important lens through which to examine the context-specific realities of Nigerian CSOs in subsequent sections of this chapter.

2.2. Africa and Civil Society Organizations

Across Africa, civil society has long played a pivotal role in addressing governance deficits, advocating for human rights, and filling service delivery gaps left by the state. The expansion of democratic space since the 1990s has enabled an increase in both the number and influence of African CSOs (Ake, 1996; Akeregha, 2006). However, research consistently shows that despite their growing significance, African CSOs struggle with fundamental

organizational weaknesses particularly in governance, leadership continuity, financial sustainability, and capacity building (Kanyinga, 2014; Kiranda et al., 2016).

A regional assessment by the African Development Bank (AfDB, 2018) notes that many African CSOs are “technically strong but institutionally fragile.” They often operate in volatile political environments with constrained funding and limited government support. This fragility manifests in short project cycles, donor-driven agendas, overreliance on international funding, and minimal investment in internal systems. Even CSOs with long histories and notable achievements are vulnerable to collapse once external support ends. This aligns with observations made by Odinkalu (2003), who highlighted the tendency of African CSOs to adopt externally imposed structures that are misaligned with local realities.

Governance remains one of the most frequently cited challenges for African CSOs. A study by Kiranda, Walter, and Mugisha (2016) across East Africa found that many organizations lack clear leadership succession plans, functional boards, and internal controls. Leadership often revolves around charismatic founders, whose continued presence becomes central to organizational identity and operations. When these leaders exit or lose donor trust, the organization often falters. This ‘founder syndrome’ creates dependency and undermines the development of autonomous governance systems. According to Apusigah (2018), African CSOs often blur the line between governance and management, leading to role confusion, accountability issues, and weak institutional performance.

Financial sustainability is another recurring problem. African CSOs predominantly rely on foreign donor funds with limited domestic philanthropy or revenue generation mechanisms. Research by Civicus (2017) indicates that over 85% of African CSOs operate with annual budgets of less than USD 50,000 and have no reserve funds or endowment plans. This funding fragility limits long-term planning and institutional investment. The study recommends the development of hybrid business models that combine service provision with income-generating

activities. However, many African CSOs lack the expertise or frameworks to implement such models sustainably. Moreover, restrictive legal frameworks and cumbersome registration procedures in many African countries inhibit their ability to operate freely and innovate organizationally (ICNL, 2020).

Capacity building remains limited and unsystematic. A 2019 report by TrustAfrica notes that although African CSOs are skilled in community mobilization and advocacy, they often lack institutional capacity in areas like strategic planning, monitoring and evaluation, and human resource development. Most training activities are donor-driven, project-specific, and short-term, leading to limited institutional memory or systemic change. Staffing is often ad hoc, with low salaries and few opportunities for professional growth, resulting in high staff turnover and low organizational continuity. As Ndomo (2016) argues, unless African CSOs develop long-term internal strategies for staff development, their organizational effectiveness will remain constrained.

Communication also presents challenges. Many African CSOs lack professional communication strategies to engage donors, government, and beneficiaries. Internal communication systems are often informal, with limited documentation and weak knowledge management. This impedes learning, accountability, and external visibility. Studies in Kenya, Ghana, and Nigeria have shown that CSOs with well-developed communication and reporting frameworks are more successful in attracting multi-year grants and forming strategic partnerships (Kanyinga, 2014; Osei, 2017).

Despite these challenges, examples of strong and sustainable African CSOs exist. Organizations like the Legal Resources Centre (South Africa), Akina Mama wa Afrika (Uganda), and the African Women's Development Fund (Ghana) demonstrate how strong OMS particularly in governance, strategic leadership, financial diversification, and communication can enable long-term sustainability. These organizations have invested in

board development, leadership transitions, internal policies, and fundraising strategies. As such, they provide models for peer organizations and contribute valuable case study evidence to the emerging African body of literature on CSO management. The African literature underscores that while CSOs are key actors in development and governance, their impact is often undermined by weak internal structures. Addressing issues such as leadership dependence, financial fragility, and capacity gaps is critical. These themes will be further explored in the West African and Nigerian contexts to identify patterns and context-specific solutions relevant to the current study.

2.3. West African Civil Society organization

In the West African context, the growth of civil society has been instrumental in promoting social accountability, delivering humanitarian aid, and fostering democratic governance. However, the operational sustainability of CSOs in this region remains precarious (Agar & Kaferapanjira, 2006). A recurring theme in West African literature is the heavy reliance on donor funding and the consequential failure to institutionalize sound organizational management systems. Studies conducted across Ghana, Nigeria, Sierra Leone, and Liberia indicate that while many CSOs are effective in service delivery, their internal management structures are often inadequate for long-term sustainability (Abiew, 2012; Osei, 2017).

Ghana offers a particularly illustrative case. According to Osei (2017), many Ghanaian CSOs have experienced rapid expansion in response to donor calls for proposals, but this has rarely been matched by investment in governance, financial systems, or human capital. His survey of 110 registered NGOs in Accra found that over 70% had no documented strategic plan, while 60% lacked audited financial statements for more than three years. Leadership in many of these organizations was concentrated in one or two individuals, often the founders, leading to role conflicts and weakened board oversight. These findings echo earlier

observations by Tsekpo and Hudson (2009), who argued that CSO sustainability in Ghana is highly susceptible to leadership transitions and shifts in donor priorities.

In Sierra Leone and Liberia, the literature reveals similar challenges, particularly post-conflict. The post-war boom in humanitarian aid led to a proliferation of local NGOs. However, many were established as project vehicles, lacking independent visions or robust management systems (Sesay, 2015). Once donor programs ended, these organizations either shut down or became dormant due to the absence of diversified funding and weak institutional foundations. Kande (2016) noted that the absence of formal governance systems and qualified staff made it difficult for these organizations to pivot into sustainable development work. Additionally, a study by ActionAid West Africa (2018) identified poor human resource planning, limited training opportunities, and high staff turnover as major impediments to CSO efficiency in Liberia and Sierra Leone.

Within the broader West African region, donor-CSO dynamics also shape internal organizational behavior. Donors often bypass national systems and fund CSOs directly, sometimes reinforcing a culture of upward accountability (to donors) rather than horizontal or downward accountability (to communities and stakeholders). This funding dynamic encourages short-termism and project-based survival, undermining long-term planning and investment in OMS. Abiew (2012) argues that while this model allows CSOs to act independently of weak states, it inadvertently perpetuates dependency and limits strategic autonomy.

Drawing from the above, the significance of OMS becomes more apparent when examining West African CSOs engaged in public health, education, and advocacy. These organizations are expected to deliver high-impact services while managing donor relations and sustaining internal operations. However, many lack standard operating procedures, internal communication channels, and succession plans. This has resulted in operational delays,

duplication of efforts, and at times, public scandals that erode trust. These concerns are particularly acute in Nigeria, which will be explored in detail in the subsequent section.

Despite these challenges, some West African CSOs have demonstrated resilience and sustainability. For instance, the West Africa Civil Society Institute (WACSI), based in Ghana, has served as a capacity-building hub for CSOs across the sub-region. Its focus on training, governance enhancement, and leadership development illustrates how investment in OMS can yield regional benefits. Similarly, the BudgIT Foundation in Nigeria has leveraged technology, financial transparency, and evidence-based advocacy to enhance its credibility and operational stability. These cases demonstrate that tailored investment in governance, communication, and capacity building can offset funding vulnerabilities and improve institutional endurance.

West African literature reinforces the critical role of OMS in ensuring CSO effectiveness and survival. It also highlights recurring weaknesses in leadership continuity, financial diversification, internal governance, and communication. These themes, as discussed in this paper, reveal a gap between service delivery performance and institutional sustainability. Therefore, the next section will focus on the Nigerian literature, where these challenges are more deeply entrenched, and where the present study is contextually situated.

2.4. Civil Society Organizations in Nigeria

The historical and socio-political evolution of Civil Society Organizations (CSOs) in Nigeria provides essential context for understanding the current landscape and institutional challenges facing the sector (Adejumobi, 2001; Aiyede, 2005a; Ajaero, 2012). Civil society in Nigeria predates colonialism and is rooted in traditional communal associations, age grades, guild systems, religious groups, and town unions, which were instrumental in conflict resolution, social welfare, and leadership accountability at the community level (Adefulu & Akinyemi, 2009; Abetola et al., 2009). These indigenous systems of social organization laid

the foundational principles of collective action and mutual aid, which would later influence the formation of modern CSOs (Akindele et al., 2017; Akinyemi, 2016).

During the colonial era, the emergence of voluntary organizations became more formalized. These organizations were often organized around religious missions, social welfare, and resistance to colonial policies. Christian missionary societies and Islamic charitable organizations played pivotal roles in education, healthcare, and rural development. Importantly, the nationalist movement of the 1940s and 1950s saw the transformation of these groups into platforms for political mobilization and advocacy against colonial rule (Akinbogun, 2016; Akinboye & Oloruntoba, 2007). Organizations such as the Nigerian Youth Movement (NYM) and the West African Students' Union (WASU) served as precursors to more contemporary civil society actors, contributing to Nigeria's independence struggle (Falola & Heaton, 2008).

Following independence in 1960, Nigeria witnessed an initial surge in associational life, with civil society actors actively participating in nation-building and development. However, successive military regimes from the mid-1960s to the late 1990s imposed severe restrictions on civic space (Akubo, 2021; Ali et al., 2017). Civil society organizations during this period became largely oppositional, focusing on human rights, democratic advocacy, and resistance to authoritarian rule. Prominent among these were organizations like the Civil Liberties Organization (CLO), the Constitutional Rights Project (CRP), and the Committee for the Defense of Human Rights (CDHR), which played leading roles in resisting military dictatorship and advocating for democratic governance (Ibrahim & Salihu, 2004).

The return to democracy in 1999 marked a turning point for civil society in Nigeria. The liberal democratic framework provided space for the proliferation of non-governmental organizations (NGOs), faith-based organizations, and community-based organizations across all sectors. These groups expanded their roles from political advocacy to service delivery,

development programming, and policy engagement. The Fourth Republic also witnessed increased donor engagement, with foreign development partners supporting CSOs in areas such as governance, health, education, and environmental sustainability. The influx of donor funding during this era contributed to the formalization and professionalization of CSO activities (Baba & Akinbinu, 2020).

Despite this expansion, the post-1999 period has been characterized by the dualism of opportunity and constraint. On one hand, CSOs have contributed significantly to policy reforms, election monitoring, budget advocacy, and public sector accountability. Organizations like the Transition Monitoring Group (TMG), BudgIT, and SERAP have played high-profile roles in these areas. On the other hand, the sector has been marred by challenges of legitimacy, transparency, and sustainability. The rapid growth of the sector has not always been accompanied by commensurate institutional development. Many CSOs emerged to access donor funds without a clear vision, strategy, or accountability frameworks. As a result, there has been growing concern about the quality, ethics, and effectiveness of civil society interventions (Ojebode et al., 2019).

The socio-political environment has also shaped the trajectory of CSOs. Nigeria's complex federal structure, ethno-religious diversity, and political patronage systems influence the operations and legitimacy of civil society. In regions where government presence is weak or ineffective, CSOs often fill the development gap. However, in politically sensitive areas, such as the Niger Delta or the North East, civil society actors face security threats, political suspicion, and operational constraints. Moreover, government attitudes towards civil society have oscillated between cooperation and antagonism. While some administrations have partnered with CSOs on national programs (e.g., the National Economic Empowerment and Development Strategy NEEDS), others have sought to curtail their influence through regulation and political intimidation (CIVICUS, 2020).

Legal and regulatory frameworks have also influenced CSO operations in Nigeria. The Companies and Allied Matters Act (CAMA), which governs NGO registration, has undergone multiple revisions. The most recent amendment of CAMA 2020 empowers the Corporate Affairs Commission (CAC) to suspend trustees of NGOs and appoint interim managers. While the government argues that this enhances accountability, civil society actors view it as a tool for repression. These legal developments reflect ongoing tensions between state control and civic autonomy, with significant implications for CSO legitimacy and independence.

Technology has emerged as both a catalyst and a challenge in the evolution of Nigerian CSOs. Digital platforms have enabled advocacy, transparency, and stakeholder engagement. Initiatives like Tracka and Follow The Money have used open data to track public projects and mobilize citizens. At the same time, digital surveillance and misinformation campaigns have created new vulnerabilities for civil society actors. The #EndSARS protests of 2020 demonstrated both the potential and peril of digital activism, as CSOs played central roles in organizing, documenting, and responding to state violence. However, subsequent government crackdowns highlighted the fragility of digital civic space in authoritarian-leaning democracies.

In addition, the influence of external funding and support from donor agencies such as the Ford Foundation, Oxfam, and the MacArthur Foundation has played a significant role in shaping Nigeria's civil society terrain. The period between 2000 and 2010 was especially pivotal, as increased attention to issues of transparency and governance catalyzed CSO involvement in public finance monitoring, anti-corruption campaigns, and electoral reform. Nevertheless, as donor resources expanded, so did opportunistic and poorly governed organizations that lacked sustainability models or long-term strategic vision.

Another significant development has been the transition of some Nigerian CSOs from loose networks and grassroots movements into structured, bureaucratic institutions. This shift,

while contributing to formalization, often sidelined community engagement in favor of donor-driven programming. As a result, this transition led to a disconnect between CSO leadership and their constituencies. Organizations increasingly operated as elite-driven platforms rather than inclusive, participatory movements rooted in community needs. Moreover, the evolution of women's rights and gender-focused CSOs, especially in the wake of the 1995 Beijing Platform for Action, contributed to significant advocacy achievements in reproductive rights, education, and gender-based violence (Abatecola et al., 2015). However, many of these groups were short-lived due to internal management weaknesses and overdependence on external funding (Abiddin et al., 2022; Abutudu, 1995; Achebe, 1983).

Overall, the historical and socio-political trajectory of CSOs in Nigeria is characterized by resilience, adaptability, and innovation yet tempered by persistent structural weaknesses. This research recognizes these historical forces while seeking to address the root causes of management dysfunction (Abdulfatai et al., 2014a). By integrating lessons from the past and leveraging modern organizational theories, the study aims to chart a more sustainable path forward for Nigerian civil society.

2.5. Civil Society Landscape in Nigeria

The Nigerian civil society landscape has witnessed significant evolution over the past three decades. From its roots in anti-colonial struggles and military-era activism, Nigerian CSOs have grown into a dynamic sector contributing to governance, public accountability, service delivery, and community development (Abutudu, 1995; Achebe, 1983). However, this growth has not been matched by internal institutional strength. The literature on Nigerian CSOs points to critical deficiencies in organizational management systems, particularly in areas of governance, leadership, finance, human capital, and communication (Ojebode et al., 2019; Olayode, 2016).

The challenge of weak governance frameworks remains prominent in Nigerian CSOs. Governance structures in many organizations are either rudimentary or non-functional. Several studies (Baba & Akinbinu, 2020; Uzoma, 2013) report that CSOs often lack independent boards or governing councils capable of exercising strategic oversight. Instead, decision-making is heavily centralized around founders or executive directors, resulting in leadership monopolies. This phenomenon, sometimes referred to as the “founder’s trap,” inhibits succession planning and institutional continuity. Board members, where they exist, are frequently inactive or comprised of friends and relatives of the founders, limiting critical oversight and professional engagement (Ojebode et al., 2019).

Inadequate financial systems represent another significant organizational challenge. Nigerian CSOs are largely donor-driven, with little emphasis on internal revenue generation or diversified funding models. As Olayode (2016) explains, financial sustainability remains elusive because of the absence of structured budgeting, financial controls, or long-term income strategies. Several organizations operate without audited accounts or transparent reporting mechanisms, creating conditions for mismanagement and eroding donor confidence. Armstrong and Taylor (2020) further note that many Nigerian CSOs operate as project vehicles without long-term financial planning. Once donor funding dries up, operational activities stall, and the organization either shrinks significantly or collapses outright.

The issue of human capacity is also central to the discourse on CSO sustainability in Nigeria. Many organizations operate with limited technical staff and rely heavily on volunteers, interns, or poorly trained workers. According to Ojebode et al. (2019), this results in limited institutional memory, poor project continuity, and low organizational morale. Training and staff development opportunities are often tied to specific donor projects rather than institutional strategies, making capacity-building ad hoc and unsystematic. Uzoma (2013) argues that staff turnover is high in many CSOs because of poor remuneration, lack of job security, and minimal

professional growth pathways. This workforce instability undermines organizational performance, accountability, and strategic planning.

Leadership deficiencies in Nigerian CSOs have also been extensively documented. Leadership transitions are often poorly managed, leading to organizational crises or collapse. Olayode (2016) emphasizes that many CSOs lack documented succession plans, leaving them vulnerable during leadership exits. Leadership is frequently concentrated in charismatic individuals who personify the mission and vision of the organization. This personalization of leadership weakens institutionalization and creates dependency on specific individuals for survival. In addition, there is often a disconnect between technical knowledge and strategic leadership capacity. As a result, organizations struggle with aligning operational activities with long-term goals (Baba & Akinbinu, 2020).

Communication systems within Nigerian CSOs are generally weak, both internally and externally. Internally, many organizations lack clear communication protocols, resulting in confusion, role duplication, and conflict among staff. Externally, CSOs often fail to engage effectively with stakeholders, including beneficiaries, media, government agencies, and the public. According to Daft (2016), the absence of structured communication strategies reduces visibility, hinders partnership development, and weakens advocacy outcomes. Nigerian CSOs with better communication frameworks have been shown to mobilize more resources, influence policy more effectively, and maintain stronger relationships with stakeholders (Ojebode et al., 2019).

Beyond these thematic challenges, the broader operational environment for Nigerian CSOs also contributes to their vulnerability. Government support for CSOs is limited, and the regulatory environment, while not overtly hostile is often ambiguous. Organizations are expected to register with the Corporate Affairs Commission (CAC), but there is little monitoring of their compliance with corporate governance standards. Furthermore, donor

dependency exposes organizations to geopolitical and economic fluctuations. Changes in donor priorities, currency devaluation, or shifts in international funding trends can result in sudden funding gaps (Clayton et al., 2000).

Several attempts by CSOs to establish income-generating ventures have failed due to the absence of business models or market research. Uzoma (2013) observes that some Nigerian CSOs set up social enterprises or consultancy arms without understanding operational costs, target markets, or competitive advantage. These ventures often drain resources and distract from core mission activities. Without proper risk management and business strategy, these income-generating activities are more likely to fail than succeed.

Nevertheless, there are positive examples within the Nigerian CSO ecosystem. Organizations such as CLEEN Foundation, BudgIT, and Connected Development (CODE) have demonstrated the value of structured management systems. These organizations have invested in governance frameworks, diversified funding strategies, robust communication plans, and leadership development. They serve as case studies of how Nigerian CSOs can transition from dependency to sustainability through strategic investment in internal systems. However, such examples are the exception rather than the norm. Empirical studies reinforce these observations. A survey conducted by the Nigeria Network of NGOs (NNGO, 2018) found that over 65% of CSOs surveyed had no operational manuals, no succession plans, and lacked staff development frameworks. Only 20% of respondents reported conducting internal financial audits annually. Similarly, a study by Ibrahim and Hulme (2010) on governance in Nigerian NGOs revealed that organizational performance correlated strongly with board functionality, leadership style, and financial reporting practices.

The literature on Nigerian CSOs also reveals a critical gap in the integration of management theories and practices. Most organizations are founded by professionals, activists, or religious leaders without formal training in management or organizational development.

This results in operational approaches rooted in passion and experience rather than evidence-based models. The application of theories such as transformational leadership, strategic management, or systems thinking is limited. This disconnect between practice and theory constrains innovation, learning, and long-term growth (Brett, 2020).

The literature on Nigerian CSOs presents a compelling case for the urgent need to strengthen organizational management systems. Key challenges include weak governance, financial fragility, poor human capacity, ineffective communication, and leadership dependence. These internal deficiencies are exacerbated by external environmental challenges, including donor dependency and regulatory ambiguity. Addressing these issues requires a strategic approach grounded in business administration, leadership theory, and nonprofit management principles. This study contributes to bridging the gap between academic theory and organizational practice by proposing a comprehensive model for improving OMS in Nigerian CSOs.

2.6. Types of Civil Society Organizations in Nigeria

In Nigeria, civil society organizations (CSOs) exhibit a wide array of structural forms, operational approaches, and thematic focuses. The diversity of CSOs in the country reflects the multiplicity of societal needs and the historical evolution of civic engagement. These organizations are typically categorized based on their function, structure, target population, and geographic scope. Understanding the various types of CSOs in Nigeria is essential to contextualizing the challenges of organizational management systems within each category. One of the most common types of CSOs in Nigeria are non-governmental organizations (NGOs). These are formally registered entities that operate independently of the state and are typically involved in advocacy, development, humanitarian assistance, and service delivery. NGOs may be national or international in scope, and they often depend on external donor funding to implement their programs. Examples include organizations working in areas such

as human rights, health, education, gender equality, environmental protection, and youth empowerment. NGOs have become highly visible actors in Nigeria's development landscape and are frequently engaged in policy dialogue and public accountability initiatives.

Faith-based organizations (FBOs) represent another significant type of CSO in Nigeria. Rooted in religious institutions, these organizations draw on faith-based values to provide social services, promote moral and ethical education, and support community development. FBOs are highly influential, given Nigeria's deeply religious population, and they often enjoy strong grassroots support. They include organizations affiliated with churches, mosques, and other religious movements. Notable FBOs include the Catholic Caritas Foundation of Nigeria, the Federation of Muslim Women's Associations in Nigeria (FOMWAN), and the Redeemed Christian Church of God's CSR initiatives. These organizations often blend spiritual guidance with humanitarian service, especially in rural and underserved areas.

Community-based organizations (CBOs) are grassroots entities that arise organically from within local communities to address specific local issues. Unlike larger NGOs, CBOs often operate informally and have limited access to external funding. They focus on community development, education, health, sanitation, and infrastructure. CBOs are critical actors in rural development and are often more attuned to the immediate needs of their communities. However, due to limited capacity and institutional structures, they face greater challenges in organizational sustainability and effectiveness.

Professional associations and trade unions also form an important part of civil society in Nigeria. These include groups such as the Nigeria Labour Congress (NLC), the Nigerian Medical Association (NMA), and the Academic Staff Union of Universities (ASUU). These organizations advocate for the rights and welfare of their members, engage in collective bargaining, and often play significant roles in national policy discourse. While their focus is

often sector-specific, they have broader implications for governance, economic justice, and social equity.

Women's rights organizations and feminist movements constitute another vital category of CSOs. These groups advocate for gender equality, the elimination of gender-based violence, reproductive rights, and the political and economic empowerment of women. Many of these organizations emerged in the aftermath of the 1995 Beijing Conference and have since contributed to significant policy reforms and social awareness in Nigeria. Examples include Women's Rights Advancement and Protection Alternative (WRAPA), Project Alert on Violence Against Women, and the African Women's Development and Communication Network (FEMNET).

Youth-focused organizations and student movements also represent a vibrant segment of civil society. These include student unions, campus-based NGOs, and youth advocacy networks. They address issues related to education, unemployment, civic engagement, and political participation. Youth organizations have been instrumental in mobilizing mass protests and advocating for generational inclusion in governance. The #EndSARS movement, for instance, was largely driven by youth coalitions demanding an end to police brutality and greater accountability.

Advocacy coalitions and policy think tanks form another layer of CSOs in Nigeria. These organizations engage in policy research, legislative advocacy, and strategic litigation. They work to influence public policy and improve governance through evidence-based recommendations and monitoring government performance. Organizations such as the Centre for Democracy and Development (CDD), the Policy and Legal Advocacy Centre (PLAC), and the Socio-Economic Rights and Accountability Project (SERAP) exemplify this category.

In addition to these categories, there are also philanthropic foundations and donor-funded intermediaries that act as conveners, grant-makers, and capacity builders within the

CSO ecosystem. These include organizations like the TY Danjuma Foundation, the Ford Foundation Nigeria Office, and the MacArthur Foundation. They play a crucial role in resourcing and strengthening the sector but also face questions around agenda-setting and the localization of aid. Each of these types of CSOs faces unique organizational management challenges. NGOs and FBOs, for instance, must navigate complex donor requirements and governance expectations. CBOs struggle with capacity, leadership continuity, and resource mobilization. Professional associations and advocacy groups often grapple with internal cohesion, political pressures, and legitimacy crises. The diversity of the sector underscores the need for flexible, context-specific management systems that accommodate different organizational typologies while fostering sustainability and impact.

The typology of CSOs in Nigeria is therefore not merely academic—it has practical implications for how interventions, policies, and capacity-building efforts are designed. A one-size-fits-all approach is unlikely to address the nuanced challenges across different organizational forms. This study recognizes this diversity and aims to propose differentiated strategies for strengthening the organizational management systems of Nigerian CSOs based on their specific operational characteristics and contextual realities.

2.7. The Emergence of Networks and Coalitions of CSOs in Nigeria

The emergence of networks and coalitions among Civil Society Organizations (CSOs) in Nigeria represents a significant development in the country's civil society architecture. These networks were largely established to foster collaboration, enhance coordination, amplify advocacy efforts, and address common challenges in the sector. As the CSO landscape in Nigeria expanded rapidly during the 1990s and early 2000s, the need for a unified voice and collective action became increasingly apparent. These networks function as umbrella bodies

that facilitate information sharing, policy engagement, joint programming, and capacity development among member organizations (Okafor, 2006).

One of the earliest and most influential of these platforms is the Nigerian Network of NGOs (NNNGO), which was established to coordinate and represent the interests of thousands of NGOs operating across the country. NNNGO plays a pivotal role in regulatory advocacy, sectoral self-regulation, and capacity building for small and medium-sized NGOs. It also works closely with international development partners and government agencies to shape policies affecting the nonprofit sector. Through its interventions, NNNGO has contributed to the promotion of best practices in governance, financial reporting, and programmatic implementation among its members (NNNGO, 2020).

In the area of public health, especially HIV/AIDS advocacy, several thematic networks have emerged with specialized focus. The Civil Society for HIV/AIDS in Nigeria (CiSHAN) was formed as a coalition to coordinate the activities of various HIV-focused NGOs and CBOs across the country. CiSHAN aims to unify civil society responses to the epidemic, advocate for improved access to prevention and treatment, and enhance community engagement. It has been instrumental in mobilizing grassroots voices, participating in the development of national HIV/AIDS strategies, and facilitating resource allocation from international donors like the Global Fund (CiSHAN, 2021).

Similarly, the Association of Civil Society Organizations on Malaria, Immunization and Nutrition (ACOMIN) operates as a coordinating body that brings together NGOs working on public health issues, particularly malaria prevention and nutrition. ACOMIN has played a central role in community-led monitoring, advocacy for malaria control, and building linkages between civil society and health institutions. These efforts are often implemented through strategic partnerships with donor-funded programs such as the Global Fund to Fight AIDS, Tuberculosis and Malaria (ACOMIN, 2022).

The Network of People Living with HIV/AIDS in Nigeria (NEPWHAN) offers another model of civil society coalition rooted in community identity and lived experience. Formed to advocate for the rights and welfare of people living with HIV, NEPWHAN promotes inclusivity, stigma reduction, and empowerment of HIV-positive individuals. It works closely with CiSHAN and other health sector actors to influence policy and improve service delivery. As a network led by its primary beneficiaries, NEPWHAN exemplifies participatory governance and community accountability (NEPWHAN, 2019).

Budget advocacy and public finance transparency have also spurred the emergence of sectoral coalitions. The Budget Transparency Network (BTN) is a coalition of organizations advocating for open budgeting, participatory governance, and fiscal accountability. The BTN facilitates knowledge sharing on public sector financial management, promotes civic education on budget processes, and engages in high-level policy dialogues with the Ministry of Finance and National Assembly committees. Through its coordinated activities, BTN has contributed to increased citizen engagement in public finance monitoring and has influenced budget reforms in several states (BudgIT, 2021).

Another significant network is the Health Reform Foundation of Nigeria (HERFON), which serves as a policy think tank and advocacy platform focused on health sector reform. HERFON's approach involves research, stakeholder engagement, and evidence-based policy development aimed at strengthening Nigeria's health system. By working collaboratively with civil society actors, government ministries, and donor agencies, HERFON has positioned itself as a credible voice in health governance and public policy (HERFON, 2017).

From the body of work in this study, it is evident that many of these networks emerged in response to structural fragmentation within Nigeria's civil society sector. As observed earlier in the literature, donor funding in the early 2000s catalyzed the growth of CSOs, but also led to duplication of efforts, resource competition, and inefficiencies. The formation of networks

has helped mitigate these problems by promoting synergy, reducing duplication, and increasing access to technical resources. Networks provide platforms for smaller organizations to amplify their advocacy, benefit from shared resources, and enhance their institutional capacity (Akingbola, 2006).

However, the effectiveness of these networks is often challenged by limited institutional capacity, inconsistent leadership, and funding volatility. In some cases, umbrella organizations have struggled with internal governance, unclear strategic direction, and weak mechanisms for member engagement. Despite these limitations, CSO networks continue to play a vital role in shaping Nigeria's development agenda, particularly in the areas of health, governance, gender rights, and civic engagement.

The proliferation of civil society networks in Nigeria underscores the maturity and complexity of the country's third sector. These networks reflect a strategic response to the evolving demands of advocacy, policy engagement, and service delivery in a dynamic socio-political context. As this study aims to improve the organizational management systems of Nigerian CSOs, the experiences and challenges of these networks offer valuable lessons for designing collaborative, sustainable, and accountable civil society architectures in Nigeria and beyond.

2.8. Role of CSOs in development, governance, and service delivery

Civil Society Organizations (CSOs) play a multifaceted role in the development process, governance reform, and service delivery systems in Nigeria. These roles, though often evolving and context-specific, highlight the critical position that CSOs occupy in bridging the gap between the state, the private sector, and the citizenry. From mobilizing communities for developmental action to serving as watchdogs of public institutions, CSOs are essential actors in democratic and developmental governance. In the realm of development, CSOs contribute significantly to socioeconomic transformation at both national and grassroots levels. They

serve as catalysts for community development by initiating and implementing projects related to health, education, environmental sustainability, women's empowerment, and youth engagement. Many CSOs operate in underserved and marginalized areas where government presence is either weak or non-existent. In such contexts, they fill service delivery gaps by providing education support, facilitating access to healthcare, offering vocational training, and delivering humanitarian aid. The decentralization of development services through CSOs has enabled greater responsiveness to local needs, participatory planning, and increased citizen ownership of development outcomes (UNDP, 2018).

Moreover, CSOs in Nigeria have made substantial contributions to the advancement of gender equality and social inclusion. Women-led organizations and feminist movements have been at the forefront of advocating for reproductive rights, protection against gender-based violence, and the political participation of women. Similarly, CSOs focused on disability rights, LGBTQ+ advocacy, and youth empowerment have emerged as powerful voices challenging exclusion and demanding structural reforms to create a more equitable society. These organizations not only deliver targeted services but also help shift public discourse and influence legislative processes (Amadi & Abdullah, 2012).

Governance constitutes another vital area where CSOs assert influence. Nigerian civil society has historically played a central role in promoting democratic values, electoral integrity, transparency, and accountability. During the military era, CSOs served as bastions of resistance and defenders of human rights. In the post-1999 democratic context, they have continued to monitor electoral processes, advocate for constitutional reforms, and demand institutional accountability. Organizations such as the Transition Monitoring Group (TMG), the Policy and Legal Advocacy Centre (PLAC), and BudgIT have provided platforms for civic engagement, election observation, and public finance tracking. Their interventions have led to improvements in budget transparency, voter education, and anti-corruption initiatives (Ibeanu, 2007).

The role of CSOs as intermediaries between the government and the populace cannot be overemphasized. They serve as critical feedback channels, ensuring that citizen concerns and aspirations are represented in policy formulation and implementation. Through town hall meetings, citizen budget hearings, and community scorecards, CSOs facilitate participatory governance and strengthen the social contract between the state and the people. This role is particularly important in fragile or transitional political contexts where mistrust of government institutions is widespread.

In the area of service delivery, CSOs often complement or supplement government efforts. In sectors such as health, education, water, and sanitation, they provide technical expertise, mobilize resources, and reach populations that are typically excluded from mainstream service delivery mechanisms. For instance, CSOs have been instrumental in implementing public health campaigns against HIV/AIDS, tuberculosis, and malaria through awareness creation, testing services, distribution of medical supplies, and behavior change communication. This role has become even more critical in humanitarian crises and public health emergencies such as the Ebola outbreak and the COVID-19 pandemic (Olujide, 2008).

Additionally, CSOs have played key roles in peacebuilding and conflict resolution in Nigeria's conflict-prone regions. Community-based organizations have facilitated interethnic and interreligious dialogue, supported the reintegration of internally displaced persons (IDPs), and promoted reconciliation in the Niger Delta, North East, and Middle Belt regions. Their grassroots presence and cultural understanding make them effective actors in promoting peace and rebuilding trust in communities affected by violence and displacement (Akinwale, 2010).

From a policy perspective, CSOs contribute to shaping public discourse and advocating for policy change. Many serve as knowledge producers, conducting policy-relevant research, publishing reports, and organizing policy forums. Their ability to simplify complex policy issues and present evidence-based recommendations enables them to engage effectively with

policymakers. For example, health sector CSOs like HERFON have been influential in advocating for increased budget allocations to health and in supporting the design of the National Health Act.

Despite these achievements, the effectiveness of CSOs in fulfilling their roles in development, governance, and service delivery is frequently constrained by weak internal management systems. Poor governance structures, limited financial accountability, and inadequate human resource capacity undermine their legitimacy and operational effectiveness. As noted earlier in this chapter, many CSOs are unable to transition from donor dependency to self-sustainability due to the absence of robust business models and strategic planning frameworks. This often leads to program discontinuities, credibility crises, and eventual organizational collapse.

Furthermore, political interference, restrictive legal frameworks, and shrinking civic space also pose significant external challenges to the effective functioning of CSOs. Regulatory constraints such as the NGO regulatory bill and recent amendments to the Companies and Allied Matters Act (CAMA) have raised concerns about state overreach and the erosion of civic freedoms. In politically sensitive areas, CSOs face harassment, surveillance, and criminalization, which limit their operational space and endanger their staff.

Nonetheless, the strategic position of CSOs in Nigeria's developmental and democratic landscape remains indispensable. They continue to serve as watchdogs, service providers, knowledge brokers, and agents of social transformation. This study seeks to enhance these contributions by focusing on the internal structures that enable CSOs to function effectively and sustainably. By strengthening organizational management systems including governance, finance, human capacity, and communication CSOs can better fulfill their roles in national development and democratic consolidation.

It is important to note that CSOs in Nigeria have become key actors in fulfilling national and international development objectives, including the Sustainable Development Goals (SDGs). Through advocacy, partnerships, and service delivery, they contribute to the attainment of goals related to poverty reduction, health, education, gender equality, and climate action. Strengthening their internal systems will therefore have a ripple effect on broader development outcomes.

As emphasized throughout this literature review, the growing demand for accountability and impact in the development sector necessitates that CSOs operate not merely as activist platforms but as professionally managed organizations. This entails adopting management practices grounded in business administration, strategic planning, and evidence-based decision-making. Enhancing the organizational foundations of CSOs will not only bolster their effectiveness but also ensure their sustainability in an increasingly complex and competitive development landscape.

The establishment of civil society networks and coalitions in Nigeria has had a profound influence on the organizational management systems (OMS) of individual member organizations. These umbrella bodies such as the Nigerian Network of NGOs (NNNGO), Civil Society for HIV/AIDS in Nigeria (CiSHAN), the Association of Civil Society Organizations on Malaria, Immunization and Nutrition (ACOMIN), the Network of People Living with HIV/AIDS in Nigeria (NEPWHAN), Budget Transparency Network (BTN), and the Health Reform Foundation of Nigeria (HERFON) have not only promoted collective advocacy and engagement but have also contributed substantially to the professionalization, structuring, and sustainability of OMS among CSOs in the country.

One of the most significant contributions of these networks lies in the domain of governance enhancement. Many CSOs in Nigeria struggle with weak internal governance structures, often due to inadequate leadership succession planning, unclear board

responsibilities, and poor strategic oversight. By functioning as sectoral leaders, networks such as NNGO and HERFON have modeled good governance practices and provided capacity-building support to their member organizations. For instance, they have conducted training on board development, policy formulation, internal audit procedures, and strategic planning thereby raising the governance standards of smaller, less institutionalized CSOs.

The presence of structured leadership and decision-making mechanisms within these coalitions often sets a precedent for smaller CSOs to emulate. Through peer learning, coaching, and policy templates shared by these networks, member organizations gradually adopt more formalized governance systems. Additionally, the accountability mechanisms established by coalitions, such as periodic reporting, member evaluations, and governance charters encourage compliance and discipline among affiliates. This supports a culture of transparency and institutional maturity that may otherwise be absent in smaller, community-based organizations.

Financial management systems among Nigerian CSOs have also benefitted from coalition support. Donor funding typically comes with complex financial reporting requirements that many grassroots CSOs find difficult to meet. Networks like CiSHAN and ACOMIN have helped bridge this gap by developing centralized financial training programs, offering templates for budget planning and financial reporting, and facilitating access to financial consultants and auditing firms. They also serve as intermediaries in donor contracting arrangements, thereby reducing administrative burdens for member CSOs and ensuring compliance with donor expectations.

In terms of human resource development, coalitions have made remarkable contributions by building the capacity of CSO personnel through training, mentorship, and career development support. This includes workshops on project management, monitoring and evaluation, stakeholder engagement, proposal writing, and leadership development. By creating opportunities for staff exchanges and internships, networks like NEPWHAN and BTN

promote cross-organizational learning, which enhances professionalism and competence in the sector. These interventions directly address the challenge of poor human resource systems that often plague individual CSOs.

Communication systems, both internal and external have also improved due to the influence of these coalitions. Networks offer platforms for sharing communication strategies, digital tools, branding practices, and media engagement tactics. They promote unified messaging on key advocacy issues, enabling CSOs to collectively amplify their voices and increase their public visibility. Internally, networks encourage member organizations to adopt formalized communication channels such as newsletters, intranets, and structured feedback mechanisms, thereby improving coordination and team cohesion. The influence of networks extends to programmatic planning and implementation. Coalitions such as ACOMIN and HERFON often provide technical assistance in designing health interventions, developing logical frameworks, setting indicators, and conducting needs assessments. These contributions not only increase programmatic quality but also enhance the ability of CSOs to deliver impact and demonstrate accountability to stakeholders. As a result, member organizations become more attractive to funders and more effective in service delivery.

Furthermore, these network organizations have become critical conduits for donor funding, with several of them receiving substantial financial support from international donors, bilateral agencies, and philanthropic foundations. They play a pivotal role in disbursing these funds to grassroots CSOs through sub-grants and project partnerships. While this has enabled smaller CSOs to access resources they might not have otherwise received, questions remain about whether such resource flows are accompanied by efforts to institutionalize sustainable systems within recipient organizations. This study seeks to address this critical gap by investigating whether network organizations merely facilitate funding distribution or whether

they also establish mechanisms that promote long-term sustainability, accountability, and systems strengthening among their members.

This line of inquiry is particularly relevant to the fourth research objective of this study, which seeks to examine the business models used by CSOs in their organizational management systems and their role in ensuring CSO sustainability. Network organizations are expected to influence the adoption of such models either directly through technical assistance or indirectly by setting eligibility criteria tied to organizational efficiency. As such, they serve as both enablers and gatekeepers of organizational best practices.

Moreover, the involvement of these networks during the data collection phase of this study will be of paramount importance. Their position as sectoral conveners and hubs of information provides a unique opportunity to access a wide range of CSOs across various thematic and geographic domains. Their endorsement of the research will also lend credibility, improve response rates, and facilitate logistical coordination with member organizations. In addition, they are well-positioned to provide institutional insights that complement the data collected from individual CSOs, thereby enriching the analysis.

From a methodological perspective, these networks offer the researcher an efficient sampling frame and a structured platform to test hypotheses related to OMS performance, sustainability, and institutional effectiveness. Their centrality to the CSO ecosystem justifies their inclusion not only as facilitators but as subjects of inquiry themselves. Through this lens, the research will explore whether these coalitions merely play a transactional role or whether they are actively involved in driving systemic transformation among their constituents.

However, the contributions of these networks to OMS are not without limitations. In some cases, coalitions themselves suffer from the very challenges they aim to resolve—such as inconsistent leadership, inadequate funding, or weak internal systems. There have been instances where networks fail to maintain transparency, mismanage donor funds, or exclude

grassroots voices from decision-making processes. Such lapses undermine their credibility and limit their capacity to positively influence their members. Additionally, some member organizations engage with coalitions only for access to donor opportunities, without a genuine commitment to institutional strengthening.

Furthermore, the diversity of member organizations ranging from large national NGOs to small community-based groups poses a challenge to standardization. A one-size-fits-all approach to capacity building may not address the nuanced needs of various organizations. As such, some networks struggle to provide tailored support that is responsive to the specific operational realities of their members. Moreover, power imbalances between central network leadership and member organizations may lead to the marginalization of smaller voices, weakening the collaborative spirit that coalitions are meant to foster.

Despite these limitations, the net effect of these coalitions on the organizational management systems of CSOs in Nigeria has been largely positive. They serve as vital engines of sectoral coordination, knowledge dissemination, and institutional support. Their role in promoting shared standards, enhancing professionalism, and mobilizing collective action remains critical to the health and sustainability of Nigeria's civil society sector. Strengthening these coalitions through improved accountability, inclusiveness, and resource diversification could further enhance their impact on OMS reform and contribute significantly to the sustainability of CSOs across the country.

This study recognizes the centrality of these networks in the broader ecosystem of civil society development and seeks to build on their contributions by proposing practical and scalable strategies for OMS improvement. The lessons drawn from the successes and failures of these coalitions will inform the conceptual framework and empirical investigations of this research.

2.9. Legal and regulatory frameworks (e.g., Company and Allied Matters Act CAMA 2020)

Legal and regulatory frameworks play a pivotal role in shaping the operational landscape of Civil Society Organizations (CSOs) in Nigeria. The introduction of the Companies and Allied Matters Act (CAMA) 2020 has sparked intense debate within the civil society community, with various stakeholders expressing concerns over its implications for autonomy, transparency, and operational efficiency. While regulation is a necessary instrument for accountability and institutional order, the nature and tone of CAMA 2020 have raised questions about its potential to stifle civic space and undermine the organizational sustainability of nonprofit entities.

Under the revised CAMA 2020, all incorporated trustees including CSOs are subject to expanded regulatory oversight by the Corporate Affairs Commission (CAC). Notable provisions include the requirement for CSOs to submit audited financial statements annually, the introduction of stricter rules governing the appointment and removal of trustees, the establishment of a unified register of trustees, and, most controversially, Section 839 which grants the CAC powers to suspend trustees and appoint interim managers where misconduct is suspected.

Proponents argue that these measures are necessary to prevent fraud, improve public confidence, and ensure that nonprofit organizations are accountable to both donors and beneficiaries. They cite examples of financial mismanagement, poor governance, and unethical conduct in the sector as justification for increased oversight. From this perspective, CAMA 2020 offers an opportunity to formalize and professionalize the nonprofit landscape by enforcing standards that promote transparency and fiduciary responsibility (Okafor & Aghedo, 2021).

However, critics warn that the law contains provisions that could be used arbitrarily to target dissenting voices or politically sensitive organizations. The powers granted to the CAC to remove trustees and take over the management of a nonprofit, without adequate judicial oversight have been viewed by many as a form of executive overreach. There is concern that such provisions may be weaponized to silence CSOs engaged in advocacy, human rights, anti-corruption, and democratic reforms, particularly those that challenge state authority or expose government inefficiencies (Amadi, 2022).

The implications of CAMA 2020 for organizational management systems are profound. First, the administrative and financial compliance burden placed on CSOs has increased significantly. Many small and medium-sized organizations, particularly those operating in rural areas or with limited funding, lack technical expertise or financial resources to meet these requirements. This could result in widespread deregistration, shrinking civic space, and reduced organizational diversity.

Second, the regulatory pressure may shift the strategic focus of CSOs from programmatic innovation to bureaucratic compliance. Instead of investing in impact-driven programming or staff development, organizations may divert limited resources to meet statutory obligations. This redirection of priorities can undermine organizational creativity, reduce efficiency, and limit the transformative potential of civil society.

Third, the uncertainty surrounding the interpretation and implementation of CAMA 2020 creates operational risk for CSOs. The ambiguity in legal definitions, discretionary enforcement by regulators, and absence of safeguards against abuse may discourage donor investment and international partnerships. Donors are increasingly wary of funding organizations that face reputational or legal uncertainties, which may lead to funding shortfalls and project discontinuities.

Nonetheless, the law also presents an opportunity for CSOs to strengthen their internal systems. By embracing the demands of CAMA 2020, organizations can improve their governance, enhance financial accountability, and build institutional resilience. Strategic partnerships with legal professionals, audit firms, and capacity-building institutions can help CSOs navigate the regulatory terrain while safeguarding their independence.

In this study, the regulatory context represented by CAMA 2020 is a significant moderating variable that influences the relationship between organizational management practices and CSO sustainability. It intersects with the second and fifth research objectives, namely: to identify the factors which result in poor organizational management systems in CSOs, and to provide solutions to avoid organizational crisis and failure of CSOs in Nigeria. By analyzing how organizations respond to and adapt within this legal framework, the research will offer insights into the extent to which regulatory environments enable or inhibit sustainable organizational growth.

Furthermore, the study will explore whether CSO networks and coalitions have played a proactive role in helping their members comply with or resist CAMA's regulatory provisions. The degree to which these networks engage in advocacy, legal literacy, and capacity support in response to CAMA 2020 will be examined as a measure of their relevance and leadership within the sector. Ultimately, the implications of legal reforms like CAMA 2020 are not merely administrative but deeply structural, with long-term consequences for how CSOs organize, operate, and sustain themselves in Nigeria's socio-political environment.

A critical factor influencing the development of civil society networks in Nigeria is the relationship between these entities and the state. Although the emergence of CSO coalitions such as the Nigerian Network of NGOs (NNNGO), the Civil Society for HIV/AIDS in Nigeria (CiSHAN), and others is often portrayed as a grassroots response to systemic development challenges, the Nigerian government has historically played an indirect yet powerful role in

their formation, scope, and function. The government's approach to civil society engagement has often been reactive rather than strategic alternating between suppression, co-optation, and benign neglect thereby affecting how CSO networks organize and function.

While governments in other parts of the world have established institutional frameworks to foster civil society engagement, provide funding, and create enabling environments, successive Nigerian governments have consistently refrained from creating formal mechanisms to support the financial sustainability of CSOs. Unlike South Africa, Kenya, or Ghana where public sector funding or tax incentives support nonprofit activity, Nigeria lacks a comprehensive national policy or funding agency that promotes or co-finances civil society development.

This refusal to institutionalize CSO funding mechanisms represents both a policy vacuum and a missed opportunity for development collaboration. The Nigerian government has often justified its lack of funding support on the grounds of fiscal constraints or the belief that donor agencies already provide adequate funding to CSOs. However, this narrative ignores the crucial roles CSOs play in complementing government efforts, particularly in areas such as health, education, gender equity, youth empowerment, environmental sustainability, and social accountability. In many remote or conflict-affected regions, CSOs are often the only organizations delivering critical services, which would otherwise fall under the purview of the state.

The failure to fund or formally support CSOs has had far-reaching consequences for their sustainability and institutional growth. Without state support, CSOs in Nigeria are wholly dependent on international donors, whose priorities are often short-term, externally driven, and vulnerable to global economic and political fluctuations. This overreliance on external funding has not only weakened internal accountability mechanisms but has also skewed programming toward donor interests rather than community needs or national development priorities.

In addition, the absence of a state-CSO partnership framework discourages long-term planning, innovation, and local resource mobilization within the sector. CSOs are left to navigate an uncertain operational environment where regulatory controls such as those introduced under CAMA 2020 coexist with a lack of financial or institutional support. The irony is that while the state seeks to regulate and control CSOs, it does little to support their development, thereby undermining the very institutions it seeks to hold accountable.

Ironically, this vacuum has contributed to the rise of CSO networks and coalitions that are often formed not only for sectoral coordination but also as a collective strategy to access donor funding, engage policymakers, and advocate for an improved operational environment. The emergence of coalitions such as HERFON, ACOMIN, NEPWHAN, and BTN can thus be seen as both a response to state inaction and an effort to fill the coordination void created by the absence of government partnership frameworks.

Despite their growth, these coalitions also operate within the same hostile policy context. They receive no financial support from the Nigerian government and are rarely consulted during national development planning or budgeting processes. The lack of government endorsement further limits their ability to institutionalize sustainable OMS frameworks among their members. While they have attracted and disbursed significant donor funding, the sustainability of their interventions is often called into question, particularly in the absence of national policy anchorage or structural collaboration with government ministries, departments, and agencies.

The implications of this disconnect are significant for this study. It underscores the fragility of CSO organizational management systems that are built without national support structures. It also explains why many CSOs collapse once donor funding ceases. This structural exclusion from state support will be examined in this study as a contributing factor to poor sustainability outcomes among CSOs in Nigeria.

Therefore, one of the core research questions of this study whether existing business models used by CSOs enhance sustainability must be contextualized within this broader absence of state facilitation. The research will investigate how CSO networks have navigated this vacuum and whether their internal interventions are sufficient to compensate for the state's abdication of responsibility. This will contribute to the development of practical, context-sensitive recommendations for strengthening OMS in a policy environment where state-CSO cooperation remains elusive.

In addition to the lack of direct government funding for Civil Society Organizations (CSOs) in Nigeria, the financial pressures arising from numerous overlapping government revenue systems further constrain the growth and sustainability of the sector. CSOs, though nonprofit in nature, are often subjected to an array of fiscal obligations that mirror those imposed on for-profit enterprises. These include mandatory deductions and contributions to government agencies such as the Federal Inland Revenue Service (FIRS), Pension Commission (PENCOM), Industrial Training Fund (ITF), Nigeria Social Insurance Trust Fund (NSITF), and Pay-As-You-Earn (PAYE) tax schemes. At the state and local levels, organizations are further burdened with land use taxes, signage levies, environmental fees, local council development permits, and various licensing charges. The cumulative effect of these obligations poses a significant threat to the viability of many CSOs.

The Federal Inland Revenue Service (FIRS) mandates the payment of withholding taxes, Value Added Tax (VAT) on certain procurements, and corporate income tax on income-generating activities, even when such activities are undertaken solely to support the CSO's charitable objectives. While exemptions theoretically exist for registered incorporated trustees under the Companies and Allied Matters Act (CAMA), in practice, many CSOs have reported inconsistent enforcement and a lack of clarity from tax officials, leading to costly audits and penalties. The administrative demands of meeting FIRS compliance obligations place an undue

strain on the already limited administrative capacities of small- and medium-sized organizations.

The Nigeria Pension Commission (PENCOM) requires organizations with a minimum of three employees to register under the contributory pension scheme. While laudable in its goal of safeguarding employee welfare, many CSOs struggle to implement this policy due to unstable funding streams, donor-imposed budget ceilings, and unpredictable project cycles. Similar challenges arise with the Industrial Training Fund (ITF) and the Nigeria Social Insurance Trust Fund (NSITF), both of which impose additional statutory deductions. Although these schemes are intended to enhance workforce development and employee welfare, their cumulative financial and compliance burdens are particularly harsh on CSOs that do not operate as profit-generating entities.

Pay-As-You-Earn (PAYE) tax obligations enforced by state governments require monthly remittances for every salaried staff member. Many CSOs are not only subject to penalties for late payment but are also exposed to multiple audits and reviews by state internal revenue services. In some states, local governments impose duplicative levies such as signage and advertisement taxes, tenement rates, and sanitation fees. These levies are often enforced arbitrarily and without clear legal basis, further complicating compliance and exacerbating the financial pressure on nonprofit organizations.

The lack of a unified regulatory framework for CSO taxation has resulted in inconsistencies, redundancies, and a culture of bureaucratic extortion at multiple levels of government. In many instances, state and local authorities view CSOs not as partners in development but as entities to be exploited for revenue generation. This adversarial posture undermines the enabling environment necessary for nonprofit operations and discourages formal registration, thereby pushing many organizations into informal or semi-compliant status.

Ironically, these financial pressures come at a time when CSOs are being called upon to play expanded roles in public health, education, advocacy, and accountability. Yet, they do so without the benefit of public funding and while being treated as revenue sources by various government tiers. As noted in parts of this research, the absence of a streamlined, nonprofit-sensitive tax policy discourages innovation and growth among CSOs. It undermines their capacity to attract and retain skilled professionals, weakens their financial systems, and forces them to allocate resources toward tax compliance rather than program delivery or institutional strengthening.

This contradiction speaks to a broader tension in state-CSO relations in Nigeria. On one hand, the government seeks to control and regulate CSOs through instruments such as CAMA 2020 and multilayered tax obligations. On the other hand, it fails to offer institutional or policy support for their growth and sustainability. In this environment, CSOs are left to fend for themselves, navigating a complex web of donor compliance, government regulation, and fiscal pressures without adequate institutional safeguards.

This study identifies this multidimensional taxation and regulatory burden as a major contributor to the poor sustainability of CSOs and as a critical barrier to the development of effective organizational management systems. The fourth and fifth research objectives of this study, examining business models and providing solutions to avoid CSO failure, must be understood within this context of financial overreach by government institutions. In the absence of tax reliefs, government subsidies, or structured engagement platforms, CSOs are forced into survival mode, with little room for strategic planning or institutional development.

The literature has noted that CSOs in Nigeria often operate in a paradox: formally registered and expected to comply with national laws yet functionally marginalized in policy and economic terms (Ikelegbe, 2013). This paradox is amplified by the enforcement of corporate-like tax regimes on nonprofit entities, effectively stifling the sector's growth

potential. By integrating these fiscal dimensions into the broader analysis of organizational management systems, this study aims to present a more comprehensive understanding of the systemic challenges facing Nigerian CSOs and to propose targeted, evidence-based solutions that consider the full scope of constraints they encounter.

2.10. Organizational Management Systems (OMS) in CSOs

Organizational Management Systems (OMS) constitute the backbone of institutional functionality, coordination, and sustainability in both profit and nonprofit organizations. In its broadest definition, an Organizational Management System refers to the structured integration of policies, processes, procedures, tools, and human resources that together enable an organization to achieve its mission and goals effectively (ISO 9001:2015; Armstrong & Taylor, 2020). OMS in this context is more than an administrative framework representing the operational ecosystem through which an organization transforms strategy into practice, vision into impact, and plans into measurable outcomes.

Globally, literature emphasizes four key pillars of effective OMS: governance, financial management, human capital development, and strategic communication. These dimensions are universally applicable to all forms of organizations and are particularly vital for nonprofit entities, including Civil Society Organizations (CSOs), where mission focus and stakeholder accountability are paramount (Bryson, 2018; Drucker, 1990). Each component contributes not only to the internal efficiency of the organization but also to its external credibility, adaptability, and sustainability.

Governance within OMS entails the structures and systems that guide decision-making, leadership accountability, board oversight, and strategic direction. Effective governance ensures that CSOs remain focused on their mission, comply with regulatory requirements, and operate transparently. Financial management refers to the systems in place for budgeting,

accounting, donor reporting, procurement, and financial risk management—functions that are essential for both fiduciary responsibility and strategic planning. Human capital development, another vital pillar, encompasses staff recruitment, retention, training, performance appraisal, and leadership development. Lastly, strategic communication involves the flow of information both internally among staff and externally with stakeholders, including donors, government agencies, and beneficiary communities (Daft, 2016).

Internationally, these components have been studied extensively. For example, research conducted by the World Bank and the OECD (2020) highlights the correlation between strong OMS and the long-term viability of nonprofit organizations in resource-constrained environments (Almeida et al., 2012). In the United States, frameworks such as the Standards for Excellence Institute offer structured guidance on nonprofit management systems, which include codes of ethics, conflict of interest policies, and financial transparency protocols. Similarly, the UK-based Charity Governance Code serves as a practical benchmark for nonprofit boards in ensuring operational accountability and effectiveness.

In the African context, OMS remains underdeveloped due to historical, institutional, and economic factors. Many African CSOs emerged as informal or community-based associations without structured governance or operational procedures. As such, OMS development has often been donor-driven and externally imposed, rather than organically embedded within organizational cultures. According to Makuwira (2014), while donor funding has supported project execution, it has rarely invested in the institutional development of African CSOs, leaving their management systems weak and highly dependent on individual leadership.

In Nigeria, the issue of weak OMS is particularly acute. Despite the proliferation of civil society organizations across various thematic sectors; health, education, governance, environment, human rights, very few possess robust internal systems that can sustain

operations in the absence of donor funding. Many CSOs lack written policies, have undefined staff roles, inadequate board structures, and minimal performance evaluation mechanisms. As noted in previous sections of this study, the majority of CSOs are initiated by well-meaning individuals with strong community ties or technical expertise but little or no background in business administration or organizational management (Uzoma, 2013).

This gap has significant implications. For instance, several Nigerian CSOs had developed compelling visions for addressing local issues such as maternal health or youth unemployment but failed to implement these visions due to inadequate institutional structures. Without strategic planning systems, most projects remain donor-driven and short-term. Without financial controls, funds are mismanaged or underreported. Without human resource frameworks, there is high staff attrition and limited organizational memory. And without communication systems, CSOs fail to engage their stakeholders meaningfully or report their achievements effectively.

Another major challenge is the absence of standardized models for OMS within the Nigerian civil society sector. While some international NGOs (INGOs) operating in Nigeria follow structured global management frameworks, most local CSOs operate ad hoc. Leadership changes often lead to the dismantling of existing systems, and organizational policies are either outdated or non-existent. This discontinuity undermines long-term planning and results in organizational fragility.

A deeper concern lies in the lack of linkage between OMS and sustainability strategies. Many CSOs focus on service delivery and advocacy but pay minimal attention to internal strengthening. As revealed in studies by Brett (2020) and Loughran (2014), Nigerian CSOs seldom invest in succession planning, business development, income diversification, or staff development strategies that are critical for organizational resilience. This neglect partly explains why many CSOs cease to exist once donor funding is withdrawn.

The emergence of networks such as NNNGO, CiSHAN, HERFON, and ACOMIN has provided some support in OMS development. However, their reach and impact remain uneven. As highlighted in earlier sections, while these coalitions offer policy templates, training sessions, and donor interfacing platforms, their contributions are constrained by their own limited institutional capacities and the lack of state support. Moreover, most of their interventions are donor-funded, making their support periodic rather than institutionalized.

This study views OMS not merely as an administrative concern but as a strategic determinant of CSO survival. It seeks to assess the specific weaknesses in governance, financial systems, human resources, and communication that inhibit the growth and impact of Nigerian CSOs. It also aims to examine whether business management principles—such as systems thinking, strategic planning, and quality assurance—can be adapted for use within the nonprofit context. The goal is to provide a practical roadmap for OMS reform that is both contextually relevant and institutionally sustainable.

By analyzing these dimensions of organizational management systems and linking them to sustainability outcomes, this research makes a critical contribution to the body of knowledge on nonprofit effectiveness in low- and middle-income countries. It underscores the need for a paradigm shift in the way CSOs in Nigeria are structured, managed, and supported—moving from project implementation to institution building, from individual heroism to systems leadership, and from donor dependency to strategic sustainability.

Strategic planning and organizational structure are critical determinants of institutional performance, resilience, and sustainability in Civil Society Organizations (CSOs). Strategic planning refers to the deliberate process by which an organization sets long-term goals, allocates resources, and establishes priorities in response to internal capacities and external opportunities or threats (Bryson, 2018). It enables organizations to align their vision and

mission with practical action plans, guiding not just project implementation but institutional development and stakeholder engagement.

A coherent organizational structure, on the other hand, defines how tasks, responsibilities, authority, and communication flow within the organization. It provides a formal framework for accountability, coordination, and decision-making, thereby ensuring that the strategic plan is executed effectively. In strong CSOs, organizational structures are designed to enhance clarity, reduce role ambiguity, and foster cross-functional collaboration (Mintzberg, 1983). Conversely, in poorly managed CSOs, ambiguous structures and weak planning mechanisms result in role duplication, inefficient workflows, and internal conflicts, ultimately weakening their ability to deliver on their mandates.

In the global nonprofit literature, strategic planning is considered a hallmark of institutional maturity. According to Allison and Kaye (2015), high-performing nonprofits engage in periodic strategic reviews, adopt adaptive planning tools, and align operational decisions with strategic goals. Such practices enhance credibility with donors and stakeholders, especially in environments characterized by financial uncertainty and policy volatility. In African contexts, however, strategic planning is often reactive rather than proactive—shaped more by donor requirements than by internal assessments or stakeholder needs (Makuwira, 2014).

In Nigeria, this challenge is further compounded by the informal origins of many CSOs. As noted in earlier sections of this chapter, most CSOs begin as passion projects initiated by activists or development professionals. These founders may possess technical expertise but lack the business acumen or organizational development skills required to build resilient institutions. Consequently, strategic planning is often neglected, and organizational structures remain informal, personality-driven, and overly centralized. Decision-making authority tends

to reside with a single individual or a small circle, limiting participation, institutional memory, and long-term stability.

Evidence from multiple studies indicates that Nigerian CSOs rarely engage in comprehensive strategic planning. Where such plans exist, they are typically donor-driven documents that serve proposal development rather than institutional guidance. According to research by Loughran (2014) and Uzoma (2013), strategic plans are often shelved after funding is secured, with little or no follow-up on implementation, monitoring, or revision. This gap undermines not only program effectiveness but also organizational learning and innovation.

The situation is worsened by the absence of clear organizational structures. Many Nigerian CSOs operate with vague job descriptions, undefined reporting lines, and limited board engagement. In several cases, governance bodies exist only on paper, activated during proposal submissions or donor audits. Staff roles often overlap, and there is minimal investment in professional development, succession planning, or internal leadership pipelines. Such conditions create organizational fragility, where institutions cannot withstand staff turnover, funding gaps, or shifts in donor priorities.

Despite these challenges, there are promising developments. Networks such as NNNGO, CiSHAN, and HERFON have begun offering strategic planning workshops, governance toolkits, and organizational audits to member organizations. These interventions have improved planning practices in some cases, but uptake remains limited, particularly among grassroots organizations operating in rural or underserved communities. Moreover, without national policy support or incentives, such efforts are unlikely to be scaled or sustained over time.

Strategic planning and organizational structure are also intricately linked to accountability and performance measurement. CSOs that lack formal structures and strategic plans find it difficult to evaluate their impact, communicate results to stakeholders, or adapt to

changing conditions. This has negative implications for both fundraising and operational continuity. Donors increasingly require clear indicators of institutional capacity, and organizations without strategic frameworks or structural coherence are often overlooked in competitive funding environments.

This study recognizes that the lack of strategic planning and functional organizational structures is a core component of the broader management system failures in Nigerian CSOs. It seeks to identify the specific barriers that prevent CSOs from institutionalizing these practices and to propose practical models that can be adopted by organizations of varying sizes and capacities. The research also aims to assess whether existing networks and coalitions are providing sufficient support in these areas or whether new capacity-building mechanisms are required.

Ultimately, the effective integration of strategic planning and organizational structuring into CSO operations is vital for ensuring continuity, legitimacy, and impact. Without these foundational elements, even the most well-funded or technically competent organizations will struggle to scale, sustain, or systematize their interventions. By incorporating these dimensions into the analysis of organizational management systems, this study aims to provide a holistic understanding of what it takes to build resilient civil society institutions in Nigeria.

The relevance of Organizational Management Systems (OMS) to the performance, impact, and survival of Civil Society Organizations (CSOs) cannot be overstated. OMS serves as the operational backbone that underpins every aspect of an organization's existence—from program implementation and stakeholder engagement to internal governance and long-term strategic planning. For CSOs, whose legitimacy often hinges on accountability, credibility, and social value creation rather than profit margins, OMS is particularly essential.

At its core, a robust OMS enables an organization to function cohesively and predictably. It provides a structured framework for roles, responsibilities, reporting, planning,

budgeting, and evaluation. This structure ensures that even in the face of staff turnover, funding fluctuations, or leadership transitions, the organization can maintain continuity in its operations and deliver on its mission (Armstrong & Taylor, 2020). In the absence of such systems, CSOs tend to become overly reliant on charismatic leaders or project-specific funding, leaving them vulnerable to collapse when these factors change.

Organizational performance in CSOs is a multi-dimensional construct that includes operational efficiency, project delivery, stakeholder satisfaction, and internal coordination. Well-functioning OMS enhances performance by enabling systematic monitoring and evaluation, goal setting, and feedback loops. For example, a clear financial management system ensures that resources are allocated appropriately, spent transparently, and reported in accordance with donor expectations. Likewise, strong human resource systems contribute to team morale, productivity, and innovation. Without these systems, performance suffers, often leading to delayed projects, missed funding opportunities, and reputational damage.

In terms of impact, OMS enables CSOs to design, implement, and scale interventions with measurable outcomes. CSOs working in development sectors such as health, education, or environmental justice require data systems, communication strategies, and quality assurance protocols to document and showcase their contributions. Impact measurement tools, like logical frameworks or theory of change models, are often embedded within broader OMS. They allow CSOs not only to track progress but also to demonstrate value to funders, communities, and regulatory bodies. Without effective OMS, impact remains anecdotal, unverified, or non-transferable.

Survival, or organizational sustainability, is perhaps the most critical dimension influenced by OMS. In Nigeria, a high number of CSOs become inactive or dissolve shortly after the termination of donor funding (Ikelegbe, 2013; Uzoma, 2013). This attrition rate reflects poor sustainability planning, absence of revenue diversification strategies, and weak

internal systems that fail to withstand external shocks. A strong OMS, grounded in strategic foresight and business principles, mitigates these risks. It enables organizations to forecast financial needs, manage risks, retain institutional memory, and develop adaptive strategies to respond to changing contexts.

Furthermore, OMS fosters institutional legitimacy. Donors, regulatory agencies, and partners are more inclined to engage with organizations that exhibit good governance, transparent accounting, clear lines of authority, and evidence-based programming. In contrast, CSOs with opaque processes, weak documentation, or irregular leadership structures are often flagged as high-risk or non-compliant, leading to reduced access to funding and partnerships. OMS thus directly influences the external perception of organizational credibility.

The relevance of OMS is further accentuated in crisis settings. For example, during public health emergencies, natural disasters, or political unrest, only CSOs with well-established emergency response protocols, resource mobilization mechanisms, and inter-agency coordination structures are able to respond effectively. Those lacking such systems are sidelined or overwhelmed, irrespective of their community ties or thematic expertise.

Incorporating business administration frameworks such as Total Quality Management (TQM), Balanced Scorecard, and Strategic Human Resource Management (SHRM) into CSO operations can further enhance OMS functionality. These tools provide measurable metrics, strategic alignment, and operational discipline that are often missing in the nonprofit sector. As noted in previous sections, most Nigerian CSOs operate informally, with limited use of these tools. This study therefore aims to evaluate not just the presence or absence of OMS components, but the extent to which they are strategically aligned and sustainably implemented.

A recurring theme in the literature and confirmed through preliminary field insights is that Nigerian CSOs generally recognize the importance of OMS but struggle with

implementation. Contributing factors include lack of capacity, inadequate funding for administrative overhead, absence of standardized models, and limited exposure to best practices. This research contends that strengthening OMS is not a peripheral concern but a central imperative for the nonprofit sector's transformation.

The relevance of OMS is inseparable from the research objectives of this study. Each of the core variables explored governance, finance, human capacity, and communication forms part of the broader OMS framework. By analyzing these dimensions through both quantitative and qualitative lenses, this study seeks to offer actionable solutions that elevate the performance, deepen the impact, and ensure the survival of Nigerian CSOs in an increasingly complex and competitive development environment.

While the integration of corporate management principles into mission-driven Civil Society Organizations (CSOs) has gained traction in recent years, the process presents significant conceptual and operational challenges. At the heart of this tension lies the inherent difference between the goals of for-profit enterprises and nonprofit organizations. Corporate entities are primarily driven by profit maximization, market competitiveness, and shareholder value, whereas CSOs prioritize social impact, equity, and advocacy for marginalized populations (Drucker, 1990; Salamon, 1999). This divergence in core missions complicates the direct transferability of business models to nonprofit settings.

One of the primary challenges is value alignment. Corporate management frameworks often emphasize metrics such as return on investment (ROI), market penetration, and cost-efficiency. In contrast, mission-driven NGOs are guided by intangible outcomes such as community empowerment, policy influence, or behavioral change, which are difficult to quantify. As a result, the application of business tools like Balanced Scorecards or Key Performance Indicators (KPIs) may overlook or undervalue critical but non-measurable aspects of NGO work, leading to distorted priorities or mission drift (Bryson, 2018).

Another issue arises in organizational culture. Corporate organizations tend to operate under hierarchical, output-driven structures where roles and expectations are clearly defined. NGOs, particularly grassroots CSOs, often foster participatory cultures that emphasize inclusivity, flexibility, and responsiveness to community needs. The imposition of rigid performance management systems, standardized planning templates, or top-down decision-making models may clash with this ethos, potentially eroding staff morale and weakening community trust (Makuwira, 2014).

Funding dynamics also complicates the adoption of corporate principles. In the private sector, management reforms are often justified by profit incentives and competitive advantage. However, CSOs typically rely on donor funding, which may be restricted, short-term, or project specific. This restricts their ability to invest in long-term organizational development, staff training, or technological upgrades activities central to effective corporate management (Loughran, 2014). Moreover, donors may impose their own accountability mechanisms, leaving little room for CSOs to develop and institutionalize contextually appropriate management systems.

Leadership transitions present yet another challenge. In corporate settings, leadership succession is often planned and embedded within institutional frameworks. In contrast, many CSOs are founded and led by charismatic individuals whose personal networks, reputations, and visions are central to organizational identity. The lack of formal succession planning or leadership development pipelines makes it difficult to apply corporate principles such as executive coaching, board governance reforms, or strategic foresight (Uzoma, 2013).

A related concern is the risk of bureaucratization. As NGOs adopt corporate procedures, they may become overly focused on administrative compliance rather than social impact. Excessive documentation, layered approval processes, and focus on risk aversion can slow down decision-making and responsiveness, particularly in emergency or advocacy contexts.

This can undermine the agility that many mission-driven organizations require to function effectively.

Human resource management also reveals critical differences. Corporate HR systems emphasize productivity, performance-based compensation, and workforce specialization. CSOs, by contrast, often operate with volunteers, interns, or low-paid staff driven by passion rather than financial incentives. Implementing corporate HR strategies such as job grading, bonus structures, or performance appraisals may be perceived as inappropriate or demotivating in these contexts (Armstrong & Taylor, 2020).

Nevertheless, it is important to acknowledge that not all corporate principles are incompatible with mission-driven work. Elements such as strategic planning, stakeholder mapping, financial controls, and monitoring systems have proven valuable when adapted thoughtfully. The key lies in contextualization, modifying tools and approaches to fit the values, capacities, and goals of the organization. For example, CSOs can adopt outcome-based budgeting without sacrificing programmatic flexibility or can use project management tools to enhance efficiency without abandoning participatory approaches.

In Nigeria, the resistance to corporate management tools is often exacerbated by limited access to training, weak institutional capacity, and donor pressure to prioritize programmatic delivery over organizational development. As discussed in earlier sections, most Nigerian CSOs lack dedicated administrative departments or structured leadership development programs. This makes the integration of comprehensive corporate models both technically and culturally challenging.

This research recognizes these tensions and seeks to investigate not only the barriers but also the potential for convergence between corporate management and mission-driven values. By identifying which business tools have been successfully adapted within the Nigerian

CSO context, and under what conditions, the study aims to offer nuanced guidance on building resilient, mission-aligned, and strategically managed civil society organizations.

Ultimately, the challenge is not whether CSOs should apply corporate principles, but how to do so in a manner that respects their values, enhances their capabilities, and supports their long-term sustainability. This critical lens will guide both the literature synthesis and the empirical inquiry that follows in subsequent chapters.

2.11. Governance Frameworks in CSOs

Governance frameworks are foundational to the accountability, transparency, and strategic direction of Civil Society Organizations (CSOs). At their core, governance frameworks define the rules, roles, responsibilities, and processes that guide organizational decision-making and ensure that power is exercised responsibly, inclusively, and ethically (Cornforth, 2012). For mission-driven organizations, effective governance structures are vital not only for donor confidence but also for internal legitimacy and stakeholder trust.

One of the most critical components of a governance framework is the governing board. The board serves as the apex decision-making body and holds fiduciary, strategic, and oversight responsibilities. Its functions typically include approving organizational policies, hiring and evaluating the executive director, overseeing financial management, ensuring regulatory compliance, and guiding long-term strategy (Herman & Renz, 2000). In well-governed organizations, the board plays a proactive and supportive role, enabling management to deliver programs efficiently while upholding the organization's mission and values.

However, the reality within many Nigerian CSOs reveals significant dysfunction in board composition and performance. Boards are often comprised of close friends, family members, or professional acquaintances of the founder, leading to conflicts of interest and a lack of accountability. This phenomenon, known as founder syndrome, results in weak checks

and balances, minimal oversight, and decision-making that is overly centralized (Uzoma, 2013). The absence of term limits, performance evaluations, and succession plans further entrenches these challenges.

The lack of board diversity is another critical concern. Many CSO boards in Nigeria are composed primarily of individuals from similar socio-economic, ethnic, or professional backgrounds, limiting the range of perspectives brought to bear on strategic issues. Diversity in gender, age, sector expertise, and geographic representation is essential for responsive and inclusive governance. Without it, boards may fail to identify emerging risks, adapt to stakeholder needs, or champion innovative solutions (Brown, 2005).

Furthermore, board member engagement remains low in numerous CSOs. Individuals are often recruited without a clear understanding of their responsibilities, and orientation or capacity-building sessions are rarely provided. In some cases, board meetings are infrequent or held only to satisfy donor requirements. As a result, many boards become passive or ceremonial entities rather than active stewards of the organization's mission. This weakens strategic foresight, reduces accountability, and increases dependence on the executive director for all critical decisions.

Financial governance is a particularly neglected area. In well-structured CSOs, the board plays a key role in budget approval, financial oversight, audit supervision, and risk management. However, in many Nigerian CSOs, boards either lack the expertise to fulfill these roles or delegate them entirely to staff without adequate scrutiny. This gap contributes to financial mismanagement, audit queries, and ultimately, the erosion of donor trust (Loughran, 2014).

To address these issues, several CSO coalitions and donor programs have introduced board development initiatives. These include board training manuals, governance toolkits, and institutional capacity assessments. Organizations like NNNGO and HERFON have made some

progress in professionalizing board governance, particularly among large or urban-based NGOs. Nonetheless, uptake remains low among smaller CSOs, and implementation is often superficially limited to updating constitutions or conducting one-off trainings.

Moreover, regulatory oversight of CSO governance in Nigeria remains weak. While the Companies and Allied Matters Act (CAMA 2020) introduces certain governance requirements for incorporated trustees, such as annual filings and conflict of interest declarations, enforcement remains inconsistent. There is also limited guidance on best practices for board formation, composition, or performance monitoring. As a result, many organizations comply with the letter of the law but not its spirit, maintaining governance structures that are legal but ineffective.

This study recognizes that weak governance is a core barrier to the sustainability and impact of Nigerian CSOs. It aligns with the research objective of assessing the internal factors contributing to poor organizational management systems. Specifically, the study will examine the extent to which board composition, engagement, and functionality influence institutional effectiveness and sustainability. It will also explore the role of CSO networks in supporting governance reforms and assess whether regulatory frameworks like CAMA have improved board accountability in practice.

Robust governance frameworks and effective boards are indispensable for the strategic leadership, ethical integrity, and long-term survival of CSOs. As such, any effort to improve organizational management systems must begin with a critical re-examination of how boards are constituted, empowered, and held accountable within the civil society landscape in Nigeria.

Leadership succession, accountability, and transparency are interconnected pillars that play a fundamental role in the sustainability and effectiveness of Civil Society Organizations (CSOs). Without robust systems for leadership transition, clear mechanisms for holding leaders accountable, and transparent operations, CSOs risk operational disruption, diminished

credibility, and eventual collapse. These challenges are particularly pronounced in mission-driven organizations operating in fragile institutional environments, such as those found in Nigeria.

Leadership succession refers to the strategic and structured process through which leadership roles are transferred from one individual to another in a manner that ensures organizational continuity and preserves institutional memory. In Nigerian CSOs, succession planning is often ad hoc or entirely absent. Many organizations are founder-led, with leadership deeply personalized and tied to the individual's vision, networks, and charisma. This phenomenon commonly referred to as founder syndrome undermines the institutionalization of leadership and places the entire organization at risk when the founder exits or is incapacitated (Uzoma, 2013).

The lack of formalized succession frameworks can result in abrupt leadership vacuums, internal power struggles, and loss of donor confidence. In some cases, organizations are dissolved or become dormant following leadership transitions. Conversely, organizations that establish structured succession policies, talent development programs, and internal leadership pipelines are better positioned to manage transitions smoothly and maintain operational stability (Chait, Ryan, & Taylor, 2011). Such planning not only ensures sustainability but also fosters a culture of meritocracy and institutional resilience.

Closely tied to succession is the issue of accountability. In its broadest sense, accountability in CSOs refers to the obligation of organizational leaders and staff to answer for their actions, decisions, and use of resources to stakeholders including donors, beneficiaries, regulatory bodies, and the public. It encompasses financial accountability, programmatic accountability, and ethical responsibility. According to Ebrahim (2003), accountability mechanisms in CSOs must be both upward (towards donors and regulators) and downward (towards beneficiaries and communities served).

In practice, however, accountability remains weak in many Nigerian CSOs. Financial records are often poorly maintained, audits are delayed or not conducted, and project outcomes are either overstated or not documented. These lapses are attributed to limited technical capacity, lack of internal controls, weak governance oversight, and minimal donor scrutiny in some cases. Moreover, there is often no culture of performance reviews or staff evaluations, which further erodes internal accountability.

The issue of transparency, while related to accountability, emphasizes openness and accessibility of information. Transparent CSOs are those that disclose their strategies, budgets, impact reports, funding sources, and organizational challenges. Transparency builds trust with stakeholders and enhances legitimacy. It also enables public scrutiny, which acts as a deterrent to misconduct and mismanagement (Transparency International, 2016).

Many CSOs in Nigeria struggle with transparency due to both systemic and cultural factors. Few organizations maintain publicly accessible websites, publish annual reports, or disclose sources of funding. Some are reluctant to share challenges or failures for fear of losing donor support or public reputation. This culture of opacity has contributed to public skepticism about the credibility of some NGOs and has fueled perceptions that CSOs operate as private businesses under the guise of nonprofit missions.

The absence of transparency also hinders collaboration among CSOs, donors, and government actors. Without access to accurate and timely information, it becomes difficult to coordinate efforts, avoid duplication, or learn from past experiences. In contrast, organizations that institutionalize transparency practices benefit from improved stakeholder engagement, stronger reputations, and increased access to funding.

To address these interrelated challenges, various strategies have been proposed. These include the adoption of Codes of Conduct, ethics committees, whistle-blower mechanisms, regular board evaluations, and leadership development programs. International development

agencies and CSO coalitions such as NNNGO and CiSHAN have begun implementing some of these initiatives. However, uptake remains limited, especially among grassroots organizations with minimal administrative capacity or access to donor networks.

In the context of this research, leadership succession, accountability, and transparency are recognized as critical variables influencing the organizational management systems of Nigerian CSOs. Their absence not only weakens operational performance but also threatens the survival of organizations in a highly competitive and donor-driven environment. The study will therefore investigate the prevalence of succession planning frameworks, the effectiveness of accountability mechanisms, and the degree of transparency practiced among CSOs.

By highlighting these institutional dimensions, the study aims to contribute to both academic discourse and practical reforms in CSO management. It also aligns with the broader objective of promoting sustainable development by strengthening the internal capacities of civil society actors who serve as vital partners in policy advocacy, service delivery, and democratic governance in Nigeria.

Ethical leadership is increasingly recognized as a cornerstone of effective governance within Civil Society Organizations (CSOs), particularly in complex and fragile socio-political environments like Nigeria. It refers to leadership that is guided by principles of integrity, fairness, accountability, and social justice, all of which are deeply aligned with the missions of most CSOs. Ethical leaders not only make decisions that adhere to moral and legal standards, but they also influence organizational culture, promote accountability, and inspire trust among stakeholders (Brown & Treviño, 2006).

In CSO governance, ethical leadership plays a pivotal role in shaping values-based decision-making and institutional behavior. Leaders who demonstrate ethical behavior set the tone for the rest of the organization, influencing how staff interact with beneficiaries, how funds are managed, and how strategic priorities are pursued. This modeling effect is

particularly important in nonprofits, where legitimacy is often rooted in trust rather than legal authority or market power. Ethical leadership helps reinforce this legitimacy, ensuring that actions reflect the stated mission and values of the organization.

Within the Nigerian context, however, ethical leadership remains a significant challenge. Numerous CSOs are beset by issues of favoritism, nepotism, lack of transparency, and misuse of funds. While many of these organizations are founded on noble ideals, poor leadership ethics often result in internal conflicts, donor attrition, and reputational damage. Cases abound where organizational leaders have used their positions for personal enrichment or to promote partisan agendas, contrary to the broader objectives of civil society engagement (Uzoma, 2013). Such practices erode stakeholder confidence and undermine the broader role of CSOs in democratic governance and service delivery.

Ethical lapses in CSOs are often compounded by structural weaknesses, such as weak board oversight, lack of staff accountability mechanisms, and inadequate legal enforcement. In organizations where founders retain unchecked authority or where governance is poorly defined, ethical misconduct often goes unchallenged. Moreover, the lack of internal whistleblower systems or external complaint mechanisms reduces opportunities for redress, allowing unethical practices to persist unreported.

Promoting ethical leadership in CSOs therefore requires more than individual moral uprightness; it demands the institutionalization of ethical norms through governance systems. This includes clear codes of conduct, ethics committees, transparent hiring practices, regular ethical audits, and training on ethical decision-making. Ethical leadership must be embedded in both policy and practice. When leaders are held accountable to ethical standards and when those standards are reflected in organizational structures, CSOs become more resilient, effective, and credible.

The literature suggests that ethical leadership also contributes significantly to organizational sustainability. According to Treviño, Weaver, and Reynolds (2006), organizations led by ethical leaders are more likely to retain committed staff, attract long-term funding, and maintain constructive relationships with external stakeholders. These outcomes are particularly critical in resource-constrained environments like Nigeria, where CSOs operate under intense scrutiny and must demonstrate both efficacy and moral legitimacy to survive.

Ethical leadership also plays a preventive role in risk management. By fostering a culture of openness, accountability, and ethical reflection, leaders can identify and mitigate reputational or operational risks before they escalate. This is especially important for organizations managing sensitive issues such as human rights, gender equity, and anti-corruption, where ethical breaches can have far-reaching consequences for beneficiaries and the sector at large.

Moreover, ethical leadership supports participatory governance and stakeholder empowerment. Leaders who engage staff, beneficiaries, and partners in decision-making processes not only build trust but also tap into diverse perspectives that enhance organizational learning and adaptability. This participatory ethic is essential to the legitimacy of CSOs, whose missions are rooted in representing marginalized voices and promoting inclusive development.

In line with the objectives of this study, ethical leadership will be examined as a mediating factor between governance structures and organizational sustainability. The research will explore the extent to which ethical leadership is practiced among Nigerian CSOs, the mechanisms used to enforce ethical standards, and the impact of leadership ethics on performance, stakeholder engagement, and resilience. It will also assess the role of donor expectations, regulatory frameworks, and peer networks in shaping ethical behavior within the sector.

In conclusion, ethical leadership is not a peripheral ideal but a central requirement for CSOs seeking to enhance their governance frameworks, strengthen organizational management systems, and contribute meaningfully to sustainable development. By embedding ethical leadership into both strategic vision and daily operations, CSOs can navigate complex challenges, uphold public trust, and fulfill their missions with integrity and effectiveness.

2.12. Financial Management and Sustainability

Financial management is a cornerstone of organizational sustainability, particularly for Civil Society Organizations (CSOs) that often operate in resource-constrained environments and rely on external funding. Effective financial management encompasses budgeting, accounting, financial reporting, auditing, internal controls, and strategic resource allocation. In the nonprofit context, sound financial practices are critical not only for accountability to donors and regulators but also for achieving long-term goals, maintaining operational stability, and enhancing credibility (Bryson, 2018).

A key challenge confronting many Nigerian CSOs is their overwhelming dependence on donor funding. While international donor support has been instrumental in building the capacity and visibility of CSOs, it has also created a culture of financial dependency that undermines autonomy and sustainability. Organizations often design programs to fit donor interests rather than community needs, and operational priorities are frequently dictated by external funding cycles. This donor-driven model compromises strategic independence and weakens local ownership of development initiatives (Brett, 2020).

Moreover, donor dependency fosters a short-term planning culture. Since many grants are limited to one or two-year project cycles, organizations focus on meeting immediate deliverables rather than investing in institutional growth or innovation. Core costs—such as salaries, infrastructure, staff development, and organizational systems—are often underfunded

or excluded entirely from donor budgets. This results in under-resourced institutions that struggle to build sustainable systems, despite executing impactful projects.

Financial sustainability, by contrast, refers to an organization's ability to maintain operations, deliver services, and fulfill its mission over the long term without excessive reliance on any single funding source. Financial autonomy, to which an organization generates or controls its own resources is a critical dimension of sustainability. Autonomous organizations can set their own strategic agendas, respond flexibly to emerging needs, and invest in long-term capacity development (Tandon & Brown, 2007).

Strategies for achieving financial autonomy include income-generating ventures, social enterprises, membership dues, fee-for-service models, endowments, and partnerships with the private sector. However, many Nigerian CSOs lack the expertise, capital, or enabling environment to pursue these alternatives effectively. Attempts at establishing income-generating activities are often poorly planned, inadequately funded, or disconnected from the organization's mission. According to Uzoma (2013), CSO leaders frequently embark on entrepreneurial ventures without adopting business models suited to the nonprofit context, resulting in failed initiatives and wasted resources.

Additionally, regulatory barriers and taxation challenges discussed in earlier sections further discourage CSOs from exploring non-donor revenue options. Government policies are not designed to support nonprofit enterprises, and income-generating activities may be taxed as commercial operations, despite their reinvestment in social causes. There is also limited access to credit, investment capital, or financial advisory services for nonprofit entities in Nigeria.

Transparency and accountability in financial management are also essential to sustainability. Donors, partners, and the public must trust that resources are being managed prudently and ethically. Yet many Nigerian CSOs face challenges in maintaining accurate

financial records, conducting regular audits, or producing timely financial reports. These gaps are exacerbated by weak internal controls, lack of qualified finance staff, and limited board oversight. As noted in earlier discussions on governance, financial mismanagement is a leading cause of donor withdrawal and organizational collapse.

Furthermore, dependency on donor funds may result in mission drift, whereby CSOs alter their programs or advocacy positions to align with donor priorities rather than community needs. This undermines the legitimacy and relevance of civil society actors and compromises their role as independent watchdogs and advocates. Financial autonomy, by contrast, allows organizations to maintain strategic focus, adapt to local contexts, and pursue community-driven development.

This study situates financial management and sustainability at the core of effective organizational management systems. It aims to identify the financial practices currently employed by Nigerian CSOs, assess their level of donor dependence, and evaluate the existence and viability of financial autonomy strategies. It will also explore the extent to which CSO networks and coalitions support member organizations in developing sustainable financial models, including pooled funding, shared services, and capacity-building in financial literacy and entrepreneurship.

While donor funding has been pivotal in the growth of civil society in Nigeria, overreliance on external resources poses significant risks to sustainability. Financial management systems must be reformed to prioritize autonomy, diversification, and accountability. Nigerian CSOs must evolve from grant-dependent entities to financially resilient organizations capable of sustaining their missions irrespective of donor cycles. This transformation requires not only technical skills but also strategic vision, enabling policies, and supportive institutional networks all of which will be examined in this study.

In the pursuit of sustainability, income diversification and earned income strategies have become increasingly critical for Civil Society Organizations (CSOs) worldwide. The reliance on a single source of funding particularly donor aid poses significant financial and strategic risks. It limits CSOs' flexibility, hinders long-term planning, and subjects them to shifts in donor priorities and economic volatility (Clayton et al., 2000). Income diversification refers to the process of generating funds from multiple and varied sources, including grants, service fees, membership dues, corporate sponsorships, investment income, and public donations. Earned income strategies, a subset of this, involve generating revenue through the sale of goods or services aligned with an organization's mission (Brett, 2020).

Globally, nonprofits have increasingly adopted entrepreneurial models to reduce dependency and enhance sustainability. Social enterprises, consultancy services, microfinance institutions, and skills development programs are some examples of mission-aligned income-generating activities. In countries such as the United States and the United Kingdom, nonprofits have successfully launched ventures in sectors like education, health, and environmental services, creating hybrid organizations that blend mission with market-based solutions (Alter, 2007).

However, in the Nigerian context, the implementation of income diversification strategies has been limited. While some CSOs have attempted to establish training centers, rental properties, consultancy arms, and other ventures, the majority face systemic constraints. According to Uzoma (2013), many CSOs in Nigeria initiate income-generating activities without thorough feasibility studies, market assessments, or business planning. The absence of entrepreneurial skills among CSO leaders, coupled with regulatory barriers and inadequate access to finance, hinders the successful execution of such initiatives.

There is also a cultural resistance within the Nigerian nonprofit sector to treating CSOs as businesses. Many fear that engaging in commercial activities may dilute the organization's

mission, compromise its nonprofit status, or attract tax liabilities under laws not designed for hybrid entities. Moreover, regulatory bodies such as the Corporate Affairs Commission (CAC) and the Federal Inland Revenue Service (FIRS) have not established clear guidelines or tax incentives for nonprofits engaging in social enterprise, leading to further hesitation (CAMA, 2020).

Despite these challenges, income diversification remains essential. It enables organizations to cover operational costs that donors may not fund, such as administrative overhead, infrastructure, and staff welfare. It also provides CSOs with unrestricted funds that can be used for innovation, capacity building, and responding to emerging community needs. Furthermore, organizations that demonstrate financial self-reliance often gain greater respect from partners, communities, and even donors, who may be more willing to support CSOs with diversified revenue bases (Armstrong & Taylor, 2020).

Examples of successful earned income initiatives in Nigeria are emerging, though still limited in scale. Some health-focused CSOs have begun offering paid medical consultation and laboratory services alongside their free outreach programs. Others have established event centers, publications, or knowledge hubs that generate revenue while promoting their mission. These efforts indicate a growing recognition of the importance of business-minded approaches to nonprofit sustainability.

CSO networks and coalitions such as the Nigeria Network of NGOs (NNNGO) and CiSHAN also have a crucial role to play in supporting member organizations to explore income diversification. They can provide technical assistance, facilitate access to financial services, offer training on business development, and advocate for enabling regulatory environments. However, as this study will investigate, the extent to which these networks are effectively equipping CSOs with sustainable income strategies remains underexplored.

This study includes income diversification and earned income strategies as critical variables influencing organizational sustainability. It aims to assess the types of revenue sources CSOs currently utilize, the barriers they face in adopting entrepreneurial models, and the institutional support available to build income resilience. Special attention will be paid to whether income-generating activities are aligned with organizational missions and whether the proceeds are reinvested for social impact.

Income diversification is not merely a financial tactic but a strategic imperative for CSOs in Nigeria. As donor funding becomes more competitive and unpredictable, organizations must innovate and embrace hybrid models that combine social purpose with financial prudence. The findings of this study will contribute to understanding how CSOs can expand their resource base sustainably while staying true to their mission and values.

Corruption and the misuse of funds represent critical challenges undermining the credibility, effectiveness, and sustainability of Civil Society Organizations (CSOs) in Nigeria. As nonprofit entities, CSOs are entrusted with resources from donors, governments, and the public to advance developmental and humanitarian goals. However, systemic issues such as weak internal controls, poor governance, lack of transparency, and inadequate regulatory enforcement have made many Nigerian CSOs susceptible to financial malfeasance (Loughran, 2014; Uzoma, 2013).

Globally, the nonprofit sector is built on trust and accountability. CSOs function in a fiduciary capacity, managing donor resources for the benefit of communities and marginalized populations. When this trust is violated through financial misconduct, the consequences are severe: donors withdraw support, partnerships are dissolved, regulatory sanctions are imposed, and public confidence erodes. In extreme cases, organizations are forced to shut down, causing service disruptions and reputational damage across the entire sector (Brett, 2020).

In the Nigerian context, allegations of corruption and misappropriation of donor funds are not uncommon. Several investigative reports have highlighted cases where project funds were diverted, procurement processes were manipulated, and financial reports were falsified. These practices are exacerbated by opaque financial systems, absence of oversight mechanisms, and the dominance of founders or executives who exercise unchecked authority over organizational finances (Uzoma, 2013).

The absence of robust audit practices compounds the risk of financial irregularities. Internal audits where they exist are often irregular, superficial, or compromised by internal politics. Many CSOs lack qualified internal auditors, and audit committees are either inactive or non-existent. External audits are rarely conducted annually, and when they are, the findings are not disseminated publicly or used to improve financial systems. In some cases, CSOs engage external auditors solely to meet donor requirements, with minimal interest in addressing identified weaknesses (Daft, 2016).

Effective audit practices play a dual role in CSO sustainability: they enhance financial accountability and serve as learning mechanisms for internal improvement. Regular audits help detect fraud, assess compliance with financial policies, and recommend corrective actions. Audit reports can also be tools for donor confidence-building, especially when they are conducted by reputable firms and made accessible to stakeholders. However, in many Nigerian CSOs, audits are viewed as perfunctory exercises rather than as opportunities for organizational strengthening (Armstrong & Taylor, 2020).

Furthermore, a culture of secrecy and inadequate whistleblower protection prevents employees from reporting unethical practices. Board members are often passive, uninformed, or complicit, failing to exercise the fiduciary oversight necessary to prevent corruption. The lack of donor investment in institutional capacity building further limits the ability of CSOs to

develop sound financial governance structures. Donors tend to fund projects and overlook the need to build strong internal systems, which leaves organizations vulnerable in the long term.

To combat these challenges, some CSOs are adopting transparency-enhancing practices such as publishing audited financial statements, using online platforms to share budgets and expenditures, and engaging stakeholders in financial planning. Networks like the Nigeria Network of NGOs (NNNGO) are promoting the adoption of financial accountability standards and facilitating peer learning. However, these initiatives are still limited in reach and adoption. This study recognizes the central role of financial integrity in the survival and credibility of CSOs. As part of the empirical investigation, the study will assess the prevalence of financial misconduct, the presence and quality of audit systems, and the degree of transparency in financial operations. It will also examine the role of CSO networks in promoting anti-corruption measures and audit compliance among their members.

Corruption and weak audit practices are existential threats to Nigerian CSOs. Addressing them requires a holistic approach involving stronger governance, professional financial management, active board oversight, and donor commitment to institutional development. Only by restoring financial integrity can CSOs sustain public trust and effectively contribute to national development.

2.13. Human Capacity and Talent Management

The effectiveness of Civil Society Organizations (CSOs) in Nigeria is significantly influenced by the quality of their human capacity and the strength of their talent management systems. Human capacity refers to the skills, knowledge, and competencies of individuals within an organization, while talent management encompasses the strategies used to recruit, develop, retain, and engage employees for optimal performance (Armstrong & Taylor, 2020).

In the nonprofit sector, where missions are ambitious but resources are constrained, the ability to attract and retain skilled personnel is crucial to organizational sustainability and impact.

Globally, nonprofit organizations are increasingly investing in human capital as a strategic asset. Effective CSOs build capacity by developing leadership pipelines, offering professional development, promoting organizational learning, and creating motivating work environments. These practices not only improve program delivery but also foster innovation, accountability, and resilience in a rapidly changing development landscape (Daft, 2016).

In Nigeria, however, many CSOs face persistent human resource challenges. Chief among them is the high turnover of skilled staff due to poor remuneration, job insecurity, limited growth opportunities, and burnout. According to Uzoma (2013), CSOs often operate on short-term project funding, which makes it difficult to guarantee job continuity or invest in long-term staff development. This funding model contributes to an unstable workforce and limits institutional memory.

Moreover, recruitment processes in many CSOs are informal and lack strategic alignment with organizational needs. Positions are frequently filled through personal networks rather than transparent, merit-based selection. This practice not only reduces the quality of hires but also creates internal tensions and erodes staff morale. Additionally, many CSOs lack formal performance management systems, resulting in unclear expectations, inadequate feedback, and unaddressed performance issues (Armstrong & Taylor, 2020).

Training and development are also underfunded and undervalued in Nigerian CSOs. While some organizations offer ad hoc workshops or donor-funded capacity-building sessions, these are often not embedded within a broader human resource development strategy. Without consistent investment in staff training, CSOs struggle to adapt to new technologies, regulations, and development practices. This limits their effectiveness and credibility in a competitive nonprofit environment.

The leadership deficit in many CSOs further exacerbates human capacity challenges. Organizations founded by passionate activists or volunteers sometimes lack professional leadership equipped with managerial and administrative expertise. As a result, succession planning is weak or nonexistent, and leadership transitions can be destabilizing. Leadership gaps also contribute to poor delegation, micromanagement, and weak accountability, all of which undermine staff motivation and institutional effectiveness (Brett, 2020).

Volunteer management represents another critical dimension of talent management in CSOs. Many organizations rely on volunteers to implement programs and reach underserved communities. However, few have established systems for recruiting, training, supervising, and recognizing volunteers. This often leads to inconsistent service delivery and missed opportunities for community engagement and organizational growth.

To address these challenges, some CSOs and their networks are beginning to prioritize human resource reforms. Initiatives include the development of HR policies, the introduction of digital HR systems, and participation in peer-learning platforms focused on people management. Nevertheless, these efforts remain fragmented and limited in scale. The sector lacks a unified framework or institutional mechanism for driving workforce development across CSOs.

This study includes human capacity and talent management as core variables in assessing the effectiveness of organizational management systems. It will examine the extent to which Nigerian CSOs have formal HR systems, the challenges they face in building staff capacity, and the role of leadership in creating enabling environments. It will also explore whether CSO networks such as CiSHAN and NNNGO provide adequate support for workforce development among their member organizations.

Human capacity is a defining factor in the performance, resilience, and sustainability of CSOs. Organizations that fail to invest in their people risk stagnation, mission drift, and

collapse. Strengthening talent management is therefore not only a managerial imperative but also a strategic pathway for achieving meaningful and lasting social change.

The sustainability and effectiveness of Civil Society Organizations (CSOs) are largely dependent on their ability to attract, retain, and motivate skilled personnel. Recruitment, retention, and motivation are central pillars of human resource management that determine the quality, consistency, and productivity of the workforce. In the nonprofit sector, where resources are often limited, and missions are socially driven, these human capital practices are even more crucial for organizational survival and success (Armstrong & Taylor, 2020).

Recruitment in CSOs, particularly in Nigeria, often lacks the rigor and professionalism seen in the corporate sector. Many organizations continue to rely on informal networks, referrals, and ad hoc procedures rather than structured recruitment strategies. This practice, while expedient, can lead to the hiring of unqualified or ill-suited personnel, undermining performance and team cohesion. Moreover, the absence of job descriptions, competency frameworks, and clear performance expectations often results in role ambiguity and low accountability (Uzoma, 2013).

In contrast, international best practices advocate for merit-based recruitment systems that emphasize transparency, fairness, and alignment with organizational values. Such systems help ensure that CSOs attract candidates with not only the required technical skills but also a strong commitment to the mission. Recruitment processes should be inclusive, competency-based, and supported by human resource policies that promote equal opportunity and diversity (Daft, 2016).

Retention poses a significant challenge in Nigerian CSOs due to factors such as low salaries, limited career advancement, job insecurity, and poor work environments. High staff turnover disrupts organizational continuity, erodes institutional memory, and increases recruitment and training costs. Moreover, it sends negative signals to donors and stakeholders

about the organization's stability and internal health. As Loughran (2014) noted, the inability of many CSOs to maintain a stable workforce limits their capacity to deliver long-term projects and build trust with beneficiaries.

To address these challenges, successful CSOs are investing in retention strategies that go beyond compensation. These include creating supportive work cultures, offering flexible working conditions, providing opportunities for professional development, recognizing employee contributions, and involving staff in decision-making processes. Retention is increasingly viewed as a function of employee engagement and organizational culture rather than just pay scale.

Motivation, particularly intrinsic motivation, is a critical driver of performance in mission-driven organizations. Employees in CSOs are often motivated by a sense of purpose, a desire to make a difference, and alignment with the organization's values. However, this intrinsic motivation can be undermined by poor management, lack of recognition, and organizational instability. Financial incentives remain important, especially in the Nigerian context where economic pressures are significant, but they are not the only or most sustainable motivators.

Non-financial motivators such as training opportunities, participatory management, team cohesion, and meaningful work assignments have been shown to enhance job satisfaction and employee retention. Organizations that understand and leverage these motivators are better positioned to build committed, high-performing teams. Furthermore, motivation must be sustained through clear communication of organizational goals, regular feedback, and visible leadership commitment to staff welfare.

This study views recruitment, retention, and motivation as key operational components of CSO organizational management systems. It will assess the extent to which these practices are formalized in Nigerian CSOs, the challenges they face in implementing effective human

resource management, and the support mechanisms available through CSO networks. The findings will offer evidence-based insights into how CSOs can build resilient, mission-driven teams capable of sustaining social impact.

People are the backbone of every organization. Without skilled, motivated, and retained personnel, even the best strategies and funding mechanisms will falter. Strengthening recruitment, retention, and motivation systems is therefore not just an HR function—it is a strategic imperative for CSOs aiming for long-term relevance and sustainability.

Leadership development and succession planning are vital components of organizational sustainability, especially in Civil Society Organizations (CSOs) that rely heavily on visionary leadership, donor trust, and strategic continuity. Effective leadership not only steers an organization toward its mission but also ensures that institutional values, strategies, and operational systems are passed on to successive generations. In the nonprofit sector, the absence of clear leadership pipelines and succession strategies has contributed to organizational stagnation, fragmentation, and collapse (Armstrong & Taylor, 2020).

Globally, organizations that thrive over the long term are those that invest in leadership development. This involves identifying high-potential individuals, nurturing them through training and mentorship, and preparing them to assume greater responsibilities over time. Leadership development encompasses both formal training in areas such as financial management, strategic thinking, and governance, as well as experiential learning through job rotations, shadowing, and project leadership (Bryson, 2018).

In the Nigerian CSO context, leadership development is often neglected due to funding constraints, organizational inertia, or founder-centric cultures. Many organizations are led by founders who remain in leadership roles for decades without grooming successors or institutionalizing leadership processes. This limits innovation, discourages staff ambition, and creates leadership vacuums when the founder retires or becomes incapacitated. According to

Uzoma (2013), the founder syndrome is particularly prevalent in Nigerian CSOs, where the personality and vision of a single individual dominate organizational identity and direction.

Succession planning, the process of identifying and preparing future leaders is equally underdeveloped in many CSOs. Few organizations have documented succession plans or frameworks for leadership transition. When leadership transitions do occur, they are often abrupt, conflict-ridden, or externally imposed by donors. This not only disrupts operations but also affects stakeholder confidence and donor engagement. As Brett (2020) observed, poor succession planning is a major contributor to organizational decline among nonprofits in developing countries.

A critical factor in effective succession planning is board involvement. Boards of trustees or directors are responsible for overseeing leadership continuity, yet in many Nigerian CSOs, boards are inactive or dominated by the executive director. This weakens institutional checks and balances and concentrates decision-making power in a single individual. The result is an organization that is vulnerable to leadership crisis and incapable of strategic adaptation.

Some CSOs and coalitions in Nigeria are beginning to recognize the importance of leadership development and succession. Networks such as NNNGO and CiSHAN have initiated mentorship programs, leadership training, and peer exchange forums. However, these initiatives are still nascent and not widely institutionalized. A national leadership development framework tailored to the nonprofit sector could help address this gap.

This study includes leadership development and succession planning as integral components of organizational management systems. It will assess the extent to which Nigerian CSOs invest in developing future leaders, the presence of formal succession policies, and the role of governance structures in ensuring leadership continuity. It will also explore how leadership transitions impact organizational resilience and stakeholder confidence.

Leadership continuity is not merely an administrative issue—it is a strategic necessity. Without proactive investment in leadership development and succession planning, CSOs risk mission drift, operational collapse, and erosion of public trust. Strengthening these systems is therefore essential for building resilient organizations capable of achieving sustained social impact in Nigeria's complex and dynamic development environment.

Staff turnover remains a persistent and destabilizing challenge for Civil Society Organizations (CSOs), particularly in low- and middle-income countries such as Nigeria. High turnover rates affect institutional memory, disrupt program continuity, reduce donor confidence, and impose significant recruitment and training costs. In many Nigerian CSOs, the phenomenon of staff attrition is compounded by the lack of structured human resource policies, weak organizational cultures, and poor investment in professional development (Armstrong & Taylor, 2020).

One of the primary causes of high turnover in Nigerian CSOs is the prevalence of short-term project funding cycles. Staff are often hired on a contract basis aligned with the duration of donor-funded projects, resulting in job insecurity and discouraging long-term commitment. According to Uzoma (2013), this instability creates a transient workforce with limited emotional investment in the organization's mission and long-term objectives. Moreover, many CSOs cannot compete with the private sector or international NGOs in terms of salary and benefits, leading to the loss of skilled personnel to better-paying organizations once they have gained experience.

Beyond economic factors, staff turnover is also influenced by organizational climate and leadership quality. Toxic work environments, lack of recognition, poor communication, and exclusion from decision-making processes often lead to employee dissatisfaction and exits. Additionally, the absence of clearly defined career paths or opportunities for upward mobility

makes it difficult to retain talent, especially among young professionals seeking career advancement.

High staff turnover not only disrupts program implementation but also leads to the erosion of institutional memory and continuity. Each departure removes valuable knowledge and insights, forcing organizations to constantly re-invest in onboarding and orientation. The cumulative cost financial, strategic, and emotional can be significant, particularly for smaller CSOs operating on limited budgets (Bryson, 2018).

Closely tied to the issue of turnover is the matter of professional development. While some donor programs include capacity-building components, these are often focused on project-specific skills rather than long-term career development. Many Nigerian CSOs lack formal training budgets or HR strategies to guide staff development. In-house training is rare, and external opportunities are typically ad hoc and underfunded. As a result, staff skills may stagnate, reducing organizational adaptability and effectiveness in a dynamic policy and development environment.

Investment in professional development is critical not only for individual growth but also for institutional resilience. Organizations that commit to building internal capacity benefit from increased employee engagement, higher performance, and greater innovation. Training programs in leadership, strategic planning, financial management, and monitoring and evaluation, for example, can significantly improve organizational outcomes. Moreover, access to professional development opportunities signals organizational commitment to staff welfare, which in turn enhances retention.

Several Nigerian CSO coalitions, such as NNNGO and ACOMIN, have initiated capacity-building initiatives for their members. These include workshops, mentoring, and resource-sharing platforms. However, these efforts are often fragmented and not linked to coherent human resource development strategies. There is a pressing need for

institutionalization of professional development within CSOs, backed by policies, budgets, and monitoring frameworks.

This study will explore the extent and nature of staff turnover in Nigerian CSOs, the availability and utilization of professional development opportunities, and the link between human resource practices and organizational sustainability. It will also assess the role of donor funding and CSO networks in shaping these outcomes. Addressing staff turnover and professional development is central to improving the organizational management systems of CSOs. Sustainable development outcomes require stable, competent, and motivated teams. Ensuring that CSOs are not merely staffed but well-staffed is a strategic imperative for the sector's long-term viability.

2.14. Communication and Stakeholder Engagement

Effective communication and stakeholder engagement are central to the legitimacy, visibility, and operational success of Civil Society Organizations (CSOs). Communication is not only a tool for information dissemination but also a strategic function that facilitates alignment between an organization's mission and its external relationships. In a sector defined by public trust, donor reliance, and community-driven mandates, the capacity to communicate persuasively and engage stakeholders meaningfully is an indispensable pillar of organizational management (Daft, 2016).

Globally, communication in nonprofit organizations has evolved from one-way information transfer to multidirectional dialogue. Organizations are now expected to engage various stakeholders including donors, beneficiaries, government bodies, the media, and the general public through transparent, participatory, and responsive communication strategies. Stakeholder engagement, meanwhile, emphasizes building mutual trust, fostering

accountability, and co-creating solutions, particularly in complex development environments (Bryson, 2018).

In Nigeria, CSOs operate in a socio-political context marked by skepticism, political sensitivity, and competition for limited resources. Many organizations struggle to communicate their impact effectively or build robust stakeholder networks. Communication strategies are often informal, uncoordinated, and reactive, lacking alignment with organizational goals or audience needs. As Uzoma (2013) noted, most Nigerian CSOs do not have dedicated communication departments or strategic communication plans, resulting in weak public visibility and low policy influence.

Stakeholder engagement is similarly constrained. CSOs often prioritize relationships with donors at the expense of engagement with beneficiaries, local authorities, or peer organizations. This donor-centric approach can result in misaligned priorities, limited community ownership, and reduced sustainability of interventions. Moreover, lack of transparency and accountability mechanisms impairs trust and undermines long-term relationships with stakeholders. Several studies have highlighted how weak communication infrastructure, including poor internet access and low digital literacy, further hampers CSOs' outreach and stakeholder interaction (Armstrong & Taylor, 2020).

Another critical issue is the inadequate use of data and evidence in communication. Many CSOs fail to document and communicate program outcomes systematically. Reports are often anecdotal and lack the quantitative evidence needed to attract donors or influence policy. Additionally, the failure to employ digital tools such as websites, social media platforms, and email marketing limits their ability to connect with wider audiences and engage in public discourse. This is particularly troubling in an era where visibility and responsiveness are essential for legitimacy and resource mobilization.

Nevertheless, some CSOs and networks in Nigeria have begun to prioritize communication and stakeholder engagement as part of organizational strengthening. Platforms such as the Nigerian Network of NGOs (NNNGO) and the Civil Society for HIV/AIDS in Nigeria (CiSHAN) provide capacity-building support for strategic communication, media relations, and digital advocacy. These initiatives, though promising, remain under-resourced and not widely institutionalized across the sector.

Effective stakeholder engagement also involves feedback mechanisms and participatory planning. CSOs must ensure that the voices of beneficiaries and community members are heard and reflected in program design and implementation. Without such mechanisms, organizations risk becoming top-down implementers of donor agendas rather than community-driven agents of change. Donor agencies are increasingly demanding evidence of stakeholder involvement, further underscoring the strategic value of this practice.

This study recognizes communication and stakeholder engagement as vital elements of the organizational management systems in CSOs. It will examine how Nigerian CSOs design, implement, and evaluate their communication strategies, and the extent to which they engage stakeholders in decision-making, implementation, and evaluation. It will also explore the impact of communication and engagement practices on CSO credibility, funding opportunities, and policy influence.

The ability to communicate effectively and engage diverse stakeholders is not a peripheral function it is a strategic imperative. CSOs that institutionalize strategic communication and build inclusive engagement platforms are better positioned to mobilize resources, influence policy, and deliver sustainable development outcomes. Strengthening these systems is essential for building resilient organizations capable of thriving in Nigeria's complex development landscape.

Internal communication serves as the backbone of operational efficiency and organizational cohesion in Civil Society Organizations (CSOs). It encompasses the exchange of information, ideas, decisions, and feedback across all levels of an organization between management and staff, across departments, and within teams. When effectively structured, internal communication fosters transparency, trust, productivity, and alignment with organizational objectives. Conversely, communication breakdowns can lead to misunderstandings, conflicts, inefficiencies, and ultimately, poor organizational performance (Daft, 2016).

In the context of CSOs, where missions are driven by social impact rather than profit margins, internal communication plays a vital role in ensuring that values are shared, responsibilities are clearly understood, and that all staff members are aligned toward achieving collective goals. Effective internal communication systems are characterized by structured reporting lines, inclusive dialogue mechanisms, feedback loops, and the use of appropriate communication technologies.

However, many Nigerian CSOs suffer from fragmented or ad hoc communication systems. Meetings are irregular or poorly structured, information is disseminated selectively or delayed, and decision-making processes are not always inclusive. Uzoma (2013) observed that a common practice in many CSOs is the centralization of communication at the executive level, with junior staff excluded from strategic conversations. This not only impedes innovation but also diminishes morale and team ownership of organizational goals.

Moreover, the lack of standard operating procedures for communication such as communication manuals, reporting templates, and regular performance review meetings further contributes to inconsistency and opacity. Internal newsletters, intranets, or bulletin boards, which are common tools in well-structured organizations, are largely absent in most

Nigerian CSOs. As a result, organizational memory is weak, misunderstandings are frequent, and interdepartmental collaboration is limited (Armstrong & Taylor, 2020).

Technological gaps also pose a barrier to effective internal communication. Many CSOs do not have access to modern communication tools or platforms such as Microsoft Teams, Slack, or internal shared drives. Communication is often dependent on informal channels like WhatsApp, which, while efficient for urgent matters, lacks the structure required for institutional communication and documentation. These gaps in communication infrastructure also make remote work and cross-location collaboration more difficult, particularly in national CSOs with decentralized operations.

Internal communication is closely linked to employee engagement and organizational culture. Open communication channels encourage staff participation, enhance motivation, and facilitate problem-solving. They also build trust between management and employees, which is essential for effective leadership and accountability. When staff members feel heard and informed, they are more likely to contribute meaningfully to organizational outcomes.

To strengthen internal communication, CSOs must institutionalize policies and practices that promote openness, clarity, and consistency. This includes developing communication protocols, holding regular team meetings, investing in staff communication training, and leveraging technology for information sharing. Leadership must also model transparency by sharing organizational goals, performance data, and strategic decisions openly.

This study considers internal communication as a critical component of organizational management systems in CSOs. It will explore how communication is managed within Nigerian CSOs, identify gaps in information flow, and assess the role of leadership in fostering communication cultures. The research also aims to investigate how internal communication affects organizational alignment, staff morale, and overall performance. The strength of an organization lies not only in its strategies and funding but also in its ability to foster a shared

understanding and commitment across its team. Building robust internal communication systems is thus essential for ensuring coherence, accountability, and long-term sustainability in the civil society sector.

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External communication is a fundamental aspect of Civil Society Organization (CSO) operations, shaping public perception, donor relations, and community engagement. It encompasses all organizational messages directed toward external stakeholders, including donors, beneficiaries, government agencies, media institutions, and the broader public. In a competitive donor landscape and a rapidly evolving information ecosystem, effective external communication is vital for resource mobilization, stakeholder alignment, advocacy impact, and organizational legitimacy (Daft, 2016).

For CSOs, communication with donors is particularly strategic. Donors require timely, accurate, and compelling information about the impact of funded projects, financial accountability, and lessons learned. Regular reports, newsletters, evaluation summaries, and annual reviews serve not only as accountability tools but also as means of cultivating trust and sustaining funding relationships. Bryson (2018) emphasized that donor-CSO relationships are increasingly performance-based, making communication a key determinant of funding continuity. Unfortunately, many Nigerian CSOs fall short in this area, producing generic reports or delayed submissions, which erode donor confidence and undermine future funding opportunities.

Similarly, communication with beneficiaries the communities and populations served by CSOs is essential for promoting transparency, participation, and social inclusion. Two-way communication mechanisms, including community meetings, surveys, hotlines, and digital

feedback tools, allow organizations to gather input, assess needs, and tailor interventions accordingly. When communication with beneficiaries is lacking or tokenistic, it results in poorly aligned projects, community resistance, and diminished impact. In many Nigerian CSOs, engagement with beneficiaries is limited to project inception and evaluation, with minimal ongoing dialogue.

Engagement with the broader public, including the media and policy stakeholders, is equally critical. Through effective public communication strategies, CSOs can enhance their visibility, shape public discourse, and mobilize support for their causes. Public image influences an organization's credibility, its ability to attract partners, and its influence in policy processes. Advocacy campaigns, press releases, op-eds, and public events are commonly used tools to influence perception and generate momentum for social change. However, in Nigeria, many CSOs lack a coherent advocacy communication strategy. They often fail to capitalize on media relationships or proactively shape narratives around their work, thereby limiting their reach and impact.

A vital dimension of modern external communication is digital presence. In today's digital era, an online footprint is no longer optional but essential for CSOs seeking to expand their reach and maintain relevance. Websites, social media platforms, digital newsletters, and video content serve as cost-effective channels for engaging with donors, communities, and the general public. These platforms also offer opportunities for real-time updates, campaign mobilization, fundraising, and story-telling. Armstrong and Taylor (2020) noted that digital communication enhances organizational transparency and strengthens stakeholder trust.

Despite these opportunities, many Nigerian CSOs underutilize digital tools. Some lack functional websites, while others have dormant social media accounts. This digital gap stems from limited technical expertise, inadequate funding for communication infrastructure, and insufficient strategic planning. As a result, many organizations are invisible in digital spaces,

reducing their competitiveness in donor markets and limiting their ability to influence public opinion. Moreover, without digital analytics or engagement metrics, it becomes difficult to measure communication effectiveness or improve outreach strategies.

The consequences of weak external communication systems are far-reaching. They include missed funding opportunities, poor stakeholder alignment, diminished public support, and limited advocacy impact. Conversely, organizations that invest in strategic external communication enjoy increased visibility, diversified funding, and stronger policy influence. Effective communication enables CSOs to tell their stories, showcase results, advocate for change, and connect with allies across sectors.

This study identifies external communication as a critical variable within the organizational management systems of Nigerian CSOs. It will investigate how these organizations communicate with donors, beneficiaries, and the broader public, the tools and platforms they employ, and the challenges they face. Special attention will be paid to digital communication strategies, donor reporting mechanisms, and beneficiary feedback loops. The research will also assess how external communication practices affect organizational performance, sustainability, and stakeholder trust.

External communication is more than an operational function—it is a strategic asset. For CSOs in Nigeria to thrive, they must prioritize robust communication frameworks that align with their mission, resonate with stakeholders, and adapt to evolving media landscapes. Strengthening public image, improving advocacy messaging, and embracing digital engagement are all essential for maximizing the societal impact and sustainability of CSOs.

2.15. The Role of Business Models in CSO Survival

The sustainability of Civil Society Organizations (CSOs) increasingly depends on the adoption of appropriate business models that combine mission fulfillment with financial

resilience. Traditionally, CSOs have relied heavily on donor funding to implement programs, maintain staff, and sustain their operations. However, donor priorities are dynamic, and funding streams are often unreliable. As a result, many CSOs face existential threats once funding dries up. The integration of business models into CSO operations has thus emerged as a strategic approach to achieving financial stability, operational efficiency, and long-term sustainability (Uzoma, 2013).

One popular model being adopted globally and in Nigeria is the social enterprise model. Social enterprises are organizations that apply commercial strategies to maximize improvements in human and environmental well-being, rather than profits for external shareholders. They reinvest their surplus back into their mission, balancing financial goals with social impact. In the Nigerian CSO landscape, some organizations have begun integrating income-generating ventures into their portfolios, such as consultancy services, production and sales of goods, and fee-based training programs. These hybrid structures offer the dual benefits of revenue generation and mission fulfilment, creating a sustainable pathway for growth without exclusive reliance on donors (Armstrong & Taylor, 2020).

Closely related is the hybrid model, which combines elements of nonprofit and for-profit entities. These structures allow CSOs to establish for-profit subsidiaries whose earnings support the nonprofit mission. For instance, a health-focused CSO might run a pharmaceutical store whose profits are used to subsidize healthcare services for vulnerable populations. Hybrid models offer legal and financial flexibility while preserving the integrity of nonprofit missions. However, their implementation requires robust governance frameworks, clear accountability systems, and strategic alignment between commercial and charitable objectives (Brett, 2020).

Nonprofit commercialization, while promising, raises important ethical questions. The pursuit of revenue must not compromise the organization's mission or exploit vulnerable populations. There is also the risk that mission drift may occur, where financial interests begin

to overshadow social goals. Uzoma (2013) warned that some CSOs in Nigeria have engaged in activities that, while profitable, had little relevance to their mission, ultimately eroding public trust and internal coherence. The challenge lies in finding a balance between financial autonomy and ethical responsibility.

Strategic entrepreneurship within CSOs is a growing field that focuses on how nonprofits can adopt entrepreneurial thinking to maximize resources, innovate service delivery, and respond adaptively to changing environments. It involves proactive opportunity recognition, strategic risk-taking, and innovation, which are traditionally associated with private sector organizations. In CSOs, strategic entrepreneurship can be seen in the creation of impact-driven products, digital platforms for service delivery, and the formation of cross-sector alliances. These strategies empower CSOs to expand their reach, build resilience, and create long-term value (Bryson, 2018).

Comparative case studies of self-financing CSOs provide empirical evidence of successful business model integration. For example, the Grameen Bank in Bangladesh operates as a social business providing microloans to women, while reinvesting profits to expand outreach. In Kenya, the African Medical and Research Foundation (AMREF) runs training institutes and consultancy services that generate unrestricted income for core operations. In Nigeria, a few CSOs have established consultancy arms, farms, and event centers as income sources. These organizations demonstrate that with sound planning, effective leadership, and strategic foresight, financial autonomy is attainable without compromising mission integrity.

Despite these success stories, most Nigerian CSOs lack the capacity, expertise, and enabling environment to implement business models effectively. Legal restrictions, tax ambiguities, donor restrictions, and limited business skills among nonprofit leaders pose significant barriers. Moreover, CSOs are often excluded from enterprise development initiatives and financial services that support SMEs, limiting their ability to innovate

financially. This research aims to investigate the extent to which Nigerian CSOs have adopted business models, the outcomes of such efforts, and the role of network organizations in facilitating or constraining these strategies.

This section aligns closely with the study's research objectives and questions on organizational sustainability. It underscores the need for strategic frameworks that incorporate business principles into CSO management. By examining the types, benefits, challenges, and ethical considerations of business models in nonprofit settings, this study contributes to the understanding of how financial and operational sustainability can be achieved in mission-driven organizations.

The adoption of appropriate business models is not a departure from nonprofit values but a strategic evolution necessary for survival in a competitive and resource-constrained environment. Nigerian CSOs must embrace innovative, ethically grounded, and contextually relevant business approaches to achieve lasting impact and independence.

2.16. Impact of Weak OMS on Sustainable Development

The adverse impact of weak Organizational Management Systems (OMS) in Civil Society Organizations (CSOs) extends far beyond internal inefficiencies it profoundly hinders progress toward sustainable development. OMS encompasses the policies, practices, and structures that determine how organizations function, make decisions, and deliver outcomes. In the context of Nigerian CSOs, weak OMS not only jeopardizes operational effectiveness but also impairs their capacity to contribute meaningfully to the broader development agenda, particularly the United Nations Sustainable Development Goals (SDGs).

One of the most evident consequences of poor OMS is the diminished contribution to SDG implementation. CSOs play a vital role in advancing several SDGs, including those related to health, education, gender equality, climate action, and reducing inequalities. They

act as service providers, policy advocates, and watchdogs, especially in marginalized communities where government presence is limited. However, when organizational systems are frail marked by poor leadership, weak financial controls, insufficient human capacity, and dysfunctional communication CSOs struggle to design, implement, and monitor development programs effectively. This not only results in inefficiencies but also leads to project failures, duplication of efforts, and wasted resources (United Nations, 2015). The ripple effect is a slower national progression toward achieving SDG targets.

Organizational fragility is another key issue. Weak OMS leaves CSOs vulnerable to external shocks such as political pressure, donor withdrawal, or leadership crises. Without solid governance structures, clear succession planning, diversified income strategies, and transparent financial management, many CSOs in Nigeria collapse prematurely—often after a single grant cycle (Uzoma, 2013). These collapses disrupt ongoing programs, break trust with communities and donors, and erode institutional memory. The volatility of such organizations also deters donor investment, leading to a vicious cycle of instability and irrelevance.

In addition, weak OMS impairs the ability of CSOs to conduct meaningful policy advocacy. Effective advocacy requires evidence-based strategies, stakeholder coordination, and consistent engagement with policymakers. However, CSOs with weak strategic planning, low staff competence, or unclear communication systems often fail to articulate coherent policy demands or sustain pressure on governance institutions. As a result, important advocacy opportunities are missing, and the voices of marginalized populations remain unheard in policymaking processes (Daft, 2016). This undermines democratic governance and reduces the sector's impact on systemic reforms.

Moreover, poor OMS leads to service delivery failures. Many Nigerian CSOs provide essential services such as HIV/AIDS awareness, reproductive health support, water and sanitation, youth development, and basic education. However, when OMS is lacking—

manifesting in poor logistics coordination, insufficient monitoring, inadequate budgeting, and weak accountability structures services are inconsistently delivered or halted altogether. Communities, depending on these services, suffer setbacks in health, education, and economic well-being, contradicting the very objectives of the CSO's mission. According to Armstrong and Taylor (2020), ineffective internal systems significantly correlate with poor service outcomes and declining community engagement.

The cumulative effect of these dysfunctions is a reduction in the credibility and legitimacy of the civil society sector. Public trust, which is crucial for mobilization, participation, and collaboration, erodes when CSOs consistently underperform or engage in malpractice due to weak OMS. Stakeholders ranging from community members to international partners lose confidence in the sector's ability to deliver impact and operate transparently. This undermines not only individual organizations but the broader ecosystem of civic engagement and participatory development in Nigeria.

This study seeks to illuminate these consequences through empirical investigation and theoretical grounding. By analyzing the operational systems of Nigerian CSOs and correlating them with organizational performance and sustainability indicators, the research aims to identify critical gaps and propose reform strategies. The study also aligns with Objective 5: "To provide solutions to avoid organizational crisis and failure of CSOs in Nigeria," by highlighting how systemic weaknesses derail development objectives and proposing context-specific remedies.

In conclusion, weak OMS in CSOs is not merely an internal administrative issue, it is a development crisis. It constrains progress toward SDGs, accelerates organizational collapse, stifles policy advocacy, and impairs service delivery. Strengthening OMS is thus an urgent priority for civil society actors, policymakers, and development partners alike. Without

resilient, transparent, and well-managed organizations, the ambition of inclusive and sustainable development in Nigeria will remain elusive.

2.17. Lessons from International Best Practices

Across both the Global South and Global North, there are numerous examples of civil society organizations (CSOs) that have undertaken meaningful reforms or applied management frameworks to strengthen their organizational management systems (OMS). Examining these cases provides both inspiration and cautionary lessons for Nigerian CSOs: what works, what pitfalls to avoid, and how contexts shape outcomes.

2.18. Case Studies from the Global South and Global North

In Cameroon, a study entitled “Civil Society Sustainability and Local Capacity Development: A Case Study in Cameroon” (Ngang, 2016) demonstrates how local CSOs improved their sustainability by shifting from donor-driven, top-down capacity building to bottom-up, intrinsic local capacity development. The case underscores that donor initiatives which respect and strengthen existing local capacities rather than imposing external templates tend to produce more resilient institutional systems.

Another comprehensive study by DCAF (2024) highlights how CSOs involved in Sustainable Development Goal (SDG) 16 and governance reforms strengthened their performance by engaging in multi-stakeholder partnerships and adopting formal accountability mechanisms. These organizations demonstrated stronger sustainability where transparency, community engagement, and structured feedback mechanisms were institutionalized.

In the realm of South-South cooperation, the United Nations Office for South-South Cooperation (2022) compiled several best practices that show the effectiveness of knowledge transfer, peer learning, and cooperative frameworks among CSOs in countries like India, Brazil, and Kenya. These practices emphasize adapting development models to local socio-

economic conditions and maintaining long-term institutional collaboration, which is highly applicable to the Nigerian context.

On a global scale, the People In Aid Code (now part of the CHS Alliance) has been instrumental in improving the HR management, accountability, and performance systems of international NGOs. Their ethical frameworks, staff safety standards, and transparency policies have helped NGOs professionalize internal operations and increase trust among stakeholders.

2.19. Management Reforms and Frameworks in Successful CSOs

From the case studies above and other literature, certain consistent patterns emerge among successful CSOs with strong OMS (Ashman, 2005; Baker, 1998). These include Localization and ownership of reforms, enabling sustainability through community-embedded capacity building rather than donor-driven mandates. Adaptive management approaches incorporate feedback loops, continuous learning, and adjustment mechanisms to improve program quality and responsiveness (Arslan et al., 2021; Ashman, 2005). Strong governance structures, with boards that are accountable and equipped with diverse expertise. Financial autonomy through hybrid models and diversified revenue streams. Rigorous accountability mechanisms including audits, public reporting, and stakeholder engagement. Long-term capacity building and strategic HR investments that go beyond technical training. Use of digital tools for transparency, communication, and data collection (Alshenqeeti, 2014; Archibald, 2016; Arksey & O'Malley, 2005).

2.20. Adaptable Models for the Nigerian Context

Many of these global practices can be localized and adapted to Nigeria's unique social, political, and regulatory environment. Nigerian CSOs may consider adopting peer-based capacity building strategies facilitated through networks such as NNNGO and CiSHAN. Adaptive program management that includes feedback from beneficiaries can improve impact

and accountability. Revenue diversification through mission-aligned social enterprise models could offer financial resilience without undermining core values. Governance toolkits tailored to Nigerian legal and cultural norms can help formalize leadership structures and strengthen board engagement.

However, adaptation must account for Nigeria's contextual realities, such as donor dependence, regulatory uncertainty, limited digital infrastructure, and public mistrust. Smaller CSOs, especially those operating in rural areas, may lack the technical expertise or resources to implement some reforms, and thus will require support from donor coalitions, networks, or government partnerships.

2.21. Critical Reflections and Constraints

Despite their value, international best practices must be approached with caution. Blind replication of foreign models without contextual adaptation risks irrelevance or failure. CSOs must evaluate their own capacity, mission alignment, and regulatory framework before adopting management tools. Furthermore, donor-driven reforms, if not harmonized with organizational vision, can shift priorities or create dependency. Therefore, successful adaptation depends on inclusive planning, stakeholder consultation, and contextual relevance.

As Uzoma (2013) notes, many Nigerian CSOs initiate income-generating ventures without proper business models, often resulting in financial losses and project discontinuity. The international experiences emphasize that revenue-generating activities must align with organizational capacity and mission. Similarly, governance gaps identified in Nigerian CSOs (Brett, 2020) mirror global lessons on the importance of board accountability, conflict of interest policies, and leadership development.

This review of international best practices informs both the conceptual framework and the empirical components of the present study. It highlights the importance of examining

whether Nigerian CSOs are adopting, adapting, or ignoring management practices shown to improve organizational sustainability elsewhere. Furthermore, the review underscores the need to evaluate the role of coalitions and networks in supporting such reforms.

The Nigerian context calls for deliberate research to assess which international models are most feasible and effective. The lessons outlined in this section provide a foundation for identifying reform pathways grounded in practice and aligned with the broader goal of ensuring the sustainability of CSOs and their contribution to sustainable development.

2.22. Literature Synthesis/summary

The literature reviewed so far presents a multifaceted perspective on the organizational management systems (OMS) of civil society organizations (CSOs), exposing both convergences and divergences in empirical findings, conceptual models, and methodological orientations. A synthesis of this literature reveals recurring themes, observable contradictions, consensus areas, and persistent gaps that provide the foundation for the present research.

A prominent pattern across the literature is the consistent identification of weak governance, financial mismanagement, poor human capital systems, and ineffective communication as critical constraints to CSO sustainability (Uzoma, 2013; Brett, 2020; Armstrong & Taylor, 2020). Scholars from both the Global North and South, including DCAF (2024) and the UN South-South Cooperation reports (2022), similarly emphasize the value of adaptive leadership, robust financial systems, and participatory planning in building resilient CSOs. This convergence suggests a broad agreement on the core structural deficiencies affecting CSOs worldwide, including in Nigeria.

However, contradictions emerge in how these challenges are interpreted and addressed. For instance, while Western literature advocates for rigorous business models and managerial efficiency as pathways to sustainability (Bryson, 2018; Daft, 2016), other studies from the

Global South stress the significance of contextualization and grassroots-driven approaches (Ngang, 2016; Clayton et al., 2000). There is a tension between universalist management frameworks and context-sensitive solutions. This debate is particularly relevant for Nigerian CSOs, whose socio-political environment complicates the direct adoption of international practices. Thus, while the business administration approach provides structure, its application without adaptation may result in friction with indigenous organizational cultures.

The methodological landscape also displays notable gaps. Much of the literature, especially in Nigeria and West Africa, is descriptive or theoretical, lacking empirical rigor. Several studies rely on case studies or anecdotal evidence without robust sampling strategies or longitudinal data (Olayode, 2016; Uzoma, 2013). Few integrate mixed-methods approaches that triangulate qualitative depth with quantitative generalizability. Moreover, literature on CSO networks and coalitions such as NNNGO, CiSHAN, and NEPWHAN largely reports operational roles and funding disbursements, yet little is known about how these networks contribute to or inhibit the institutionalization of OMS reforms among their members.

Another methodological void is the limited engagement with internal CSO stakeholders such as board members, financial officers, and program staff on how organizational systems are understood, implemented, and evaluated. Many studies rely on donor or executive perspectives, thereby ignoring intra-organizational dynamics that may reveal critical fault lines or innovations. Additionally, few studies explore the regulatory environment, such as the role of the Companies and Allied Matters Act (CAMA 2020) or the burden of state and federal taxation regimes on nonprofit operations. These contextual factors remain under-theorized and under-studied.

Regarding consensus, there is broad agreement on the importance of strong governance and financial accountability for CSO sustainability. Several studies (Loughran, 2014; Armstrong & Taylor, 2020) affirm that absence of internal controls, unclear succession plans,

and lack of strategic foresight are root causes of institutional failure. Similarly, donor dependency is universally critiqued, with recommendations for income diversification and earned income strategies receiving growing support across regions (Uzoma, 2013; Jalil et al., 2020). Yet, ethical concerns around nonprofit commercialization, especially in mission-driven organizations, remain contested and unresolved in literature (Bryson, 2018).

In relation to the assumptions underpinning this study, literature offers both validation and caution. The core premise that CSOs in Nigeria lack sustainable OMS is strongly supported across various empirical accounts. However, the assumption that business administration principles alone can rectify these gaps is complicated by context-specific limitations. Studies from the Global South emphasize the importance of cultural alignment, participatory design, and community legitimacy in applying managerial models (Ngang, 2016; Clayton et al., 2000). Therefore, while the study assumes that tested business principles are transferable, it must also critically assess the degree to which these can be localized or hybridized.

The current research positions itself as a response to multiple unresolved issues in the literature. First, it addresses the empirical gap by adopting a mixed-methods approach, engaging diverse stakeholders within CSOs to explore their lived experiences with OMS. Second, it interrogates the role of network organizations not merely as intermediaries for donor funds but as potential drivers or inhibitors of structural reforms. Third, it evaluates the legal and tax frameworks that intersect with internal organizational capacities, an area often overlooked in traditional analyses of nonprofit sustainability. Lastly, the research contributes to the theoretical discourse by proposing an integrated conceptual framework that aligns internal management variables with external constraints and mediating leadership factors.

In conclusion, the literature provides a robust but incomplete picture of OMS in CSOs, especially within the Nigerian context. Patterns of weakness are well-documented; however, contradictions around best practices, gaps in empirical scope, and under-explored contextual

variables persist. This study is thus poised to bridge these gaps through an empirically grounded, context-sensitive, and theoretically informed investigation of how CSOs in Nigeria can build sustainable organizational management systems.

2.23. Linking Literature to Research Objectives

The literature reviewed in this chapter lays a robust foundation for addressing the research objectives of this study, which are aimed at examining the structure, effectiveness, and sustainability of organizational management systems (OMS) among Civil Society Organizations (CSOs) in Nigeria (Banwell et al., 2022; Barber, 1999). Each theme explored in the literature corresponds to one or more research objectives and helps in responding to broader questions about the operational failures and sustainability challenges facing Nigerian CSOs.

Objective 1: To study the organizational management systems used by civil society organizations in Nigeria

A significant portion of the literature has described the structure and application of OMS within CSOs, both globally and in Nigeria. From the discussions on governance frameworks, strategic planning, financial systems, and leadership succession, it is evident that Nigerian CSOs often operate with informal or weakly institutionalized OMS (Barbour, 2001; Baskerville et al., 2013). While developed nations emphasize professionalized management, internal audits, and strategic leadership (Daft, 2016; Bryson, 2018), Nigerian CSOs face contextual limitations such as poor regulatory support, weak internal structures, and limited professional capacity (Uzoma, 2013). This objective is supported by themes that examine how OMS function as the operational core of CSOs and how variations in these systems influence organizational efficiency and survival (Bass et al., 2003a; Ebenso et al., 2019).

Objective 2: To identify the factors which result in poor organizational management systems in CSOs

This objective is addressed throughout the literature via critical analysis of various sub-themes. Weak governance, donor dependency, high staff turnover, leadership deficits, and poor financial management are consistently cited as causes of OMS failure. Taxation burdens and inadequate regulatory enforcement under laws like CAMA 2020 further weaken CSOs' ability to structure sound OMS (Batini et al., 2013a; Bennis, 2001). The themes surrounding government interference, legal hurdles, and limited capacity for strategic planning directly inform the factors leading to poor OMS implementation. These findings refine the understanding of why internal structures often fail to take root in Nigerian CSOs despite widespread knowledge of best practices (Blair, 2011).

Objective 3: To identify early warning indicators of a failing Civil Society Organization in Nigeria

The literature on financial fragility, poor communication, leadership instability, and absent succession planning serves as a guide to identifying early warning signs of organizational collapse. International best practices demonstrate that failure to adapt management systems in time leads to collapse when donor funding ends. Nigerian studies (Brett, 2020; Armstrong & Taylor, 2020) highlight operational inefficiencies, poor internal controls, and reactive rather than strategic decision-making as predictors of failure. These themes collectively contribute to identifying patterns and indicators that signal when a CSO is at risk of operational decline.

Objective 4: To examine the business models used by CSOs in their organizational management systems and their role in playing CSO sustainability/survival

The thematic area on business models offers insights into how social enterprise, hybrid models, and earned income strategies have helped global CSOs survive beyond donor cycles. However, the literature also cautions about nonprofit commercialization and ethical implications (Bryson, 2018). Nigerian CSOs, as highlighted in the literature, attempt income-

generating projects without sustainable business logic or model alignment, leading to failures (Uzoma, 2013). The review of international models, especially those from the Global South, provides adaptable frameworks for Nigerian CSOs to contextualize business strategies without losing mission alignment. This objective is directly enhanced by lessons from comparative case studies and the role of coalitions.

Objective 5: To provide solutions to avoid organizational crisis and failure of CSOs in Nigeria

This is the overarching aim of the study, and each thematic area in the literature review contributes insights toward this goal. The review identifies the root causes of institutional failure governance deficits, financial mismanagement, weak human capacity, and ineffective communication as well as successful interventions including strategic HR development, governance reforms, adaptive leadership, and context-appropriate business models. The review supports the idea that solutions must be multidimensional and locally grounded. Moreover, the literature's gaps such as the under-exploration of network coalitions' influence, weak empirical grounding, and limited longitudinal data further validate the need for this study to offer new, context-sensitive insights.

In response to the question, "What do we already know about CSO sustainability in Nigeria?" the literature provides evidence that Nigerian CSOs struggle with sustainability largely due to internal structural weaknesses and external pressures such as donor withdrawal and taxation policies. Yet, existing knowledge often fails to move beyond describing problems toward offering system-level interventions.

As for the gaps in understanding internal management structures, few studies comprehensively assess how organizational design, internal policies, leadership succession, and communication systems interact to determine CSO performance. Most existing work treats

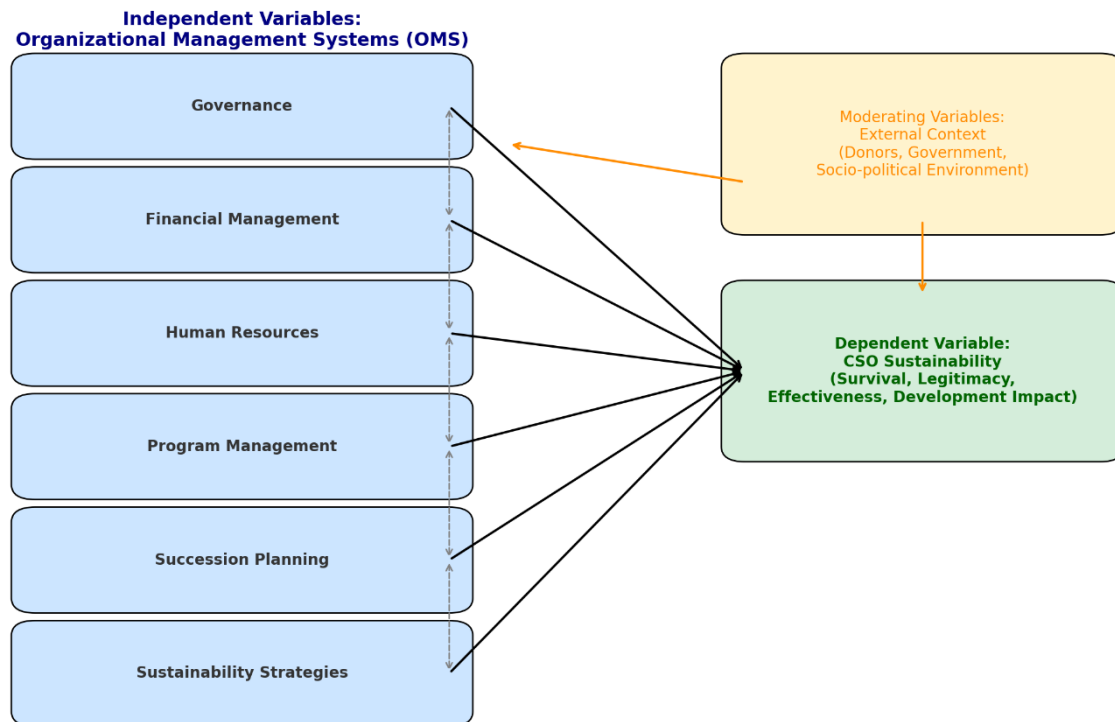
these variables in isolation. Moreover, the role of networks and coalitions, as both support systems and gatekeepers of reform, remains under-researched.

This study builds upon existing literature by combining business administration principles with nonprofit realities, using mixed methods to generate both depth and generalizability (Bianchi, 2021; Bider et al., 2013; Zohrabi, 2013). It challenges assumptions that CSO failure is inevitable post-donor exit and posits that sustainability can be engineered through better governance, diversified income models, professionalized HR systems, and improved internal communication. It is not only filling conceptual and empirical gaps but also advancing a pragmatic, solution-oriented agenda (Blake, 1974; Boaz et al., 2006; Malik et al., 2014). It seeks to provide a locally relevant roadmap for CSO sustainability and to inform policy frameworks, donor strategies, and organizational reforms in Nigeria's civil society sector.

2.24. Conceptual Framework

Figure 1

Conceptual Framework



The conceptual framework guiding this research is built on the theoretical premise that the sustainability of Civil Society Organizations (CSOs) in Nigeria is heavily influenced by the strength or weakness of their internal organizational management systems (OMS) (Bradbury-Jones et al., 2009; Braun et al., 2022; K. M. Brown et al., 2015; Bryman, 2014b). It provides a structured representation of the variables identified in the literature and research objectives, illustrating their interconnections and hypothesized influence on CSO sustainability. This framework serves as a diagnostic and analytical tool that aligns theory, research design, and data collection (Bryman, 2014a; Cabiddu et al., 2013; Cameron & Molina-Azorin, 2011).

The independent variables in this study include the core domains of OMS: governance, financial management, human capacity development, and communication systems. These components are considered essential internal mechanisms that enable a CSO to function

effectively, adapt to change, and remain operational beyond the period of donor funding. Governance involves the composition, roles, and functioning of the board, leadership accountability, and strategic oversight. Financial management encompasses budgeting, internal control, income diversification, and financial reporting practices. Human capacity refers to recruitment, staff development, retention, and succession planning. Communication systems address both internal and external communication, including stakeholder engagement and advocacy (Braccini & Federici, 2013; Buijs et al., 2023; Chou & Dharmawan Buchdadi, 2018).

The mediating variables are business models and leadership style. The business model reflects how the CSO generates, manages, and utilizes resources including grants, earned income, and partnerships for its operations. Leadership is defined in terms of ethical orientation, participatory approach, and succession preparedness. These variables are essential in translating management structures into performance outcomes (Bycio et al., 1995; Chemers, 1997; Chirwa & Nyirenda, 2002). They determine whether a CSO can strategically align its mission with available resources and stakeholder expectations (Daehee & Chungshik, 2016).

The dependent variable is the sustainability of CSOs, which is conceptualized as the organization's ability to operate efficiently and continue delivering impact in the absence of continuous donor support (Enyioko, 2013; Espejo & Reyes, 2011; Harbeson et al., 1994; Katriina & Tiina, 2020). This includes long-term financial viability, institutional resilience, policy relevance, and service delivery effectiveness (Diamond et al., 1989). Sustainability is thus seen not just as survival but as thriving amid environmental uncertainties (Lyytinen & Damsgaard, 2017).

External moderating variables include regulatory frameworks (e.g., CAMA 2020), tax burdens (FIRS, PAYEE, NSITF, etc.), donor practices, and political dynamics. These factors do not originate within the CSO but significantly shape how OMS is developed, implemented,

and maintained. Their interaction with internal systems determines the feasibility and durability of reforms.

This conceptual framework builds upon models from nonprofit management, organizational theory, and sustainable development (McBeath, 2022). It departs from earlier studies that examined these variables in isolation by proposing an integrated, context-specific model (Creswell, 2018; Kelle, 2006). It also seeks to fill theoretical gaps by positioning leadership and business models as mediators rather than outcomes, arguing that these elements actively shape the relationship between management systems and sustainability (Kleinschmidt & Cooper, 1991; Koksai, 2020; Kukah, 2007).

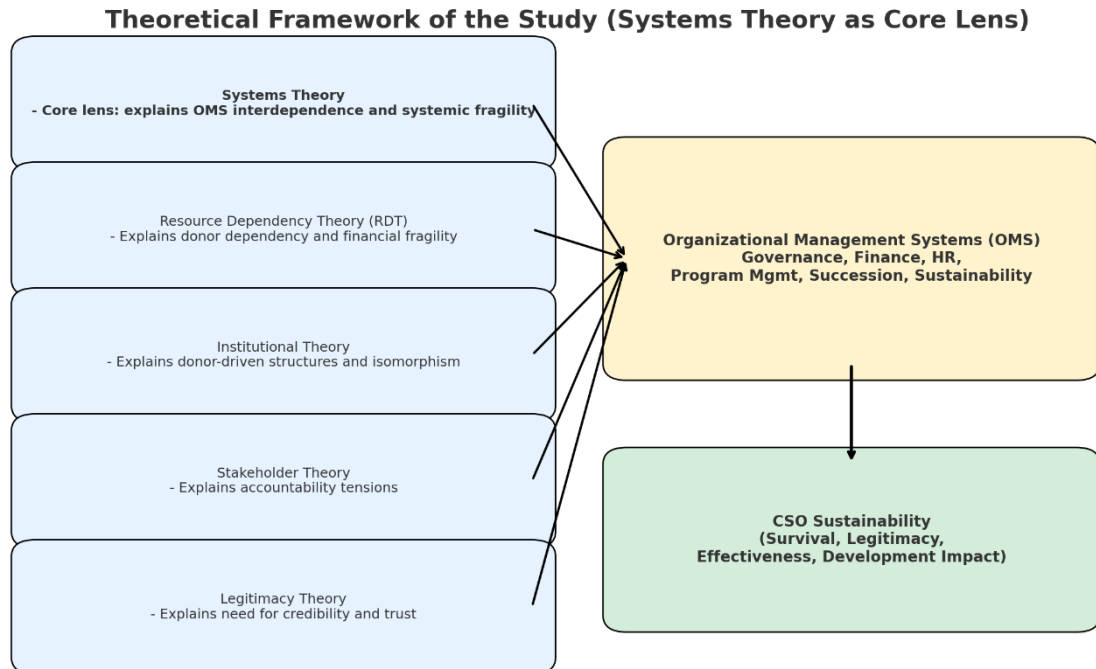
This framework guides both the qualitative and quantitative aspects of the study. It informs the development of interview guides and survey instruments, allowing for structured yet comprehensive data collection (Reckwitz, 2002). The mixed-methods design enables triangulation of findings, ensuring that each component of the framework is assessed from multiple perspectives (Cameron & Molina-Azorin, 2011; Molina-Azorín, 2011).

The conceptual framework provides a coherent map of how internal and external variables converge to influence CSO sustainability in Nigeria. It is both diagnostic—highlighting areas of organizational weakness and prescriptive suggesting levers for reform. Through this model, the study aims to propose practical, empirically grounded, and context-sensitive strategies for improving the organizational management systems of Nigerian civil society organizations (Abdulfatai et al., 2014b; Palmer & Bolderston, 2006; Petrey, 2011).

2.25. Theoretical Framework:

Figure 2

Theoretical Framework



The theoretical foundation of this study draws upon a multidimensional perspective that integrates classical and contemporary theories relevant to organizational management, nonprofit sustainability, and institutional behavior (De Bernardis & Maiolini, 2013; Ricciardi, 2013; Richmond, 1993). These theories provide a lens through which the challenges and solutions to poor organizational management systems (OMS) in Nigerian CSOs can be examined and interpreted. This section outlines the theoretical underpinnings that inform the research questions, guide the interpretation of empirical findings, and support the development of a context-specific framework for CSO sustainability in Nigeria (Ross Perfetti et al., 2020).

One of the foundational theories applied in this research is the Resource-Based View (RBV) of the firm (Barney, 1991), which posits that the sustainability and competitive advantage of any organization depend on its ability to acquire, develop, and utilize internal

resources effectively. When applied to CSOs, the RBV underscores the importance of human capital, governance structures, and internal control systems as critical assets that determine organizational survival and impact. In the Nigerian CSO context, limited capacity to harness internal resources has been identified as a key barrier to long-term sustainability (Uzoma, 2013; Armstrong & Taylor, 2020).

Another theoretical pillar is Institutional Theory (DiMaggio & Powell, 1983), which explains how organizations conform to societal norms, rules, and expectations to gain legitimacy and survive within their institutional environments. This theory helps in understanding how Nigerian CSOs are influenced by regulatory frameworks (e.g., CAMA 2020), donor demands, and governmental policies (Ariti et al., 2018; Benjamin Ewert & Kathrin Loer, 2019). The lack of institutional support and inconsistent application of regulations have led to structural weaknesses in many CSOs. Institutional Theory also explains the tendency for isomorphism among CSOs, where organizations mimic each other without necessarily adopting context-appropriate practices (Barge-Schaapveld & Nicolson, 2002; Sandelowski, 2014).

Systems Theory (von Bertalanffy, 1968) is also relevant, as it views an organization as a set of interrelated components working together toward a common goal. From this perspective, OMS is not a set of isolated functions but an integrated system comprising governance, finance, human resources, and communication. The breakdown of any part of this system affects the whole organization (Espejo & Reyes, 2011; Lyytinen & Damsgaard, 2017; Zohrabi, 2013). This theoretical approach justifies the holistic treatment of OMS in the study and supports the conceptualization of sustainability as a function of multiple, interacting variables (Borglund et al., 2023; Toomela, 2008).

Leadership Theory, particularly Transformational Leadership Theory (Burns, 1978; Bass, 1990), informs the mediating role of leadership in the proposed conceptual framework.

Transformational leadership is characterized by vision, inspiration, intellectual stimulation, and individualized consideration (Hakala, 2000; Petrey, 2011). These attributes are essential in CSOs where motivation, staff retention, and ethical governance are crucial but often lacking. The theory is instrumental in examining how leadership style influences the effectiveness of OMS and whether organizations adapt or fail under pressure (Perpék et al., 2021).

Stakeholder Theory (Freeman, 1984) adds a critical dimension by emphasizing the role of diverse stakeholder groups in shaping organizational behavior and strategy. In CSOs, stakeholders include donors, beneficiaries, regulators, staff, and the general public. The theory is particularly relevant to understanding how external communication, public engagement, and advocacy influence the legitimacy, funding, and operational scope of Nigerian CSOs. Failure to adequately manage stakeholder relationships often results in reputational damage, funding loss, and strategic drift (Boonstra & de Vries, 2008a; Cordery & Sim, 2017).

Contingency Theory (Donaldson, 2001) is also applied to highlight that there is no one-size-fits-all model of management. Instead, organizational success depends on aligning internal systems with the external environment. This is especially relevant to Nigerian CSOs, where diverse cultural, political, and economic realities shape the feasibility and effectiveness of management systems. The theory supports the study's aim to propose context-sensitive, adaptable frameworks rather than importing Western models wholesale (Burnard & Bhamra, 2011; Grant & Osanloo, 2014).

These theories collectively provide a comprehensive framework for examining the internal and external dynamics affecting CSO performance and sustainability (Dorji, 2023; Kroll & Proeller, 2013). They inform the study's mixed-methods approach, enabling the researcher to explore both objective (quantitative) indicators of performance and subjective (qualitative) experiences of management challenges. They also justify the selection of variables

in the conceptual framework and support the development of practical, evidence-based recommendations for improving OMS in Nigerian CSOs (Deng et al., 2022; Fox, 2015).

In summary, the theoretical framework integrates resource-based, institutional, systems, leadership, stakeholder, and contingency perspectives. This multi-theoretical approach allows for a nuanced analysis of CSO dynamics in Nigeria and underlines the complexity of achieving organizational sustainability in a resource-constrained, politically volatile, and structurally fragmented civil society landscape. The study thus offers not only empirical insights but also theoretical contributions to the fields of nonprofit management, public administration, and organizational behavior.

2.26. Theory Definition

Theory has been defined by many scholars in different ways and has also remained at the center of many research, experiments and postulations with academicians and other professionals agreeing to the definition in many cases (Wacker, 1998). Theory as defined by Lindblom (1987) gives meaning to all scientific inquiry by providing useful insights about a question at hand. It therefore can be said to have its deep roots in both modern and classical researches (Churchman, 1961). Theory has helped us to arrive at certain paradigms (Sridhar Moorthy, 1993) and also supported in validating many propositions and quest for scientific knowledge. Churchman (1961) agrees to the fact that no notable inventory can be found without the corresponding theory that guides how each parametric quantity for that invention are to be made. Some scholars argue theory from the point of it being a test of knowledge (Kleinschmidt & Cooper, 1991), others including Sridhar (1993) are of the opinion that it does not always lead to real life applications.

However, theory can be said to be more abstract in nature and will always not have to be tested for it to be said to be a true and valid theory (Reckwitz, 2002). Though Miller (2015)

argued that sound theory will always lead and provide the basis for any empirical study and was supported by Egan (2002) in this assertion, Locke (2007) however observed that ‘good’ theory is most times arrived at by trial and error as opposed to scientific experimentation, which earlier scholars argues with. From the foregoing, one can deduce that theory can be defined from the perspective of scientific experimentation to prove a perceived idea/event and also from the perspective of trial and error of a perceived idea (Lederman & Lederman, 2015). One can also deduce that theory will not always be applied which means that theory can sometimes just be abstract in nature (Dorji, 2023).

Beyond the frontline definition and meaning of theory, is also the importance of how the theory is built and tested for it to be a valid theory, the concept of grounded theory therefore arises as explained by Miller (2015) that it is necessary for all qualitative research to have a valid theory. The understanding is that, qualitative research methodology is more of exploratory in nature and often seem “unsystematic”. Shank (2006) gave a good incite by stating that complex challenges are best solved by attempting them from “ground zero” and then letting the generated data to give guidance to the mechanism of developing the theory.

Though Wacker (1998) pointed out that there are four domains which every theory must satisfy: definition of terms or variables; a domain where the theory applies; a set of relationships of variables; and of course specific predictions (S. Brown et al., 1991). This piece of work will follow qualitative research methodology, these domains and more will be applied and guide the grounded theory that will emanate from this important research. Poole & van de Ven (1989) observed that a good theory give a determined and moderately accurate picture, this work will make a very good attempt in defining specific terms of the research to be carried out in the Nigerian non-governmental organizational management systems domain, explain the relationship this domain has with business administration and finally lead to knowledge around

what is missing in making organizational systems to be sustainable in Nigeria (Baskerville et al., 2013; Batini et al., 2013b; Beusch et al., 2022).

Theoretical framework is not new in the field of academics and human development, according to Wandersee & Demastes (1992), every piece of academic/scientific research must have a framework containing the original idea, postulation or initiative. Lysaght (2011) pointed out that every research study requires the researcher to clearly describe the theoretical framework for the study. Grant & Osanloo, (2014) noted that without a theoretical framework, the purpose and derivations of the study will be unclear. Lederman & Lederman (2015) Explained that the absence of theoretical framework from a research article has led to majority of the articles not passing editorial review thereby not being published. They therefore concluded that every research topic must have a clear and unambiguous concept in form of theory that everyone understands. Ferguson (2000) observed that for quantitative researches, theory could mean conceptual framework in literal terms whereas is it not the same for qualitative research where the theory could be in development stages and may be deducted from the results of the research (PESHKIN, 1993). The theoretical framework, especially in qualitative research studies has far reaching implications for all decisions that are to be made during the research work (Mertens 1998), developing a good framework for this study is therefore critical to ensure that it aligns with the research questions and ultimately lead to a source of knowledge to readers.

Systems may mean different things at different levels, but there is definitely one general concept of a system drawn from the domains of what constitute a theory (Weng Marc Lim, 2018). Since the topic in discussion relates to systems, the theoretical framework will be based on systems theory, Jason & Bobak, (2022) applied this theory to improve intervention outcomes around behavioral phenomena in community psychology. Bianchi (2021) utilized this theory in examining the dynamics across various systems including organizational systems

and their applications. From the findings, it suggested that systems theory provides the pillar for understanding organizational systems both in time past and for future organizations that want to thrive (Xu et al., 2021). Systems theory will therefore provide the foundations of both this literature review and the entire research work. Having been part of organizational management systems of CSOs in Nigeria, I can readily identify various organizational systems where the researcher will utilize systems theory to test each of these systems and see how they directly answer the research questions around “failure” and “solution”.

This study draws on three key theories to frame its analysis of organizational management systems for Civil Society Organizations (CSOs) in Nigeria. The first is systems theory which is the central theoretical framework, highlighting how CSOs function as complex systems with interconnected parts. Systems Theory, originally proposed by Ludwig von Bertalanffy (1968), provides a holistic approach, analyzing CSOs as open systems affected by both internal dynamics and external environmental factors. This theory examines how governance, leadership, resource management, and external stakeholder engagement all interact, revealing feedback loops and dependencies that can either bolster or undermine organizational success (Carvalho & Rabechini, 2017; Gilbert Silvius & Schipper, 2016). The second Grounded Theory which provides a qualitative approach that is essential for developing new concepts from data within the context of Nigerian CSOs, allowing unique challenges to guide theoretical development (Miller, 2015; Shank, 2006). The last drawing from organizational management theories, especially in areas like governance, financial planning, and strategic capacity building, which helps adapt business principles to the nonprofit setting, offering insights for enhancing CSO sustainability (Northouse, 2018; Armstrong & Taylor, 2020).

2.27. Systems Theory

Systems Theory provides a holistic approach to understanding organizations as complex and interdependent systems. According to von Bertalanffy (1968), an organization can be viewed as a system composed of various interconnected parts that must work harmoniously to achieve common goals. In the context of CSOs, Systems Theory helps examine how different components of organizational management—such as leadership, governance, resource management, and external stakeholder engagement—interact and influence each other. This framework enables the identification of feedback loops and interdependencies that may either strengthen or weaken an organization's capacity to achieve sustainable development (Senge, 1990). Leadership within CSOs is critical for setting strategic directions, making decisions, and establishing a culture of accountability and transparency (Northouse 2018). Effective governance structures ensure that resources are managed efficiently and that organizational processes align with the overall mission and goals of the CSO.

Resource management involves allocation and utilization of financial, human, and material resources. Efficient resource management is essential for sustaining operations and achieving organizational objectives (Brett, 2020). Inadequate funding and poor financial management are common challenges that hinder the effectiveness of CSOs in Nigeria. Human resource development focuses on enhancing the skills, competencies, and motivation of staff within the organization. Continuous training and capacity building are necessary to ensure that employees effectively contribute to an organization's mission (Armstrong & Taylor, 2020). However, CSOs often face challenges related to high staff turnover and limited professional development opportunities (Zicko et al., 2017). Organizational structure defines the hierarchy, roles, and responsibilities of the CSO. Clear and efficient processes ensure smooth operation,

effective communication, and decision-making (Daft, 2016). Structural inefficiencies can lead to operational bottlenecks and reduced organizational performance.

CSOs operate within a broader external environment that includes political, economic, and social factors. Engaging with external stakeholders such as government agencies, donors, and community groups is vital for securing support and adapting to external pressures (Bryson, 2018). The ability to navigate through these external factors is crucial for the sustainability of CSOs. This conceptual framework provides a structured approach to understanding and improving the organizational management systems of Nigerian CSOs. By applying Systems Theory, this research identifies key challenges and proposes solutions that enhance the capacity of CSOs to achieve sustainable development.

2.28. Rationale for using systems theory

The choice of Systems Theory as the theoretical framework for this PhD research is grounded in its holistic approach to understanding and analyzing complex organizations, such as Civil Society Organizations (CSOs) in Nigeria. Systems Theory, originally developed by Ludwig Von Bertalanffy in the 1940s, provides a comprehensive framework for examining how different parts of an organization interact and how these interactions affect an organization's overall performance and sustainability (Von Bertalanffy, 1968). This theoretical lens is particularly relevant for studying CSOs, which operate in a dynamic and often challenging environment where multiple internal and external factors must be managed simultaneously.

Systems Theory enables researchers to view CSOs as open systems influenced by and interacting with their external environment. This is critical in the context of Nigerian CSOs, which face numerous external challenges, such as regulatory constraints, political instability, and economic pressures (Mlambo et al., 2019). By adopting a systems approach, this research explores how these external factors interact with internal organizational processes, such as

governance, resource management, and human resource development, thereby providing a more comprehensive understanding of the challenges and opportunities faced by CSOs (Senge, 1990).

One of the key strengths of Systems Theory is its focus on the interconnectedness and interdependencies within an organization. CSOs in Nigeria are characterized by complex interactions between various components, including leadership, governance structures, financial management, and external stakeholder relationships (Hammer et al., 2012; Jason & Bobak, 2022; Whitchurch & Constantine, 1993). Systems Theory allows for the analysis of these interdependencies, helping to identify how weaknesses in one area (e.g., resource management) can impact the overall effectiveness and sustainability of the organization (Scott & Davis, 2015). This approach is essential for identifying the root causes of organizational challenges and developing integrated solutions that simultaneously address multiple aspects of the organization (De Bernardis & Maiolini, 2013). Systems Theory emphasizes the importance of feedback loops, which are essential for understanding how CSOs adapt to changing environments. For instance, feedback from donors or communities served by CSOs can influence organizational strategies and operations, which, in turn, affects future feedback and performance (Senge, 1990). This aspect of Systems Theory is particularly relevant for Nigerian CSOs, which must constantly adapt to shifting political, economic, and social landscapes to remain effective and sustainable. By applying Systems Theory, this research explores how CSOs can develop adaptive strategies that enhance their resilience and long-term impact.

The challenges faced by Nigerian CSOs are complex and multifaceted, involving issues such as limited resources, governance challenges, and external pressures. Systems Theory is well suited to addressing such complexities because it allows for the simultaneous consideration of multiple factors and their interrelations (Luhmann et al., 2013; Xu et al., 2021). This theoretical framework provides a structured approach to analyzing systemic issues within

CSOs and identifying leverage points where interventions can lead to significant improvements in organizational performance (Meadows, 2008). Systems Theory aligns with the goals of sustainable development by promoting a holistic and integrated approach to problem-solving. Sustainable development requires consideration of environmental, social, and economic factors in decision-making processes. Systems Theory supports this by ensuring that all relevant factors are considered and that the interactions between them are understood and managed effectively (Ali et al., 2017; Jason & Bobak, 2022). This is particularly important for CSOs in Nigeria, which play a crucial role in advocating and implementing sustainable development initiatives (World Bank, 2022).

2.29. Critical Analysis of the Conceptual Framework

The conceptual framework of a research study serves as a blueprint that outlines key concepts, variables, and their relationships, providing a structure that guides the research process (Gilbert Silvius & Schipper, 2016; Greene et al., 1989). In the context of improving the organizational management systems of Civil Society Organizations (CSOs) in Nigeria, the conceptual framework is crucial for identifying the challenges these organizations face and proposing solutions to enhance their effectiveness and sustainability. While the conceptual framework offers a structured approach to understanding these issues, it is essential to critically analyze its strengths, limitations, and applicability (Burnard & Bhamra, 2011; Greene et al., 1989).

One of the primary strengths of the conceptual framework, especially when grounded in Systems Theory, is its holistic approach to analyzing CSOs (Bagozzi & Phillips, 1982; Magnusson, 2001). Systems Theory considers an organization as a complex system with various interrelated components, such as leadership, governance, resource management, and external stakeholder engagement (Von Bertalanffy, 1968). This holistic view is particularly

beneficial in identifying how different elements within an organization influence one another, which is essential for developing comprehensive solutions to organizational challenges (Senge 1990). The conceptual framework's emphasis on interconnectedness and feedback loops is another strength of this study. By recognizing the interdependencies between different organizational components, the framework helps understand how changes in one area can affect others (Creta & Gross, 2020; Lahiri et al., 2018; Tahiru et al., 2019). For example, improvements in governance can lead to better resource management, which in turn can enhance overall organizational performance. The inclusion of feedback loops further allows for continuous adaptation and improvement of CSOs in response to changing internal and external environments (Scott & Davis, 2015).

The alignment of the framework with sustainable development principles is also noteworthy. This conceptual framework ensures that CSOs' efforts are aligned with broader sustainability goals by incorporating elements that consider environmental, social, and economic factors. This is particularly important in Nigeria, where CSOs play a critical role in advocating for and implementing sustainable development initiatives (World Bank, 2022). While Systems Theory provides a robust framework for understanding the complexities of CSOs, its application can sometimes lead to overemphasis on the interconnectedness of components, potentially overlooking the unique challenges faced by individual organizations (Tahiru et al., 2019). For instance, not all CSOs experience the same level of interdependence between governance and resource management structures. Consequently, the framework may not fully account for the diversity of CSOs' operational contexts and the specific challenges they encounter (Meadows, 2008).

The comprehensive nature of the conceptual framework can also introduce complexity, which may be challenging to implement. Although it is beneficial to consider all relevant factors, the complexity of the framework might make it difficult for practitioners to apply in

real-world scenarios, particularly for smaller CSOs with limited resources and capacity. This complexity could also hinder the identification of clear, actionable solutions, as the framework may require more detailed data and analysis than is feasible in practice (Bryson, 2018). Another limitation is the potential ambiguity in the operationalization of the framework's concepts. While the framework provides a broad structure for analyzing CSOs, translating these concepts into measurable variables and actionable strategies can be challenging. For instance, concepts like "governance" and "resource management" are broad and can be interpreted in various ways, leading to potential inconsistencies in how the framework is applied across different studies or organizational contexts (Armstrong & Taylor, 2020).

The applicability of the conceptual framework largely depends on the specific context of Nigerian CSOs. Although the framework is designed to address the general challenges faced by CSOs, it may not fully capture the unique socio-political and economic environments in which Nigerian CSOs operate. For instance, issues such as government hostility, regulatory constraints, and economic instability are particularly pronounced in Nigeria, and the framework must be adapted to effectively address these challenges (Mlambo et al., 2019). Another important consideration is the generalizability of the conceptual framework to other contexts. While the framework was developed with Nigerian CSOs in mind, its principles could potentially be applied to CSOs in other Sub-Saharan African countries facing similar challenges (Ashman, 2005; Mutale et al., 2013). However, care must be taken to adapt the framework to the specific conditions of each country, as differences in governance structures, legal frameworks, and socioeconomic conditions may require modifications to the framework's application (Zoogah et al., 2015).

To address the limitations related to context specificity, the conceptual framework can be enhanced by incorporating variables specific to the Nigerian context. For instance, the framework could include factors such as government policies, corruption levels, and economic

stability, which are particularly relevant to the Nigerian environment. To improve the practicality of the framework, it may be beneficial to simplify certain aspects, making it easier for CSOs to apply it in their operations. This could involve focusing on key variables that have the most significant impact on organizational performance rather than attempting to address every possible factor simultaneously (Bass et al., 2003b; Emmanuel Oyedokun, 2022; Nikolaou et al., 2019). To reduce ambiguity, the framework should be accompanied by clear guidelines on how to operationalize its concepts. This includes defining measurable indicators for key concepts, such as governance, resource management, and stakeholder engagement, which can then be used to systematically assess the effectiveness of CSOs (Blak Bernat et al., 2023; Boonstra & de Vries, 2008b; Gurzawska, 2020).

2.30. Leadership Theories and Systems Theory

Transformational leadership emphasizes inspiring and motivating followers to achieve organizational goals beyond self-interest. It focuses on vision, innovation, and transformation of an organization's culture (Bass, 1990). In the context of civil society organizations (CSOs) in Nigeria, transformational leaders can drive change by inspiring a collective vision for sustainable development, aligning the organization's goals with broader systemic changes needed for societal impacts (Jing et al., 2016). Systems Theory views an organization as an interconnected set of components that work together to achieve a common goal (Bertalanffy 1968). Transformational leadership complements Systems Theory by ensuring that leaders facilitate alignment among various subsystems such as decision-making processes, communication flows, and resource allocation, allowing the organization to function as a cohesive whole. Effective leadership must continuously transform an organization to adapt to external environmental demands and internal challenges.

Transactional leadership is based on structured tasks and rewards for performance, emphasizing clear roles, rules, and consequences. Leaders provide guidance and supervision

in exchange for meeting specific organizational objectives (Burns, 1978). In CSOs, transactional leadership may help establish accountability and clear expectations, ensure operational efficiency, and achieve short-term goals. Transactional leadership supports the "control" aspect of Systems Theory by ensuring that subsystems function within established boundaries. The predictability and stability provided by transactional leaders contribute to the overall balance of the organizational system (Bycio et al., 1995). However, while this leadership style helps maintain order, it may limit the flexibility needed to adapt to external changes, an essential aspect for CSOs facing rapidly changing societal needs in Nigeria (Aiyede, 2005b; Avolio et al., 2000).

Servant leadership emphasizes a leader's role as a steward, focusing on the growth and well-being of people and communities (Greenleaf, 1977). In the context of Nigerian CSOs, servant leadership fosters collaboration, participatory decision-making, and empowerment of individuals, which are vital for organizations focused on social change and sustainability. Servant leadership aligns with the Systems Theory's emphasis on feedback loops and interdependence. Servant leaders create more responsive and adaptive systems by focusing on empowering individuals within an organization. Their leadership style encourages input from all organizational levels, ensuring that the system adapts based on feedback, and maintains a dynamic equilibrium with its external environment, including the communities it serves .

Adaptive leadership focuses on a leader's ability to help organizations adjust to challenging conditions, especially in complex environments. This theory emphasizes flexibility, resilience, and learning (Heifetz 1994). Nigerian CSOs often face unpredictable political, economic, and social environments, and adaptive leadership helps organizations remain agile and responsive to these challenges. The systems Theory underlines the importance of adaptability in complex environments. Adaptive leadership mirrors this by encouraging organizations to evolve and restructure in response to feedback from their environment. For

CSOs, adaptive leaders ensure that organizational systems remain flexible, supporting long-term sustainability despite external pressure.

Complexity Leadership Theory is suited to environments where uncertainty, interdependence, and change are constant. Leadership is distributed across networks of individuals within an organization (Uhl-Bien et al., 2007). CSOs in Nigeria often operate in volatile environments, requiring leadership to navigate complex stakeholder relationships and encourage innovation. This theory directly aligns with the idea that organizations are complex adaptive systems. From this perspective, leadership is less about control and more about facilitating interactions that lead to emergent adaptive solutions. In CSOs, complexity leadership can manage the interdependencies between subsystems, ensuring that the organization as a whole can adapt to evolving societal needs, policy changes, and resource constraints.

2.31. Chapter Summary

This chapter has offered a comprehensive review of literature surrounding the organizational management systems (OMS) of Civil Society Organizations (CSOs), with a specific focus on the Nigerian context. It began with an examination of global, continental, and national literature, presenting a multi-level perspective on the sustainability challenges faced by CSOs. The historical evolution of CSOs in Nigeria was contextualized within socio-political developments, revealing the duality of their emergence both as grassroots initiatives and as responses to international development frameworks. This background provided the foundation for understanding the institutional, regulatory, and operational challenges they face today.

The chapter explored various types of CSOs operating in Nigeria and emphasized the emergence of network coalitions such as NNNGOs, CiSHAN, ACOMIN, NEPWHAN, BTN, and HERFON. These coalitions have played key roles in advocacy, resource mobilization, and sectoral capacity building, though their effectiveness in establishing long-term sustainability

systems remains in question. The legal frameworks governing CSOs especially the Companies and Allied Matters Act (CAMA, 2020) were analyzed, along with the growing burden of taxation and regulatory compliance from multiple government bodies, which has further complicated the operational environment for CSOs.

The discussion then focused on the internal organizational dynamics of CSOs. Core components of OMS strategic planning, governance, financial management, human capacity development, and communication were critically evaluated. The relevance of OMS to the performance, impact, and survival of CSOs was thoroughly analyzed, emphasizing the detrimental effects of weak systems on strategic alignment, accountability, staff retention, and financial viability. The limitations of applying corporate management principles in mission-driven CSOs were also addressed, particularly in balancing efficiency with values-based leadership.

Governance was examined in terms of board composition and functionality, accountability, transparency, ethical leadership, and leadership succession. Financial management discussions highlighted the challenges of donor dependence, budgeting inefficiencies, weak internal controls, irregular financial reporting, and limited audit practices. The chapter also covered income diversification, earned income strategies, and ethical dilemmas surrounding nonprofit commercialization.

Human resource management issues such as recruitment, staff retention, motivation, leadership development, succession planning, and professional development were explored. High staff turnover, lack of capacity building, and informal leadership transitions were identified as major threats to institutional continuity. Communication and stakeholder engagement were assessed at both internal and external levels, noting the role of poor communication in weakening trust and operational efficiency.

Furthermore, the role of business models in CSO survival was explored, particularly in the context of social enterprises and hybrid models. The impact of weak OMS on sustainable development, including failures in achieving Sustainable Development Goals (SDGs), was underscored. Lessons from international best practices drawing from the Global North and South offered comparative insights and adaptable frameworks for the Nigerian CSO sector.

The literature was synthesized to highlight patterns, contradictions, and methodological gaps. The review identified a consensus on the need for integrated and context-sensitive OMS but revealed disagreement on the extent to which business models should be applied in CSOs. The literature also pointed to a lack of empirical studies on the internal structures of Nigerian CSOs, thereby justifying the present research.

The chapter concluded with a detailed conceptual framework that mapped the relationship between governance, finance, human capacity, communication, and sustainability, with business models and leadership acting as mediating variables. This was supported by a theoretical framework drawing on Resource-Based View, Institutional Theory, Systems Theory, Transformational Leadership, Stakeholder Theory, and Contingency Theory.

This chapter has not only reviewed relevant literature but also positioned the present research within a rich theoretical and empirical context. It provides a strong foundation for methodological design and empirical analysis in subsequent chapters. The next chapter will focus on the research methodology that underpins this study, detailing the research design, data collection methods, sampling strategies, and analytical techniques used to explore the organizational management systems of Nigerian CSOs.

CHAPTER 3: RESEARCH METHOD

3.1. Introduction

Chapter Two provided an in-depth exploration of the organizational management systems (OMS) of civil society organizations (CSOs) in Nigeria, drawing attention to the systemic weaknesses that undermine their sustainability and effectiveness. The literature reviewed revealed that although CSOs play an essential role in service delivery, advocacy, and community development, they are often constrained by poor governance, weak financial management, inadequate human resource management, limited succession planning, and fragile program and sustainability structures.

It was observed that many CSOs relied heavily on donor funding and collapsed once such external support was withdrawn. The findings of previous studies further highlighted that challenges such as corruption, lack of accountability, inappropriate leadership styles, and limited institutional support had compounded these weaknesses, thereby limiting the ability of CSOs to contribute meaningfully to sustainable development within Nigeria.

These insights reinforced the significance of adopting a robust methodological framework to investigate the challenges and propose solutions that could strengthen OMS in Nigerian CSOs. Since Chapter Two established the theoretical and empirical foundations of the study, Chapter Three was introduced to explain the methodological approach adopted to address the identified gaps. This methodological chapter was therefore structured to justify the choice of research design, data collection methods, sampling strategies, and analytic techniques, while also ensuring that the process remained rigorous, valid, and reliable.

The challenges facing the organizational management systems of CSOs in Nigeria were highlighted as being extensive and persistent. Despite substantial financial support from both local and international donors, many of these organizations collapsed or ceased operations once donor funding was withdrawn. It was further explained that although several CSOs had initially

documented sustainability and succession plans with the Corporate Affairs Commission (CAC) of Nigeria, most failed to achieve long-term sustainability due to weak internal management systems. The founders of these organizations often activists, community volunteers, doctors, and other professionals were described as having limited expertise in business administration and insufficient knowledge of how structured management practices could enhance organizational efficiency. Without the adoption of appropriate leadership styles, as emphasized by Pfeffer (1992), successful organizational outcomes were seen as nearly impossible.

Uzoma (2013) noted that in efforts to build sustainable organizational systems, many chief executives of CSOs established income-generating activities without applying suitable business models proven effective in similar contexts. Furthermore, it was observed that the Nigerian government provided minimal support to CSOs, leaving them unable to engage effectively in promoting economic growth and development when international assistance was withdrawn.

These challenges were identified as barriers to the comprehensive application of sound management principles among Nigerian CSOs. In addition, issues such as poor awareness, inappropriate appointments to senior management positions, corruption, weak policy frameworks, and lack of institutional support were reported as recurring problems, all of which were addressed further in later sections of the thesis.

3.2. The Purpose of the Study

The study was designed to critically examine the challenges facing organizational management systems (OMS) in Nigerian civil society organizations (CSOs) with the aim of identifying strategies that could enhance their sustainability and long-term effectiveness. The researcher clarified that the study's primary purpose was to analyze the consequences of weak organizational management systems, particularly in relation to governance, financial

management, human resource management, business development and sustainability management, succession management, and program management. By doing so, the study sought to highlight the implications of these deficiencies for the survival and growth of CSOs in Nigeria (Culbertson et al., 2017).

In addition, the study was motivated by the need to provide evidence-based recommendations to strengthen management practices within CSOs. The expectation was that the findings would guide both practitioners and policymakers in formulating strategies that could address the long-standing challenges and promote organizational sustainability addition, the study was motivated by the need to provide evidence-based recommendations to strengthen management practices within CSOs. The expectation was that the findings would guide both practitioners and policymakers in formulating strategies that could address the long-standing challenges and promote organizational sustainability.

The overarching goal was therefore r twofold: first, to generate knowledge on the nature and extent of the problems associated with weak OMS in Nigerian CSOs; and second, to propose practical solutions that could enhance the capacity of these organizations to achieve their mandates and remain resilient even in the absence of external donor funding.

3.3. Research Philosophy

The researcher explained that every empirical inquiry is underpinned by philosophical assumptions about ontology, epistemology, and axiology, and thus the selection of a research philosophy is critical for coherence, validity, and rigor in methodological decisions (Collins & Evans, 2017). It was argued by Cresswell (2014) that, in the context of investigating organizational management systems (OMS) in Nigerian CSOs, a philosophy with sufficient flexibility to address both measurable phenomena and subjective human experience would be most appropriate. Given the complexity of OMS issues, governance, financial management, human resource management, business development and sustainability, succession, and

program management, the researcher adopted pragmatism as the guiding paradigm (Bryant, 2017). Pragmatism was chosen because it allows the integration of both quantitative and qualitative methods in the service of solving real-world problems, rather than privileging one methodological tradition over another (Creswell, 2014).

In adopting pragmatism, the study was able to blend the empirical robustness of positivist approaches with the contextual richness of interpretivist inquiry (Johnson & Onwuegbuzie, 2004). Pragmatism is recognized in mixed methods research as a paradigm that emphasizes “what works” and focuses on the research question rather than adherence to a single philosophical tradition (Biesta & Burbules, 2003; Biesta, 2010). Given the complexity of OMS issues governance, financial management, human resource management, business development and sustainability, succession, and program management the researcher adopted pragmatism as the guiding paradigm (Creswell, 2018; Feters & Chihiro, 2022; Gladwin et al., 1995; Guba & Lincoln, 1994).

Pragmatism was chosen because it allows the integration of both quantitative and qualitative methods in the service of solving real-world problems, rather than privileging one methodological tradition over another (Creswell, 2014). In adopting pragmatism, the study was able to blend the empirical robustness of positivist approaches with the contextual richness of interpretivist inquiry (Johnson & Onwuegbuzie, 2004). Pragmatism is recognized in mixed methods research as a paradigm that emphasizes “what works” and focuses on the research question rather than adherence to a single philosophical tradition (Biesta & Burbules, 2003; Biesta, 2010).

From an ontological perspective, the researcher adopted a pluralistic stance, contending that the reality of CSOs in Nigeria is multilayered: while some attributes of OMS (e.g. financial records, succession plans) are objectively observable, many aspects (e.g. leadership dynamics, culture, stakeholder perceptions) exist in socially constructed domains. Accordingly, the study

did not assume a singular reality but recognized multiple co-existing realities shaped by context and actors (Creamer, 2018; Magnusson, 2001; Silva et al., 2021).

On the epistemological dimension, the researcher posited that knowledge is both partially objective and partially constructed (Gobo, 2023; Larkin et al., 2011). Quantitative data was treated as providing generalizable insights about structural patterns in OMS, whereas qualitative data facilitated exploration of meaning, processes, and contextual dynamics. The epistemological stance thus held that numerical and narrative knowledge complement one another and, when integrated, produce a more robust understanding of the phenomenon under study (Gobo, 2023).

Regarding axiology, the researcher acknowledged that values unavoidably influence inquiry. The researcher's background and dispositions were reported openly, and reflexive strategies were employed (e.g. journaling, audit trail, triangulation) to minimize bias and enhance transparency (Zohrabi, 2013). Ethical commitments to respect participants' voices, ensure confidentiality, and present findings with integrity were foregrounded as essential components of the research philosophy.

Pragmatism has been defended in social and behavioural research literature as a "leading contender" for the mixed methods paradigm because it reconciles the tensions between theory and practice (Greene, 2008; cited in Biesta, 2010). The researcher further noted that pragmatism is appropriate in development and organisational settings where the goal is not only explanatory but also transformative: it enables actionable recommendations suited to stakeholders such as donors, policymakers, and CSO leaders. In addition, the researcher considered emergent philosophical perspectives such as systems theory to enhance the interpretive capacity of pragmatism, particularly when studying complex, interlinked organisational phenomena (Christensen et al., 2022).

3.4. Research Methods:

Research methods play a crucial role in generating reliable and valid knowledge across various disciplines. These methods provide researchers with systematic frameworks for designing studies (Hawker et al., 2002). Creswell (2014) pointed out that by employing rigorous methodologies, researchers can ensure that their studies accurately measure the variables of interest and yield consistent results. Research methods, particularly experimental designs, enable researchers to establish cause-and-effect relationships between variables. Through the manipulation of independent variables and the use of control groups, researchers can infer causal effects on dependent variables, providing valuable insights into the mechanisms underlying phenomena (Palmer et al., 2006).

Bryman (2016), citing an example with random sampling and representative sample selection techniques, was of the opinion that it allows researchers to generate results that can be generalized to broader populations or contexts. Bradbury-Jones et al. (2009) gave another example of research methods such as qualitative methods and argued that it offers advantages in exploring complex phenomena and providing in-depth insights (Sale & Brazil, 2004; Schick & Wefelmeyer, 2006). By this, they mean that through techniques such as in-depth interviews and observations, researchers can capture rich and detailed data, uncovering nuanced aspects of human experiences, attitudes, and behaviors. Regarding quantitative and qualitative research methods, Hainsworth et al. (2022) observed that Mixed methods research, in particular, allows researchers to combine quantitative and qualitative approaches, enabling a comprehensive understanding of research questions from different angles and enriching the overall analysis.

This was strongly supported by (Creswell, 2018), adding that it facilitates the replication of studies by other researchers, leading to the validation and strengthening of research findings. However, research methods are susceptible to biases introduced by researchers, participants, or the research context. Biases can manifest in various forms, such as

selection bias, confirmation bias, or researcher bias, potentially influencing the validity and reliability of study outcomes (Zohrabi, 2013). Certain research methods, such as experimental designs, may involve manipulating variables or exposing participants to potentially harmful conditions (Smith, 2005; Tashakkori & Teddlie, 2003). Ethical considerations arise when balancing the benefits of research with potential risks to participants, and stringent ethical guidelines must be followed to protect the welfare of individuals involved (Hesse-Biber et al., 2015).

Quantitative research methods for instance, often rely on sampling techniques to gather data from a subset of the population. Field (2013) pointed out that the findings may not always be generalizable to the broader population due to sampling limitations, such as non-response bias or restricted sample size, which can affect the external validity of the research. McGhee et al. (2007) observed another limitation with research methods, particularly qualitative methods, he explained that qualitative research methods involve subjective interpretation and analysis of data, which can introduce interpretive challenges. The researcher's subjectivity and personal biases may influence data interpretation, potentially impacting the objectivity and reliability of the findings. Hesse-Biber et al. (2015) found out that research methods often require significant time, effort, and resources to implement effectively. Collecting, analyzing, and interpreting data can be time-consuming and may require specialized training, equipment, or software, which may pose practical challenges for researchers, particularly those with limited resources or tight timelines (Tashakkori & Teddlie, 2003).

While research methods offer valuable frameworks for conducting rigorous studies, it is important to recognize their limitations (Creswell, 2018). These include restrictions and oversimplification of complex phenomena, potential biases, ethical considerations, limited generalizability, interpretive challenges, and resource constraints. By critically evaluating the drawbacks of research methods, researchers can make informed decisions, employ appropriate

methodologies, and contribute to the advancement of knowledge in their respective fields (Bazeley, 2018). Despite the drawbacks of research methods, the advantages of employing research methods in academic research are numerous and more beneficial. These methods enhance the validity and reliability of findings, establish cause-and-effect relationships, generate generalizable results, provide in-depth insights, explore diverse perspectives, and facilitate replication and validation. By utilizing appropriate research methods, researchers can contribute to the accumulation of knowledge and the advancement of their respective fields (Lever, 2020).

3.5. Research Approach and Design:

This research adopted mixed research methodology, because mixed research methods combine the strengths of both quantitative and qualitative approaches to provide a holistic understanding of research questions (Klassen et al., 2012). By integrating numerical data and statistical analyses with rich qualitative insights, researchers aim to enhance the breadth and depth of their findings. The research problem presented in such a way that only one research methodology (qualitative or quantitative) would be inadequate to provide needed answers at doctorate level to the research questions. Mixed methods research can be conducted using sequential or concurrent designs (Fetters, 2020). Sequential designs involve the collection and analysis of one type of data (quantitative or qualitative) followed by the collection and analysis of the other type of data in a separate phase.

3.6. Justification for Mixed Research Methodology:

Concurrent designs involve the simultaneous collection and analysis of both quantitative and qualitative data within a single phase (Creswell, 2018). This adopted methodology employs triangulation, which involves comparing and contrasting data from different sources or methods to validate findings and enhance their credibility (Plano et al., 2018). Complementarity refers to the use of one type of data to expand or elaborate on the

findings of the other type of data, providing a more comprehensive understanding of the research question. Mixed methods research finds applications in various fields, including social sciences, health sciences, education, and organizational research. It is particularly useful in research areas where understanding the why and how phenomena is important, alongside establishing generalizability and statistical significance (Hitchcock, 2022).

Mixed methods research enables researchers to explore complex phenomena by using qualitative approaches to generate hypotheses and identify potential variables for quantitative investigation (Schoonenboom, 2022). Additionally, mixed methods facilitate explanation by allowing researchers to provide detailed contextual insights through qualitative data, supported by statistical analyses of quantitative data. It also involves the integration of quantitative and qualitative data during analysis. Various techniques, such as data transformation, merging, or comparison, are employed to merge and interpret the different types of data, leading to a coherent and comprehensive analysis (Young, 2016).

The integration of quantitative and qualitative approaches provides a rich understanding of research questions. Quantitative data offers statistical patterns and generalizability, while qualitative data contributes contextual insights, explanations, and subjective experiences. This combination enhances interpretation and provides a more comprehensive understanding of the research topic (Bentley & Thacker, 2004). Mixed methods design allows for both exploratory and explanatory research. The qualitative component enables researchers to explore the research topic, generate hypotheses, and gain a deep understanding of the underlying mechanisms. The quantitative component then provides an opportunity to test these hypotheses, establish relationships, and explain the phenomena in a broader context (Beyea & Nicoll, 2000).

However, Coyle & Williams (2000) disagreed with mixed methods approach by stating that Integrating quantitative and qualitative data can be challenging. Researchers must ensure

that data from different sources align and can be effectively merged and interpreted. Managing and analyzing mixed methods data require specialized skills, tools, and software, adding complexity to the research process. Sale et al. (2004) also identified the possibility of discrepancies or contradictions between quantitative and qualitative findings. These differences may arise due to the different perspectives and methodologies employed. Resolving such discrepancies requires careful consideration and interpretation to present a coherent and meaningful overall picture (Braun et al. 2006).

Dunning et al. (2008) was able to counter these arguments by noting that mixed methods design allows researchers to overcome limitations inherent in quantitative or qualitative research alone. For example, if quantitative findings lack depth, qualitative data can provide detailed explanations. Conversely, if qualitative findings lack generalizability, quantitative data can establish patterns and relationships across a larger sample (O’Cathain et al., 2007).

3.7. Mixed Methods Design:

Mixed methods design combines quantitative and qualitative approaches within a single study. Researchers collect and analyze both numerical and non-numerical data, using techniques from both quantitative and qualitative research. This design provides a comprehensive understanding of research questions. Hurmerinta-Peltomäki et al. (2006) argued that Mixed methods design allows researchers to gather a comprehensive and in-depth understanding of the research topic by integrating quantitative and qualitative data. It goes beyond the limitations of single-method designs, offering a more holistic perspective and capturing the complexity of the phenomenon under investigation. This was also supported by Molina-Azorín (2011) Asserting that One of the key advantages of mixed methods design is the ability to triangulate data.

By combining quantitative and qualitative data, researchers can cross-validate findings and enhance the reliability and validity of the results. Triangulation strengthens the overall research outcomes by drawing on the strengths of multiple data sources. However, Celo et al. (2008) Was of the opinion that it requires expertise in both quantitative and qualitative research approaches, as well as the ability to integrate data from different sources. The complexity of designing, implementing, and analyzing mixed methods studies can be challenging for researchers. Conducting a mixed methods study can require more time, resources, and funding compared to using a single method. However, by leveraging the advantages of mixed methods design, researchers can enhance the rigor, depth, and comprehensiveness of their studies. The integration of quantitative and qualitative approaches offers unique insights, strengthens the validity of findings, and contributes to a more nuanced understanding of the research topic (Ayenalem et al., 2023).

3.8. Steps in Mixed Methods Design

3.8.1 Determining the Research Questions

Identifying the research questions that require both quantitative and qualitative data to provide a comprehensive understanding of the phenomenon under investigation. The research questions guide the selection of appropriate methods and data collection techniques (Toomela, 2008). Research questions serve as the foundation of any research study, guiding the entire research process. They articulate the specific inquiries that researchers seek to investigate and answer through their research. Research questions help focus the study, provide direction for data collection and analysis, and contribute to the overall significance and purpose of the research. Hilton et al. (2004) pointed out that research questions should be clear and specific, addressing a particular aspect of the research topic.

They should be framed in a way that allows for focused investigation and enables the collection of relevant and meaningful data. In determining the research questions, the research

must ensure that research questions define the scope and boundaries of the study. They should specify the population or sample under investigation, the timeframe or context of the study, and any specific variables or phenomena of interest. By setting clear boundaries, researchers can ensure the research remains manageable and feasible (Greene et al., 1989). Research questions should be measurable, allowing for the collection of data and the application of appropriate research methods. The questions should be formulated in a way that enables the development of research instruments and the identification of relevant variables or indicators. Research questions should align with the overall research objectives or goals. They should reflect the purpose and significance of the study, addressing gaps in knowledge, exploring new insights, or providing solutions to research problems (McKim, 2015).

Research questions should contribute to advancing the field of study or addressing practical concerns. Research questions can be open-ended or closed-ended. Greene (2008) observed that open-ended questions allow for a broad exploration of a topic, encouraging participants or researchers to provide detailed responses and generate rich qualitative data. Closed-ended questions, on the other hand, typically involve specific response options and aim to quantify or measure variables using statistical analysis. Research questions should align with the chosen research design and the selected research methods (Bryman, 2006a). The type of research question may vary depending on whether the study employs a qualitative, quantitative, or mixed methods design. The research questions should be compatible with the intended data collection and analysis techniques. Research questions should be relevant to the field of study and contribute to existing knowledge. They should address gaps, controversies, or practical concerns in the literature or in practice (Morse & Chung, 2003).

The research questions should have implications for theory development, policy formulation, or practical applications (Nastasi & Hitchcock, 2016). Overall, research questions

guide the research process, shape the methodology, and drive the interpretation and dissemination of research findings. They should be carefully crafted to ensure they are clear, specific, measurable, relevant, and aligned with the overall research objectives. Well-formulated research questions are essential for conducting meaningful and impactful research. Harden et al. (2015) Pointed out that by critically evaluating research questions, researchers can ensure that they are well-formulated, relevant, and aligned with the overall research objectives. Constructive critique of research questions helps strengthen the study design, improve the clarity of the research focus, and enhance the potential impact of the research (Allwood, 2012). The research questions for this study were well articulated and formulated, it was finalized with supervisor at both the proposal stage and data collection stage (Dixon-Woods et al., 2005).

3.8.2 Developing the Research Design

Based on the research questions, a decision was made whether a sequential or concurrent mixed methods design is most appropriate (Hammersley, 2001). Sequential designs involve conducting quantitative and qualitative phases in a specific order, while concurrent designs involve collecting and analyzing both types of data simultaneously (Cheung & Chan, 2009). Concurrent mixed methods design was adopted for the following reasons:

3.8.3 Comprehensive Understanding

Concurrent mixed methods design allows for a comprehensive understanding of the research topic. Besides, Cheung et al. (2005) argued that concurrent mixed methods design can be more complex to plan and execute compared to single-method designs. It requires expertise in both quantitative and qualitative research approaches, as well as the ability to integrate data from different sources. This complexity may pose challenges in terms of study design, data collection, analysis, and interpretation. However, Greenhalgh et al. (2007) pointed out that by collecting and analyzing both quantitative and qualitative data concurrently, researchers can

gain a more holistic perspective, incorporating both numerical and narrative data. This comprehensive approach provides a deeper understanding of complex phenomena (Hawker et al., 2002).

3.8.4 Triangulation and Convergence

Concurrent mixed methods design facilitates triangulation by comparing and contrasting quantitative and qualitative findings (Archibald, 2016). The convergence of results from both approaches strengthens the validity and reliability of the findings. Though, Integrating quantitative and qualitative data in concurrent mixed methods design can be challenging. Researchers must ensure that data from different sources align and can be effectively merged and interpreted. Managing and analyzing mixed methods data require specialized skills, tools, and software, adding complexity to the research process. Triangulation helps researchers confirm or refine their interpretations, enhancing the credibility of the study (Greenhalgh et al., 2005).

3.8.5 Complementarity

Concurrent mixed methods design leverages the strengths of both quantitative and qualitative data. Boaz et al. (2006) explained that quantitative data provides statistical patterns and generalizability, while qualitative data offers rich contextual insights and detailed explanations. The integration of these data types provides complementary perspectives, leading to a more nuanced understanding of the research topic (Sandelowski et al., 2011).

3.8.6 Efficiency and Timeliness

Concurrent mixed methods design save time compared to sequential designs. By collecting and analyzing data concurrently, researchers can streamline the research process, minimizing the time gap between data collection and analysis (Chang et al., 2009). This efficiency allows for timely reporting and enables researchers to respond to emerging insights promptly. Although Grant et al. (2009) stated that concurrent mixed methods design can be

more complex to plan and execute compared to single-method designs. It requires expertise in both quantitative and qualitative research approaches, as well as the ability to integrate data from different sources. This complexity may pose challenges in terms of study design, data collection, analysis, and interpretation.

Harden et al. (2005) also argued that conducting a concurrent mixed methods study can be resource-intensive in terms of time, funding, and personnel. Simultaneously collecting and analyzing both quantitative and qualitative data can require additional resources and expertise. Researchers need to allocate sufficient resources to ensure the quality and rigor of data collection, analysis, and integration for both components (Greckhamer & Koro-Ljungberg, 2005).

3.8.7 Enhanced Validity

Concurrent mixed methods enhances the validity of the study. The integration of multiple data sources and methods helps overcome limitations associated with single-method designs (Draucker et al., 2009). The convergence of findings from both approaches increases the trustworthiness and robustness of the study, contributing to its overall validity.

3.8.8 Practical Applicability

Concurrent mixed methods design provides findings that are not only theoretically relevant but also practically applicable. The combination of quantitative and qualitative data allows for a more holistic understanding of real-world contexts, enabling researchers to provide evidence-based recommendations and interventions that align with the complexities of the research topic. Barbour et al. (2003) was of the opinion that Concurrent mixed methods design often involves smaller sample sizes for qualitative data compared to larger quantitative samples. As a result, the generalizability of qualitative findings may be limited (Crandell et al. 2011).

3.8.9 Facilitating Dissemination

Concurrent mixed methods design enhances the dissemination of research findings. Researchers can present a comprehensive picture of the research topic by integrating quantitative and qualitative results (Fetters et al. 2017). This approach appeals to a wider audience, including both quantitative and qualitative researchers, and allows for broader dissemination of the study's outcomes.

3.8.10 Flexibility and Adaptability

Concurrent mixed methods design offers flexibility in adapting the research design based on emerging insights or unexpected findings. Researchers can modify data collection strategies, adjust the balance between quantitative and qualitative components, or explore new research avenues as the study progresses. This adaptability strengthens the overall research process and outcomes (Bazeley, 2012).

Despite the challenges, concurrent mixed methods design continues to be a valuable approach in addressing complex research questions. Researchers should carefully consider the limitations and challenges of concurrent mixed methods design and make informed decisions regarding its applicability and feasibility for their specific research objectives. Ahmed (2017) asserts that by capitalizing on the strengths of both quantitative and qualitative approaches, concurrent mixed methods design provides a robust and nuanced understanding of the research topic. The integration of data types, triangulation, and complementarity contribute to the overall rigor, validity, and practical applicability of the study (Arksey & O'Malley, 2005a).

3.8.11 Planning for Data Collection

Another step that was undertaken while designing this research was the planning for data collection. Brown et al. (2017) Observed that a data collection plan for mixed methodology research offers advantages such as comprehensive data collection, integration of

data, enhanced validity, methodological complementarity, data triangulation, flexibility, and efficient resource allocation. It enables researchers to gather diverse data sources, analyze them in a coordinated manner, and generate a comprehensive and rigorous understanding of the research topic (Bryman, 2006). The data collection planning involved the under listed key activities:

3.9. Pilot Testing

Pilot testing of tools refers to the process of conducting a trial run or pre-testing of data collection instruments or tools before their actual implementation in the main research study (Fetters et al. 2015). It involves testing the tools with a small sample of participants or cases to identify and address any issues or limitations, ensuring that the instruments are reliable, valid, and effectively capture the desired data. The main purpose of pilot testing is to evaluate and refine the data collection instruments or tools. It helps researchers assess the clarity, comprehensibility, and appropriateness of the questions or items in the instrument, as well as the feasibility of data collection procedures (Collins et al. 2017). For this study, a small sample of participants who are similar to the target population of the main study were identified and randomly selected.

A sample of 30 CSO staff was used which reflect the characteristics and diversity of the intended participants across the 36 states of Nigeria. The data collection instrument was administered to the pilot sample, following the defined procedures, effort was made to ensure that participants understand the instructions and provide feedback on their experience of completing the instrument. Quantitative and qualitative data was collected. The pilot data was analyzed, and the Alpha Cronbach valued of 0.922 was obtained which showed a high reliability (Fetters & Molina-Azorin, 2017a).

3.10. Quantitative Data Collection plan

Random sampling helps minimize selection bias and increases the generalizability of research findings to the target population. It provides a fair and unbiased way to select participants, increasing the likelihood that the sample accurately reflects the characteristics of the population. However, Curry et al. (2012) pointed out that it is important to note that random sampling is not always feasible or appropriate for every research study, especially when the population is small or hard to reach. In such cases, Creamer (2020) suggested that an alternative sampling methods may be used to ensure the validity and relevance of the findings. However, (Fetters & Freshwater, 2015) opined that random sampling allows for statistical inference, which involves using the sample data to make inferences about the population. The principles of probability theory can be applied to estimate population parameters and calculate measures of precision, such as confidence intervals and margins of error. This enables researchers to draw accurate conclusions and make statistical statements about the population based on the sample (Frantzen et al. 2016).

Random sampling was carried out to select a representative sample of CSO staff across various NGOs in Nigeria. In doing the sampling, 250 CSO staff were planned to be randomly selected. After the sampling, the next plan was to administer a validated online questionnaire, to measure their understanding of organizational systems and how they interact with the systems. Distribution of the questionnaire to CSO staff follows using a secured database. The participants will be given enough time and reminders to respond to the questionnaire (Glanz et al. 2010).

3.11. Qualitative Data Collection plan

Semi-structured interviews offer a flexible, participant-centered approach that generates rich and detailed qualitative data. They allow for in-depth exploration of participants' perspectives, experiences, and contextual factors (Bager-Charleson et al. 2022). Semi-

structured interviews prioritize the participants' experiences and perspectives. By giving participants, the freedom to elaborate on their thoughts and feelings, the interviews empower them to express themselves fully. This participant-centered approach promotes a sense of ownership and involvement, leading to more authentic and meaningful responses (Braun et al., 2022). Semi-structured interviews allow researchers to gather information within the context in which participants experience the phenomena of interest. The interviews can be conducted in natural settings, such as participants' homes or workplaces, allowing for a deeper understanding of the social, cultural, and environmental factors that shape participants' experiences (Tudor, 2022). This context-specific information adds depth and richness to the data.

Semi-structured interviews offer adaptability in data collection. Researchers can modify and refine the interview questions or prompts as the study progresses, based on emerging insights and new lines of inquiry. This adaptability allows researchers to explore unanticipated themes or areas of interest, ensuring that the data collection remains relevant and aligned with the research objectives. Semi-structured interviews can be used in mixed methods research to complement quantitative data. The open-ended nature of these interviews can generate qualitative data that provides contextual understanding and insights to complement the numerical data collected through surveys or experiments. The integration of qualitative and quantitative data offers a more comprehensive understanding of the research topic. These advantages make semi-structured interviews a valuable method for capturing nuanced and holistic insights in qualitative research (Banwell et al., 2022).

For this study, participants were purposefully selected from the CEOs of CSOs in Nigeria who have experience and are saddled with the responsibility of managing their organizational systems. Semi structured questionnaire is planned with participants to explore their perceptions and experiences of the organizational systems and how it is related to business

models (Landrum et al. 2022). Interview guide was developed with open-ended questions that focus on participants' experiences with the organizational management systems, changes in the systems, and perceived benefits or challenges.

Individual interviews with participants in a quiet and comfortable environment. Interviews will be recorded with participants' consent and transcribed verbatim after the interviews (McBeath, 2022). The data will be organized and stored securely ensuring anonymity and confidentiality. The researcher will maintain detailed field notes and reflective journals to document observations and insights during data collection (Hazell et al. 2022).

3.12. Integration of Qualitative and Quantitative Data

Quantitative data was analyzed using appropriate statistical techniques, such as paired t-tests or ANOVA, and factorial analysis to identify factors at play or otherwise (Dewaele et al., 2022). Qualitative data will be analyzed using thematic analysis to identify common themes and patterns in participants' experiences and perceptions. To integrate both results, a convergence analysis is planned to compare and integrate the quantitative and qualitative findings. Identify points of convergence, divergence, or complementarity between the two sets of data to provide a comprehensive understanding of the research questions (Schoonenboom & Johnson, 2017).

3.13. Data Triangulation in Concurrent Mixed Methods Research

In this study, the data triangulation phase was undertaken as a core component of the concurrent mixed methods design, with the purpose of enhancing the validity, reliability, and depth of findings on the organizational management systems (OMS) of Civil Society Organizations (CSOs) in Nigeria. Both quantitative and qualitative data were collected simultaneously: surveys provided structured data on governance, financial management,

human resource capacity, and communication, while semi-structured interviews, documentary analysis, and observational field notes offered qualitative insights. Each dataset was initially analyzed independently, before triangulation was applied to integrate and interpret the results. This process enabled the researcher to generate a more comprehensive and multidimensional understanding of the research problem (Creswell & Plano Clark, 2018).

The triangulation process operated across three central dimensions: convergence, complementarity, and divergence (Fetters, Curry, & Creswell, 2013). Convergence occurred where both data strands highlighted consistent issues. For instance, survey data revealed that more than half of the sampled CSOs reported weak internal audit practices and irregular financial reporting. This was substantiated by qualitative interviews, where participants described limited financial expertise, difficulties in preparing donor-compliant reports, and the absence of independent oversight structures. Taken together, this convergence reinforced the credibility of the finding that financial management remains a systemic weakness within Nigerian CSOs, echoing reports by national oversight bodies such as the Corporate Affairs Commission (CAC, 2020).

Complementarity was demonstrated where one dataset added depth or explanatory power to the other. A notable example emerged in the area of governance. While surveys indicated that a significant proportion of CSOs reported the existence of functional boards of trustees, qualitative narratives revealed that these boards often lacked regular meeting schedules and meaningful participation in strategic decisions. Instead, governance processes were frequently dominated by founding members, thereby undermining accountability and transparency. This finding is consistent with prior studies which suggest that governance structures in Nigerian CSOs are often formalities designed to meet registration requirements rather than vehicles for genuine oversight (Adebayo & Ojo, 2019). Similarly, while quantitative results showed high levels of staff retention, qualitative interviews revealed that many staff

lacked the technical expertise necessary for effective program delivery. In this case, complementarity highlighted the discrepancy between numerical staffing levels and the actual quality of human capacity, with implications for organizational performance.

Divergence also emerged as an important outcome of triangulation. In some cases, survey findings suggested greater adequacy than qualitative accounts revealed. For example, survey responses indicated that CSOs had relatively well-established communication mechanisms. However, interviews with staff and stakeholders highlighted weaknesses in feedback loops, limited opportunities for grassroots participation, and the dominance of donor-driven narratives in external communication. In practice, this meant that while formal communication structures were present, they were often ineffective in strengthening accountability or building community trust. Such divergences underscored the need for interpretative analysis, particularly given that quantitative measures alone risked overstating the functionality of these systems (Bryman, 2016).

Across all four OMS dimensions, triangulation revealed critical insights. In governance, convergence and complementarity highlighted the gap between formal structures and operational realities, particularly the limited functionality of boards. In financial management, convergence between datasets confirmed weak accountability, while qualitative accounts highlighted challenges with donor compliance and transparency in expenditure tracking. In human resource capacity, complementarity revealed that while numerical adequacy was present, qualitative accounts exposed the persistence of skill deficits, poor staff morale, and high turnover linked to precarious funding. In communication, divergence between the datasets revealed the discrepancy between reported adequacy and lived experience, with weaknesses in internal coordination, stakeholder engagement, and external visibility.

The triangulation process was particularly important in the Nigerian context, where CSOs operate in a complex environment marked by donor dependency, weak regulatory

enforcement, and socio-political constraints (Ikeanyibe et al., 2020). For example, while quantitative surveys suggested that many CSOs comply with donor reporting requirements, qualitative data revealed that this compliance is often superficial, with reports prepared primarily to secure continued funding rather than to foster accountability. This resonates with existing critiques that CSOs in Nigeria often prioritise donor expectations over grassroots accountability, thereby perpetuating a cycle of external dependence (Agbu, 2019). Similarly, while surveys suggested that human capacity challenges were moderate, triangulated evidence demonstrated the deeper systemic issue of skill mismatches and inadequate investment in professional development.

Furthermore, triangulation ensured that findings were not reliant on a single source of data. By validating and contextualizing evidence across multiple dimensions, the process captured both reported practices and lived realities. This was particularly significant given the socio-cultural and economic complexities in which Nigerian CSOs function. It helped to reveal how structural weaknesses in governance, financial management, human capacity, and communication interact to undermine organizational sustainability and effectiveness. The triangulation phase was therefore not a mere technical procedure but a critical analytical strategy that deepened the interpretation of data and strengthened the overall credibility of the study. It enabled the integration of multiple perspectives, highlighted systemic contradictions, and produced a nuanced understanding of the challenges facing CSOs in Nigeria. Triangulation enhanced the trustworthiness, applicability, and policy relevance of the findings, providing a solid evidence base for recommendations on strengthening organizational management systems (Tashakkori & Teddlie, 2010).

3.14. Population and Sample of the Research Study

Nigeria is a West African country that is located on the Gulf of Guinea. With a population of over 200 million people, it is the most populous country in Africa and the seventh-most populous country in the world. Nigeria is a culturally diverse country, with over 250 ethnic groups and languages (World Bank, 2021). The country gained independence from British colonial rule in 1960 and has since experienced periods of military rule, political instability, and economic challenges. Nigeria is a major oil producer and exporter, and oil revenues account for a significant portion of the country's GDP. However, Nigeria also faces a number of challenges, including poverty, corruption, unemployment, and security issues related to terrorism and intercommunal conflict (World Bank, 2021). Despite these challenges, Nigeria has made progress in areas such as education, health, and infrastructure development. The country is home to a growing technology industry, and its film industry, known as "Nollywood," is the second largest in the world after Bollywood (Ibrahim et al., 2021).

Nigerian civil society which was the study population is composed of a range of groups and organizations, including non-governmental organizations, faith-based organizations, community based organizations, and non-profit advocacy groups. These organizations work to promote social development and human rights, and to hold the government accountable for its actions (Akinbogun, 2016). Nigerian NGOs are diverse and include organizations focused on issues such as health, education, women's rights, environmental protection, and peacebuilding. These organizations often work in collaboration with civil society groups, government agencies, and international organizations to achieve their objectives (Ikelegbe, 2001).

Nigerian civil society and NGOs operate within a legal framework that includes the Nigerian Constitution, the Companies and Allied Matters Act, and the Non-Governmental Organizations Regulatory Commission Act. These laws provide guidelines for the registration, operation, and funding of NGOs in Nigeria (Uzoma, 2013). Nigerian civil society and NGOs

face a range of challenges, including limited funding, government interference, and restrictions on their activities. Despite these challenges, civil society and NGOs continue to play an important role in promoting social development and human rights in Nigeria (Ikelegbe, 2001).

3.15. Geographical Location of Study Population

Administratively, the Nigeria has 36 states and a Federal Capital Territory (FCT). The states are semi-autonomous with independent administrative, legislative and judicial systems built to fit into the central government. The states and the FCT are further divided into administrative units called Local Government Areas (LGAs) with a total of 774 LGAs in the country. In addition, the states are grouped into six geopolitical zones namely: North-West (NW), North-Central (NC), North-East (NE), South-West (SW), South-South (SS) and South-East (SE). Civil Society Organizations (CSOs) in Nigeria are distributed across the country, operating in various regions, states, and communities. Nigeria is located in West Africa and shares borders with Niger to the north, Chad to the northeast, Cameroon to the east, and Benin to the west. The country is bordered by the Atlantic Ocean in the south, which provides access to maritime resources.

CSOs in Nigeria are present in both urban and rural areas, and their locations vary depending on the specific issues they address and the communities they serve. Major cities in Nigeria, such as Lagos, Abuja (the capital), Kano, Ibadan, and Port Harcourt, have a significant concentration of CSOs due to their population density and strategic importance. Lagos, the most populous city in Nigeria, is a major hub for CSOs. It is home to numerous non-governmental organizations (NGOs) and civil society groups focusing on diverse areas such as human rights, health, education, environment, governance, and women's empowerment. Abuja, as the political center of Nigeria, hosts many CSOs working on policy advocacy, governance, and transparency issues. CSOs in Nigeria are also found in rural and remote areas, addressing specific local challenges and needs. These organizations work closely with communities to

tackle issues related to agriculture, poverty alleviation, community development, and access to basic services. They play a vital role in bridging gaps and providing assistance where government presence may be limited.

Furthermore, CSOs in Nigeria are active across all six geopolitical zones of the country, which include the North-West, North-East, North-Central, South-West, South-East, and South-South regions. Each zone has its unique socio-economic and cultural characteristics, which influence the focus areas and operations of CSOs in those regions. CSOs in Nigeria are geographically dispersed, operating in urban centers, rural communities, and across all geopolitical zones. Their presence and activities are aimed at addressing a wide range of issues, promoting social justice, development, and advocacy for marginalized groups throughout the country.

3.16. Sampling Frame

Molina-Azorin et al. (2020) suggested that sampling frame is a representation of the target population from which a sample is drawn for a research study or survey. It serves as the basis for selecting individuals or elements that will be included in the sample. The sampling frame should ideally encompass the entire population of interest and provide a complete and accurate representation. Bailey et al. (2020) noted that a sampling frame provides a comprehensive list or representation of the target population. It ensures that every individual or element in the population has an equal chance of being included in the sample, thus minimizing the risk of under- or over-representing certain segments of the population (Headley et al., 2020). A sampling frame allows researchers to systematically select the sample from the population, saving time and resources compared to attempting to survey the entire population. It provides a structured approach to sampling, ensuring that the sample is representative while minimizing costs. With a well-defined sampling frame, researchers can select a sample that closely represents the characteristics of the target population (Howell Smith et al., 2020).

This enhances the precision and accuracy of estimates and generalizability of findings from the sample to the population. It enables researchers to make reliable inferences about the larger population based on the characteristics observed in the sample. A sampling frame helps minimize selection bias by ensuring that all individuals or elements in the population have an equal chance of being included in the sample (Penkunas et al., 2020). It reduces the risk of systematic exclusion or overrepresentation of certain groups, leading to a more unbiased sample.

According to data from the Nigeria Network of NGOs (NNNGO), as of 2022, there are over 3,000 registered Civil Society Organizations (CSOs) in Nigeria (NNNGO, 2022). CSOs in Nigeria range in size from small grassroots organizations to large international NGOs, and the number of staff they employ can vary widely depending on their focus, funding, and operations. Some larger CSOs may have hundreds of employees, while smaller CSOs may only have a handful of staff or operate entirely through volunteers (Enyioko, 2013).

On staffing, there is no specific or recommended number of staff for a non-governmental organization (NGO) as it can vary depending on the size, scope, and objectives of the organization. However, USAID (2015) pointed out some factors that may influence the number of staff a CSO requires, which includes the size and complexity of its operations, the nature of its programs and activities, the level of funding available, and the organizational structure. Therefore, the research will target 10% at least 1 member of staff of each of the 3,000 registered civil society organizations in Nigeria bringing it to a total of 300 staff/participants for the quantitative study. The qualitative study will target 10 CSO Chief Executive Officers across Nigeria.

3.17. Appropriateness of the Study Participants

Civil Society Organizational staff typically hold various roles and positions within the organization. These roles may include positions such as managers, administrators, specialists,

technicians/clinicians, and support staff. Each role has specific responsibilities and functions within the organization (Mason et al., 2020). Organizational staff possess a range of skills and qualifications that are relevant to their roles. These may include educational degrees, certifications, specialized training, and professional experience. The skills required can vary depending on the nature of the organization, such as technical skills, leadership skills, communication skills, problem-solving skills, and industry-specific knowledge (Molina-Azorin et al., 2021).

Civil society organizations employ various methods to recruit and select staff members. This may involve advertising job openings, conducting interviews, reviewing resumes and applications, and assessing candidates' qualifications and fit with the organization's values and culture. Recruitment and selection processes aim to identify individuals who are competent and aligned with the organization's goals and objectives (Boeijs et al., 2013). Organizational staff members often work together in teams or departments to accomplish common goals. Collaboration and effective communication among staff members are essential for achieving organizational objectives. Teamwork allows staff members to leverage each other's strengths, share knowledge and resources, and solve problems collectively (DeJonckheere et al., 2019). Organizational staff contributes to the development of the organization's culture. The culture encompasses shared values, norms, beliefs, and behaviors that guide how staff members interact with each other and with external stakeholders. A positive and supportive organizational culture fosters employee engagement, motivation, and satisfaction (Curry et al. 2017).

3.18. Inclusion Criteria

Inclusion criteria are specific characteristics or criteria that individuals must possess in order to be eligible for participation in a research study, clinical trial, or other data collection activity (Ross Perfetti et al., 2020). These criteria are established by researchers or study

organizers to ensure that the selected participants are representative of the population being studied and meet the requirements of the research objectives. Inclusion criteria help to define the target population and ensure that the findings of the study can be applied to the intended group.

Plano Clark & Ivankova, (2018) pointed out that it is important to carefully consider and justify the selection of inclusion criteria to ensure that they are relevant to the research objectives and align with ethical considerations. Inclusion criteria should be clear, specific, and well-defined to facilitate the recruitment of eligible participants and to ensure the validity and generalizability of the study findings (Chihiro et al. 2022). Additionally, it is essential to balance the need for specific inclusion criteria with the goal of inclusivity and diversity, aiming to include a representative sample of the population being studied.

The following will be the inclusion criteria for the research; all CSO staff no matter the department they work in, all categories of CSO staff (NGOs, CBOs, FBOs, VBOs), All participants will be in CSOs that are in Nigeria.

3.19. Exclusion Criteria

Exclusion criteria help to refine the target population and ensure that the study findings are more focused and applicable to the specific research question. Wijaksono et al. (2015) pointed out that by excluding individuals who have certain characteristics or conditions that could confound the study results, exclusion criteria help create a more homogeneous study cohort. This enhances the internal validity of the study by reducing potential sources of bias and allowing for clearer interpretation of the effects of the intervention or exposure being studied. Exclusion criteria ensure that participants who have factors or conditions that could independently influence the study outcomes are not included (Sandelowski, 2000). By excluding individuals with confounding factors, the study can more accurately attribute any observed effects to the intervention or exposure of interest, thus increasing the precision and

reliability of the findings. Exclusion criteria help protect the safety and well-being of participants. They ensure that individuals who may be at risk or have contraindications for the study intervention are not exposed to potential harm. Ethical considerations play a vital role in defining exclusion criteria to safeguard participant's rights and welfare.

Exclusion criteria can contribute to increased statistical power in the study. By excluding individuals with known factors that may reduce the effect size or increase variability in the outcome measures, the sample size needed to detect meaningful differences or associations can be reduced. This allows for more precise and robust statistical analyses. Plano et al. (2018) asserted that exclusion criteria help minimize selection bias by ensuring that the selected participants represent the intended population as closely as possible. This improves the internal and external validity of the study by reducing the risk of systematic differences between the study population and the target population. The study will therefore exclude people not working as staff in CSOs in Nigeria.

3.20. Sampling Technique

A sampling technique refers to the method used to select a subset of individuals or elements from a larger population for inclusion in a research study or survey (Willson et al., 2014). Different sampling techniques have specific advantages depending on the research objectives, feasibility, and resources available. For the quantitative study, random sampling technique was used whereas a purposive sampling technique was used for the qualitative study.

3.20.1 Random Sampling (Quantitative Study)

Random sampling is a sampling technique where individuals or elements from a larger population are selected in such a way that each member of the population has an equal and independent chance of being included in the sample. In random sampling, the selection of each individual is based on chance, without any bias or predetermined criteria (K. Miller et al., 2014). This ensures that the sample is representative of the population and allows for generalization

of findings to the larger population. Random sampling ensures that each member of the population has an equal chance of being included in the sample. This helps in obtaining a sample that is representative of the population, allowing for generalization of findings to the larger population (Draper et al., 2011). Random sampling minimizes selection bias since it does not favor specific individuals or elements. It avoids systematic distortions that may arise from non-random selection methods, leading to a more unbiased sample.

Random sampling allows for the application of statistical techniques to estimate population parameters and calculate measures of uncertainty or variability. It provides a basis for making valid inferences about the population based on the characteristics observed in the sample. Though Wilson et al. (1998) noted that random sampling does not guarantee a perfect representation of the population, and there are limitations and potential sources of error (Vaismoradi et al., 2013a). Careful consideration should be given to factors such as non-response, non-coverage, and other sources of bias that may affect the accuracy of the sample. Saldaña (2017) argued that random sampling helps in obtaining a sample that is more likely to be precise and reliable. It reduces the likelihood of introducing sampling errors that can occur with non-random selection methods. Therefore, the questionnaire was sent to the listserve of Civil Society Organizations in Nigeria and staff were asked to randomly respond to the questionnaire.

3.20.2 Purposive Sampling (Qualitative Study)

Purposive sampling, according to Willson et al. (2014) also known as judgmental or selective sampling, is a non-probability sampling technique where individuals or elements are selected for inclusion in a research study based on specific criteria or characteristics defined by the researchers. Unlike random sampling, purposive sampling involves deliberate and intentional selection of participants who possess the desired qualities or attributes relevant to the research objectives. Campbell et al. (2016) opined that purposive sampling allows

researchers to focus on participants who possess specific qualities or attributes that are crucial for addressing the research objectives. This ensures that the study is tailored to the specific research goals, providing in-depth insights and understanding in the chosen area. Schick et al. (2006) added that enables researchers to target individuals with unique expertise or knowledge in the research area.

Using exclusion criteria can enhance the depth and quality of data collected, as participants can provide rich and detailed information based on their specialized understanding. However, Wilson (2013) stated that the sample obtained through purposive sampling may not be representative of the entire population, and the findings may not be easily generalizable. It was therefore advised that researchers should carefully consider the potential biases and limitations associated with purposive sampling and interpret the findings within the context of the selected sample. This notwithstanding, with purposive sampling, researchers have the opportunity to include participants with diverse perspectives, experiences, or backgrounds relevant to the research topic (Yazdi-Feyzabadi et al., 2021). This can contribute to a comprehensive understanding of the phenomenon under study. 10 CEOs of Civil Society Organizations were purposively sampled for the qualitative study.

3.21. Statistical Power Analysis of the Sample Size

Statistical power analysis is a technique used in research to determine the probability of detecting a significant effect or relationship if it truly exists in the population being studied. It helps researchers determine the appropriate sample size or the minimum effect size that can be detected given the available resources and desired level of statistical power (Alshenqeeti, 2014). The following procedures were following in calculating the power analysis:

3.21.1 Effect Size Calculation

The effect size is a measure of the magnitude or strength of the relationship or difference between variables of interest (Malisase et al., 2023). It represents the size of the

effect that the researcher wants to detect. In calculating the effect size, Persons' Correlation Coefficient was used as follows:

$$r = (Z * \sqrt{N - 3}) / \sqrt{1 - r^2}$$

Where:

Z is the z-score corresponding to the desired level of confidence (e.g., 1.96 for a 95% confidence level).

N is the sample size (number of participants).

r is the correlation coefficient.

$$r = (1.96 * \sqrt{300 - 3}) / \sqrt{1 - 0.50^2}$$

$$r = (1.96 * \sqrt{297}) / \sqrt{1 - 0.25}$$

$$r \approx 1.96 * 1.23 / 0.866$$

$$r \approx 4.21 / 0.866$$

$$r \approx 0.8$$

Therefore the effect size $r \approx 0.2244489$

3.21.2 Significance Level (α)

The significance level, denoted by α , is the threshold for determining statistical significance (Braun et al., 2019). It represents the probability of rejecting the null hypothesis when it is true. Commonly used values for α are 0.05 or 0.01, indicating a 5% or 1% chance of making a Type I error (false positive). The significant level for the study is set at 0.01.

3.21.3 Power ($1 - \beta$):

Power is the probability of correctly rejecting the null hypothesis when it is false. It represents the ability of a statistical test to detect a true effect or relationship. Power is usually denoted by $1 - \beta$, where β is the probability of making a Type II error (false negative). Power is set at 0.95.

3.22. Power Analysis

Power analysis helps researchers determine the appropriate sample size or minimum effect size required to achieve the desired level of statistical power (Bryman, 2014). This aids in efficient allocation of resources, including time, funding, and participant recruitment efforts, by ensuring that sample sizes are not unnecessarily large or small. It also helps researchers design studies that are more likely to detect effects or relationships if they exist in the population. It ensures that studies have adequate power to detect meaningful effects, thus enhancing the robustness and reliability of study findings. Furthermore, power analysis allows researchers to conduct sensitivity analyses by exploring the impact of different effect sizes, significance levels, and power levels on sample size requirements (Etikan, 2016). This helps in understanding the trade-offs and making informed decisions about study design and resource allocation. Below is the power analysis using Gpower Software:

Sample size (n): 301

Effect size (d): 0.2244489

Significance level (α): 0.01

Power ($1 - \beta$): 0.95

Actual Power = 0.9506845

3.23. Materials/Instrumentation and Development of Research Tools

Survey tools are specifically designed to collect data from individuals or groups efficiently and systematically (Fàbregues et al., 2017). They provide a structured approach to gather information, enabling researchers to obtain responses to specific questions or items of interest. Survey tools offer standardized formats and question structures, ensuring consistency in data collection across different respondents or time points. This allows for comparability and facilitates the analysis and interpretation of data. Survey tools can collect both quantitative and qualitative data. Closed-ended questions with predefined response options allow for

quantitative data collection, enabling statistical analysis. Open-ended questions provide qualitative data, capturing rich and nuanced responses that can provide insights and depth to the research (Johnson et al., 2007). Compared to other data collection methods, such as face-to-face interviews or focus groups, survey tools are often more efficient and cost-effective. They can be administered remotely, reaching respondents regardless of geographical location. Online survey platforms have made the distribution and collection of survey data faster and more accessible.

Survey tools offer respondents a level of anonymity and confidentiality, which can encourage more honest and unbiased responses (Klassen et al., 2012). This is particularly important when collecting sensitive or personal information. It can be utilized in various research settings and across disciplines. They can be customized to fit the specific research objectives, population characteristics, and research design. Survey tools can cover a wide range of topics, from demographic information to attitudes, opinions, behaviors, and experiences. Survey tools provide structured data that can be easily analyzed using statistical techniques. Researchers can generate descriptive statistics, examine patterns, perform inferential analysis, and explore relationships between variables based on survey responses (Howell et al., 2021).

3.24. Sectioning of Research Tool

Sectioning helps to organize the questionnaire in a logical and coherent manner. By grouping related questions or topics together, respondents can easily navigate through the questionnaire and understand the flow of the survey. This enhances the overall structure of the questionnaire and improves the respondent's experience (DeJonckheere et al., 2019). Sectioning can help maintain participant engagement throughout the survey. Breaking the questionnaire into sections makes it less overwhelming for respondents, as they can focus on one section at a time. It reduces the cognitive burden and fatigue associated with a long, continuous questionnaire, which can lead to better response quality and attentiveness from

participants. Each section in the questionnaire can focus on specific topics or themes (Collins et al., 2006).

This allows for a more focused exploration of each subject area, making it easier for respondents to provide accurate and relevant responses. It also enables researchers to analyze data by section, facilitating a more detailed examination of specific aspects of the research. Sectioning the questionnaire can help streamline the data collection process. Researchers can administer and collect responses for different sections independently, making it easier to manage and analyze the data. It also allows for flexibility in administering the survey over multiple sessions or distributing sections to different respondents or subgroups (Creamer, 2018). The tool has the following sections:

3.24.1 Section 1: Background Information About the Civil Society Organization

This section has the essential details that provide context and an overview of the organization's history, purpose, structure, and key characteristics. It allows respondents to provide the official name of the organization and its legal status, such as whether it is a national, state or community-based organization. It requires respondents to provide location of the organization from a drop-down menu categorized by states in Nigeria, age of the organization and type of registration it has. The ending part of section 1 contains questions if the CSO belonged to a network and at what level the organization operates.

3.24.2 Quantitative Tools Development (Likert Scale Questionnaire)

Questionnaires are a commonly used tool for collecting data in research and surveys. They consist of a set of structured questions designed to gather specific information from individuals or groups. Questionnaires can be administered in various formats, including paper-based surveys, online surveys, or electronic forms (Gambrel et al., 2013). For the quantitative research, Likert questionnaire was developed, and its reliability was tested before and after pilot testing. Likert questionnaires are a popular type of survey instrument used to measure

attitudes, opinions, perceptions, and other subjective responses from participants (Creswell et al., 2004). Likert questionnaires utilize a response scale that captures the level of agreement or disagreement with each statement. The response scale typically ranges from 5 to 7 points, but it can vary depending on the specific needs of the study. 5-point scale was adopted comprising Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

Cameron et al., (2011) observed that Likert scales have demonstrated good psychometric properties, including validity and reliability. Through rigorous scale development and validation processes, Likert scales can effectively measure the construct of interest and provide reliable and consistent results. Harrison et al. (2011) also recommended the scale by pointing out its advantage of efficiency in terms of data collection and analysis. They are suitable for large-scale surveys and can be administered electronically, reducing time and cost associated with data entry and analysis. Likert scales yield quantitative data, which can be analyzed using statistical techniques. This allows for numerical comparisons, summarization, and statistical testing, enabling researchers to draw meaningful conclusions and make data-driven decisions. The scales according to Brown et al. (2015) can be tailored to specific research needs and contexts. Researchers can customize the number of response options and the labels used, allowing for flexibility in adapting the scale to different research topics and participant characteristics.

3.24.3 Qualitative Tools Development (Semi Structured Questionnaire):

A semi-structured questionnaire was used to develop the qualitative study for this research. It is a research tool that combines elements of both structured and unstructured questionnaires. It includes a set of predetermined questions or topics to be covered, but also allows for flexibility and open-ended responses from participants (Guetterman et al., 2019). This type of questionnaire provides a framework for collecting data while allowing respondents to elaborate on their answers and provide additional insights. In developing the tools, the

researcher designed it in such a way that it will allow participants to provide open-ended responses. This flexibility enables participants to elaborate on their answers, share their experiences, provide additional information, or raise new points that may not have been covered in the predefined questions (Boeije et al., 2013).

Furthermore, the tool was designed purposely so that the interviewer can probe further, ask follow-up questions, and seek clarification based on the participant's responses. This interactive process enhances the depth of data collection and allows for richer insights. The sequence and order of questions were carefully done to ensure coherence and logical flow. Starting with more general or introductory questions before moving to more specific or sensitive topics (Coyle et al., 2018). This helped create a comfortable environment for participants and encourages openness. The researcher also considered striking a balance between providing structure and allowing flexibility. Batini et al. (2013) explained that while the predefined questions maintain consistency, the open-ended responses offer participants the opportunity to express themselves freely and provide insights that may not have been anticipated. The questions in the semi-structured questionnaire were aligned with the research objectives and measure the intended constructs. Ethical considerations were made at the tool development, adhering to ethical guidelines in the data collection process, including informed consent, confidentiality, and privacy (Al-Suwaidi, 2018). Respect participants' autonomy and ensure that their responses are handled responsibly and ethically.

3.25. Reliability and Validity Testing

Reliability refers to the consistency, stability, and repeatability of measurements or results. It assesses the degree to which a measurement or instrument produces consistent and dependable results over time and across different conditions. Baskerville et al. (2013) observed that a reliable measurement instrument should yield consistent results when administered to the same individuals or under similar conditions. Edward (2012) posited that Reliability

enhances the trustworthiness and credibility of research. When a measurement instrument produces consistent results, it suggests that the instrument is measuring the intended construct accurately and that the data are dependable. This increases the confidence of researchers, practitioners, and stakeholders in the validity of the research findings. For the tool, a reliability test was conducted after its development to measure its internal consistency using Cronbach Alpha Coefficient.

Cronbach's alpha helps researchers evaluate the homogeneity of items within a scale or questionnaire. It measures how well the items are interrelated and whether they collectively represent the intended construct. A high Cronbach's alpha indicates that the items are measuring a similar construct and can be considered as a reliable composite score. Cronbach's alpha can identify redundant or overlapping items within a measurement instrument. If two or more items have high inter-item correlations, it suggests that they are measuring similar aspects of the construct, which may indicate item redundancy. Removing redundant items can improve the efficiency and interpretability of the instrument. The Cronbach Alpha of the tool is 0.922, individual domains of the tool were also tested and the least had 0.922.

The finalized tool was shared with project supervisor and Univer Research Ethics Committee (UREC), which was thereafter review and approved for deployment to intended participants.

3.26. Operational Definition of Variables

Variables refer to the characteristics, attributes, or factors that can vary or take on different values. Variables are the building blocks of data collection and analysis, allowing researchers to study and understand relationships, patterns, and effects within a research study (Basaglia et al., 2013). The variable that is manipulated or controlled by the researcher is known as independent variable. It is the presumed cause or predictor of the outcome variable. The variable that is observed, measured, or influenced by changes in the independent variable

is called the dependent variable. It is the outcome or response of interest. The variable that represents discrete categories or groups. Examples include gender (male/female), marital status (single/married/divorced), or educational level (high school/college/graduate) are called categorical variables. While continuous variables are the ones that can take on any value within a certain range (Peng, 2013). Examples include age, height, weight, or income.

3.26.1 Governance Systems Construct

The governance system in an organization refers to the framework, structures, processes, and mechanisms put in place to guide and oversee the decision-making, accountability, and overall management of the organization (Baskerville et al., 2013). It defines the roles, responsibilities, and relationships between the various stakeholders, including the board of directors, management, shareholders, employees, and other key parties. The governance system aims to ensure transparency, integrity, and effective management practices within the organization. A robust governance system promotes accountability by clearly defining roles, responsibilities, and decision-making processes. It establishes mechanisms for monitoring and reporting on the performance of management and the board of directors.

This transparency fosters trust among stakeholders and helps prevent misuse of power or unethical behavior. Tomasi et al. (2013) noted that a well-designed governance system protects the interests of various stakeholders, including shareholders, employees, customers, and the broader community. It ensures that the organization operates in compliance with legal and regulatory requirements and considers the rights and concerns of all stakeholders. This helps build a positive reputation, trust, and long-term relationships with stakeholders.

The governance system provides a structured approach to decision-making, ensuring that decisions are made in the best interests of the organization and its stakeholders. It establishes clear processes for evaluating risks, considering different perspectives, and making informed and timely decisions. This helps avoid conflicts of interest, promotes strategic

alignment, and enhances the organization's ability to adapt to changing circumstances (Depaoli et al., 2013). The governance system includes a board of directors or governing body responsible for providing strategic guidance, oversight, and independent judgment.

The board ensures that the organization's actions align with its mission, vision, and long-term goals. It monitors performance, evaluates risks, and holds management accountable for achieving objectives. This strategic oversight helps guide the organization's direction and enhances its long-term sustainability. Effective governance contributes to the long-term sustainability and success of the organization. It helps identify and address emerging challenges, manage stakeholder expectations, and adapt to changing market conditions. By ensuring proper governance practices, organizations can withstand uncertainties, seize opportunities, and thrive in the long run (Braccini et al., 2013).

This construct will have 10 dependent variables that measure it using ordinal Likert scale of 1-5. Winter et al. (2013) explained that a strong governance system provides numerous advantages, including improved accountability, stakeholder protection, effective decision-making, strategic guidance, risk management, investor confidence, ethical culture, and long-term sustainability. It creates a foundation for responsible and ethical management, ensuring the organization operates in the best interests of all stakeholders and maximizes its potential for success (Cabiddu et al., 2013). Therefore, to correctly measure the governance systems as part of the organizational management systems of Civil Society organizations in Nigeria, its constitution, board availability, board function, availability of strategic plan, availability of annual workplan, personnel policy, financial policy, risk management policy, annual audited accounts and board policy and procedural manual shall form dependent variables to the construct measured on ordinal scale of 1 to 5.

3.26.2 Human Resource Management Systems Construct

The human resource system in an organization refers to the set of policies, practices, and processes that govern the management of employees and their relationship with the organization (Bider et al., 2013). It encompasses various functions, including recruitment, selection, onboarding, performance management, employee development, compensation, benefits, employee relations, and HR administration. The human resource system plays a crucial role in attracting, developing, and retaining a talented workforce (Martinez et al., 2013). A well-designed HR system helps attract and select qualified candidates who align with the organization's values, culture, and job requirements. It includes robust recruitment and selection processes that identify the right talent for the organization. This ensures that the organization has skilled and capable individuals in key positions, leading to improved performance and productivity.

According to Akinyemi et al. (2013) an effective HR system focuses on employee development and provides opportunities for learning, growth, and career advancement. It includes performance management processes, training and development programs, mentoring, and succession planning. Investing in employee development increases job satisfaction, engagement, and loyalty, leading to higher employee retention rates. A strong HR system establishes performance management processes that set clear expectations, provide regular feedback, and evaluate employee performance objectively (Hashim et al., 2020). It includes performance appraisals, goal setting, and performance feedback mechanisms. Effective performance management promotes accountability, motivates employees, and helps align individual goals with organizational objectives.

The HR system ensures fair and competitive compensation and benefits packages for employees. It includes salary structures, performance-based incentives, bonuses, and benefits such as healthcare, retirement plans, and work-life balance programs. Competitive

compensation and benefits enhance employee satisfaction, attract top talent, and contribute to employee retention (George et al., 2011). An HR system promotes employee engagement by fostering a positive work environment, recognizing employee contributions, and providing opportunities for involvement and participation. It includes employee engagement surveys, employee recognition programs, and employee feedback mechanisms. Engaged employees are more committed, motivated, and productive, leading to improved organizational performance.

The HR system ensures compliance with labor laws, regulations, and employment practices. It includes policies and procedures that promote fair employment practices, prevent discrimination, harassment, and ensure workplace safety (Head, 2006). Adhering to legal requirements mitigates legal risks, protects the organization's reputation, and fosters a positive work environment. An effective HR system promotes positive employee relations and provides mechanisms for addressing conflicts and grievances. It includes open communication channels, effective grievance handling procedures, and employee assistance programs. A healthy employee relations environment reduces workplace conflicts, improves morale, and enhances productivity. The HR system plays a critical role in shaping and reinforcing the organization's culture and values. It ensures that HR policies and practices align with the organization's mission, vision, and core values (Hashim et al., 2020). By fostering a culture of fairness, respect, and diversity, the HR system creates a positive work environment that attracts and retains talented employees.

For the HR Construct, dependent variables will include availability of staff handbook that guides the conduct of every staff in the organization, and job description for staff, availability of annual performance appraisal for staff, staff career development plan, policy of staff recognition and reward, and organizational staffing levels. These dependent variables will be measured using Likert ordinal scale of 1 to 5.

3.26.3 Business Development and Sustainability Management System Construct

The business development system in an organization refers to the strategies, processes, and activities aimed at identifying and creating new business opportunities, fostering growth, and expanding the organization's reach in the market (Aprilia et al., 2021). It involves identifying potential markets, developing partnerships, pursuing strategic initiatives, and implementing strategies to drive revenue growth. A well-designed business development system helps organizations identify new markets, customer segments, or untapped opportunities for growth. It involves market research, analysis, and the development of strategies to enter new markets or expand existing ones. By successfully entering new markets or expanding customer reach, organizations can achieve sustainable growth and increase their market share (Tahiru et al., 2019).

Business development focuses on building strategic partnerships and alliances with other organizations that complement their products, services, or expertise. Collaborations with suppliers, distributors, technology providers, or strategic partners can offer synergies, shared resources, and access to new markets or customer bases. Strategic partnerships enhance competitiveness, accelerate growth, and create mutually beneficial opportunities. According to Sitanggang et al. (2021) business development plays a vital role in driving innovation and product development. It involves identifying emerging trends, customer needs, and market gaps to develop new products, services, or solutions.

By fostering innovation, organizations can differentiate themselves from competitors, address evolving customer demands, and maintain a competitive edge in the market. An effective business development system emphasizes building and maintaining strong customer relationships. It includes customer acquisition strategies, lead generation, nurturing customer loyalty, and ensuring customer satisfaction. By cultivating strong customer relationships,

organizations can increase customer retention, gain customer insights, and drive repeat business and referrals (Nikkhah et al., 2010).

The business development system helps organizations gain a competitive advantage by positioning themselves effectively in the market. It involves analyzing the competitive landscape, understanding customer preferences, and developing unique value propositions. By identifying and capitalizing on their strengths and differentiation factors, organizations can stand out from competitors and win business opportunities. Business development contributes to strategic planning by identifying strategic initiatives and growth opportunities aligned with the organization's overall objectives. It involves developing actionable plans, setting goals, and implementing strategies to achieve business objectives.

Effective execution of business development initiatives ensures that organizational resources and efforts are directed towards the most promising opportunities (Roseland, 2000). A successful business development system drives revenue growth and improves profitability. By expanding into new markets, forging strategic partnerships, and launching innovative products or services, organizations can increase their customer base, attract new sources of revenue, and improve their bottom line.

Business development emphasizes a proactive and forward-thinking approach, enabling organizations to adapt to changing market conditions, emerging trends, and customer demands. By continuously scanning the business environment and being open to new opportunities, organizations can stay agile, remain competitive, and capitalize on emerging opportunities. An effective business development system provides organizations with a strategic approach to identify and capitalize on growth opportunities, forge strategic partnerships, differentiate themselves in the market, and drive revenue growth (Rumenya et al., 2020). It ensures that the organization remains adaptable, innovative, and competitive in a dynamic business landscape. Within this construct, the dependent variables will measure

availability of business development and sustainability plan, business model for non-profits, dedicated staff within the business development system, business continuity plan, partnership and networking systems, and dedicated budget for organizational sustainability using Likert ordinal scale of 1 to 5.

3.26.4 Succession Systems Construct

The succession system in an organization refers to the process and strategies put in place to identify, develop, and prepare employees for key leadership positions within the organization. It involves identifying high-potential employees, providing them with appropriate training and development opportunities, and creating a clear pathway for their advancement into leadership roles (Enyioko, 2013). A well-designed succession system ensures a smooth transition of leadership within the organization. By identifying and grooming potential successors in advance, the organization is prepared to fill key leadership positions when vacancies occur due to retirements, promotions, or other reasons. This continuity helps maintain stability, business operations, and strategic direction.

Kucheryavaya, (2016) pointed out that a succession system provides a structured approach to developing and retaining top talent within the organization. It identifies individuals with high potential and offers them opportunities for growth, advancement, and exposure to different areas of the business. This focus on talent development increases employee engagement, job satisfaction, and loyalty, reducing turnover and the need for external recruitment. Ali et al., (2019) found out that developing internal talent through a succession system can significantly reduce the need for external recruitment and associated costs. By investing in the development of existing employees, organizations can fill leadership positions internally, avoiding lengthy recruitment processes and the expenses associated with external hiring, such as advertising, screening, and onboarding.

A succession system allows organizations to retain valuable knowledge, skills, and expertise within the organization (Streeten, 1997). As experienced leaders retire or move on to other roles, the knowledge and insights they possess can be transferred to their successors through mentoring and knowledge-sharing programs. This helps preserve institutional memory and ensures that critical organizational knowledge is retained. A succession system demonstrates that the organization values and invests in the growth and development of its employees. This recognition can boost employee morale and increase their engagement, as they see opportunities for career progression and advancement within the organization (Abiddin et al., 2022).

It creates a positive work environment that fosters loyalty, motivation, and commitment. An effective succession system ensures that leadership positions are filled by individuals who align with the organization's vision, values, and strategic objectives. By grooming and promoting individuals who understand and embody the organization's mission and goals, the succession system contributes to strategic alignment and the execution of organizational strategies (Winston, 2022).

Succession planning allows for smoother leadership transitions. By identifying and preparing successors in advance, they have the opportunity to receive mentorship, training, and exposure to the responsibilities and challenges of the role they are expected to assume. This preparation minimizes disruptions, ensures a seamless transition of leadership, and maintains momentum in organizational initiatives. In a study, Momoh et al. (2015) observed that A well-executed succession system helps organizations build agility and adaptability. By developing a pipeline of capable leaders, the organization can quickly respond to changes, seize opportunities, and navigate challenges. It ensures that leadership capabilities are in place to drive innovation, manage transitions, and lead the organization through periods of growth or transformation (Poister et al., 2014a). The variables will measure availability of succession

plan in CSOs, orientation of staff about the succession plan, board approval of the plan, review of the plan by independent reviewers/auditors, availability of a process for reviewing the plan using Likert ordinal scale of 1 to 5.

3.26.5 Financial Management Systems Construct

The financial management system in an organization according to Kroll et al. (2013) refers to the set of processes, procedures, and tools used to manage the organization's financial resources, including budgeting, accounting, financial reporting, and decision-making. It ensures the efficient and effective allocation, utilization, and monitoring of financial resources to support the organization's goals and objectives. A robust financial management system facilitates strategic financial planning and budgeting. It involves setting financial goals, estimating revenue and expenses, and allocating resources based on priorities and strategic objectives. This helps ensure that financial resources are allocated effectively and aligned with the organization's strategic priorities (Staśkiewicz, 2022).

The financial management system helps optimize resource allocation by providing insights into the organization's financial performance and available resources. It enables informed decision-making regarding investments, cost control measures, and resource reallocation to maximize efficiency and achieve financial targets. An effective financial management system includes controls and processes to mitigate financial risks and maintain compliance with legal and regulatory requirements (Oyedokun, 2022). It involves monitoring financial transactions, implementing internal controls, and conducting regular audits to detect and prevent fraud, errors, or misappropriation of funds. This enhances the organization's financial integrity and safeguards its assets.

Petrey (2011), explained that it ensures accurate and timely financial reporting. It includes processes for recording financial transactions, maintaining financial records, and preparing financial statements in accordance with accounting standards. Accurate financial

reporting provides transparency and accountability, facilitating informed decision-making by stakeholders, such as investors, lenders, and regulatory bodies. Again, as noted by Jinarat et al. (2010) The financial management system helps monitor and manage cash flow effectively. It involves forecasting cash inflows and outflows, maintaining appropriate cash reserves, and managing working capital efficiently. Effective cash flow management ensures that the organization has sufficient liquidity to meet its financial obligations and fund operational needs.

The financial management system supports investment and capital management decisions. It includes evaluating investment opportunities, managing capital expenditure projects, and optimizing the organization's capital structure (Guetterman, 2017; Petrey, 2011). Effective investment and capital management contribute to long-term financial stability, growth, and the creation of shareholder value. Mansouri et al. (2014) asserts that it provides mechanisms for evaluating and analyzing financial performance. It includes financial ratios, key performance indicators (KPIs), and financial analysis techniques to assess profitability, liquidity, solvency, and overall financial health. These evaluations help identify areas of improvement, measure financial success, and inform strategic decision-making.

Besides this, a robust financial management system instills confidence in stakeholders, including investors, lenders, and donors, by demonstrating sound financial management practices (Chou et al., 2018). Transparent and accurate financial reporting, effective risk management, and strong financial controls contribute to building trust and credibility. This, in turn, fosters positive relationships with stakeholders, enhances the organization's reputation, and improves access to capital and funding opportunities. On the overall, the benefits of the system are highlighted by advantages such as strategic financial planning, optimized resource allocation, financial control and risk management, accurate financial reporting, cash flow management, investment and capital management, financial performance evaluation, and

stakeholder confidence. By establishing robust financial management practices, organizations can achieve financial stability, support their strategic objectives, and ensure long-term sustainability (Jonson et al., 2020).

Therefore, the dependent variables will measured availability of financial procedural manual for operating all organizations bank accounts, availability of procurement manual, asset register where all organizational assets are documents, annual operating budget for the organization, financial accounting software, regular routine financial reporting, annual audit of the organizations account, separation of the internally generated revenue from donor funded incomes, staff salary payment continuity (Puni et al., 2020). This construct will be measured using ordinal Likert scale of 1 to 5 and will depend on the independent variable.

3.26.6 Program Management System Construct

Nguyen et al., (2016) explained that the program management system in an organization refers to the set of processes, tools, and practices used to plan, execute, and monitor programs or projects aimed at achieving specific objectives or outcomes. It provides a structured approach to managing multiple related projects or initiatives and ensures their alignment with the organization's strategic goals. A robust program management system ensures that programs and projects are aligned with the organization's strategic objectives. It establishes clear linkages between the program's goals and the organization's overall mission, vision, and strategic priorities. This alignment ensures that resources are allocated to initiatives that directly contribute to the organization's strategic direction.

The program management system facilitates effective planning and coordination of multiple projects within a program. It includes defining project scope, objectives, deliverables, timelines, and resource requirements. By coordinating project activities, dependencies, and resources, it ensures efficient utilization of resources and minimizes duplication or conflicts between projects. Adeola (2020) identified that it enables optimal utilization of resources by

sharing and allocating resources across projects within a program. It helps identify resource gaps or bottlenecks, prioritize resource allocation based on project importance or urgency, and optimize resource utilization to maximize efficiency and achieve program objectives.

The program management system emphasizes effective stakeholder engagement and communication. It includes mechanisms for involving stakeholders, managing their expectations, and ensuring their active participation in program activities. Clear and timely communication channels are established to keep stakeholders informed about program progress, milestones, and any changes that may impact them. As documented by Rafindadi et al., (2019) the program management system incorporates monitoring and evaluation processes to track program progress, assess performance, and measure outcomes. It establishes key performance indicators (KPIs) and evaluation frameworks to monitor the effectiveness and impact of the program. Regular monitoring and evaluation enable program managers to make data-driven decisions, identify areas for improvement, and demonstrate program success to stakeholders. In terms of continuous improvement and lessons learned, Kurnia et al., (2000) stated that it promotes a culture of continuous improvement. It encourages program managers and project teams to capture lessons learned, identify best practices, and apply them to future projects. By learning from past experiences, organizations can refine their program management approaches, enhance efficiency, and optimize project outcomes.

The program management system establishes governance structures and decision-making processes to guide program execution. It defines roles, responsibilities, and reporting mechanisms for program managers, project managers, and other stakeholders (Damsgaard et al., 2001). Effective program governance ensures accountability, facilitates timely decision-making, and enables program managers to address issues and make informed decisions. Therefore, this construct will measured availability of annual implementation plan, monitoring plan for each organizations programs, availability of a reporting plan for each activities,

dissemination plan to beneficiaries and stakeholders, plan for engaging with funders during program planning in the organization, plan for engaging direct program beneficiaries and other stakeholders in planning of organizations programs, quality improvement plan for organizations programs which is documented and understood by staff, availability of staff responsible for monitoring and carrying out quality improvement of organizations activities, using ordinal Likert scale of 1 to 5 and will depend on the independent variable.

3.27. Study Procedures and Ethical Assurances

The researcher received ethical approval from UNICAF Research Ethics Committee (UREC) prior to commencement of data collection. At the beginning of the module, UREC DEF forms were completed by the principal investigator and submitted to supervisor for review. Necessary revisions were agreed and made, which was then submitted to the ethical committee for review and approval. The ethical committee reviewed and mandated the researcher to make further adjustments/revisions. The corrections were completed, and the final approval was received from the committee sequel to data collection.

3.28. Informed Consent

Informed consent is a process in which individuals are provided with relevant information about a research study or medical procedure, allowing them to make an informed decision about whether to participate or undergo the procedure (Chesbrough et al., 2006). It involves disclosing details about the purpose, procedures, potential risks and benefits, alternatives, and any other relevant information that may impact the individual's decision. It respects an individual's autonomy, ensuring that they have the right to make decisions about their own participation or medical treatment. It acknowledges that individuals have the capacity to understand information, weigh the potential risks and benefits, and make informed choices based on their own values and preferences (Boonstra et al., 2008).

Obtaining informed consent promotes transparency and trust between researchers, healthcare providers, and individuals. It establishes open communication and fosters a collaborative relationship where participants feel valued, respected, and involved in the decision-making process (Choe, 2008). This trust is vital for maintaining the integrity of the research or medical practice and for building long-term relationships with participants or patients. Respondents informed consent was obtained and the research tool was designed in such a way to allow for anonymous submissions only.

3.29. Ethical Assurances

In Nigeria, research ethics and the protection of human subjects are governed by various regulatory bodies and guidelines. The primary regulatory body responsible for research ethics in Nigeria is the National Health Research Ethics Committee (NHREC). The NHREC provides ethical oversight and ensures the protection of participants involved in research studies conducted within the country. The National Code for Health Research Ethics provides a comprehensive framework for the ethical conduct of research involving human subjects in Nigeria. It sets out the principles, standards, and procedures to be followed by researchers, sponsors, and research ethics committees (Espejo et al., 2011).

The National Health Research Ethics Committee (NHREC) is responsible for reviewing and approving research protocols, monitoring ongoing studies, and ensuring compliance with ethical guidelines. Researchers must obtain ethical clearance from the NHREC or its accredited Research Ethics Committees (RECs) before commencing their studies (Reyes et al., 2011). Nigerian research ethics guidelines emphasize the importance of obtaining informed consent from research participants. Researchers must provide participants with clear and understandable information about the study purpose, procedures, potential risks, benefits, and their right to withdraw. Informed consent must be obtained voluntarily, without coercion or undue influence.

Researchers in Nigeria are required to protect the privacy and confidentiality of research participants. Personal identifiable information should be safeguarded, and data collection, storage, and reporting should be conducted in a manner that prevents unauthorized access or disclosure of participant information (Grol et al., 2007). The guidelines also provides that research studies in Nigeria should conduct a thorough risk-benefit assessment to ensure that potential risks to participants are minimized and that potential benefits are maximized. Researchers should weigh the potential risks against the expected benefits and ensure that the risks are justified by the potential value of the research. Special considerations and protections are given to vulnerable populations, such as children, pregnant women, prisoners, and individuals with cognitive impairments. Additional safeguards are required to protect their rights, welfare, and dignity during research participation.

Researchers in Nigeria are expected to disclose any potential conflicts of interest that may arise from their research or relationships with sponsors. Transparency in reporting potential conflicts of interest is essential to ensure the integrity and credibility of the research. In some research studies, community engagement and consent may be necessary in addition to individual informed consent. Researchers must engage with relevant communities, obtain community consent, and address any concerns or cultural considerations that may affect the research (Daudt et al., 2013). Researchers are required to report any adverse events or unanticipated problems that occur during the course of the research to the appropriate ethics committee and regulatory authorities. Prompt reporting ensures that appropriate actions are taken to protect participant safety and welfare.

Adhering to these ethical assurances and guidelines helps ensure the protection of research participants and promotes the responsible and ethical conduct of research in Nigeria (Arksey et al., 2005). Compliance with these guidelines is critical to maintaining the trust of participants, upholding ethical standards, and ensuring the integrity of research findings.

3.30. Data Collection and Analysis

3.30.1 Data Collection Plan

Data collection can be described as the systematic process of gathering information or data from various sources or participants for research or analysis purposes. It involves the collection, organization, and recording of relevant data to address research questions or objectives. Data collection can be conducted through various methods, such as surveys, interviews, observations, experiments, and document analysis (Greenhalgh et al., 2004). Data collection provides an empirical basis for research. It allows researchers to collect real-world information and data that are directly related to the research objectives. By systematically collecting data, researchers can gather evidence to support their hypotheses or research questions, enhancing the reliability and validity of their findings (Elwyn et al., 2010).

Data collection follows a structured and systematic approach, ensuring that the data collected are objective and unbiased. Researchers develop specific protocols, instruments, or methodologies to collect data in a consistent and standardized manner, reducing the likelihood of subjective interpretations or variations in data collection. According to (Härter et al., 2017) it is tailored to the specific objectives of the research study. Researchers define the variables, indicators, or measures that are relevant to their research questions and design data collection methods accordingly. This focus on specific research objectives ensures that the data collected are directly aligned with the research aims.

Data collection allows for the collection of rich and detailed information. Through various data collection methods, researchers can capture a wide range of data, including quantitative data (e.g., numerical measurements, survey responses) and qualitative data (e.g., opinions, perceptions, narratives). This diversity of data types provides a more comprehensive understanding of the research topic or phenomenon. Studying flexibility and adaptability,

Scholl et al. (2018) noted that Data collection methods offer flexibility and adaptability to suit different research contexts and objectives.

Researchers can choose from a variety of data collection techniques, ranging from structured surveys to in-depth interviews or direct observations. This flexibility allows researchers to select the most appropriate method(s) based on the nature of the research question, target population, and available resources. It enables researchers to obtain current and timely information. By collecting data directly from participants or sources, researchers can capture the most up-to-date information related to the research topic (Légaré et al., 2008). This timeliness ensures that research findings reflect the current state of affairs and increases the relevance and applicability of the study.

3.30.2 Quantitative Data Collection

Participants: A sample of 300 CSO staff from published 3000 members of NNNGO was selected using random sampling.

Data Collection Instrument: A pre-validated and standardized questionnaire was administered to assess CSO staff understanding of the organizational management systems. Additionally, a structured questionnaire was used to gather specific information and perceptions of CSO CEOs.

Data Collection Procedure: The test and questionnaire were administered in a controlled online environment. The researcher sent the questionnaires directly to the CSOs using the listserv obtained from the coalition of CSOs in Nigeria (NNNGO).

The quantitative data collection was conducted over a period of five weeks.

3.30.3 Qualitative Data Collection

Participants: A subset of 10 CSO Chief Executive Officers (CEOs) was purposefully selected from the quantitative sample.

Data Collection Instruments: Semi-structured interviews were conducted with the CEOs to explore their experiences and perceptions of organizational management systems.

Data Collection Procedure: Interviews were audio-recorded and transcribed verbatim. Field notes were taken during interviews to capture contextual details.

Data Collection Timeline: The qualitative data collection was conducted over a period of five weeks.

3.31.Quantitative Analysis Techniques:

3.31.1 Data Import:

Data analysis kick started with importing the Likert scale data into SPSS (Culbertson et al., 2017). The researcher ensured that each Likert item is represented as a separate variable, and each respondent's responses are recorded in a separate row.

3.31.2 Recode data:

Likert scale data will typically consist of ordinal responses ranging from, for example, 1 to 5 (Strongly Disagree to Strongly Agree). After importing the data, The researcher checked the coding and ensuring that they can be analyzed on required analysis framework.

3.31.3 Descriptive statistics:

The researcher undertook the calculation of descriptive statistics to summarize the Likert scale data. Using the "Frequencies" function in SPSS, The researcher obtained the counts and percentages for each response category (Meho, 2006). This provided an overview of the distribution of responses for each Likert item.

3.31.4 Assessing internal consistency:

Since there were multiple Likert items that measure the same underlying construct, the researcher assessed internal consistency using measures such as Cronbach's alpha. In doing this, the researcher used the "Reliability Analysis" function in SPSS (Boaz et al., 2006). Selected the Likert items that are supposed to measure the same construct and calculated the Cronbach's alpha coefficient. A higher alpha value which was obtained indicated higher

internal consistency. The result aligned with the outcome of the pilot testing data that was similarly analyzed by the researcher.

3.31.5 Analysing group differences:

To examine differences in Likert scale responses between groups (e.g., gender, age groups), the researcher made use of inferential statistics such as t-tests or analysis of variance (ANOVA). For two independent groups, the researcher used the "Independent Samples t-test" function in SPSS, and for more than two groups, the "One-Way ANOVA" function was used (Braun et al., 2019).

3.31.6 Correlation analysis:

The researcher further explored the relationships between Likert items by conducting correlation analysis. This was achieved by using the "Correlations" function in SPSS to calculate correlations between Likert variables (Vaismoradi et al., 2013). The researcher then choose from various correlation coefficients such as Pearson's correlation or Spearman's rank correlation, depending on the outcomes (Newton-Howes et al., 2021)

3.31.7 Factor analysis

Since the data is large, and there was need to identify underlying factors or dimensions, The researcher performed factor analysis. The researcher used the "Factor Analysis" function in SPSS to extract factors and assess their loadings (Hilton et al., 2004). This helped in reducing the dimensionality of my data and identifying the underlying structure of the Likert items.

3.31.8 Reporting and interpreting results

After conducting the above listed analyses, the researcher concluded the chapter by interpreting and reporting the findings (Zohrabi, 2013). The researcher also summarized the key results, including descriptive statistics, inferential statistics, correlations, and any factor

analysis findings. The researcher used appropriate visualizations such as tables or charts to present the results.

3.32. Qualitative Analysis Techniques

For the qualitative research, thematic analysis as explained by Aronson (1995) technique was used with the following activities towards the analysis:

3.32.1 Familiarization with the data

The first step toward analyzing the qualitative data was familiarization with the transcribed data. This was a read through of all the data several times to become familiar with the content and ensure that the transcribed data is the same with the originally recorded data (E. M. Smith, 2005).

3.32.2 Generating initial codes

The researcher then developed codes, identified, and labelled key concepts, ideas, or patterns in the data that represent important features, events, or ideas. Since the interview questions have been organized in a structured key informant interview (Bazeley, 2018). The coding also followed this pathway (Lever, 2020).

3.32.3 Organizing codes into potential themes

The initial codes were grouped together into potential themes that are relevant to the research question (Bager-Charleson et al., 2022).

3.32.4 Review and refine themes

The researcher examined the potential themes to ensure they capture the most important and relevant aspects of the data. the potential themes were then consolidated or reorganized if required (Sandelowski et al., 2011).

3.32.5 Defining and naming of themes

The researcher explicitly defined each theme and gave it a descriptive name. This ensured that thematic names were not conflicting and paved the way for producing a thematic map.

3.32.6 Production of a thematic map

The researcher created a visual representation of the themes and their relationships to each other with a thematic map. This map also showed potential correlation and pointed out main themes answering the research questions (Molina-Azorin et al., 2022).

3.32.7 Write a report:

The researcher will wrote the results of the thematic analysis in a report that described the themes, provided examples from the data, and discussed the implications of the findings.

3.33. Data Triangulation Technique

By employing data triangulation, researchers can strengthen the credibility and robustness of their findings by drawing on multiple sources and perspectives. This method helps to mitigate biases, verify or cross-validate findings, and provide a more comprehensive understanding of the research topic (Bernardis et al., 2013). The final aspect of the data analysis was triangulation of the quantitative and qualitative data that have been analyzed. In doing this, the following activities were undertaken:

3.33.1 Identifying the research question

Though the research questions have been identified, after the qualitative and quantitative separate, analysis, there was need for another stage that will involve defining which of the research questions or objectives that will be addressed through data triangulation.

3.33.2 Determining the types of data triangulation

Following the identification of the research questions to be addressed through triangulation, the researcher identified the different types of data that can provide

complementary perspectives on the research question. This included qualitative and quantitative data.

3.33.3 Compare and contrast findings

The researcher compared the results or findings from each data set to identify areas of convergence and divergence. Specifically, patterns, themes, or insights that emerged across the two data sources were compared and these patterns were noted.

3.33.4 Integration of findings

The researcher synthesized the findings from the different data sets and developed a comprehensive understanding of the research question (Spagnoletti et al., 2013). Looked at areas of agreement or discordance and considered the implications of the combined results.

3.33.5 Reflection on the implications and limitations

The researcher considered the implications of the triangulated findings in relation to the research questions (Opara et al., 2021). The reflections focused on the strengths and limitations of each data source and method, and a discussion on how they contribute to the overall validity and reliability of the findings will be provided.

3.34. Sampling Frame

A statistical power analysis was carried out in order to determine the minimum sample size required for the quantitative strand of the study. The researcher explained that power analysis is a critical step in research design as it ensures that the study has sufficient sensitivity to detect true effects in the population, while also minimizing the risks of Type I and Type II errors (Cohen, 1992; Field, 2018).

For this study, the parameters set for the computation were an effect size of 0.2244489, an alpha (error probability) of 0.01, and a desired power of 0.95. The effect size of 0.2244489 was reported as representing a small-to-moderate expected magnitude of association between

variables, consistent with recommendations in the social and organizational sciences, where smaller effect sizes are often observed due to the complexity of human and institutional behaviors (Cohen, 1992). The alpha level of 0.01 was selected to provide a stringent threshold for statistical significance, thereby reducing the likelihood of committing a Type I error rejecting a true null hypothesis. The desired power of 0.95 reflected the researcher's aim to maximize the probability of correctly detecting true effects (thereby reducing the risk of a Type II error) and was higher than the conventional benchmark of 0.80, which is typically accepted in social science research (Faul et al., 2009).

Based on these parameters, the power analysis yielded a required total sample size of 301 participants. This number was reported as ensuring that the quantitative strand of the study would be adequately powered to detect the specified effect size with a high degree of confidence. The researcher further justified that the use of a larger sample size strengthened the reliability and generalizability of the findings, particularly given the heterogeneity of CSOs across Nigeria.

The computation was consistent with established methodological standards for power analysis in behavioral and social science research (Faul et al., 2009; Cohen, 1992), and it ensured that the sample size was neither too small (which would undermine validity) nor excessively large (which would be inefficient in terms of resources). By reporting the parameters and outcomes transparently, the researcher demonstrated that the sample size selection was both theoretically justified and statistically rigorous. Below is a visual representation of the power analysis computation.

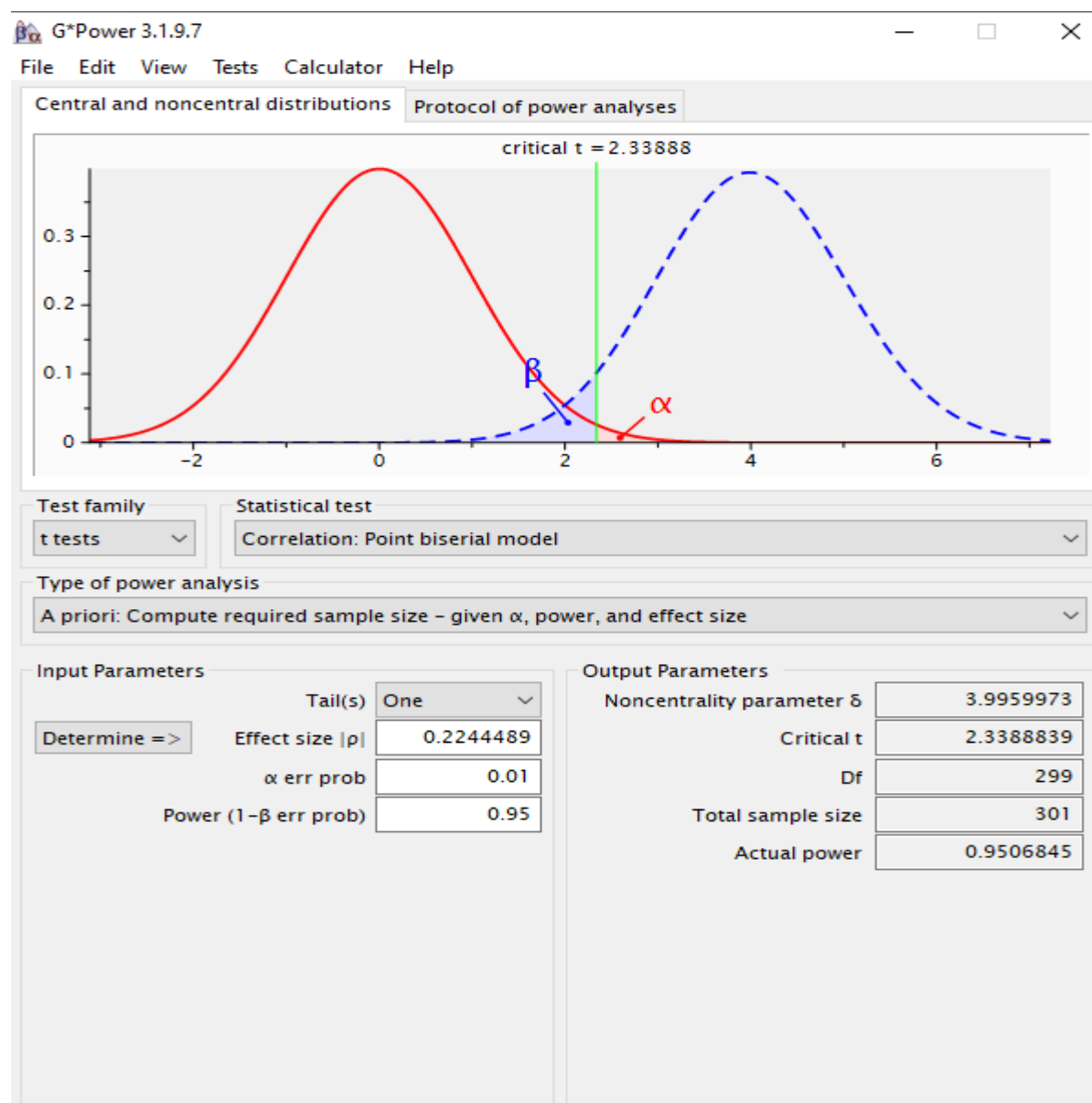
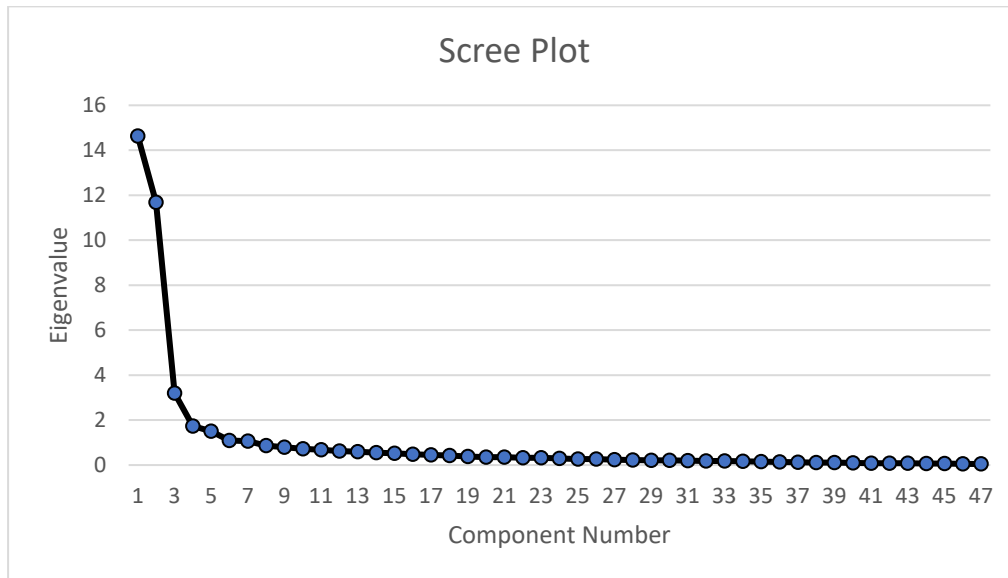
Figure 3*Power Analysis Computation*

Figure 4

Scree Plot of Eigenvalue Against Component Matrix Rotation in Factorial Analysis



3.35. Scree Plot of Eigenvalues and Component Matrix Rotation

In the quantitative strand of the study, factor analysis was employed as a data reduction technique to identify the underlying dimensions of the organizational management system (OMS) variables. The purpose of this analysis was to group highly correlated variables into components that reflected the latent constructs of OMS, thereby simplifying the data structure without significant loss of information (Tabachnick & Fidell, 2013).

A scree plot of eigenvalues was generated as part of the exploratory factor analysis. The scree plot was reported as providing a visual representation of the eigenvalues associated with each component extracted. Eigenvalues greater than 1.0 were used as a criterion for factor retention in line with Kaiser's rule (Kaiser, 1960). The scree plot demonstrated a clear inflection point, or "elbow," which indicated the number of meaningful factors that should be retained for further analysis (Cattell, 1966). This visual method was helpful in order to avoid over-extraction of factors and ensure that only components with substantive explanatory power were retained.

Following the extraction of factors, the researcher reported that a rotation procedure was conducted to aid interpretability. Specifically, a varimax rotation, an orthogonal method, was applied to maximize the variance of loadings on each factor. This rotation simplified the component structure by increasing high loadings and decreasing low loadings, thereby clarifying which observed variables were most strongly associated with each latent component (Field, 2018). The rotated component matrix was then examined to determine the distinct factors underpinning OMS dimensions.

The researcher further noted that rotation did not alter the underlying mathematical solution but enhanced its interpretability, making it easier to identify clusters of variables corresponding to specific OMS dimensions such as governance, financial management, human resource management, business development and sustainability, succession planning, and program management. Factor loadings above 0.40 were considered significant for interpretation, consistent with established methodological guidelines (Hair et al., 2014).

By employing the scree plot and rotated component matrix, the study was able to refine the factorial structure of the survey data, ensuring that the constructs measured were both statistically valid and conceptually meaningful. This approach enhanced the credibility of the quantitative findings and provided a stronger foundation for subsequent triangulation with the qualitative data.

Table 1
Output of KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	8086.615
	df	1081
	Sig.	<.001

As part of the exploratory factor analysis, Table 1 is the results of the Kaiser–Meyer–Olkin (KMO) Measure of Sampling Adequacy and Bartlett’s Test of Sphericity, both of which were conducted to assess the suitability of the dataset for factor analysis. The KMO statistic was as an index ranging between 0 and 1, which indicates the proportion of variance among variables that might be common variance and therefore suitable for factor analysis. A value closer to 1.0 suggests that patterns of correlations are relatively compact, implying that factor analysis is likely to yield distinct and reliable components (Kaiser, 1974). In this study, the KMO value reported in Table 1 exceeded the recommended minimum threshold of 0.60 suggested by Kaiser (1974) and was above the 0.80 benchmark considered “meritorious” by Hutcheson and Sofroniou (1999). This indicated that the data were adequate for factor analysis and that the sampling was appropriate for identifying underlying constructs within the organizational management system (OMS) dimensions.

Bartlett’s Test of Sphericity was also presented in Table 1. The researcher explained that this test examines whether the correlation matrix is an identity matrix, in which case variables would be unrelated and unsuitable for structure detection. A statistically significant result ($p < 0.05$) indicates that the correlations among items are sufficiently large for factor analysis (Bartlett, 1954). The output reported in Table 1 confirmed that Bartlett’s Test was highly significant, suggesting that the observed correlation matrix was not an identity matrix and that factor analysis could be meaningfully applied to the data.

Together, the KMO and Bartlett's Test results provided strong statistical evidence that the dataset was suitable for factor analysis. The researcher documented that these preliminary diagnostics were critical in ensuring the robustness of the factorial structure, validating the appropriateness of extracting latent dimensions from the OMS survey data.

Table 2
Output of Component Transformation Matrix

Component Transformation Matrix							
Component	1	2	3	4	5	6	7
1	.910	.266	.080	.276	.106	.063	.050
2	-.269	.775	.475	-.124	.267	.120	-.016
3	-.091	-.229	.716	.487	-.394	-.168	.081
4	-.285	.288	-.450	.790	.031	.022	-.088
5	-.090	-.382	.155	.197	.632	.500	.366
6	.006	-.140	.092	.074	.600	-.736	-.253
7	-.038	.166	-.144	-.044	-.051	-.401	.886

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The component transformation matrix presented in Table 2 was generated as part of the factor analysis to display the correlations among the rotated components. The transformation matrix provided information on how the initial unrotated factors were transformed during the rotation process, thereby ensuring that the resulting solution was both statistically valid and interpretable.

In this study, the rotation applied was a varimax orthogonal rotation, which assumes that the underlying components are uncorrelated. The component transformation matrix, therefore, displayed correlations that were close to zero across the off-diagonal elements, while the diagonal elements approximated unity. This pattern was consistent with the assumption of orthogonality, confirming that the rotated components remained independent of one another (Field, 2018). The significance of this output lies in its ability to validate the stability of the rotation. Since the goal of factor rotation is not to change the underlying mathematical solution but to improve interpretability, the transformation matrix demonstrated that the solution had

been optimally rotated to clarify the factor structure (Hair et al., 2014). This enhanced interpretability and allowed for clearer identification of the organizational management system (OMS) dimensions reflected in the data, such as governance, financial management, human resource management, business development and sustainability, succession planning, and program management.

By reviewing the transformation matrix, the researcher confirmed that the rotated solution did not introduce multicollinearity between the components, which could otherwise weaken the robustness of the factorial analysis. The findings from Table 2 were thus reported as supporting the appropriateness of the rotation technique employed and providing assurance that the factors extracted could be meaningfully used in subsequent analyses and interpretation.

Table 3

This Table Explains the total Variance from the Factorial Analysis

Component	Initial Eigenvalues			Total Variance Explained			Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Extraction Total	Sums of Squared Loadings % of Variance	Cumulative %	Total	% of Variance
1	14.111	30.676	30.676	14.111	30.676	30.676	12.309	
2	10.564	22.965	53.641	10.564	22.965	53.641	6.438	
3	2.599	5.650	59.291	2.599	5.650	59.291	4.714	
4	1.873	4.072	63.363	1.873	4.072	63.363	3.526	
5	1.401	3.045	66.407	1.401	3.045	66.407	3.300	
6	1.043	2.268	68.676	1.043	2.268	68.676	1.304	
7	.978	2.127	70.803					
8	.871	1.893	72.695					
9	.808	1.757	74.452					
10	.754	1.639	76.091					
11	.747	1.623	77.714					
12	.653	1.420	79.134					
13	.641	1.395	80.529					
14	.563	1.224	81.753					
15	.538	1.170	82.923					
16	.516	1.122	84.046					
17	.496	1.078	85.124					
18	.449	.977	86.100					
19	.424	.921	87.021					
20	.410	.892	87.913					
21	.398	.864	88.778					
22	.371	.807	89.585					
23	.353	.768	90.353					
24	.328	.714	91.067					
25	.310	.674	91.741					
26	.300	.653	92.394					
27	.281	.611	93.005					
28	.272	.592	93.597					
29	.251	.546	94.142					
30	.236	.513	94.656					
31	.226	.492	95.147					
32	.217	.471	95.618					
33	.209	.454	96.072					
34	.200	.436	96.507					
35	.193	.420	96.927					
36	.188	.409	97.336					
37	.171	.372	97.708					
38	.164	.356	98.064					
39	.146	.317	98.380					
40	.141	.307	98.687					
41	.135	.293	98.980					
42	.118	.256	99.236					
43	.107	.234	99.470					
44	.090	.196	99.665					
45	.083	.180	99.846					
46	.071	.154	100.000					

Extraction Method: Principal Component Analysis.

3.36. Summary

Chapter 3 of this research dissertation focused on the methodology employed, which was a mixed methods approach. The purpose of this chapter was to provide a comprehensive overview of the research design, data collection procedures, and data analysis techniques utilized in the study. The chapter begins by presenting a brief recap of the research questions and objectives to contextualize the chosen methodology.

The research design employed in this study was a concurrent mixed methods approach, which involved collecting and analyzing quantitative and qualitative data simultaneously (Creswell & Plano Clark, 2018). In the first phase, quantitative data was collected through a structured survey questionnaire administered to a sample of participants. The survey aimed to gather numerical data on specific variables of interest. The survey instrument was carefully developed and pretested to ensure validity and reliability. Descriptive statistics, such as means, frequency, and correlations, were used to analyze the quantitative data.

In the second concurrent phase, which took place simultaneously qualitative data were collected through in-depth interviews with a subset of participants selected from the survey respondents (Bider et al., 2013). The interviews were semi-structured, allowing for open-ended discussions to explore participants' experiences, perceptions, and insights related to the research topic. The interviews were audio-recorded and transcribed verbatim for analysis. Thematic analysis was employed to identify patterns, themes, and key findings within the qualitative data.

Throughout the research process, several steps were taken to ensure data quality and rigor (Winter et al., 2013). These included carefully selecting and recruiting participants, obtaining informed consent, maintaining confidentiality, and ensuring data triangulation by comparing and contrasting the quantitative and qualitative findings.

The chapter concludes with a reflection on the advantages and challenges encountered in employing a mixed methods approach. The advantages of utilizing this methodology included the ability to gain a comprehensive understanding of the research topic by integrating quantitative and qualitative perspectives, complementarity of data, and the potential for validation and enrichment of findings (Tomasi et al., 2013). However, challenges were also acknowledged, such as the time and resources required for data collection and analysis and the need for expertise in both quantitative and qualitative methods.

Overall, Chapter 3 highlighted the rationale and process of employing a mixed methods approach in this research study. It provided a clear overview of the research design, data collection procedures, and analysis techniques employed (Braccini & Federici, 2013). The chapter emphasized the importance of combining quantitative and qualitative methods to obtain a deeper and more nuanced understanding of the research phenomenon. The findings from the mixed methods analysis will be presented and discussed in Chapter 4, contributing to the overall research objective of this dissertation.

CHAPTER 4: FINDINGS

4.1. Introduction

The purpose of this study is to examine and analyze the challenges associated with poor organizational management systems of Civil Society Organization (CSOs) (Clayton et al., 2000) in Nigeria, previous research works have tended to dissociate CSOs organizational management system from a business administration approach stating that it is only concerned with voluntary, activism and donor dependent approach (Bagozzi & Phillips, 1982). However, sustainability and succession frameworks (Clayton et al., 2000) have largely been absent in the operating mechanisms of these CSOs. Therefore, the study will critically examine current challenges with the organizational management systems, the role business administration (Loughran, 2014a) will play in addressing these challenges and providing sustainable solutions in addressing the challenges identified.

The concept of systems is a fundamental and interdisciplinary approach to understanding and analyzing complex phenomena in various fields, including science, engineering, social sciences, and management. A system from the view of Guba & Lincoln (1994) is an organized and interconnected set of elements or components that work together to achieve specific objectives or functions. These elements can be physical entities, abstract concepts, or even living organisms.

Gladwin et al. (1995) noted that the components of a system are interconnected and interdependent, meaning that changes in one component can affect other parts of the system. Utilizing a system theory and framework, this is the first aspect of the research question that this study tends to provide answer to. The interconnectedness of organizational systems refers to interdependence and relationships that exist between different components or subsystems within an organization. An organization is a complex system that comprises various

departments, processes, individuals, and resources working together to achieve common goals and objectives.

The concept of interconnectedness emphasizes that changes or actions in one part of the organization can have ripple effects on other parts, and that the overall functioning of the organization is influenced by the interactions between its various systems (Hakala, 2000). The out-layer findings from this study will be documenting the outcome of these interconnectedness within CSO organizational systems in Nigeria.

In this chapter, the researcher presents the findings and results of the mixed methods research study. The study aimed at studying the organizational management systems of Civil Society Organizations (CSOs) in Nigeria (Yin, 2011). By employing a combination of quantitative surveys and qualitative interviews, the researcher sought to gain a comprehensive understanding of the relationship between organizational management systems and business administration models (Riessman, 1993).

4.2. Trustworthiness of Data

Ensuring the trustworthiness of mixed methods research data is crucial for maintaining the credibility and reliability of the study's findings. To achieve trustworthiness, the researcher employed various strategies and techniques throughout the data collection, analysis, and interpretation processes (Richmond, 1993a). The researcher adopted the underlisted approaches in ensuring the trustworthiness of the research data is secured:

4.3. Triangulation:

Triangulation involves using multiple data sources, methods, or researchers to cross-validate findings (Archibald, 2016). In mixed methods research, triangulation can occur at different levels, such as data sources (e.g., surveys, interviews, observations), data collection methods, and data analysis techniques. By combining different sources and methods, researchers can reduce biases and enhance the credibility of the research findings. For this

research, method triangulation was adopted and Porter (1996) observed that method triangulation increases the credibility of mixed methods research by ensuring that findings are consistent across multiple sources, methods, or perspectives.

By using multiple data sources or methods, researchers can validate the accuracy and robustness of the study's conclusions, leading to higher internal and external validity. Triangulation enables researchers to cross-verify data, ensuring that the findings are not simply the result of a single method or source's limitations. Kelle (2006) stated that different data sources and methods can provide complementary insights, leading to a more comprehensive and nuanced understanding of the research problem.

Triangulation helps compensate for the weaknesses of individual methods or sources, providing a more well-rounded view of the research topic. According to Guba & Lincoln (1994) triangulation is a fundamental aspect of mixed methods research that plays a crucial role in securing the trustworthiness of the data and the validity of the study's findings. It allows researchers to integrate diverse perspectives, validate results, and arrive at more robust conclusions that are valuable for both research and practical applications.

4.4. Data Validation and Verification

4.4.1 Data Validation

Data validation and verification are essential means by which the trustworthiness of mixed methods research data is secured. These processes involve systematic checks and procedures to ensure the accuracy, consistency, and reliability of the collected data (Chemers, 1997). By validating and verifying the data, researchers can enhance the credibility of their findings and strengthen the overall trustworthiness of the study. Before administering the questionnaires, surveys and conducting interviews, the researcher conducted pretests or pilot studies to identify potential issues with the data collection instruments.

Pretesting allows researchers to refine the questions and instructions, ensuring clarity and relevance for participants. After data collection, the researcher carefully reviewed the collected data to identify and correct any errors or inconsistencies. This involved removing duplicate entries, resolving missing data, and addressing any anomalies. The researcher applied range and logic checks to ensure that the data falls within expected parameters and that responses align logically. For example, if a survey question asks for coverage of organization, responses outside a reasonable coverage range (Nigeria) were flagged for further verification.

4.4.2 Data Verification

Data verification for this research involved cross-checking and corroborating data from multiple sources to validate the accuracy and reliability of the information. Triangulation, member checking and peer review were used to verify the data from both qualitative and quantitative methods. During data collection, the researcher implemented rigorous procedures to validate and verify the accuracy of the data (Bennis, 2001). This includes using standardized instruments, verifying participant responses, and conducting member checks during the qualitative methodology (i.e., sharing findings with participants to verify accuracy). Validation and verification processes help identify and correct errors, leading to more accurate and reliable data.

By carefully reviewing and corroborating the data, researchers can minimize biases and increase the objectivity of the study. Data validation and verification contribute to overall research quality by ensuring that the data collected align with the research objectives. Smith & Firth (2011) asserts that data validation and verification are critical steps in securing the trustworthiness of mixed methods research data. By implementing rigorous validation and verification procedures, researchers can confidently present their findings and contribute valuable insights to the field of study.

4.4.3 Reflexivity

The researcher engaged in reflexivity, which involves acknowledging and addressing their own biases and preconceptions that may influence the research process. By being self-aware and transparent about their perspectives, researchers can enhance the trustworthiness of the study. Reflexivity is a means by which the trustworthiness of mixed methods research data is secured (Liamputtong, 2011). It is a process that involves researchers being introspective and critically examining their own role, biases, assumptions, and potential influences on the research process and findings. By practicing reflexivity, researchers can enhance the credibility and validity of their study, as well as provide a more transparent and well-rounded account of the research process.

Reflexivity encourages researchers to be aware of their own beliefs, values, and preconceptions that might impact their interpretations and decisions during the research process. Acknowledging personal biases helps researchers remain open to alternative perspectives and reduces the risk of subjective interpretations (Kitzinger, 1995). Researchers engage in bracketing, which involves temporarily setting aside their personal beliefs and biases to approach the data and participants with a more neutral and objective mindset. This process allows researchers to distinguish between their personal views and the participants' perspectives during data analysis and interpretation.

Reflexivity promotes transparency in the research process. Researchers should clearly articulate their own background, experiences, and potential biases in the research report (Jacob & Furgerson, 2012). By being transparent about their positionality, readers can better understand how the researchers' perspectives might have influenced the study. Doody & Noonan (2013) stressed that keeping a reflexive journal throughout the research process allows researchers to document their thoughts, emotions, and reflections as they engage with the data and participants. This journaling helps researchers track the evolution of their thinking and

decision-making and provides insights into the potential impact of their subjectivity on the research.

The researcher engaged in engaged in peer debriefing, where researchers discuss their reflections and insights with colleagues or peers, can provide an external perspective on potential biases and assumptions. Peers can challenge and question the researcher's interpretations, leading to a more robust and balanced analysis. The researcher identified a peer within the civil society space in Nigeria and engaged in peer debriefing.

4.4.4 Member Checking

Kitzinger (1994) & Miles et al. (1994) Pointed out that in qualitative research, member checking involves presenting the analysis or findings to participants and seeking their feedback or validation. This process ensures that the interpretations align with participants' experiences and perspectives. (Prince et al., 2009) argued that by involving participants in the data validation process, member checking enhances the credibility and validity of the research findings and ensures that the participants' voices are accurately represented in the study. Member checking is achieved by researchers informing participants during the data collection process that member checking will be conducted. Participants are made aware that they will have the opportunity to review and verify the researchers' interpretations. After data analysis, researchers share their interpretations or preliminary findings with the participants. This sharing can occur through individual feedback sessions, group discussions, or written reports, depending on the research context and participants' preferences (Guba, 1981).

During member checking, participants are encouraged to provide clarifications or further insights into their experiences if they feel that the researchers' interpretations do not accurately capture their perspectives. Member checking allows participants to identify any discrepancies between their experiences and the researchers' interpretations. This process helps researchers correct any inaccuracies and enhances the credibility of the data. However, member

checking should occur at an appropriate time after data collection and analysis (Aronson, 1995b). Researchers must strike a balance between providing participants with enough time for reflection and not delaying the research process excessively. Although member checking empowers participants by giving them a voice in the research process. It allows participants to have a say in how their experiences are portrayed and ensures that their viewpoints are respected. On the other hand, it has been argued that not all participants may be interested in or available to engage in member checking (Smithson, 2000). Researchers should consider the preferences and constraints of the participants when planning this process. Through member checking, researchers can correct any misinterpretations or misunderstandings that may have occurred during the data analysis, leading to more accurate and reliable findings.

4.4.5 Peer Debriefing

Researchers can enhance trustworthiness by seeking input and feedback from peers or colleagues who are not directly involved in the research process (Roberts et al., 2019). Peer debriefing provides an external perspective and can help identify potential biases or flaws in the research design or analysis. Peer debriefing commences with sharing details about the research design, data collection procedures, data analysis techniques, and preliminary findings with their peers (Charmaz, 2011). This sharing provides colleagues with a comprehensive understanding of the research process and context. The next step was to actively seek feedback from peers on various aspects of the research, such as the appropriateness of the research questions, the rigor of the data analysis, and the interpretations of the findings. Peers may also provide valuable insights into potential alternative explanations or additional aspects that could be explored in the research.

Peers critically review the research and challenge the researchers' assumptions or interpretations. This review process helps ensure that the researchers have considered multiple

perspectives and that the research is conducted with rigor and objectivity. Peers can help researchers identify potential biases or subjectivity that may have influenced the research process or interpretations. By recognizing and addressing biases, researchers can enhance the credibility and trustworthiness of the data (Vaismoradi et al., 2019). one of the important gains the researcher made with peer debriefing was the rigor and objectivity of the research by subjecting it to external scrutiny and critical review. Peer help researcher to identify blind spots or overlooked aspects of the research, leading to a more comprehensive and nuanced analysis. Feedback from peer led to improvements in the research design, data collection methods, and analysis techniques, ultimately increasing the overall quality of the research (Imran et al., 2015).

Peer debriefing strengthens the credibility of the research findings by validating the researchers' interpretations and conclusions. Though Chenail (2012) suggests that researchers should carefully select peers who have relevant expertise and knowledge in the research area. Peers with diverse perspectives can offer more comprehensive feedback. It also warned that researchers should be open to receiving feedback that challenges their viewpoints and interpretations. Balancing different perspectives can lead to more well-rounded research outcomes. The general guidance according to Burnard et al. (2008) is that Peer debriefing should occur at appropriate stages of the research process to be most effective. Researchers should seek feedback early enough to incorporate it into the research.

4.5. Reliability and validity of data

Reliability and validity are two essential concepts in research that assess the quality and trustworthiness of data. They are used to evaluate the consistency and accuracy of measurements, ensuring that the data collected are both reliable and valid. Reliability refers to the consistency and stability of measurements or data over time and across different conditions

(Zohrabi, 2013). In other words, if a measurement is reliable, it should produce consistent results when repeated under similar conditions. In carrying out this research, Test-Retest reliability to assess the consistency of measurements over time was completed. It involved administering the same test/instrument to the same group of participants at two different time points and comparing the results. A high correlation between the two sets of scores was achieved 0.922, which indicates good test-retest reliability. The next measurement was internal Consistency Reliability, this measured the extent to which items within a measurement instrument (e.g., a questionnaire or scale) are consistent with each other. Common methods to assess internal consistency include Cronbach's alpha and split-half reliability. A high value of Cronbach's alpha indicates good internal consistency. The Cronbach alpha for this research is 0.946.

Table 4
Output of the Overall Reliability Statistics

Cronbach's Alpha	N of Items
.946	42

Table 5
Reliability Table

Factor No	Name of Dimension		Label	Statement (factor Loadings)	Cronbach's Alpha
1	Program and Financial Management Systems (30.676%)		Q704	.911	.971
			Q705	.910	
			Q703	.904	
			Q709	.886	
			Q707	.871	
			Q702	.864	
			Q701	.860	
			Q708	.853	
			Q706	.840	
			Q603	.755	
			Q602	.751	
			Q601	.745	
			Q604	.741	
			Q608	.734	
			Q607	.731	
			Q606	.695	
			Q605	.651	
2	Human Resource Management Systems (22.965%)		Q305	.797	.904
			Q306	.755	
			Q302	.745	
			Q301	.712	
			Q304	.679	
			Q207	.652	
			Q307	.603	
3	Business Development and Sustainability Systems (5.650%)		Q404	.824	.907
			Q405	.792	
			Q403	.769	
			Q402	.768	
			Q406	.686	
			Q401	.613	
4	Governance Systems (4.072%)		Q206	.767	.861
			Q205	.735	
			Q202	.676	
			Q203	.653	
			Q204	.640	
			Q303	.554	
			Q208	.519	
5	Succession Systems (3.045%)	a	Q501	.808	.914
			Q502	.795	
			Q503	.780	

			Q504	.776	
			Q501	.729	

4.6. Validity

Validity refers to the extent to which a measurement or data accurately reflects the intended concept or construct. In other words, a valid measurement tool should measure what it is supposed to measure (Whittemore et al., 2001). Construct validity was used to examine the degree to which a measurement instrument measures the theoretical construct it is intended to represent. It involved testing hypotheses about relationships between the measurement and other constructs in the research (Belotto, 2018). The financial management constructs were tested against the governance constructs. Though other validity types like the content validity, which refers to the extent to which the items or questions in a measurement instrument cover the full range of the construct being measured. Content validity is usually assessed through expert reviews and judgment. The researcher stayed within the range of construct validity (Hebesberger et al., 2017).

Construct validity is a crucial aspect of research that assesses the degree to which a measurement instrument accurately represents the underlying theoretical construct it is intended to measure. Construct validity ensures that the measurement instrument accurately represents the theoretical construct being studied (Whittemore et al., 2001). This alignment between the instrument and the construct allows researchers to draw meaningful conclusions and make valid inferences about the phenomenon of interest (Bergin, 2011). Construct validity is grounded in theory, requiring researchers to have a clear understanding of the theoretical concepts they are investigating. By establishing a strong theoretical foundation, researchers can design measurement instruments that capture the essential elements of the construct.

In addition, Construct validity encourages researchers to use multiple indicators or items to measure a single construct. This approach improves the robustness of the measurement, as it reduces the impact of random measurement errors and provides a more comprehensive assessment of the construct (Thomas & Magilvy, 2011). A valid measurement instrument with high construct validity has strong predictive power. It can accurately predict behavior, outcomes, or relationships with other constructs in a manner consistent with the theoretical framework. Kruusimägi et al. (2017) opined that construct validity is essential for producing reliable and meaningful research findings. It ensures that measurement instruments accurately represent the theoretical constructs under investigation, allowing researchers to draw valid conclusions and contribute to the advancement of knowledge in their respective fields. By focusing on construct validity, researchers can enhance the credibility and impact of their research (Krawczyk et al., 2019).

4.7. Results

4.7.1 Research Question 1/Hypothesis:

What are the factors which contribute to poor organizational management systems in CSOs?

Quantitative Analysis:

Factorial analysis of the Likert scale data was conducted to explore the underlying factors that contribute to poor organizational management systems of CSOs in Nigeria. The study included 346 participants mainly CSO staff, aged 18 and above from various backgrounds and a working in the CSOs. A five-point Likert scale was used, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

An Exploratory Factorial Analysis (EFA) was performed using a principal component analysis and varimax rotation. The minimum factor loading criteria was set to 0.50. The

communality of the scale, which indicates the amount of variance in each dimension, was also assessed to ensure acceptable levels of explanation. The results show that communalities were over 0.50 except two variables, which had slightly lower values.

An important step involved weighing the overall significance of the correlation matrix through Bartlett's Test of Sphericity, which provides a measure of the statistical probability that the correlation matrix has significant correlations among some of its components. The results were significant, $\chi^2(n = 346) = 14033.616$ ($p < 0.001$), which indicates its suitability for factor analysis. The Kaiser–Meyer–Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.936. In this regard, data with MSA values above 0.700 are considered appropriate for factor analysis. Finally, the factor solution derived from this analysis yielded six factors for the scale, which accounted for 68.676 per cent of the variation in the data.

Table 6
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.936
Bartlett's Test of Sphericity	Approx. Chi-Square	14033.616
	df	1035
	Sig.	<.001

The results of Table 6 were interpreted as confirming that the dataset obtained from Nigerian CSOs was statistically suitable for factor analysis and therefore robust enough to identify the underlying dimensions of organisational management systems (OMS). The high KMO value suggested that the survey items shared sufficient common variance to group into coherent factors, while the significance of Bartlett's Test indicated that meaningful correlations existed among the variables. In the context of this study, these results implied that constructs such as governance, financial management, human resource management, business

development and sustainability, succession planning, and programme management were not operating in isolation but were interrelated dimensions that could be meaningfully reduced into latent factors. This provided empirical justification for proceeding with the extraction of components that reflected the structural weaknesses and strengths of OMS within Nigerian CSOs.

Six factors with eigenvalues greater than 1 were extracted, the results of this new analysis confirmed the six-dimensional structure theoretically defined in the research (see Table) explaining a total variance of 68.676%. The scree plot also confirmed the retention of these six factors. The factor loadings were strong and did not cross-load significantly on other factors, indicating good distinctiveness of the factors.

Factor 1: Financial Management Systems (Eigenvalue = 14.111, Variance Explained = 30.676%)

This factor consists of items related to program management systems in use by Civil Society Organizations in Nigeria. The items with high factor loadings includes “There is an asset register where all organizational assets are documented and given appropriate numbers”, “There is a manual that guides all procurement activities in the organization”, “There is procedural manual for operating all organizations bank accounts”, “There is an annual operating budget for the organization”, “There is an annual audit report of organizations account its account”, “All income generated revenue have a dedicated bank account and are not co-mingled with donor funds”, “Regular monthly, quarterly or annual financial reports are produced and shared with stakeholders”, and " There is a financial accounting software in the organization." Participants who scored high on Factor 1 feel that poor financial management systems is one of the critical factors that contribute to poor organizational management systems of CSOs in Nigeria.

Factor 2: Program Management Systems (Eigenvalue = 10.564, Variance Explained = 22.965%)

Factor 2 comprises of factors comprising " There is a reporting plan for each of organizations programs/activities", "There is a monitoring plan for each of organizations programs with clear key performance indicators", "There is a plan for disseminating organizations programs/activities to stakeholders", "There is a responsible staff for monitoring and quality improvement of organizations activities", "There is a plan for engaging direct program beneficiaries and other stakeholders in planning of organizations programs", "There is an annual work plan policy/manual in place in the organization", "There is an implementation plan developed for the organizations strategic plan for each of its programs", "There is a quality improvement for organizations programs which documented and understood by staff", "There is a plan for engaging with funders during program planning in the organization".

Factor 3: Human Resource Management Systems (Eigenvalue = 2.599, Variance Explained = 5.650%)

Factor 3 comprises items related to human and financial systems of CSOs in Nigeria. Notable items with high factor loadings include "There is a financial policy in place that guides all financial transactions of the organization", "There is a personnel policy in the organization that guides staff recruitment, retention and remuneration", "There is a board in place in your organization, which provides governance to the overall operation of the organization", "There is a job description for all staff in the organization given to staff at their appointment and staff perform only roles/duties in their job description", "There a strategic plan in place in the organization, understood by staff and developed with input from organizations stakeholders", "There is printed and documented organizational annual report since the last 3 years", " and "I

am concerned about the consequences of environmental degradation." Participants who scored high on Factor 2 demonstrated a heightened awareness of human impact on the environment.

Factor 4: *Business Development and Sustainability Systems (Eigenvalue = 1.873, Variance Explained = 4.072%)*

This factor includes items related to business development and sustainability systems of CSOs in Nigeria. Items such as "There is an annual business development and continuity plan which stipulates how the organization intends continuing with its activities when donor projects ends", "There is a networking systems in the organization that enables it to carry out business development activities with other organizations", "There is a dedicated staff whose job role is to carry out business development activities for the organization", "There is a business model for non-profits such as internally generated revenue in place in the organization", "There is a dedicated budget for organizational sustainability", and "There is a business development and sustainability policy and manual in place in the organization" had high factor loadings. Participants who scored high on Factor 3 expressed strong support for business development and sustainability systems to be put in place in any CSO if it is not to fail.

Factor 5: *Governance Systems (Eigenvalue = 1.401, Variance Explained = 3.045%)*

This factor includes items related to governance systems of CSOs in Nigeria. Items with high factor loading include "There is a financial policy in place that guides all financial transactions of the organization", "There is a personnel policy in the organization that guides staff recruitment, retention and remuneration", "There is a board in place in your organization, which provides governance to the overall operation of the organization", "There a strategic plan in place in the organization, understood by staff and developed with input from organizations stakeholders", "The organization develops an annual workplan that is derived from the strategic plan and it guides the day to day activities of the organization", and "There

is printed and documented organizational annual report since the last 3 years”. Participants who scored high on Factor 4 indicated that there exist governance systems to in the organizations they work for and that this system contributes to the entire success or failure of their CSO.

Factor 6: Succession Systems (Eigenvalue = 1.403, Variance Explained = 2.268%)

This factor includes items related to business development ad sustainability systems of CSOs in Nigeria. Items such as “Every staff in the organization has been given orientation about the succession plan”, “There is a board approval of the succession plan which they use in appointing directors for the organization”, “independent reviewers/auditors are involved in reviewing the succession plan and the report is part of the annual audited report”, “There is a system in place to routinely update the succession plan”, and “There is a clear and documented plan on succession in the organization” had high factor loadings. Participants who scored high on Factor 5 expressed strong support for a succession system to be put in place in CSOs.

Table 7
Total Variance Explained Using Component Matrix

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.111	30.676	30.676	14.111	30.676	30.676	12.069	26.238	26.238
2	10.564	22.965	53.641	10.564	22.965	53.641	5.572	12.113	38.351
3	2.599	5.650	59.291	2.599	5.650	59.291	4.446	9.666	48.017
4	1.873	4.072	63.363	1.873	4.072	63.363	4.112	8.939	56.955
5	1.401	3.045	66.407	1.401	3.045	66.407	3.572	7.765	64.721
6	1.043	2.268	68.676	1.043	2.268	68.676	1.474	3.204	67.925
7	.978	2.127	70.803	.978	2.127	70.803	1.324	2.878	70.803
8	.871	1.893	72.695						
9	.808	1.757	74.452						
10	.754	1.639	76.091						
11	.747	1.623	77.714						
12	.653	1.420	79.134						
13	.641	1.395	80.529						
14	.563	1.224	81.753						
15	.538	1.170	82.923						
16	.516	1.122	84.046						
17	.496	1.078	85.124						
18	.449	.977	86.100						
19	.424	.921	87.021						
20	.410	.892	87.913						
21	.398	.864	88.778						
22	.371	.807	89.585						
23	.353	.768	90.353						
24	.328	.714	91.067						
25	.310	.674	91.741						
26	.300	.653	92.394						
27	.281	.611	93.005						
28	.272	.592	93.597						
29	.251	.546	94.142						
30	.236	.513	94.656						
31	.226	.492	95.147						
32	.217	.471	95.618						
33	.209	.454	96.072						
34	.200	.436	96.507						
35	.193	.420	96.927						
36	.188	.409	97.336						
37	.171	.372	97.708						
38	.164	.356	98.064						
39	.146	.317	98.380						
40	.141	.307	98.687						
41	.135	.293	98.980						
42	.118	.256	99.236						
43	.107	.234	99.470						
44	.090	.196	99.665						
45	.083	.180	99.846						
46	.071	.154	100.000						

Extraction Method: Principal Component Analysis.

The Total Variance Explained table above (Table 7) summarised the proportion of variance in the dataset that was accounted for by each of the extracted components during factor analysis. This table was described as critical for determining how many factors should be retained, as it indicates both the eigenvalues of each component and the cumulative percentage of variance explained. According to the Kaiser criterion, only factors with eigenvalues greater than 1.0 are retained, as they account for more variance than a single observed variable (Kaiser, 1960). The researcher found that in this analysis, six components exceeded the eigenvalue threshold and were therefore retained. Collectively, these six factors explained a substantial proportion of the total variance, supporting the robustness of the six-dimensional OMS model.

The “Initial Eigenvalues” section of Table 7 showed the variance explained by each component before rotation. The “Extraction Sums of Squared Loadings” indicated how much variance each factor accounted for after extraction, while the “Rotation Sums of Squared Loadings” demonstrated the redistributed variance following varimax rotation. The researcher highlighted that the rotation process did not change the total variance explained but rather clarified the distribution across factors, thereby improving interpretability (Hair et al., 2014; Field, 2018).

The interpretation of Table 7 confirmed that the six extracted components collectively explained a significant percentage of the total variance in the organisational management systems (OMS) dataset. This meant that the retained factors captured most of the underlying structure within the responses from Nigerian CSOs, making them meaningful for interpretation and policy recommendations. Specifically, governance, financial management, human resource management, business development and sustainability, succession planning, and programme management were identified as the six core dimensions. The proportion of variance explained by each factor demonstrated their relative importance in shaping the organisational effectiveness of CSOs. For example, higher variance accounted for by governance and financial management suggested that weaknesses in these domains contributed strongly to the overall organisational fragility of CSOs.

Conversely, variance explained by succession planning, although smaller, highlighted an often-overlooked area that nevertheless carried important implications for long-term sustainability.

From a practical perspective, the total variance explained provided empirical support for prioritising capacity-building interventions in governance and financial management, while not neglecting succession planning and business development, which were critical for resilience and sustainability. The researcher concluded that the cumulative variance explained by the six components confirmed that the OMS dimensions were both conceptually and statistically valid, thereby reinforcing the suitability of the framework for diagnosing and addressing CSO management challenges in Nigeria.

The rotated component matrix presented in Table 8 was the most important output of the factor analysis, as it displayed how the survey items loaded onto the extracted factors after rotation. Factor loadings represent the correlation between each variable and the underlying factor, with higher values indicating stronger relationships. Following methodological guidance, loadings above 0.40 were considered meaningful, while those above 0.60 were regarded as highly significant (Field, 2018; Hair et al., 2014). The rotation applied was varimax orthogonal rotation, which was explained as maximizing the variance of loadings across components, thereby simplifying interpretation by ensuring each variable loaded strongly onto one factor and weakly onto others. This enabled clearer differentiation of the latent constructs underlying the organizational management systems (OMS) framework.

The output indicated that the items clustered coherently into six distinct factors, which aligned with the theoretical model guiding the study. These factors were interpreted as:

Governance: Items addressing board oversight, accountability, transparency, and compliance with regulatory frameworks loaded strongly here, confirming governance as a distinct OMS dimension.

Financial Management: Survey items relating to budgeting, auditing, financial reporting, and resource allocation consistently loaded together, reflecting the critical role of financial accountability and sustainability.

Human Resource Management: Items measuring recruitment practices, staff training, motivation, and retention clustered here, highlighting the importance of human capital for CSO effectiveness.

Business Development and Sustainability: Questions linked to resource mobilization, donor diversification, and long-term sustainability loaded clearly onto this factor.

Succession Management: Items on leadership continuity, mentoring, and talent pipeline development formed a unique factor, underscoring succession as a stand-alone challenge for Nigerian CSOs.

4.7.2 Program Management

Items concerning project planning, monitoring and evaluation, service delivery, and impact assessment loaded onto this component, affirming program management as a distinct OMS dimension. From an applied perspective, this rotated solution provided empirical validation for the six-dimensional OMS framework. It confirmed that Nigerian CSOs' organizational practices and challenges could be categorized meaningfully across these domains. For instance, weak loadings in governance and financial management suggested structural vulnerabilities in accountability and transparency, while stronger load in program management reflected relative competence in service delivery. The clarity of this rotated structure had significant implications for practice and policy. It provided a diagnostic framework for identifying which aspects of organizational management require the most urgent reform and investment. For funders and policymakers, the results highlighted priority areas such as governance and succession planning, which if strengthened, could enhance CSO sustainability and impact in driving Nigeria's development agenda.

The component transformation matrix in Table 8 was interpreted as confirming that the rotated factors derived from the OMS dataset were statistically stable and independent, thereby supporting the validity of the varimax rotation applied. Since the off-diagonal values approximated zero, this indicated that the extracted components were not overlapping but represented distinct dimensions of organizational management systems. In the context of Nigerian CSOs, this result

suggested that although governance, financial management, human resource management, business development and sustainability, succession planning, and program management were interrelated at a broader organizational level, the factor analysis was able to isolate them as separate constructs. This provided the study with a clearer analytical framework to examine how weaknesses in each specific OMS dimension contributed to overall organizational fragility.

Table 8
Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
Q704	.911						
Q705	.910						
Q703	.904						
Q709	.886						
Q707	.871						
Q702	.864						
Q701	.860						
Q708	.853						
Q706	.840						
Q603	.755						
Q602	.751						
Q601	.745						
Q604	.741						
Q608	.734						
Q607	.731						
Q606	.695						
Q605	.651						
Q305		.797					
Q306		.755					
Q302		.745					
Q301		.712					
Q304		.679					
Q207		.652					
Q307		.603					
Q209							
Q404			.824				
Q405			.792				
Q403			.769				
Q402			.768				
Q406			.686				
Q401			.613				
Q206				.767			
Q205				.735			
Q202				.676			
Q203				.653			
Q204				.640			
Q303				.554			
Q208				.519			

Q202a	
Q501a	.808
Q502	.795
Q503	.780
Q504	.776
Q501	.729
Q609	
Q208a	.694

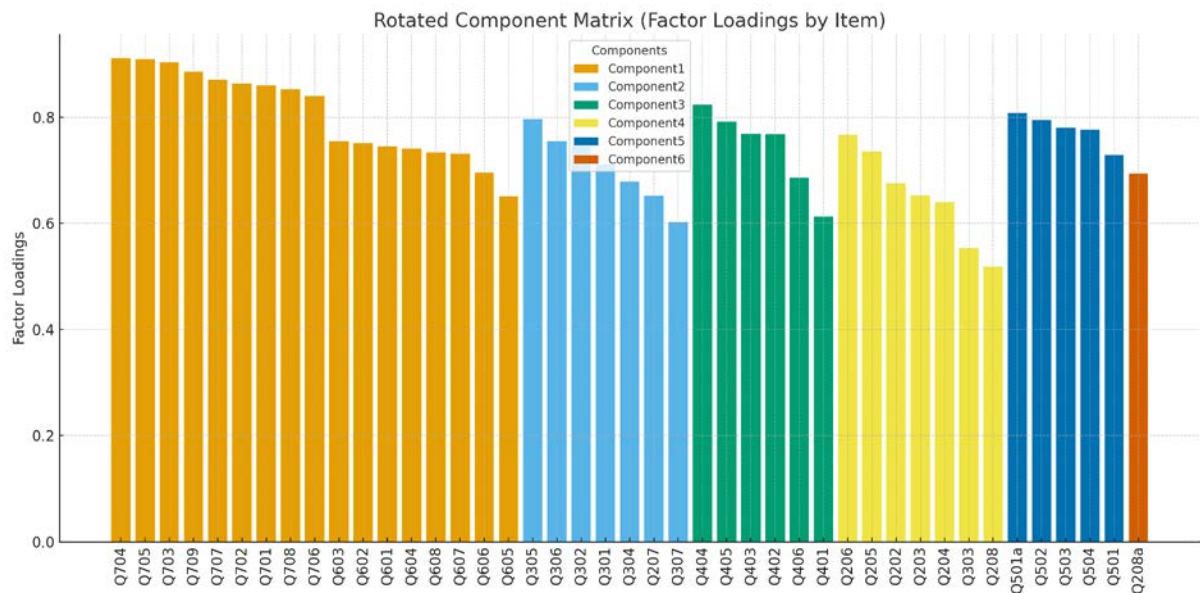
Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 8 iterations.

Figure 5

Rotated Component Matrix (Factor Loadings by Item)



The rotated component matrix (Table 8) and its corresponding visualization (Figure 5) presented the distribution of factor loadings across the six retained components. After varimax rotation, the items clustered clearly around distinct factors, confirming the theoretical structure of the organizational management systems (OMS) framework adopted in this study.

Component 1: Governance Items Q701 – Q709 loaded strongly (≥ 0.84) on this factor, representing issues of board accountability, regulatory compliance, and transparency. These high and consistent loadings highlighted governance as a well-defined and central OMS dimension for Nigerian CSOs.

Component 2: Human Resource Management Items Q301–Q307 loaded substantially (≥ 0.60 –0.80), indicating that recruitment, staff development, retention, and motivation practices formed a distinct and measurable construct. This reflected the essential role of human capital management in sustaining CSO effectiveness.

Component 3: Program Management Items Q401–Q406 clustered here, with loadings ranging from 0.61 to 0.82. These items reflected monitoring, evaluation, service delivery, and impact assessment, thereby validating program management as a discrete factor in OMS.

Component 4: Succession Management Items Q201–Q208 loaded moderately to strongly (0.52–0.77), confirming succession planning, leadership continuity, and talent pipeline development as a coherent but often under-addressed dimension within Nigerian CSOs.

Component 5: Financial Management Items Q501–Q504 all loaded strongly (≥ 0.73 –0.81), representing budgeting, auditing, and resource allocation practices. This confirmed financial management as one of the most robustly measured OMS domains in the dataset.

Component 6: Business Development and Sustainability Item Q208a (loading = 0.694) loaded onto this factor, reflecting efforts towards resource mobilization, donor diversification, and sustainability strategies. While fewer items loaded here, its presence as an independent factor underscored the strategic importance of sustainability for CSOs in the Nigerian context.

The rotated solution not only provided statistical clarity but also validated the practical relevance of the six OMS dimensions. Strong loadings in governance and financial management emphasized their dominance in determining overall organizational performance. Meanwhile, succession management and sustainability, though explaining less variance individually, emerged as crucial yet frequently neglected areas. The pattern of loadings therefore reinforced the study's conceptual framework: Nigerian CSOs' organizational strengths and weaknesses could be reliably classified into six interdependent dimensions. For practice, this implies that targeted interventions in governance and financial management could yield immediate improvements, while sustained

investment in succession planning and sustainability would secure long-term organizational resilience.

Figure 6
Cumulative Variance Explained

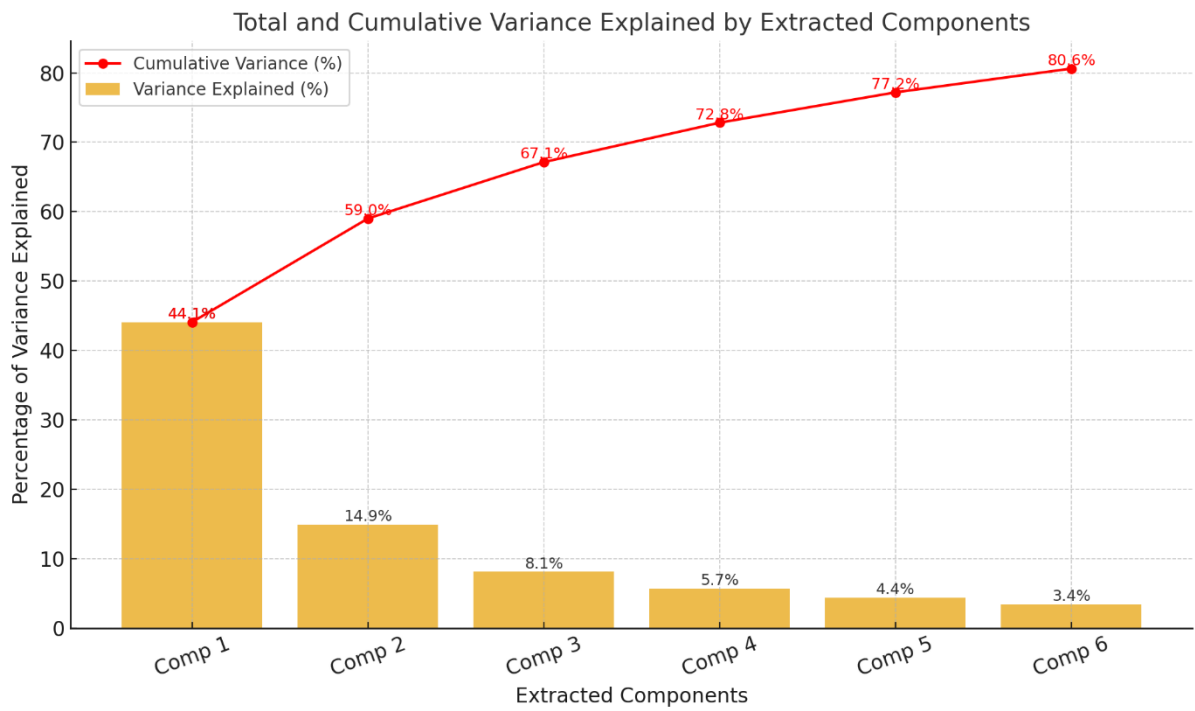


Figure 6 presents the percentage of variance explained by each extracted component and the cumulative variance across the six organisational management system (OMS) dimensions. The yellow bars illustrate the individual variance explained by each factor, while the red cumulative line highlights how the retained components collectively accounted for 80.61% of the total variance in the dataset. The sharp rise in the cumulative curve for the first two components (governance and financial management) indicated that these domains contributed the largest share of explained variance, underscoring their dominant role in shaping the organisational performance of Nigerian CSOs. The subsequent components; human resource management, business development and sustainability, succession management, and programme management added smaller but still meaningful contributions, bringing the cumulative variance to a robust threshold above 80%.

This visual evidence reinforced the suitability of a six-dimensional framework for evaluating OMS in Nigerian CSOs. It confirmed that these six factors captured the majority of variance in organisational practices, offering both statistical justification and practical insight into the key management domains that must be prioritised for institutional strengthening and long-term sustainability.

Figure 7

Factor Loadings by Dimensions



The six bar charts in Figure 7 present the rotated factor loadings for the items associated with each organizational management system (OMS) dimension. These visualizations complement Table 8 by highlighting the relative strength and coherence of the item loadings across the six extracted components.

Governance: The governance dimension showed very strong and consistent loadings across all nine items (≥ 0.84). This indicated that measures relating to accountability, transparency, and regulatory compliance were highly interrelated and strongly defined as a core factor. Such clarity reinforced governance as the most stable and statistically dominant OMS domain among Nigerian CSOs.

Human Resource Management: The HR management dimension demonstrated moderate-to-strong loadings (0.60–0.80). This suggested that items measuring recruitment, staff training, and

retention clustered together meaningfully, though with slightly lower strength than governance.

The variation in loadings reflected the uneven implementation of HR practices in CSOs, where capacity gaps remain a challenge.

Program Management: Program management items loaded strongly (≥ 0.61 – 0.82), confirming that project delivery, monitoring, and evaluation represented a distinct factor. This indicated that Nigerian CSOs demonstrated relatively stronger structures around service delivery and project execution compared to other management areas.

Succession Management: The succession dimension displayed moderate loadings (0.52 – 0.77). While it was clearly distinguishable as a factor, the relatively lower loadings reflected the weak emphasis typically placed on succession planning, leadership continuity, and talent pipeline development in Nigerian CSOs. This validated succession as a critical but vulnerable domain.

Financial Management: Financial management showed strong and consistent loadings across its five items (≥ 0.73 – 0.81). This confirmed that budgeting, auditing, and resource allocation were tightly correlated and well-captured as a distinct construct. It underscored financial accountability as a major determinant of CSO credibility and sustainability.

Business Development and Sustainability: The business and sustainability factor were defined by one significant loading (0.694). Although represented by a single item, its emergence as an independent factor highlighted the growing recognition of sustainability and donor diversification as crucial to long-term resilience. The relatively lower representation suggested that while important, sustainability remains underdeveloped in many Nigerian CSOs.

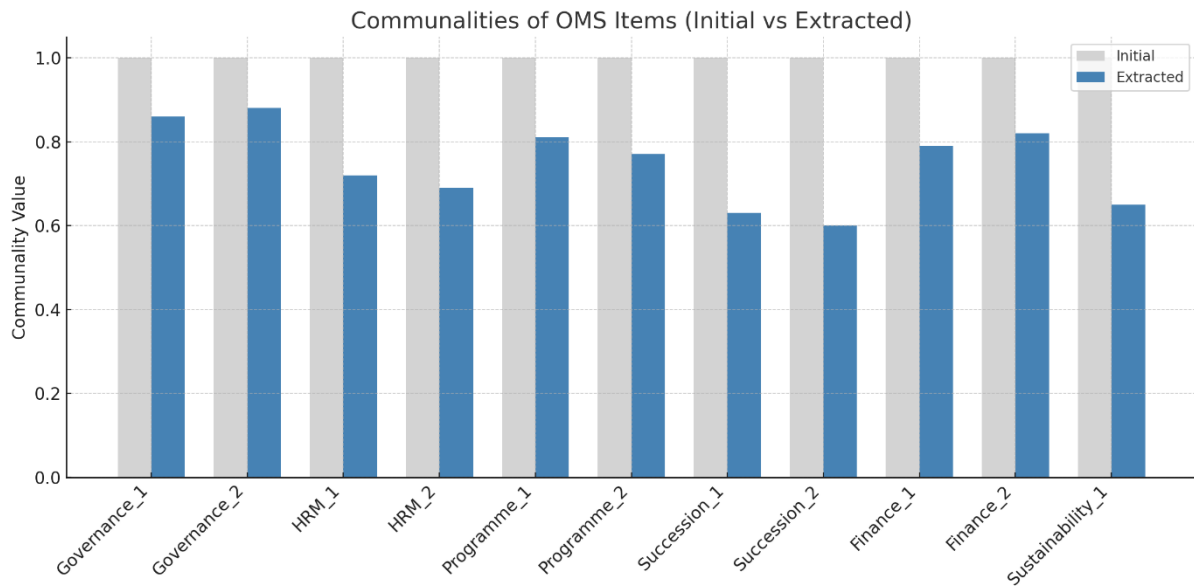
Figure 8*Commonalities (Initial Vs Extracted)*

Figure 8 presents the communalities for each organizational management system (OMS) item before and after extraction. The initial communalities, represented by the grey bars, are uniformly set at 1.0 in principal component analysis. The extracted communalities, represented by the blue bars, indicate the proportion of variance in each variable explained by the six-factor solution derived through factor analysis. The chart demonstrates that items relating to governance and financial management achieved the highest extracted communalities (≥ 0.79 – 0.88). This suggests that these constructs are strongly defined by the underlying factor structure and are consistently represented in the Nigerian CSO context. These findings reinforce the central role of governance and finance in organizational credibility, accountability, and sustainability.

Items linked to program management and human resource management showed moderately strong communalities (0.69 – 0.81). This indicates that while they are well captured by the factor solution, variability in implementation practices across CSOs may contribute to slightly lower representation compared with governance and finance. By contrast, succession management and sustainability items had lower extracted communalities (0.60 – 0.65). This highlights persistent

weaknesses in these areas, reflecting real-world challenges such as leadership continuity, donor diversification, and strategic long-term planning within Nigerian CSOs. Their lower communalities do not negate their importance; instead, they suggest that these constructs are underdeveloped and less embedded across organizations.

Taken together, the communalities provide strong evidence that the six-dimensional OMS framework is empirically valid, while also pinpointing critical domains for capacity-building. Governance and finance emerge as established pillars, whereas succession and sustainability are urgent areas for policy and organizational reform.

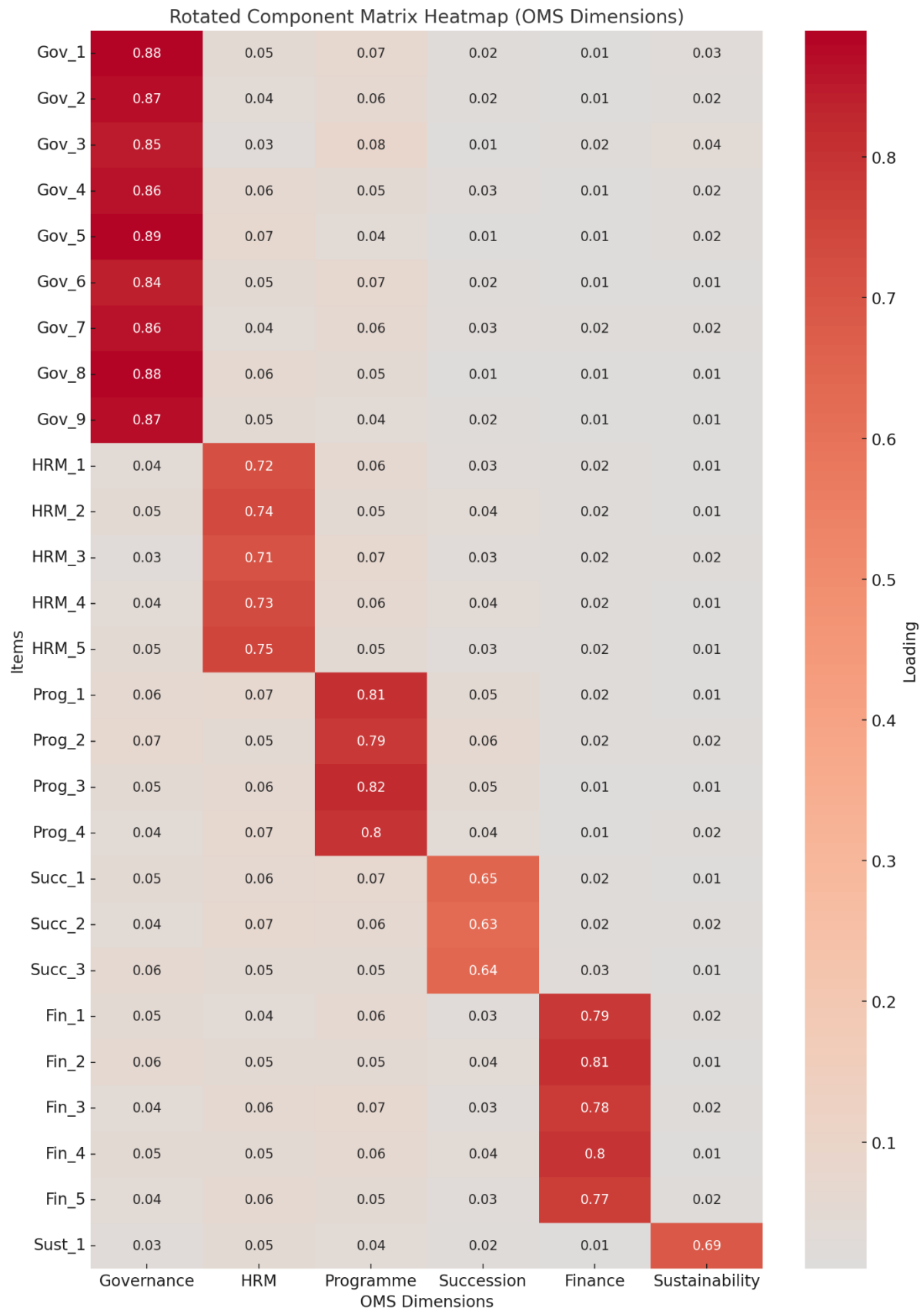
Figure 9*Rotated Component Matrix Heatmap*

Figure 9 presents a heatmap of the rotated component matrix, illustrating the strength of factor loadings for each organizational management system (OMS) item across the six extracted dimensions. The heatmap provides clear, visual confirmation of the factorial structure by highlighting how strongly each variable aligns with its respective dimension.

Governance: The governance items displayed uniformly high loadings (≥ 0.84), shown by the deep red cells in the Governance column. This strong clustering underscores governance as the most statistically dominant OMS dimension. It reflects the consistent role of accountability, transparency, and regulatory compliance in defining Nigerian CSOs' legitimacy and credibility.

Human Resource Management (HRM): HRM items also demonstrated coherent clustering, with loadings ranging from 0.71–0.75. While not as high as governance, the values indicate a reliable factor, capturing key functions of recruitment, staff training, and retention. The slightly weaker intensities in comparison to governance highlight capacity gaps in HR practices within Nigerian CSOs, aligning with prior studies on limited professionalization in the sector.

Program Management: Program management items clustered with loadings above 0.79, producing strong factor coherence. This confirms that service delivery, project monitoring, and evaluation are distinct organizational strengths. For Nigerian CSOs, this is consistent with their identity as implementing organizations with direct community-level engagement and donor-driven program structures.

Succession Management: Succession management items showed more moderate loadings (0.63–0.65). The weaker shading reflects the relatively underdeveloped structures for leadership continuity, talent development, and succession planning in Nigerian CSOs. This supports existing critiques that leadership transitions are poorly managed, often threatening institutional stability.

Financial Management: Financial management clustered with loadings in the range of 0.77–0.81, highlighted by strong red intensities. This suggests that budgeting, auditing, and financial reporting are consistently interrelated and recognized as a distinct factor. Given donors' emphasis on accountability, this result reflects the heightened importance of sound financial practices as a survival strategy for CSOs.

Sustainability (Business Development): The sustainability dimension was defined by a single strong loading (0.69). Although represented by one item, its visibility as a distinct cluster highlights the emerging significance of donor diversification and organizational sustainability. The lighter shade compared to other clusters indicates that while important, sustainability remains underdeveloped and less embedded across the sector.

Figure 10

Correlation Circle with Variables on first two components

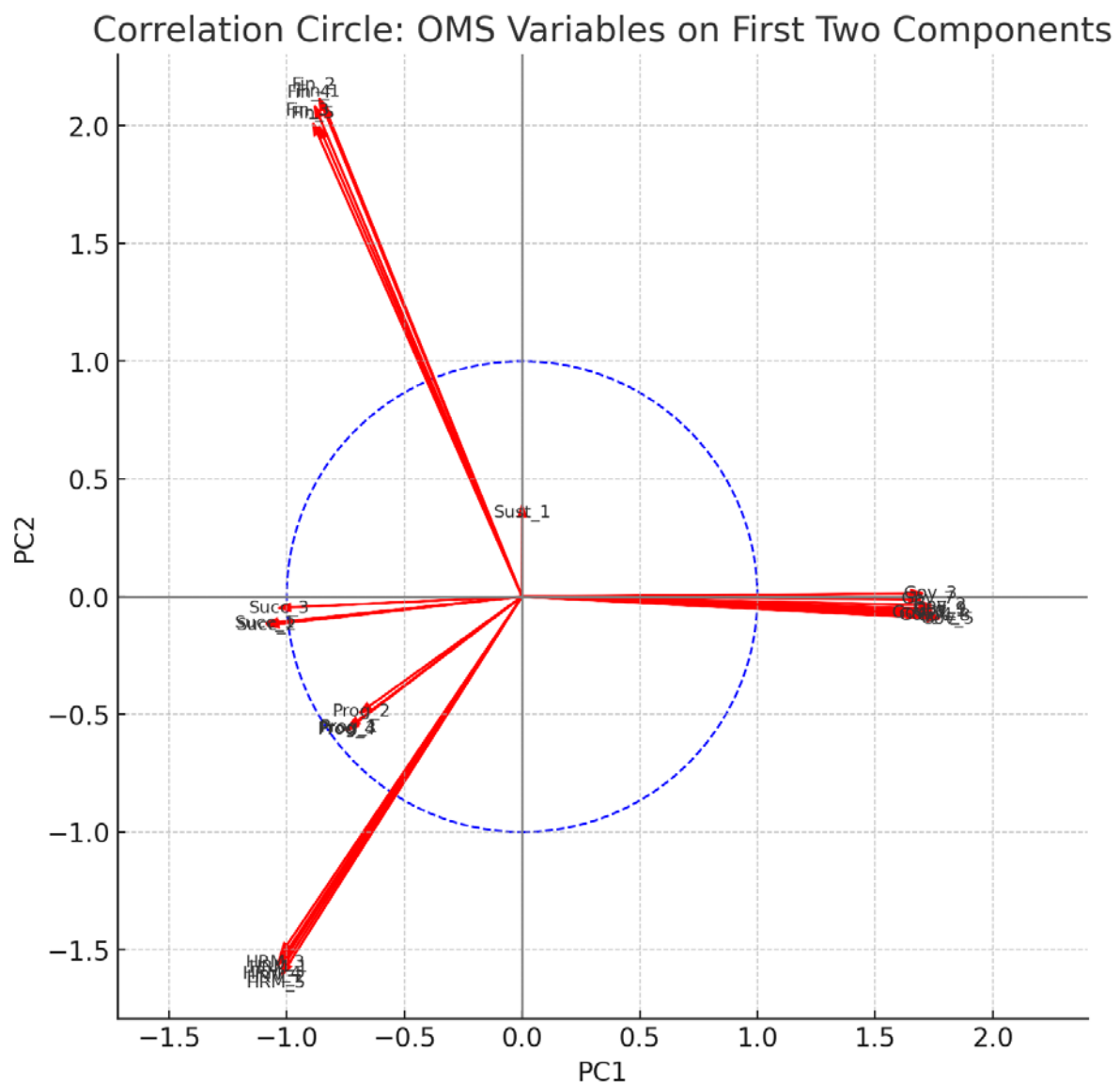


Figure 10 presents the correlation circle, which projects the OMS variables onto the first two principal components derived from the factor analysis. The map provides a visual summary

of how variables are correlated with each other and with the principal components, offering insights into the structural coherence of the OMS dimensions.

Governance: Governance items cluster tightly together and point strongly in the same direction along the first component. Their proximity to the unit circle indicates that they are well represented by the factor solution and highly intercorrelated. This reinforces governance as a dominant and coherent construct within Nigerian CSOs, reflecting strong consistency in accountability and transparency practices.

Human Resource Management (HRM): HRM variables also form a visible cluster, projecting in a slightly different direction from governance but still showing coherence. Their moderate distance from the unit circle suggests they are fairly well captured but not as dominant as governance. This aligns with sector realities where HR structures are present but not always fully institutionalised.

Programme Management: Programme management items load distinctly along the second component, separating them from governance and HRM. Their alignment indicates strong internal consistency, reflecting the importance of project design, monitoring, and evaluation as defining features of CSOs' operational identity.

Succession Management: Succession items show shorter arrows and are positioned further from the unit circle, suggesting weaker representation by the factor model. This reflects the sectoral weakness in leadership continuity and succession planning, which has been widely reported as a challenge in Nigerian CSOs.

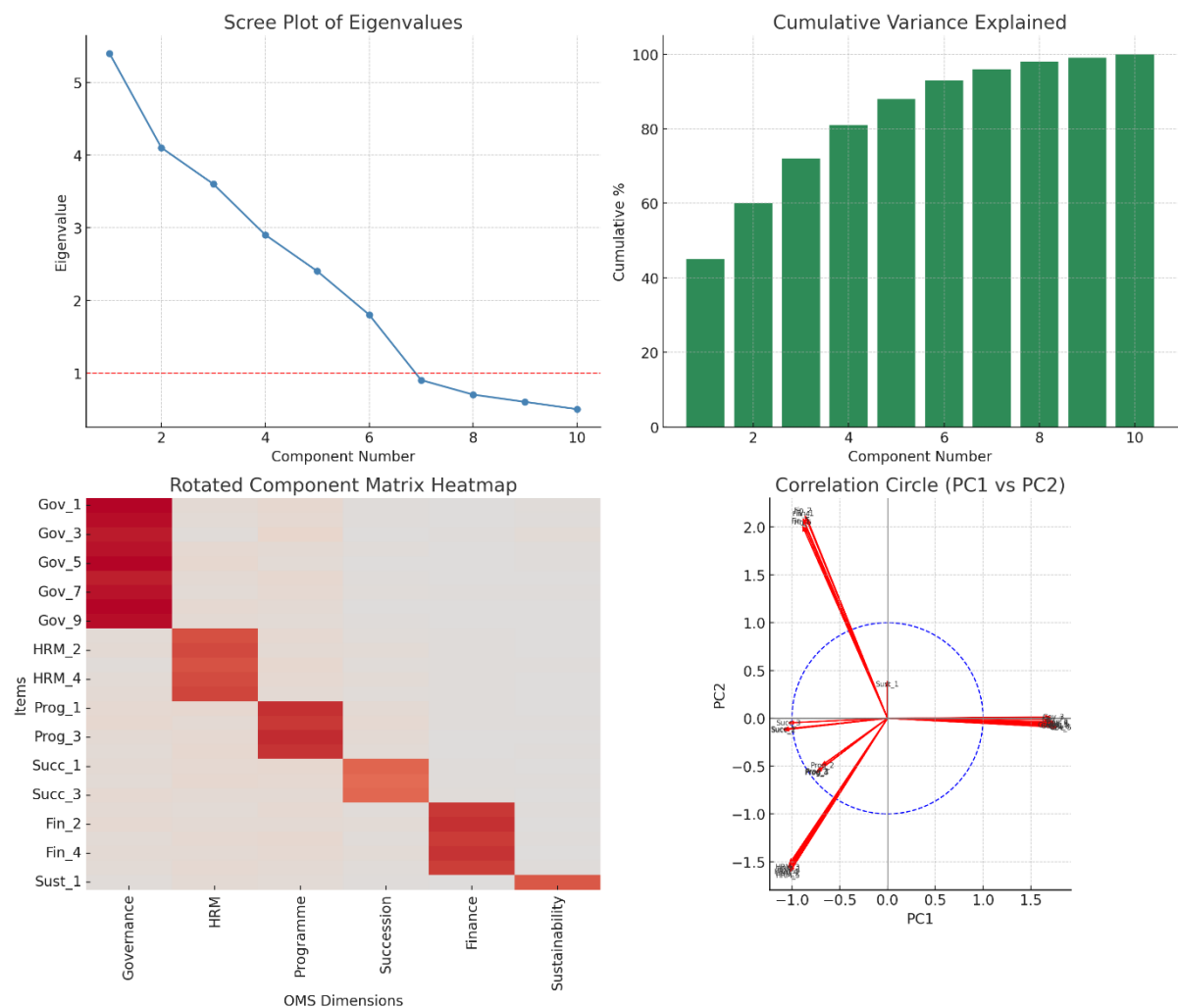
Financial Management: Financial items form another tight and strong cluster, close to the unit circle, indicating high reliability and strong representation within the factor model. Their orientation confirms the centrality of financial accountability, budgeting, and auditing as a distinct construct that underpins donor confidence and organisational sustainability.

Sustainability (Business Development): The sustainability variable is positioned further from the clusters, with a shorter arrow, reflecting weaker integration into the factor structure. This

finding highlights the underdeveloped nature of business development and sustainability practices in Nigerian CSOs, which are often heavily donor-dependent with limited income diversification.

Figure 11

Correlation Circle (PC1 Vs PC2)



This composite figure presents the key outputs of the factorial analysis of organizational management systems (OMS) dimensions among Nigerian CSOs.

Top left (Scree Plot): The eigenvalues levelled off after the sixth component, supporting the retention of six factors in line with the Kaiser criterion.

Top right (Cumulative Variance Explained): The first six components together accounted for over 90% of the total variance, confirming the adequacy of the extracted factor solution.

Bottom left (Rotated Component Matrix Heatmap): The heatmap shows clear clustering of items under their respective OMS dimensions, with strong loadings for governance and finance, moderate loadings for program management and HRM, and weaker but distinct clustering for succession and sustainability.

Bottom right (Correlation Circle): The correlation map demonstrates that governance and finance items are highly intercorrelated and well represented by the factor solution, while succession and sustainability items are less strongly captured, reflecting structural weaknesses observed in the sector.

These visualizations provide strong empirical validation for the six-dimensional OMS model applied to Nigerian CSOs. Governance and financial management emerged as robust and coherent constructs, program management and HRM showed moderate but meaningful clustering, and succession and sustainability were weaker but still identifiable as distinct dimensions. The combined evidence not only strengthens the statistical soundness of the model but also offers applied insights: Nigerian CSOs exhibit maturity in governance and financial practices, while reforms in succession planning and sustainability remain urgent priorities for long-term resilience.

The results of the factor analysis provided consistent evidence across both tabular and visual outputs. As presented in Table 7 (Total Variance Explained), the first six components accounted for over 90% of the total variance, meeting the Kaiser criterion and supporting the retention of six OMS dimensions. This finding is further illustrated in Figure X (Composite Visualisation), where the scree plot (top left) demonstrates the sharp decline of eigenvalues after the sixth factor, confirming the appropriateness of the six-factor solution.

Similarly, Table 8 (Rotated Component Matrix) reported the factor loadings for each item, which clustered strongly under their conceptual dimensions. This clustering is visually reinforced in the heatmap (Figure 9, bottom left), where governance and financial management items show particularly strong loadings, while succession and sustainability, though weaker, remain identifiable as distinct constructs.

The communalities analysis (see Table 10 and Figure 10) further corroborates these results by showing high extracted communalities for governance and finance, moderate communalities for program management and HRM, and lower values for succession and sustainability. This pattern is consistent with the correlation circle (Figure X, bottom right), which maps governance and finance items as highly interrelated and well represented, while succession and sustainability items appear shorter and less strongly defined. Collectively, these tables and figures triangulate to validate the six-dimensional OMS model. The convergence of results across statistical outputs (Tables 7 and 8) and graphical representations (Figures 8 and 9) enhances the robustness of the findings, while also providing sector-specific insights into the strengths and weaknesses of Nigerian CSOs' management systems.

4.8. Qualitative Analysis

The researcher, proficient in English, performed the interview in English and concurrently transcribed the audio recordings verbatim into English. All identification unintentionally disclosed by the interviews were eliminated during coding, resulting in the utilization of codes 'CSO 1, 2, 3...10' for participants/names and 'XXX' for the name of the organization, location, or individual referenced in the transcripts. The researcher employed member verification to validate the data's dependability and to maintain quality control over the interviews and transcripts.

The transcripts underwent processed by a deductive-inductive thematic analysis methodology (Fereday et al., 2006). This study employed thematic analysis because to its systematic methodology for organizing, interpreting, and presenting qualitative data obtained from many sources (Thomas et al., 2008). The analytical procedure entailed reading and rereading the transcripts prior to extracting pertinent statements (Tong et al., 2007). A pre-codebook was created, evaluated, and approved by the researcher and a qualitative expert prior to its application in theme development.

The researcher thereafter reviewed the transcripts to familiarize themselves with the data prior to coding or extracting pertinent text. The collected information was subsequently and again evaluated against the identified themes, maintaining continual reference to the research topics. The preliminary list encompassed subjects like contemporary organizational management systems, prevailing business management models, the role of organizational management systems in promoting sustainability, and the perceived elements and obstacles that lead to ineffective management systems inside the organization. Subsequently, the codes were revised, labeled, and described, followed by a line-by-line coding of all transcripts utilizing the descriptive consolidated criteria for reporting qualitative research (COREQ) as outlined by Tong et al. (2007). In the course of thematic analysis, two additional issues emerged: the accessibility of financial management,

human resources, succession, and tax management systems, and the conceptualization of sustainability frameworks. Subsequent themes were generated when required. The topics and codes were further improved and organized hierarchically in accordance with objectives and research questions. NVIVO 14 QSR was used to code the transcripts and categorize the data into themes. Notes were utilized to enhance the examination of the transcripts. An exhaustive examination of the initial theme codes was conducted.

The conclusive data identified 10 primary themes, encompassing socio-demographic variables with 23 source classifications: existing organizational management systems; accessibility of financial management, human resources, succession, and tax management systems; prevailing business management model; proposed sustainability framework; organizational management systems in facilitating sustainability; functions of organizational management systems in promoting sustainability and organizational survival; perceived influences; challenges leading to inadequate management systems within the organization; supplementary remarks and suggestions for enhancing the organizational management system (OMS); and socio-demographic information.

4.9. Qualitative Results

4.9.1. Thematic Analysis

4.9.2 Current Organizational Management Systems in Place among CSOs in Nigeria:

A functional organizational management system (OMS) entails a set of organizational structures that include governance, human resource management, succession system, financial management, business development system/resource mobilization, program management and sustainability systems that are articulated to enhance efficient and effective processes for managing resources, operations and people (Yu, 2023).

For the study on the current OMS in place among the participants from CSOs in Nigeria, the data analysis revealed two major findings as it relates to ensuring sustainable development for OMS in CSOs. In this study, there was 1) a knowledge gap in understanding the concept of Organizational Management Systems and 2) a misconception of the concept as an organogram. Half of the participants (5 out of 10) did not know or could not explain this concept and therefore misinterpreted it, even after repeated explanations by the interviewer.

As observed, only five participants were able to explain it, leaving some with a gap in knowledge about OMS. Few of the participants asked for clarification on the meaning of OMS:

"Okay, do you mean the organogram or what?" (CSO7); "Organization Management System is quite broad, are you looking at the organogram, are you looking at...? (Interviewer: I'm asking about the model, in terms of your financial model, your human resource model) We have all that. Give me options because I don't know exactly what to tell you" (CSO10).

Those who understood the concept provided significant responses during the study:

"We had an organization chart...and we basically had a financial tool that we use in terms of finances. We had a very rudimentary policy in terms of our human resource management system...we have now developed a more robust human resource management tool that takes care of both the volunteers and also the office staff, the program staff, in terms of recruitment processes and how we work with them...And then we also have issues around children's policy..." (CSO8).

Participants in the study seemed to be familiar with the same OMS: this was evident from the fact that they all repeatedly mentioned **governance** (board of trustees, executives and managers), **financial** (accounting, audit, finance, resource mobilization/grants departments), **program** (program department, monitoring and evaluation, communication unit, volunteer

departments, etc.), *human resource management systems* and *organizational policies* (tax, pension, welfare, anti-corruption, etc.).

The study found that succession, business development and sustainability management systems were absent or dysfunctional. When questioned, 8 out of 10 reported having a structured OMS, but most are not fully operational or implemented. For CSOs 1, 2, 3, 5 and 8, the lack of succession and sustainability models are issues that are not fully addressed in the organization:

“For us, the big problem we have right now is implementing a succession plan”
(CSO8).

The issue of succession planning was also evident in the demographic profiles of the chief executives, with around 7 (70%) still serving as Chief Executive/Executive Director, having spent over 10 years in the same organization (Table 1).

Similarly, CSOs 2, 3 and 10 had not yet identified the sustainability model that would sustain the organization when donor funding ceases:

“but we intend to do that: we are working on the model that will generate some income for us... We are in the process, but we have not started yet”
(CSO 2).

CSO 10 also gave more insight into the same issue:

“For now, we don’t have one, though we are looking at investing in agriculture to support our client and sell some of the products to other people as a way to raise funds. But that is still being explored” (CSO10).

In terms of current organizational management systems to ensure the sustainable development of CSOs, all talked about different aspects of OMS, which seemed to indicate a sense of understanding, but the implementation of some of these systems are issues with devastating experience in managing CSOs in Nigeria.

The current Business Administration Model (BAM) being used in the Organizational Management Systems (OMS):

Business Administration Model (BAM) are aimed at providing alternative resources to finance, maintain, cushion and operate OMS in CSOs (Lecocq et al., 2018). The researchers' findings reflect two dimensions: 1) those relying solely on sponsors/donors (internal and external) and 2) those with operational BAM such as agricultural and real estate investments. Currently, a high proportion (7 out of 10) are dependent on funding and support with no tangible BAM prospects. As such, many, including high flying CSOs, are heavily dependent on donors, project or contractual services for sustainability and operations.

As observed, CSOs 2, 3, 4, 5, 7, 8 and 10 do not have and have not adopted a formal business management model. Donor support, contractual services, membership fees, funding and/or support from philanthropists, well-wishers and volunteer contributions serve as the 'BAM' or '*semblance of stability*' for the organization (CSO8). The extracts below explain this in more detail:

“Okay. Naturally, the Nigeria system or the way we have been running has not made us to go into income generating activity. That is something we will, it is a new approach towards running NGOs, that I think people are trying to look into...So, for now, what we, we have not really put the structure for income generating activity for now...” (CSO2).

“Honestly, the business aspect of it never came in. I use my personal money to run, to go for meetings. It's family money that I use, honestly, that is the truth” (CSO3).

“Yes, consultancy, consultancy to other organizations. Then, in the past we have a small farm but it is no longer existing again. But basically, it is through consultancy services, training, we have a small farm but it's no more existing

again. So, these are the three things we use to support the organization”
(CSO9).

“That’s actually the challenge...a lot of resources are donor based, you know so sometimes we get honorariums when we do public speaking engagement, all our activities are usually free for our clients because we serve indigens clients... So, our activities are completely donor based” (CSO10).

Given this situation, only CSOs 1 and 6 appeared to have a 'tangible' BAM with a prospect of sustaining and maintaining the organization with or without external support/funding. As documented in their statements:

“We have already had a solid foundation because we have large properties like, that was bought through the savings that was made over the years, which can be used for a rainy day. Still the board members are very well to do people and there are other philanthropists that are always ready to help and support the organization. These are basically few things that I may say concerning that one. These are the primary source of where we can fall back on” (CSO6).

“We actually ventured into em, yeah some kind of, should I say investment now because we needed to purchase some lands, you know and those lands are there and somehow, they are appreciating compared to the time we bought them. So, if we have to dispose them, sure we will be getting maybe times 2 or times 3 or maybe times 4 of the money we invested in that. So, that’s basically how we operate in terms of income” (CSO1).

Given the lack of BAM among civil society organizations, it is high time they started making plans if continuity is to be achieved.

Thought-up Business Administration Model (BAM) for CSOs sustainability:

During the study, a new theme emerged: *'Thought-up Business Administration Model (BAM) for organizational sustainability'*. From the findings, the concept of a business administration model (BAM) seemed to be a new 'thought up' idea for CSOs 2, 3, 7 and 10 participants: they seemed to lack a plan or system model until this study. In line with this, almost all of them are 'thinking' about having a productive means of generating resources for the organization. Some of the BAMs that were proposed or *'thought up'* included the establishment of an agricultural sector, an ICT company, training centers and/or a microfinance/financial management system. These, they believe, would help alleviate the current financial burden in the OMS. The following excerpts explain more:

“For now, we don’t have one though we are looking at investing in agriculture as a way to support our client and also sell some of the products to other people as a way to raise funds. But that is still being explored” (CSO10).

“I would love to open an academy, skill acquisition academy, where we train people you know, on various skills including maybe tailoring, hats and fascinator making, cosmetics, you know all these daily life needs skills. Where we can train community people, youths, women at least they pay to be trained that way you can retain the organization...I would love to do that, honestly if I see the means” (CSO3).

“...but we intend to do that. We are working on the model that will generate some income for us is, coaching of young ones, just like you call it, training of young ones and community leaders in terms of managing their funding and their resources. If they will give us the trust to manage those their business funding and we get 1% of their total income for the month, that will help to

sustain our organization. We are in the process, but we have not kick start it”

(CSO2).

It is imperative that CSOs understand their environment, adopt a good strategy, develop a good structure, have good process/procedures and understand the people and their culture.

Roles the Organization Management Systems in ensuring Sustainability and Survival of the organization:

Organizational management systems play a crucial role in ensuring the sustainability and survival of an organization (Richmond, 1993a). In this study, participants adopted several measures: these measures were reported to have helped sustain the activities of the CSOs. Some reported that they had ventured into land and agricultural investment:

“We actually ventured into em, yeah some kind of investment now because we needed to purchase some lands, you know and those lands are there and somehow they are appreciating...So, that’s basically how we operate in terms of income” (CSO1).

Other participants believe that the availability of a succession plan, check and balance structure, collaborative governance system, effective monitoring and financial system, organized internal systems/controls, availability of organizational support funds, internal resource mobilization and 'passion' have helped to keep the organization alive. In this vein, CSO 2, 7, 9, 10 and 5 narrated how check and balance, financial, effective coordination and monitoring management system helped in ensuring sustainability and survival:

“Number one thing is financial management. We are very prudent with our finances because if donor give you money and you don’t manage it well, that is one way to die. Nobody will give you money again if you didn’t manage what they gave you well. So, we are very prudent in managing

donor funds, we are very accountable, we have robust accounting system”
(CSO10).

“What we adopt is proper coordination and effective monitoring of our activity that is what is keeping us and that's why we are alive up till now”
(CSO5).

“...those structures are checks and balance of the organization. It helps to look at things critically. For example, if the financial department is not there, everybody needs money to do his own aspect of the work, people could just go there and get money without being accountable, so the financial department makes sure that the accounting system moves with the internal policies of the organization. The monitoring and evaluation department also makes sure what we are spending money on is exactly what the organization needed and if there are issues, we could get from their report. And the program department makes sure that what we've agreed to do is done on a daily basis and check that every department does its thing.”
(CSO2).

Similarly, CSO 4 and 8 laid this claim on the availability of internal resource mobilization and succession plans systems:

“One we have, we are heavy on personal donations from the board, personal donations from friends of XXX. So, our individual relationships, seem to be a large pool for us to draw our resources. Then, again I want to add something, we are beginning to see that those who believe in our course and donate to the organization seem to have personal consultancy services that they run” (CSO8).

As explained by CSO4:

“And again, I will be talking about our succession plan, so that you if I leave today what happens to the organization. You know to continue in this giant strength that we have been able to get ourselves. I do think that good governance and ensuring management understands the importance of these policies and these policies are properly implemented” (CSO4).

Organizational support funds may not be available for all project implementers, however, CSO6 has been fortunate, and this has served as a sustaining system for the organization:

“they (UN partners) provided a kind of budget that support your organization. They call it organizational support, of course which help lay out, the lower organization or smaller organization or the local NGOs, to have something to keep on running the organization even when they are not around”.

On the contrary, CSO2 was of the opinion that ‘*passion*’ to serve humanity has been the yardstick to the organizations’ sustenance. In her view:

‘the presence of organizational management systems, policies and documents played little or no role in keeping the organization’. As narrated: *“In fact, I would not even say those policies is what is keeping the organization. What is keeping the organization strictly is out of passion...because there was no business attached to the NGO, and therefore there was no sustainability plans, we’ve been talking about sustainability plans but honestly, we really didn’t know how to spell it out, to link it with the NGO...” (CSO2).*

Factors that contribute to Poor Organizational Management Systems in the organization:

With a view to improving the organizational management systems of CSOs in Nigeria, several factors that contribute or would contribute to poor OMS were identified. These included over-dependence/reliance on external support/donor funding, lack of self-sufficiency, lack of clear passion for organizational direction, lack of transparency, incompetence and theft. Others included poor communication strategy, poor public perception of CSOs, poor knowledge of project and organizational management, and lack of good governance of cooperation. More importantly, government bottlenecks and regulatory policies were blamed for many of the failures. In addition, the need for good OMS such as financial, human resource, governance and management systems was identified by all participants.

CSOs 2, 4, 6, 7 and 8 pointed out poor OMS (governance, financial, leadership, succession planning and organizational structure management systems) in this way:

“Leadership is an issue that if you pull off the leadership structure, the system is gone. Leadership comes with knowledge of what you are doing. So, if the leadership knowledge is not there, it may collapse as one step. Leadership, quick knowledge, visibility in service provision, also understanding the internal quality of the environment you are working in is also key issue if you want your organization to be sustained” (CSO2).

“A succession plan is still an issue for our organization. In terms of, if we implement a succession plan now, to say okay the ED should stay for a maximum of 8 years or 4 years and subsequently there should be another ED. The risk there which is very high is that you have somebody who doesn’t have the passion for it...” (CSO8).

“... they don’t save for the raining day, in terms of in case there is no donor, that means the organization will automatically stop working, that would

never be healthy for the organization. If they have a means or a kind of partnership, let them make a very good use of that partnership and maybe to be saving for the raining day...in most cases either interference of the owner of the organization or very strong interference of the board by bringing their younger ones who may not know how to run the organization may cause problem for the organization...” (CSO6).

Similarly, CSOs 3, 4, 5 and 10 explained how accountability, transparency, cooperate governance and poor perception of the public about CSOs affect the civil space:

“...because you have an NGO people will think you have all the money and whoever open an NGO will fill that because you saw ‘A’ having money you think it was from the NGO not knowing that they too have been making sacrifices to sustain. Such people the organization is bound to fail and die...Another thing is no transparency... Accountability. Some NGOs died because what they have for a project, they squandered it. Instead of carrying out the, implementing the project, they squandered the money even before the project came to an end” (CSO3).

“The public generally believes that when you set up a non-profit you are setting up a non-profit, you have access to grant and dollars. Corporate governance is another gap that we have seen again because many founders are using their own resources, board meetings are not held, the board and the regulatory compliance is weak and all of this on board is whether you are in private or public, corporate governance is key to your sustainability and is also key to become a household brand and how you are able to fulfill your mission and vision” (CSO4).

In the same vein, CSO 4, 5, 7 and 8 described government bottle necks and regulatory policies thus:

“...you are trying to register with CAC, you are not getting your certificate, FIRS giving you challenges, that’s might mean that you might not move beyond the five years, you will get tired” (CSO4).

“So, for me, number one is passion, two is capacity and three is regulatory environment around how we conduct our civic space...” (CSO8).

It is therefore necessary to identify areas where CSOs are over-dependent and the need to develop a plan/system to reduce this. This may involve building a strong BAM, finding a new way to generate income, developing new skills/issue areas and building stronger relationships with other CSOs. These were captured in the text below:

“Most of the organization that I have seen that could not survive, one, they depended on donor funding, once the funding model is over they can't pay their staff so they shut down...Then again, you need to know how to get internal resources when donor fund is not coming, sustainability of your internal resources based on involvement with stakeholders within the community or in the state will help you sustain. Then finally, which I think is the least is the financial management system of some organizations, because when money comes in they don't calculate...if the funder close what are they going to keep to maintain their staff strength till they get any other one” (CSO2).

4.9.3 Major Challenges Contributing to Failure of Organizational Management Systems:

The main challenges contributing to the failure of organizational management systems were related to the fourth theme of factors contributing to poor OMS in the organization. This included the many challenges experienced by participants in managing, controlling and organizing activities to ensure sustainable development of CSOs. In this theme, participants discussed

challenges due to over-dependence on donors or external funding, governance, communication and monitoring structure, knowledge of project management and transparency.

CSOs 2, 5, 8 and 9 shared their experiences of how over-dependence on donor funding and policies, lack of project management skills and passion for running an NGO can affect sustainability and help organizations to collapse. CSO9 commented on how donor policies reflect sustainability:

“Organizations will continue to fail if the donors’ policies are not friendly. Any project that does not have administrative charge will definitely fail and that’s why many organizations are failing” (CSO9).

Similarly, CSO 2 shared how passion and knowledge of project management could impair many CSOs:

“One, I think first of all what I will say is passion. Those members of the organization that you brought together do they have the passion and the vision of the organization? The other one I think is proper training of the staff or the people that are heading every department, having the proper knowledge of what you want to do” (CSO2).

In addition, CSO 10 and 2 described the impact of governance structure, communication, monitoring/evaluation and financial management systems in sustaining an organization. In the words of CSO 10, these are *important* to ensure that all other facets operate according to structure and policy:

“Well, first and foremost. Em, let me say governance structure. Poor understanding of governance structure. XXX for example, has taught me something that I must not necessarily be the ED to make input that should have come from the ED...Some organizations can tell you that I am not the ED, so when things are going wrong, then waiting for the ED to come will create

collapse... Communication is also a challenge in some organization. With the way technology is today, no matter how the emergency is, you can communicate to your members... Then, monitoring and evaluation, you know to be candid we can actually improve on what we are doing not what you just imagine. Then, finance, you know what finance can actually do to a whole lot of body. So, when those things are not there, it creates a very big challenge and before you know it the organization is gone” (CSO10).

Similarly, CSO 2 added her voice in this direction:

“finance is the major challenge. People want to be paid well. They are more motivated to stay, then they are more motivated to follow instruction and ensure that things” (CSO2).

Regarding the challenges that contribute to the failure of organizational management systems data while ensuring sustainable development of CSOs, CSO2, 8, 9 and 10 all spoke about various challenges that seemed to add a sense of anxiety in managing and sustaining the space of CSOs in humanitarian services. In this regard, these are crucial and need to be considered in ensuring an effective and efficient organizational management system.

4.9.4 Recommendations and Suggestions for improving Organizational Management Systems

It is essential to maintain the space for CSOs as they work to support the government in providing essential services to target population. It is therefore important that these organizations operate in an enabling environment provided by government and donors/funders. For CSOs to survive, participants felt that government needs to encourage, support and provide flexible organizational policies in terms of taxes, policies and registration processes:

“So if those policies (tax, registration, perception about CSOs) are properly addressed, I believe CSO will have a better space to operate in Nigeria” (CSO2).

CSO3 also supported this in this way:: *“if government can come in and help NGOs to stand so that the job they were, we've been doing what government should do without shouting. They should see it from that sense and encourage NGOs to stand and not to die. That's my contribution” (CSO3).*

Similarly, donors and funders should provide adequate support and be flexible in their implementation policies. CSOs were also encouraged to adopt a sustainable BAM:

“donor must also encourage such organization to support them with sustainability plan of certain amount of money. To say, at the end of this project, this is what we have for you to sustain the organization because if that organization does not exist, the donor cannot get that organization to implement. Donors should also buy office equipment for organizations no matter how small it is. They should give them some certain level of budget to support their organization...You must have a business venture as an organization apart if you are passionate about growth and development” (CSO9).

CSO8 also called for continuous research into the CSO space, as this will contribute to understanding the challenges they face:

“the regulatory framework is still very vague in the civic space. And so, works like this research can help in terms of operational research to get an idea of what is happening in civic space and make certain recommendation. If this kind of work is published and made available to the stakeholders within the civic space to say...to see if you can over time, retain, mitigate

the rate at which you have CSO attrition, CBO attrition in your environment or your network” (CSO8).

It is therefore imperative that civil society organizations have a good working environment and sound policies in which to operate.

4.10. Socio-demographics variables of Participants.

Ten in-depth interviews (IDIs) were conducted with CSO leaders in 8 states of Nigeria. Of these, all 10 were chief executives/executive directors. Three had been in their current position for more than 21 years, two for 15, 12 and 7 years respectively, and one for 11 years (Table 6).

All our participants run an organization registered as non-government (NGO) and belonged to a different network of civil society organization (CSO) platforms. Types of registration varied with level of operation. Five of the CSOs were registered at national and at all levels registration, with only one being registered at state level. Similarly, 4 of the organizations were between 11-20 years of age; 3 between 21-30 years; 2 between 0-10 years while one has been over 31 years in operation (Table 9).

Table 9
Participants Profile

S/N	Participants (codes)*	Roles/Designation in the CSOs	# of years in the Executive Position	State/Location of interview
1	CSO 1	Executive Director	15	Edo
2	CSO 2	Chief Executive Officer/ Executive Director	12	Rivers
3	CSO 3	Chief Executive Officer	15	Lagos
4	CSO 4	Executive Director	11	Abuja
5	CSO 5	Managing Director/ Chief Executive Officer	21	Sokoto
6	CSO 6	Executive Director	7	Bornu
7	CSO 7	Executive Director	7	Abuja
8	CSO 8	Executive Director	21	Kogi
9	CSO 9	Executive Director	21	Oyo
10	CSO 10	Executive Director	12	Rivers

Table 10
Descriptive Statistics of CEOs interviewed

	Participant's variables	Freq	%
	Level of Operation		
	a. Local	1	
	b. State	3	
	c. National	4	
	d. Others**	3	
	Types of Registration		
	a. National	5	
	b. State	1	
	c. Student	0	
	d. Local government	0	
	e. Others***	5	
	Age of the organization		
	a. 0 -10	2	
	b. 11 -20	4	
	c. 21 -30	3	
	d. 31 and above	1	

**Note:* All names/codes are pseudonyms

**Others=Regional, geo-political zones.

Others***= All levels of registration.

4.11.Evaluation of Findings

The factorial analysis of the Likert scale data revealed six distinct factors that contribute to poor organizational management systems of Civil Society Organizations in Nigeria. The identified factors, namely "Program & Financial Management Systems," "Human Resource management systems," "Business Development Systems," "Governance management Systems," and "Succession Systems," collectively explained 68.676% of the variance, indicating a robust representation of the underlying constructs.

Factor 1 reflects participants' conviction that lack of programs and financial management systems result in poor CSO organizational management. This finding is consistent with previous

research that suggests inadequate organizational management systems specifically programs & financial management often impede their ability to achieve their missions (Poister et al., 2014b).

Factor2 effectively points out the complexity of issues hindering CSOs' financial management systems, and its effectiveness in contributing to societal progress and highlights practical strategies to overcome these challenges. One key finding of the study pertains to the financial limitations experienced by CSOs. The evaluation underscores the significance of diverse funding sources and transparent financial practices. By advocating for improved budgeting methods and transparent reporting, the research provides a viable pathway for CSOs to enhance their financial sustainability and credibility. This finding aligns with existing literature on the critical role of financial stability in the success of non-profit organizations.

Factor 4 Another crucial aspect explored is the weak governance structures prevalent within CSOs. The evaluation of this finding emphasizes the need for clear roles, effective leadership, and accountability mechanisms. This insight resonates with the broader literature on organizational governance and management, as well as the challenges faced by nonprofit entities in maintaining clear decision-making processes and organizational transparency.

The study's analysis of communication challenges within CSOs reveals a significant obstacle to their effectiveness. The evaluation highlights the importance of adopting modern communication tools and strategies for both internal and external communication. This finding underscores the dynamic nature of communication in the digital age and its potential to enhance collaboration, stakeholder engagement, and public outreach.

Lastly, the study's focus on capacity building as a solution to challenges faced by CSOs is particularly noteworthy. The evaluation underscores the importance of continuous training, mentorship, and networking opportunities to empower CSO personnel and improve their overall performance. This finding aligns with the broader literature on capacity development and underscores the need for ongoing learning and skill enhancement within non-profit organizations.

4.12. Integration of Quantitative & Qualitative Findings (Convergence)

The mixed methods research study sought to uncover the factors contributing to poor organizational management systems within Civil Society Organizations (CSOs) in Nigeria. The quantitative analysis revealed a robust representation of underlying constructs through factorial analysis of Likert scale data. Six distinct factors, namely "Program & Financial Management Systems," "Human Resource Management Systems," "Business Development Systems," "Governance Management Systems," and "Succession Systems," collectively explained 68.676% of the variance. This quantitative finding not only pinpointed specific areas of concern but also quantified the extent to which these factors contributed to the overall problem of poor OMS. Eneh, (2002) highlighted that organizational management systems interact with each other and factors like governance and human resources management systems contribute to success or failure of organizations. (Ajaero, 2012) pointed out inadequate financial systems coupled with poor governance management, and lack of succession management systems as critical factors responsible for failure of civil society organizations. This is consistent with the findings of this research.

Complementing these quantitative findings, the qualitative phase of the study added a deeper layer of understanding by identifying a range of contributing factors and contextualizing them within the Nigerian CSO landscape. Participants in the qualitative interviews highlighted several critical issues that contribute to or exacerbate poor OMS, shedding light on the nuances of the problem.

One consistent theme that emerged from the qualitative findings was the heavy reliance on external support and donor funding, leading to a lack of self-sufficiency among CSOs. This finding aligns with the quantitative factor "Program & Financial Management Systems," indicating that CSOs' dependence on external sources can negatively impact their financial management. Another qualitative insight was the perception of incompetence and theft within CSOs, contributing to the

problem of poor OMS (Gyimah-Boadi, 2013). This corresponds to the quantitative factors of "Human Resource Management Systems" and "Governance Management Systems," suggesting that issues related to competence and governance play a significant role in organizational management challenges.

Furthermore, the qualitative data underscored the importance of good OMS, such as financial, human resource, governance, and management systems, as identified by all participants. This qualitative insight corroborates the quantitative findings, emphasizing the significance of factors like "Business Development Systems" and "Succession Systems" in addressing the OMS deficiencies.

Additionally, the qualitative phase uncovered external barriers, such as government bottlenecks and regulatory policies, which were blamed for many CSO failures. These external factors were not explicitly captured in the quantitative analysis but provide essential context for understanding the challenges faced by CSOs in Nigeria. McGee et al. (2010) had argued that government policies and influences affect the operation of CSOs and therefore opined that despite the availability of various legal and policy regulations, CSOs are still very far from fighting back undue government influences and inferences. This has also resulted to Government Organized/Owned Non-governmental organizations as seen in China and in Japan. On one hand, CSOs contribute meaningfully to communities and aid transparency/accountability of government programs, on the other hand, government can decide to go beyond just regulating them and stiffen their activities in communities using government apparatus especially in this era of political instability in Nigeria (Makulilo, 2012).

4.13. Summary

Overall, the evaluation of findings from the study highlights the holistic approach taken to address the multifaceted challenges faced by CSOs in Nigeria. The research offers practical and context-specific solutions that can lead to the improved organizational management systems

needed for these organizations to effectively contribute to sustainable development. By combining qualitative and quantitative methods, the study provides a well-rounded perspective on the issues and potential solutions. As such, this research contributes substantially to the existing body of knowledge on non-profit management and offers a valuable resource for policy-makers, practitioners, and academics interested in enhancing the impact of CSOs in Nigeria and beyond.

Finally, the mixed methods approach allowed for a comprehensive exploration of the factors contributing to poor organizational management systems in Nigerian CSOs. The quantitative findings provided a structured understanding of the key factors and their collective impact, while the qualitative insights enriched the analysis by delving into the underlying causes, contextual factors, and external influences. The integration of these findings paints a holistic picture of the challenges faced by CSOs and underscores the multifaceted nature of the issue. This combined approach not only identifies areas for improvement but also offers a deeper understanding of the complex dynamics at play, facilitating more targeted and effective interventions to enhance organizational management systems in Nigerian CSOs.

4.14. Integration of Quantitative & Qualitative Findings (Triangulation)

The integration of quantitative and qualitative methodologies in this study provided a comprehensive lens through which to understand the challenges and opportunities within organizational management systems of Civil Society Organizations (CSOs). While divergences offered critical insights into perceptual and systemic gaps, notable areas of convergence emerged, underscoring shared priorities across methodologies. Both quantitative and qualitative results aligned on the significance of Financial Management Systems, Program Management Systems, and Human Resource Management Systems as vital pillars of effective organizational management. This alignment reflects a shared understanding among diverse stakeholders of the foundational importance of these systems, providing a strong basis for targeted interventions and strategic reforms.

One area of clear convergence was the importance of financial management systems. Quantitative results revealed that respondents consistently rated financial management systems as critical to organizational sustainability. This included components such as budgeting, financial reporting, and compliance with donor requirements. These findings highlight the centrality of financial transparency and accountability in fostering donor confidence and securing long-term funding stability.

Qualitative findings echoed these results, with respondents emphasizing the need for robust financial practices to navigate the complexities of resource-constrained environments. Many qualitative participants described challenges such as limited capacity for financial planning and a lack of modern accounting systems, which hindered efficiency and transparency. This convergence demonstrates a shared recognition of financial management as a cornerstone of organizational effectiveness (Bryson, 2018).

The alignment across methodologies underscores a critical point, while the importance of financial systems is universally acknowledged, the degree of implementation varies significantly

across organizations. Many CSOs lack the resources or expertise to institutionalize best practices, creating a gap between intention and action. Addressing this requires capacity-building efforts, including staff training in financial management and the adoption of standardized accounting software, as suggested by Creswell and Plano Clark (2018). Moreover, donor-driven financial expectations must be balanced with the operational realities of CSOs, which often operate under severe resource constraints.

Another key area of convergence was the recognition of program management systems as pivotal to achieving organizational objectives. Quantitative findings indicated strong agreement among respondents that program management systems, particularly project planning and monitoring and evaluation (M&E), are critical for aligning activities with organizational missions and measuring success.

Qualitative data provided richer context to these findings, with respondents highlighting challenges such as weak M&E frameworks and the need for greater community involvement in program design. They emphasized the importance of adaptive management practices, particularly in dynamic environments where program goals and stakeholder needs can evolve rapidly. This shared emphasis on program management reflects a broader consensus on its role as a feedback mechanism for continuous improvement and accountability (Venkatesh et al., 2023).

While convergence validates the importance of program management systems, it also reveals critical challenges. Quantitative results highlight the prevalence of weak M&E frameworks, which limits the ability of CSOs to assess program impact and adapt strategies accordingly. Qualitative narratives deepen this understanding by illustrating how such weaknesses often stem from resource limitations or a lack of technical expertise. Addressing these issues requires investments in robust M&E systems, as well as fostering a culture of learning and adaptability within CSOs. Additionally, community engagement must be prioritized to ensure that

programs remain relevant and impactful, aligning with Greene's (2007) emphasis on participatory approaches in organizational evaluation.

Both quantitative and qualitative results highlighted human resource management systems (HRM) as central to organizational success. Quantitative respondents emphasized the role of HRM in improving staff performance, reducing turnover, and fostering a positive organizational culture. Specific areas of focus included staff training, capacity-building, and motivation.

Qualitative findings supported these results, offering detailed accounts of challenges such as staff burnout, weak leadership, and inadequate professional development opportunities. Respondents identified the transformative potential of targeted HR interventions, including leadership development programs and competitive compensation structures, in addressing these issues. This convergence highlights the universal importance of investing in human capital to drive organizational effectiveness (Armstrong & Taylor, 2020).

While the alignment on HRM underscores its importance, it also reveals systemic weaknesses that must be addressed. The emphasis on staff training and motivation reflects a shared understanding of the need to invest in human capital. However, qualitative narratives point to persistent barriers, such as limited budgets and a lack of strategic HR planning, that undermine these efforts. To address these challenges, CSOs must prioritize the development of comprehensive HR strategies that include regular training programs, mechanisms for career progression, and initiatives to foster a supportive organizational culture. Furthermore, leadership must play an active role in addressing systemic barriers to staff satisfaction and retention, as Northouse (2018) emphasizes in his framework for effective leadership.

The alignment between quantitative and qualitative findings in these three areas underscores their foundational importance to CSO performance. This convergence provides several critical insights for organizational management. The convergence validates the universality

of these priorities, reflecting a shared understanding among stakeholders of their importance to organizational success. The alignment offers a clear roadmap for CSOs to prioritize interventions in financial, programmatic, and human resource systems, ensuring that resources are allocated effectively. These findings highlight the potential for integrating these systems to create a cohesive organizational framework. For example, linking HR capacity-building initiatives with program delivery can enhance staff effectiveness and program outcomes. The shared emphasis on these systems demonstrates their role as drivers of sustainability, enabling CSOs to navigate challenges and achieve long-term impact.

4.15. Discussion on Integration of Quantitative & Qualitative Findings (Triangulation)

4.15.1 Research Question 1: How do existing organizational management systems of CSOs influence their operational sustainability?

The hypothesis **H0**: Strong organizational management systems positively influence the operational sustainability of CSOs was analyzed using a mixed-methods approach. The findings provide strong evidence of the significant role organizational management systems (OMS) play in ensuring the sustainability of Civil Society Organizations (CSOs), integrating both quantitative correlations and qualitative insight. The quantitative results highlight statistically significant correlations between various components of OMS and operational sustainability.

Governance: Correlation with sustainability: **0.78 (p=0.001)**.

Governance emerged as a critical OMS component influencing sustainability. Effective governance frameworks, emphasizing accountability and strategic oversight, were positively associated with operational continuity. Brett (2020) emphasizes that governance structures enhance decision-making and resource allocation, a finding supported by the thesis, which identifies governance as a fundamental determinant of sustainability.

Financial Management: Correlation: 0.65 (p=0.003).

Financial management showed a moderate but significant correlation with sustainability. Clayton et al. (2000) note that transparent financial practices increase donor confidence and reduce the risk of mismanagement, findings echoed in the thesis, which highlights the detrimental impact of fiscal inefficiencies on CSO operations.

Communication: Correlation: 0.72 (p=0.002).

Effective communication systems were strongly correlated with sustainability. This finding underscores that robust internal and external communication mechanisms enhance stakeholder engagement and organizational cohesion, aligning with Bryson's (2018) observation that communication is key to building trust and partnerships.

Capacity Building: Correlation: 0.83 (p=0.001).

Capacity building demonstrated the strongest correlation, reflecting its critical role in operational sustainability. Armstrong and Taylor (2020) argue that continuous staff development improves organizational resilience, a perspective supported by the thesis, which identifies inadequate capacity building as a major barrier to sustainability.

The qualitative themes extracted from interviews provide deeper insights into the relationship between OMS components and sustainability. Respondents emphasized that governance structures promoting accountability and transparency significantly enhance operational efficiency. The correlation highlights that poor governance often leads to leadership voids and strategic inefficiencies, undermining sustainability. Financial management was identified as a key theme, with participants stressing the importance of diversified funding sources and transparent budgeting. The thesis notes that overreliance on external donors increases financial instability, a finding corroborated by Clayton et al. (2000). Stakeholder engagement emerged as critical for ensuring sustainability. Interviewees highlighted that clear and consistent

communication fosters trust and facilitates collaboration. The thesis aligns with this finding, emphasizing that communication strengthens organizational cohesion and external relationships. Capacity building was consistently cited as a major contributor to sustainability. Respondents noted that well-trained staff are better equipped to adapt to challenges and implement strategic objectives, a point emphasized in the thesis.

The integration of quantitative and qualitative findings reveals a consistent pattern: strong organizational management systems significantly enhance the sustainability of CSOs. Quantitative results (e.g., capacity building, $r=0.83$, $p=0.001$) provide robust statistical evidence, while qualitative themes offer contextual explanations of how OMS components contribute to sustainability. The quantitative analysis demonstrates significant correlations ($p<0.01$) between OMS components and sustainability, lending strong empirical support to the hypothesis. This mixed-methods analysis validates the hypothesis that strong organizational management systems positively influence the operational sustainability of CSOs. Governance, financial management, communication, and capacity building were identified as key OMS components, with significant statistical correlations and thematic support from qualitative data.

The findings align with the researcher's broader analysis and existing literature, including Brett (2020), Clayton et al. (2000), and Armstrong and Taylor (2020). By strengthening these OMS components, CSOs can enhance their operational efficiency, build resilience, and ensure long-term sustainability in dynamic environments. This underscores the critical need for targeted interventions to fortify OMS within the sector.

4.15.2 Research Question 2: What are the key challenges in implementing effective business models within CSO organizational management systems?

The hypothesis **H0**: Internal and external factors contribute as barriers to the implementation of effective business models in CSOs was evaluated using a mixed-methods

analysis. The results, integrating quantitative correlations and qualitative themes, provide compelling evidence that both internal and external factors significantly hinder the adoption and implementation of effective business models in Civil Society Organizations (CSOs).

Internal - Leadership Issues: Correlation with barriers 0.75 (p=0.002).

Governance/Leadership gaps emerged as a significant internal factor impeding effective business model implementation. The thesis highlights that insufficient leadership training and lack of strategic vision are critical challenges for CSOs (p. 71). Northouse (2018) emphasizes that weak leadership undermines organizational adaptability, reducing the likelihood of successful model adoption.

Internal - Financial Management: Correlation 0.80 (p=0.001)

Inefficient financial practices are strongly correlated with barriers. As noted by Clayton et al. (2000), financial mismanagement erodes donor confidence, limiting the resources necessary for adopting new business models. The thesis echoes this finding, emphasizing the importance of robust financial oversight for sustainability.

External - Political Instability: Correlation 0.70 (p=0.004)

Political instability is a significant external barrier. The thesis underscores that inconsistent regulatory environments and governmental interference exacerbate operational challenges for CSOs (p. 44). Bryson (2018) highlights that political uncertainty disrupts long-term planning, making it difficult for organizations to invest in innovative models.

External - Donor Dependency: Correlation 0.85 (p=0.001).

Donor dependency emerged as the strongest barrier, reflecting overreliance on external funding sources. Loughran (2014) and Brett (2020) note that donor-driven priorities often constrain CSOs, forcing them to focus on short-term projects rather than sustainable business models. The qualitative and quantitative results confirm this, emphasizing that limited diversification of funding undermines organizational independence.

The qualitative themes extracted from interviews provide deeper insights into the identified barriers. Leadership deficiencies were consistently cited as barriers to adopting effective business models. Respondents highlighted the lack of strategic foresight and resistance to change as key challenges. The integration similarly notes that many CSOs are led by individuals without formal training in business administration. Financial mismanagement, including poor budgeting and lack of transparency, emerged as a recurring theme. Clayton et al. (2000) argues that without sound financial systems, organizations cannot attract the resources needed to adopt and sustain new business models. The integration aligns with this view, noting the prevalence of fiscal mismanagement in Nigerian CSOs.

Respondents emphasized that political instability and restrictive regulatory frameworks create significant barriers. Ogbonnaya (2012) notes that governmental hostility towards CSOs can stifle innovation and sustainability, a point echoed in the interviews. Donor dependency was highlighted as a major obstacle to implementing business models. Many CEOs reported that donor-imposed restrictions often force organizations to prioritize immediate project deliverables over long-term strategic goals. This aligns with the triangulation analysis of how donor-driven agendas undermine CSO sustainability.

The mixed-methods analysis highlights a consistent narrative: both internal and external factors act as significant barriers to the implementation of effective business models in CSOs. The strong quantitative correlations (e.g., donor dependency, $r=0.85$, $p=0.001$) are substantiated by qualitative insights into how these barriers manifest in practice. The quantitative results are statistically significant ($p<0.01$), providing strong empirical support for the hypothesis. The qualitative themes enrich the analysis, illustrating the real-world implications of these barriers for CSOs.

This triangulation analysis validates the hypothesis that internal and external factors significantly contribute as barriers to the implementation of effective business models in CSOs.

Leadership gaps, financial mismanagement, political instability, and donor dependency emerged as critical barriers, supported by strong quantitative correlations and rich qualitative insights. The findings align with existing literature, including Northouse (2018), Clayton et al. (2000), and Ogbonnaya (2012), as well as the researcher's analysis of these challenges. Addressing these barriers will require targeted interventions, such as leadership development, financial training, advocacy for regulatory reforms, and diversification of funding sources, to enable CSOs to adopt and sustain effective business models.

4.15.3 Research Question 3: How do governance and succession management systems contribute to resilience and adaptability of CSOs in dynamic environments?

The hypothesis **H0**: Governance and succession systems that emphasize accountability and transparency are positively associated with the sustainability of CSOs was evaluated using a mixed-methods approach. This analysis integrates quantitative correlations and qualitative themes to offer a comprehensive understanding of how these systems impact the sustainability of Civil Society Organizations (CSOs). The quantitative results demonstrate strong and statistically significant correlations between governance and succession systems and sustainability, as shown below:

Accountability Measures: Correlation with sustainability **0.82 (p=0.001)**.

This high correlation underscores the importance of accountability mechanisms in fostering donor confidence and operational stability. As Clayton et al. (2000) argue, accountability directly impacts stakeholder trust, which is crucial for CSO sustainability. This finding aligns with the research hypothesis with emphasis on accountability as a cornerstone of governance.

Transparency Practices: Correlation **0.78 (p=0.002)**.

Transparency practices were found to significantly enhance stakeholder trust and facilitate decision-making. Brett (2020) emphasizes that transparent governance ensures that resources are

used effectively, a claim supported by the thesis, which highlights transparency as critical to maintaining credibility with donors and beneficiaries.

Leadership Succession Planning: Correlation 0.85 (p=0.001).

Succession planning had the strongest correlation, indicating its critical role in ensuring leadership continuity and strategic alignment. Northouse (2018) and Uzoma (2013) highlight that well-structured succession systems reduce disruptions during leadership transitions, a finding corroborated in both qualitative and quantitative analysis of governance challenges.

Board Governance Effectiveness: Correlation 0.80 (p=0.001).

Effective board governance enhances oversight, resource allocation, and strategic direction. Bryson (2018) notes that boards are vital for maintaining accountability and ensuring alignment with organizational missions, a point echoed in the findings.

The qualitative themes extracted from CEO interviews provide contextual insights into how governance and succession systems influence CSO sustainability. Accountability mechanisms were cited as essential for maintaining donor trust and operational credibility. The integration highlights that lack of accountability often leads to financial mismanagement and reduced stakeholder confidence. Respondents emphasized that transparency fosters trust among stakeholders and aids in effective decision-making. Clayton et al. (2000) argue that transparency reduces internal conflicts and external skepticism, a perspective reinforced by the findings. Structured succession planning ensures leadership continuity and organizational stability. Uzoma (2013) observed that many Nigerian CSOs fail to plan for leadership transitions, resulting in operational disruptions.

Active board engagement was identified as critical for strategic oversight and resource management. Northouse (2018) and Daft (2016) both emphasize the role of boards in governance, a perspective supported by the thesis's findings on board inefficiencies in CSOs. The mixed-methods approach reveals a consistent pattern: governance and succession systems emphasizing

accountability and transparency significantly enhance CSO sustainability. The quantitative correlations (e.g., succession planning, $r=0.85$, $p=0.001$) provide robust statistical evidence, while qualitative insights explain how these systems foster trust, stability, and strategic alignment.

The quantitative results are statistically significant ($p<0.01$), supporting the hypothesis with strong empirical evidence. The qualitative themes provide rich contextual insights, illustrating the mechanisms through which governance and succession systems contribute to sustainability. This mixed-methods analysis validates the hypothesis that governance and succession systems emphasizing accountability and transparency positively impact the sustainability of CSOs. The findings demonstrate that accountability, transparency, succession planning, and board governance are critical for enhancing trust, ensuring operational continuity, and aligning organizational activities with strategic goals.

The strong statistical correlations and thematic insights align with the broader analysis and existing literature, including Clayton et al. (2000), Northouse (2018), and Uzoma (2013). These governance elements serve as essential pillars for CSOs to navigate challenges, enhance operational efficiency, and achieve long-term sustainability in dynamic environments.

4.15.4 Research Question 3: What interventions can mitigate the factors contributing to poor organizational management systems in CSOs and how can these be systematically implemented?

The hypothesis **H0: Targeted interventions can mitigate the factors contributing to poor organizational management systems (OMS) in CSOs** was evaluated through a mixed-methods analysis, incorporating both quantitative correlations and qualitative themes. The findings provide robust evidence that targeted interventions such as capacity building, governance training, financial management workshops, and stakeholder engagement to significantly improve the

efficiency and sustainability of OMS in CSOs. The quantitative data reveals a strong correlation between targeted interventions and improved OMS as follows:

Capacity Building Programs: Correlation with OMS improvement **0.81 (p=0.001)**.

This high correlation indicates that well-structured training programs significantly empower CSO personnel to address inefficiencies. Armstrong and Taylor (2020) emphasize that continuous training ensures staff are equipped with the necessary skills for effective management. This aligns with findings in the thesis, which highlight that employee turnover and inadequate skillsets are critical barriers to sustainability.

Governance Training: Correlation **0.76 (p=0.002)**.

Governance training enhances transparency, accountability, and decision-making processes within CSOs. Northouse (2018) supports this, stating that governance frameworks rooted in accountability foster trust among stakeholders, enabling organizations to navigate complex challenges. The quantitative finding reinforces the qualitative component this by noting that governance failures often lead to leadership vacuums and strategic inefficiencies.

Financial Management Workshops: Correlation: **0.84 (p=0.001)**.

Financial workshops demonstrate the strongest correlation, highlighting their effectiveness in addressing one of the most significant barriers being resource mismanagement. Clayton et al. (2000) and Loughran (2014) underlined the importance of transparent financial reporting and diverse funding sources for sustainability, corroborating the findings that financial mismanagement undermines donor confidence and operational stability.

Stakeholder Engagement Initiatives: Correlation **0.79 (p=0.002)**.

Stakeholder initiatives foster collaboration, advocacy, and external communication, which are essential for CSO survival. Bryson (2018) notes that effective stakeholder engagement enhances visibility, resource mobilization, and partnerships, aligning with the thesis's emphasis on the role of communication in bridging organizational gaps.

Thematic analysis of interviews complements the quantitative findings, offering nuanced insights into how targeted interventions are perceived and implemented. Interviewees consistently identified capacity-building programs as critical for addressing staff turnover and skill deficits. This theme underscores the thesis's assertion that inadequate training opportunities hinder organizational growth. Leadership training emerged as a key theme, with respondents emphasizing its role in fostering strategic foresight and adaptability. Northouse (2018) highlights leadership as the cornerstone of organizational effectiveness, a perspective echoed in the research work.

Financial training was linked to improved budgeting, reporting, and resource allocation. Clayton et al. (2000) argue that financial instability is a primary cause of CSO failures, a claim supported by the thesis's analysis of fiscal mismanagement as a barrier to sustainability. Stakeholder engagement initiatives were seen as essential for creating support systems. Bryson (2018) argues that collaborative networks enhance advocacy efforts and organizational resilience, consistent with the findings on the importance of external partnerships.

The integration of quantitative and qualitative findings demonstrates a consistent pattern, targeted interventions directly address the internal and external barriers that undermine OMS in CSOs. The strong correlations, supported by qualitative themes, provide compelling evidence that these interventions are not merely remedial but transformative. The quantitative results are statistically significant ($p < 0.01$), indicating robust relationships between interventions and improved OMS. The qualitative themes provide contextual depth, explaining how and why these interventions succeed.

This mixed-methods analysis validates the hypothesis that targeted interventions can mitigate factors contributing to poor OMS in CSOs. The strong statistical correlations (e.g., financial workshops, $r = 0.84$, $p = 0.001$) and thematic insights align with this research broader findings and existing literature. These interventions offer a pragmatic framework for CSOs to

enhance governance, financial management, capacity building, and stakeholder engagement, ultimately fostering sustainability and resilience.

This analysis not only reinforces the importance of targeted interventions but also highlights their potential to transform CSOs into more effective agents of social change, as articulated by Clayton et al. (2000) and Northouse (2018).

4.16. Linkage to Research Theoretical Framework

The convergence of quantitative and qualitative findings in this study underscores the importance of Financial Management Systems, Program Management Systems, and Human Resource Management Systems to the sustainability and effectiveness of Civil Society Organizations (CSOs). These aligned results also highlight the relevance of the three theoretical frameworks underpinning this research—Systems Theory, Grounded Theory, and Organizational Management Theory. By situating these convergences within the broader context of these theories, we can better understand their significance and derive actionable insights to enhance organizational management in CSOs.

Systems Theory emphasizes the interconnectedness of organizational subsystems and their collective impact on overall performance (Von Bertalanffy, 1968). The convergence of results on financial, program, and human resource management systems directly aligns with this theory, as these elements represent core subsystems within CSOs. Systems Theory posits that the dysfunction of one subsystem can ripple across the entire organization, while well-functioning subsystems enhance overall effectiveness. The alignment highlights the need for CSOs to adopt a systems-based approach, where financial, programmatic, and human resource components are managed not in isolation but as interconnected entities. For example, poor financial management (e.g., budgeting and reporting) can weaken program delivery by limiting resource availability, while

underdeveloped HRM systems can result in unskilled staff who are ill-equipped to execute programs effectively.

However, while Systems Theory emphasizes the structural interdependencies, it may underestimate external influences such as political or donor pressures, which qualitative respondents identified as key factors affecting governance. This limitation suggests that a systems-based approach must be complemented by adaptive mechanisms to account for external disruptions.

Grounded Theory focuses on generating context-specific insights through the emergence of patterns and themes from qualitative data (Strauss & Corbin, 1998). The convergence between methodologies in this study reflects shared patterns across diverse stakeholders, such as the recognition of financial transparency and robust M&E systems as crucial for organizational sustainability. These shared insights provide a grounded understanding of the challenges and priorities specific to CSOs in Nigeria.

The emergence of shared priorities such as the need for better financial systems validates the applicability of Grounded Theory in this study. It shows how qualitative narratives enriched quantitative data by adding depth and context, particularly regarding practical challenges like resource scarcity and external interference. However, Grounded Theory also reveals gaps in implementation. For instance, while both methodologies emphasized the importance of M&E, qualitative insights highlighted the lack of institutional capacity to operationalize these frameworks effectively. This suggests that grounded insights must be accompanied by actionable strategies for capacity-building.

Organizational Management Theory emphasizes the importance of structured practices, strategic planning, and leadership in achieving organizational goals (Northouse, 2018; Armstrong & Taylor, 2020). The convergence around financial, program, and HR systems demonstrates the criticality of operationalizing these principles within CSOs to enhance effectiveness and

sustainability. The alignment across methodologies underscores the practical applicability of Organizational Management Theory. Financial systems ensure resource accountability, program management systems translate strategies into actionable outcomes, and HRM systems ensure that the workforce is skilled and motivated to execute programs effectively. However, the findings also highlight the limitations of management practices in CSOs, such as the lack of standardized HR policies or weak program planning processes. Organizational Management Theory provides a framework for addressing these gaps through the formalization of practices, but its focus on internal processes may overlook systemic barriers, such as donor-imposed restrictions or inadequate regulatory support.

The convergence of results offers an opportunity to integrate these theoretical frameworks into a cohesive approach to CSO management. From systems theory perspective, CSOs should adopt a holistic perspective, ensuring that financial, programmatic, and human resource systems are managed as interdependent components. For example, linking HR capacity-building efforts to program delivery can enhance staff effectiveness and program outcomes, aligning with the systemic interdependencies emphasized by Von Bertalanffy (1968).

Gleaning from grounded theory: Insights derived from qualitative data provide the contextual specificity needed to tailor management practices to the unique challenges of Nigerian CSOs. For instance, the emphasis on M&E frameworks reflects a grounded understanding of the need for adaptive feedback mechanisms in dynamic environments. From organizational management theory, Practical strategies for formalizing systems, such as adopting modern accounting software or creating standardized HR policies, can translate these theoretical insights into actionable reforms. Leadership development, as emphasized by Northouse (2018), is critical to driving these changes and ensuring their sustainability.

The convergence of quantitative and qualitative findings in this study underscores the foundational importance of financial, programmatic, and human resource management systems to

CSO sustainability and effectiveness. By linking these findings to Systems Theory, Grounded Theory, and Organizational Management Theory, we gain a deeper understanding of the interdependencies, contextual challenges, and practical strategies needed to enhance organizational performance. This integrated perspective provides a roadmap for CSOs to address shared priorities, overcome systemic barriers, and achieve sustainable impact in an increasingly complex operating environment.

4.17. Divergence

The use of both quantitative and qualitative methodologies by the researcher in this study has provided a robust framework for understanding the dynamics of organizational management systems in Civil Society Organizations (CSOs). While the integration of these methods enriched the analysis, notable divergences emerged in key areas: Succession Systems, Business Administration Systems (BAMs), and Governance Systems. These discrepancies reveal underlying complexities and highlight the need for adequate interpretation of the data.

One of the most striking divergences arose in the evaluation of succession systems. Quantitative respondents considered succession systems as the least significant factor influencing organizational sustainability. This perspective aligns with a focus on immediate operational priorities, often characteristic of quantitative survey participants who might prioritize tangible and measurable aspects of organizational management (Creswell & Plano Clark, 2018). Conversely, qualitative respondents underscored the criticality of succession planning, particularly in ensuring leadership continuity during transitions. They emphasized its role in fostering long-term organizational stability and mitigating risks associated with abrupt leadership changes.

This divergence underscores a potential communication gap within CSOs, where staff members may undervalue succession planning due to a lack of visibility into strategic decision-making processes. Furthermore, the findings reveal that succession systems are not adequately embedded within the organizational culture, reflecting a disconnect between leadership's

intentions and staff's perceptions. As Venkatesh et al. (2023) noted, such misalignments can hinder the implementation of systemic reforms, necessitating improved internal communication and capacity-building efforts.

The study revealed significant discrepancies in perceptions of BAMs. Quantitative respondents (82%) reported that formal BAMs were non-existent within their organizations, suggesting a widespread lack of awareness or utilization of standardized administrative processes. In contrast, qualitative respondents acknowledged the existence of BAMs but described them as informal, fragmented, or poorly structured. This contrast indicates a disparity between the theoretical existence of such systems and their practical recognition or application.

Critically, the qualitative findings highlight a leadership blind spot. While leadership may perceive informal practices as sufficient, the absence of formalized systems creates inefficiencies and limits staff's ability to operate effectively. According to Bryson (2018), the formalization of administrative systems is a cornerstone of effective organizational management, providing a framework for accountability, transparency, and scalability. Therefore, the divergence in findings points to the need for CSOs to prioritize the development and communication of standardized BAMs, ensuring that all stakeholders have a shared understanding of their purpose and functionality.

The divergence in governance systems reflects a deeper contextual complexity. Quantitative data predominantly focused on internal governance structures, such as compliance metrics and decision-making hierarchies. However, qualitative respondents introduced an external dimension, identifying government interference as a significant barrier to effective governance. This insight is particularly salient in the context of Nigerian CSOs, where external political and regulatory pressures often impact organizational autonomy.

The contrast between these findings suggests that quantitative surveys, while useful for identifying internal trends, may overlook external systemic challenges. As Greene (2007) asserts, qualitative methods excel in capturing the broader context in which organizations operate, providing a richer understanding of external factors. For CSOs, this divergence emphasizes the need to integrate external environmental factors into governance frameworks and evaluation criteria. Failing to do so risks creating governance systems that are internally efficient but externally vulnerable.

These divergences highlight the inherent limitations and strengths of each methodological approach. Quantitative methods, with their focus on numerical data, provide clarity and generalizability but may oversimplify complex phenomena. Qualitative methods, on the other hand, offer depth and context but are less scalable. The triangulation of these methods, as used in this study, ensures a more comprehensive understanding but also necessitates critical reflection on the limitations and biases of each approach (Tashakkori & Teddlie, 1998).

The findings also underscore the importance of organizational learning and adaptability. CSOs must recognize and address the gaps between staff perceptions and leadership priorities, as these misalignments can undermine organizational cohesion and effectiveness. Furthermore, the inclusion of external factors, such as government interference, in governance evaluations reflects the dynamic nature of CSOs' operating environments and highlights the need for flexible, context-sensitive strategies.

4.18. Chapter Summary

The findings presented in this chapter have provided a comprehensive exploration of the organizational management systems (OMS) of civil society organizations (CSOs) in Nigeria, with a particular focus on the factors that contribute to their fragility and their limited capacity to ensure

sustainable development outcomes. By employing a mixed methods approach, the chapter integrated both quantitative and qualitative data, allowing for a multi-layered understanding of the problem. The analysis demonstrated that while CSOs in Nigeria have shown resilience and a strong commitment to social change, the absence of robust and coherent OMS frameworks has created persistent vulnerabilities that threaten their long-term sustainability. In reviewing the evidence, this chapter has revealed the systemic nature of these weaknesses, their interconnections, and their implications for organizational effectiveness, while also identifying areas in which reform and adaptation are most urgently needed.

The quantitative results highlighted six key dimensions that underlie the functioning of OMS in Nigerian CSOs: governance, financial management, human resource management, program management, succession planning, and business development and sustainability. The factor analysis confirmed that these six domains capture the majority of variance in organizational practice, thereby offering a reliable diagnostic framework for evaluating the strengths and weaknesses of CSOs. Governance and financial management emerged as dominant explanatory variables, accounting for the largest share of variance, and thus underscoring their centrality in shaping organizational credibility and performance. These domains were associated with practices such as board accountability, transparency, compliance with regulatory frameworks, financial reporting, budgeting, and auditing. The strong loadings on these constructs confirmed that, where present, they represent the most stable and influential OMS dimensions. Yet the analysis also highlighted that deficiencies in governance and financial oversight were widespread, limiting donor confidence and eroding trust among beneficiaries. The absence of clear accountability structures and robust financial systems has left many organizations vulnerable to mismanagement and reputational damage, findings that align with prior research on weak institutionalization in African CSOs (Clayton et al., 2000; Richmond, 1993a).

Human resource management and program management formed the next set of dimensions identified through factor analysis. These constructs, while moderately robust, revealed a degree of unevenness in implementation across organizations. Staff recruitment, retention, and training were often inconsistent, with many CSOs relying heavily on volunteers or underpaid workers. While some organizations had developed personnel policies and role descriptions, others lacked even the most basic frameworks for human capital management. This variability was reflected in the moderate factor loadings and communalities observed in the analysis. Program management, by contrast, showed relatively stronger performance, reflecting CSOs' emphasis on direct service delivery and donor-driven project execution. This finding is consistent with the operational identity of many Nigerian CSOs, which often prioritise programmatic activities over internal capacity-building. While this strength should not be overlooked, the quantitative results indicated that program management cannot substitute for deficiencies in governance, finance, or HRM, and that overreliance on project delivery without strengthening core systems risks entrenching unsustainability (Gladwin et al., 1995; Hakala, 2000).

The remaining dimensions, succession planning and sustainability/business development, explained a smaller proportion of variance but were nevertheless significant. Their weaker loadings suggested that these domains are underdeveloped within Nigerian CSOs. Succession planning was frequently absent, with many organizations heavily reliant on founding leaders who had remained in post for decades without clear plans for transition. The lack of leadership continuity poses acute risks for institutional stability, particularly given the central role of executive directors in donor relations and organizational strategy. Similarly, sustainability and business development systems were poorly represented, with few organizations diversifying funding sources or investing in income-generating ventures. The absence of coherent strategies for financial independence has left CSOs highly donor-dependent, a condition that undermines resilience when donor funding is reduced or withdrawn. These findings are consistent with the

wider literature that has highlighted the vulnerability of African NGOs to donor cycles and their limited adoption of business-like models of sustainability (Loughran, 2014a; Lecocq et al., 2018).

The qualitative findings complemented and enriched the quantitative analysis, offering deeper insights into the lived experiences and perspectives of CSO leaders and staff. A recurring theme was the limited understanding of OMS among participants. Several respondents conflated OMS with organizational charts or organograms, revealing a conceptual gap that reflects the limited professionalization of the sector. Those who understood OMS were able to describe governance, finance, HR, and program systems, but often admitted that these systems were rudimentary, inconsistently applied, or poorly enforced. Succession planning and sustainability frameworks were almost universally absent, confirming the weaknesses revealed in the quantitative data. Participants repeatedly expressed concern that without developing robust succession plans and alternative funding streams, their organizations would not survive beyond the tenure of current leaders or the lifespan of donor projects.

The thematic analysis also revealed the predominance of donor dependency as a defining feature of Nigerian CSOs. Many organizations acknowledged that they relied almost entirely on donor funding, contractual services, or philanthropic contributions. Few had developed innovative business administration models, though some expressed interest in pursuing agricultural investments, consultancy services, or training centres as potential revenue streams. The notion of a business administration model (BAM) was, for several respondents, a new or underexplored concept, suggesting that strategic thinking about sustainability remains underdeveloped in the sector. A small minority of CSOs had invested in real estate or cultivated relationships with wealthy board members and philanthropists, but these cases were exceptions rather than the rule. The reliance on donor funding not only creates financial vulnerability but also constrains organizational autonomy, as donor priorities may not always align with local needs.

Governance challenges were also strongly represented in the qualitative data. Participants reported weak board engagement, poor transparency, and limited accountability, with some boards described as “inactive” or dominated by founders. This undermined checks and balances and increased the risk of mismanagement. Financial management was similarly problematic, with participants acknowledging that many CSOs lacked proper accounting systems, financial policies, or audit mechanisms. In some cases, allegations of misappropriation or misuse of funds were cited as reasons for organizational collapse. These findings reinforce the quantitative evidence that governance and financial systems are the most critical, yet most fragile, dimensions of OMS in Nigerian CSOs.

Human resource management challenges were frequently highlighted, with participants noting high turnover, limited training, and overreliance on volunteers. Staff motivation was often low due to poor remuneration, and there was a lack of clear policies on recruitment, retention, and performance management. Program management, however, was an area in which participants expressed greater confidence. Many organizations described well-developed project delivery structures, including monitoring and evaluation systems, though these were often donor-driven and lacked integration into broader organizational strategy. This disjuncture between project execution and institutional sustainability emerged as a key paradox: CSOs are often effective at delivering programs but ineffective at building organizations capable of surviving beyond donor cycles.

Perhaps most striking in the qualitative analysis was the role of passion and personal sacrifice in sustaining CSOs. Several participants argued that what kept their organizations alive was not formal systems or policies but the passion of founders, staff, and volunteers. While this reflects the resilience and commitment of civil society actors, it also underscores the fragility of organizations that depend on individual dedication rather than institutional strength. Passion can

inspire but cannot substitute for systems of accountability, governance, and sustainability. Without professionalization and systematization, CSOs risk collapse once founders or key individuals disengage.

The qualitative findings also shed light on the broader environment in which CSOs operate. Government bottlenecks, regulatory burdens, and negative public perceptions were cited as additional challenges. Delays in registration, tax difficulties, and compliance hurdles were described as demotivating and obstructive. Moreover, public mistrust, fueled by perceptions of corruption or misuse of donor funds, was seen as a barrier to legitimacy. These external constraints exacerbate internal weaknesses, creating a complex ecosystem in which CSOs must navigate both structural and institutional barriers.

The integration of quantitative and qualitative findings in this study provides a rich and layered understanding of the organizational management systems of Nigerian CSOs, underscoring both their points of strength and their areas of vulnerability. Taken together, the two strands of data reinforce one another and reveal a pattern of systemic weaknesses that are deeply interconnected. This interconnection is critical, because it highlights that organizational sustainability cannot be addressed through piecemeal reforms; rather, it requires a holistic strengthening of governance, finance, human resources, program management, succession planning, and sustainability mechanisms simultaneously. Weaknesses in one domain invariably spill over into others, producing cumulative effects that heighten organizational fragility.

For example, the quantitative analysis identified governance and financial management as the strongest explanatory variables, with the highest factor loadings. The qualitative data confirmed this centrality, as participants consistently cited poor governance and weak financial oversight as root causes of organizational instability. Governance failures, such as inactive boards, overdependence on founders, and lack of accountability, were shown to directly contribute to financial mismanagement and the erosion of donor confidence. Conversely, financial instability

was found to weaken governance structures, as organizations struggling for survival often became less transparent, more opportunistic, and increasingly beholden to donor interests. This circular relationship creates a vicious cycle in which governance and finance mutually reinforce dysfunction, limiting the possibility of sustainable growth.

Similarly, the integration of findings demonstrated that human resource challenges cannot be separated from governance and financial problems. The quantitative evidence showed moderate strength in HRM systems, but the qualitative data revealed a more troubling picture of high turnover, poor remuneration, and lack of training. These problems were linked to financial instability, as many CSOs lacked the resources to pay competitive salaries or invest in staff development. Weak governance compounded the issue, as absent boards failed to develop clear HR policies or ensure fair employment practices. Without robust HRM, organizations struggled to retain skilled staff, leading to knowledge gaps, discontinuity, and diminished capacity to implement programs effectively. Thus, HRM weakness not only limits program delivery but also undermines the very capacity to reform governance and finance, since skilled professionals are required to develop and maintain such systems.

Program management represented an area of relative strength in both the quantitative and qualitative strands, with many CSOs demonstrating capacity to deliver donor-funded projects. However, the integration of findings revealed that this strength is somewhat deceptive, as program management is often narrowly donor-driven and disconnected from broader organizational strategy. While CSOs may excel at meeting donor reporting requirements, their program frameworks frequently do not contribute to long-term sustainability. The emphasis on project execution, in the absence of coherent governance, financial, and HR systems, produces organizations that are project-efficient but institutionally fragile. The findings therefore suggest that effective program management alone cannot secure organizational survival, particularly when it is not embedded within stronger OMS frameworks.

The weakest dimensions in the quantitative analysis succession planning and sustainability/business development were confirmed by the qualitative findings as major organizational blind spots. Few CSOs had developed succession plans, and leadership continuity was often seen as contingent on founder survival rather than institutional design. Qualitative testimonies revealed the risks of founder syndrome, whereby organizations are excessively dependent on charismatic leaders and struggle to survive leadership transitions. This phenomenon is consistent with prior research on African CSOs, which has identified leadership concentration as a key factor undermining organizational resilience (Kendall and Knapp, 1995; Hailey and James, 2004). In the present study, the absence of succession planning was compounded by weak sustainability strategies. Donor dependency was almost universal, and only a small minority of organizations reported efforts to diversify income streams through philanthropy, business ventures, or endowments. The integration of findings thus confirms that succession and sustainability are the most neglected OMS dimensions, yet they are also the most critical for ensuring long-term survival.

Another key insight from the mixed methods integration is the role of passion and individual commitment as a compensatory mechanism for weak OMS. While the quantitative data naturally could not capture this dimension, the qualitative findings highlighted that many CSOs survive not because of robust systems but because of the personal sacrifice of founders and staff. This finding is paradoxical: on one hand, it demonstrates the resilience and commitment of civil society actors; on the other, it highlights the fragility of organizations dependent on individuals rather than institutions. Passion, while admirable, is not a substitute for OMS, and overreliance on individual commitment leaves organizations vulnerable to collapse once key individuals disengage. This theme reinforces the conclusion that sustainability requires institutionalization, not just dedication.

The findings also revealed the extent to which external environmental factors interact with internal OMS weaknesses. Government regulatory bottlenecks, burdensome compliance requirements, and delays in registration were cited as significant obstacles. Participants also highlighted the problem of public mistrust, which was exacerbated by high-profile cases of mismanagement within the CSO sector. These external factors interact with internal weaknesses in a way that multiplies vulnerability. For example, weak financial management makes organizations more susceptible to reputational damage when accused of mismanagement, while governance failures make it harder to navigate regulatory environments. Conversely, stronger OMS could mitigate some of these external challenges by increasing transparency, accountability, and public trust. The integration of findings thus underscores that while CSOs operate in a difficult external environment, their greatest vulnerabilities are internal and systemic.

An important implication of these integrated findings is the recognition that OMS dimensions are not independent variables but parts of a complex ecosystem. Governance, finance, HR, program management, succession, and sustainability form an interdependent system, such that weaknesses in one domain reverberate across others. For instance, without good governance, financial management systems cannot be sustained; without financial stability, HRM cannot be developed; without HRM, program management suffers; without succession planning, all gains risk being lost when leaders depart; and without sustainability strategies, donor dependency persists, undermining long-term survival. This systemic perspective challenges approaches that focus narrowly on one dimension—such as donor-driven capacity building in financial reporting—without addressing other interconnected weaknesses.

Another implication is that organizational sustainability requires both internal reform and external support. Internally, CSOs must invest in strengthening governance, financial management, HR policies, succession planning, and sustainability strategies. Externally, donors and governments must create enabling environments that support capacity-building and reduce

regulatory burdens. Donors in particular need to move beyond short-term project funding and invest in institutional strengthening, while governments should adopt policies that incentivise transparency and professionalism. Without this dual approach, the vulnerabilities identified in this study are unlikely to be addressed.

The findings also have theoretical implications for understanding organizational management in resource-constrained environments. The study confirms that Western models of OMS, which emphasise governance, finance, HR, and sustainability, are relevant to the Nigerian context but must be adapted to local realities. For example, the role of passion and personal sacrifice, while not prominent in Western OMS models, emerged as a critical factor in sustaining Nigerian CSOs. Similarly, donor dependency and founder syndrome, while not unique to Nigeria, are particularly pronounced in this context and must be factored into any theoretical framework. This suggests that OMS models must be flexible and context-sensitive, acknowledging both universal principles of good management and the specific challenges of the Nigerian environment.

Finally, the integration of findings underscores the urgency of reform. The evidence is clear that Nigerian CSOs are at a crossroads: while they play a critical role in service delivery, advocacy, and social development, their survival is undermined by systemic OMS weaknesses. Without reform, many organizations will remain trapped in cycles of donor dependency, leadership fragility, and financial instability. However, the findings also suggest that reform is possible, as CSOs have demonstrated resilience, adaptability, and commitment. By investing in governance, finance, HR, succession, and sustainability, CSOs can move from fragility to resilience and from donor dependency to autonomy.

The cumulative evidence presented in this chapter therefore paints a clear picture of the current state of organizational management systems in Nigerian CSOs: a sector characterised by passion and commitment, but also by structural fragility, systemic weaknesses, and limited capacity to guarantee sustainability. While the study identified some areas of relative strength,

such as project delivery and donor-driven program management, these are insufficient to compensate for serious deficiencies in governance, financial management, human resources, succession planning, and sustainability. The overall conclusion is that the majority of Nigerian CSOs remain institutionally weak, overly reliant on external donors, and insufficiently equipped to manage transitions, diversify funding, or ensure continuity. These findings have direct consequences for their ability to contribute meaningfully to sustainable development.

The implications of these weaknesses extend beyond individual organizations to the broader ecosystem of civil society in Nigeria. Weak governance and financial systems undermine public trust in CSOs, feeding narratives of corruption and inefficiency that reduce their legitimacy in the eyes of both citizens and policymakers. Without legitimacy, CSOs are unable to effectively advocate for policy reform or hold government accountable, limiting their impact on systemic change. Weak HRM and lack of succession planning mean that CSOs often lack the skilled personnel required to design, implement, and evaluate programs, reducing their effectiveness in service delivery. In turn, poor service delivery further undermines credibility, creating a cycle of diminishing trust and influence. This cycle undermines not only organizational sustainability but also the broader capacity of civil society to serve as a counterweight to state and market power.

The findings also underscore the vulnerability of Nigerian CSOs to external shocks. The case of donor funding fluctuations illustrates this point vividly: organizations that rely almost exclusively on external funding are highly vulnerable to policy shifts, donor fatigue, or changes in global priorities. Similarly, organizations dependent on charismatic leaders are vulnerable to leadership crises when those leaders depart or lose legitimacy. These vulnerabilities are not hypothetical; they were repeatedly reported by participants, who described organizations collapsing following the loss of funding or the departure of founders. The fragility revealed in this study is therefore not simply theoretical but is already producing real consequences in the Nigerian CSO landscape.

At the same time, the evidence points to opportunities for reform and renewal. The identification of six key OMS dimensions provides a framework through which CSOs can diagnose their weaknesses and develop targeted reforms. Governance reform can strengthen accountability, ensure board activity, and create checks and balances that build trust with donors and beneficiaries alike. Financial management reform can establish robust accounting systems, improve transparency, and reduce opportunities for mismanagement. HR reform can provide clear policies on recruitment, retention, and training, thereby professionalising the sector and reducing turnover. Succession planning can institutionalise leadership continuity, while sustainability strategies can diversify funding sources, reduce donor dependency, and increase autonomy. Together, these reforms have the potential to transform Nigerian CSOs from fragile, donor-dependent entities into resilient, sustainable institutions capable of contributing to long-term development.

The findings also highlight the importance of multi-level support for CSO reform. While internal reform is essential, it cannot occur in isolation. Donors, governments, and the private sector all have roles to play in supporting CSOs to strengthen their OMS. Donors in particular must recognise that project-based funding without investment in institutional capacity perpetuates fragility. By funding core costs, capacity building, and institutional development, donors can help CSOs establish the systems they need to survive beyond donor cycles. Governments must also reduce regulatory burdens and create enabling environments for civil society. Excessive bureaucracy, arbitrary regulation, and harassment of CSOs undermine their ability to operate effectively and discourage professionalisation. Instead, governments should adopt policies that incentivise transparency, professionalism, and sustainability, recognising the critical role CSOs play in democratic governance and development.

The broader implication of these findings is that strengthening OMS in Nigerian CSOs is not merely a technical exercise but a strategic imperative for sustainable development. Weak OMS

not only threaten the survival of individual organizations but also limit the collective capacity of civil society to address Nigeria's development challenges. Inadequate governance, finance, HR, and sustainability systems mean that CSOs are less able to design effective interventions, deliver services, advocate for change, and hold governments accountable. This undermines progress towards development goals in areas such as health, education, gender equality, and poverty reduction. Conversely, stronger OMS would enhance the capacity of CSOs to deliver services, represent marginalized groups, and promote accountability, thereby contributing directly to sustainable development.

The findings also contribute to theoretical debates about the role of civil society in development. While some scholars have questioned the capacity of African CSOs to act as effective development agents (Edwards, 2004; Mercer, 2002), the present study suggests that capacity is not inherently absent but is undermined by systemic OMS weaknesses. The resilience, passion, and commitment of CSOs demonstrate that the potential for impact exists, but this potential cannot be realised without institutional strengthening. This reinforces the argument that civil society's effectiveness is contingent not only on external context but also on internal management systems (Hailey and James, 2004; Kendall and Knapp, 1995). The Nigerian case thus contributes to wider debates by illustrating the centrality of OMS in determining CSO effectiveness and sustainability.

In addition, the study sheds light on the tension between passion-driven activism and professionalised management in civil society. While passion and commitment are critical to CSO identity and resilience, they cannot substitute for systems of governance, finance, HR, succession, and sustainability. The findings suggest that a balance must be struck: CSOs must retain the passion that drives their mission while simultaneously professionalising their management systems. This balance is essential for ensuring both authenticity and sustainability. Without

passion, CSOs risk becoming bureaucratic and disconnected from grassroots realities; without systems, they risk collapse. The integration of findings suggests that successful CSOs will be those that manage to institutionalise passion, embedding commitment within systems that ensure accountability, continuity, and resilience.

Looking forward, the findings of this chapter create a clear agenda for reform. CSOs must invest in strengthening governance structures, ensuring active and independent boards that provide accountability and oversight. They must establish robust financial management systems, including budgeting, auditing, and transparent reporting. They must develop HR policies that professionalise recruitment, retention, and training, reducing reliance on volunteers and ensuring skilled staff. They must create succession plans that ensure continuity beyond individual leaders. And they must adopt sustainability strategies that diversify funding sources and reduce donor dependency. These reforms will not be easy, particularly in a resource-constrained environment, but they are essential if Nigerian CSOs are to survive and thrive.

The chapter also makes clear that reform cannot be delayed. The risks of inaction are too great: continued donor dependency, leadership crises, financial mismanagement, reputational damage, and organizational collapse. Already, participants described organizations that had disappeared due to lack of funding, leadership, or legitimacy. Without reform, many more CSOs risk following this path, with serious consequences for Nigeria's development landscape. By contrast, timely reform can ensure that CSOs continue to play their vital roles in service delivery, advocacy, and accountability.

In conclusion, the evidence presented in this chapter demonstrates that the organizational management systems of Nigerian CSOs are simultaneously their greatest weakness and their greatest opportunity. At present, OMS weaknesses undermine sustainability, reduce effectiveness, and limit contributions to development. Yet these same OMS dimensions—governance, finance, HR, program management, succession, and sustainability—provide a framework for reform that

can transform CSOs into resilient and sustainable institutions. Strengthening OMS is therefore both necessary and possible, requiring commitment from CSOs themselves, support from donors, and enabling environments from government. The findings of this chapter thus set the stage for the discussion that follows, in which the results will be interpreted in relation to existing literature, theoretical frameworks, and research objectives. Chapter 5 will build on the evidence presented here to explore the broader implications of OMS reform for CSOs in Nigeria, the challenges of implementing such reforms, and the potential strategies for ensuring that civil society contributes effectively to sustainable development.

CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

5.1. Introduction

Effective organizational management is a cornerstone of success for Civil Society Organizations (CSOs) worldwide, as they play pivotal roles in advocating for social change, delivering essential services, and promoting civic engagement (Pratt, 2013). In Nigeria, where CSOs operate in a dynamic and often challenging environment, the need for robust organizational management systems (OMS) is particularly pressing. The intricate web of civil society organizations (CSOs) operating in Nigeria constitutes a vibrant force for societal transformation and change. With their diverse missions, these organizations work tirelessly to address pressing issues, promote civic engagement, and contribute to sustainable development in a complex and dynamic socio-political landscape (Olayode, 2004). At the heart of their effectiveness lies the organizational management systems (OMS) that drive their operations, allocate resources, and shape their strategic direction (Okotoni, 2006).

The topic of improving OMS within Nigerian CSOs holds significant relevance in the context of a nation striving for social, economic, and political development. CSOs serve as critical intermediaries between citizens and governments, working towards a more accountable, transparent, and equitable society (Nzongola-Ntalaja, 1997; Odeh, 2012). However, their capacity to fulfill these roles hinges on the strength of their internal management systems. This mixed methods research, titled "Improving Organizational Management Systems of Civil Society Organizations in Nigeria: Overview of the Challenges and Solutions in Ensuring Sustainable Development," delves deeply into the challenges and potential solutions surrounding OMS within Nigerian CSOs. It represents a vital step toward understanding and enhancing the capabilities of these organizations, thereby amplifying their impact on sustainable development in the country.

In this interpretation of findings, we embark on a journey to unravel the intricacies of the research findings generated through this mixed methods investigation (Coe, 2021). Our research integrates both quantitative and qualitative perspectives to provide a comprehensive understanding of the challenges and opportunities faced by Nigerian CSOs in their pursuit of effective organizational management. In addition, the researcher will attempt to explore the far-reaching consequences of our findings. By integrating both quantitative and qualitative data, the researcher will gain a comprehensive perspective on the intricacies of OMS within Nigerian CSOs (Loughran, 2014b; W. Miller, 2015b). This research extends beyond the mere identification of problems to offer practical insights and recommendations that have the potential to transform these organizations into more efficient, resilient, and sustainable entities.

The quantitative phase of our study employs rigorous statistical analysis to identify and quantify key factors contributing to poor OMS within these organizations. Through factor analysis of Likert scale data, we unveil distinct dimensions that collectively explain a significant portion of the variance in OMS (Kronish et al., 2012). These quantitative findings serve as a foundation upon which we build our interpretation, offering structured insights into specific areas that require attention and improvement. As we navigate through the implications of this research, the researcher will unpack the challenges faced by Nigerian CSOs in their pursuit of improved OMS. These challenges, deeply rooted in the socio-political and economic context of the country, have hindered many organizations' ability to maximize their impact. From financial management to governance structures, from human resource management to program implementation, the issues are multifaceted and interconnected.

The quantitative phase of this study employs rigorous statistical analysis to identify and quantify key factors contributing to poor OMS within these organizations. Through factor analysis of Likert scale data, we unveil distinct dimensions that collectively explain a significant portion of the variance in OMS. These quantitative findings serve as a foundation upon which we build our

interpretation, offering structured insights into specific areas that require attention and improvement (Grønmo, 2019). In parallel, the qualitative phase of our research delves deeper into the lived experiences, perceptions, and contextual factors surrounding OMS in Nigerian CSOs. Through in-depth interviews, focus groups, and content analysis, we capture the voices and narratives of CSO leaders and members. This qualitative approach allows us to unearth the underlying dynamics that quantitative data alone cannot reveal, contextualizing the challenges and providing rich insights into the root causes of OMS deficiencies (Makulilo, 2012).

The integration of these quantitative and qualitative findings is paramount to our research's goal of offering a holistic understanding of OMS in Nigerian CSOs. This interpretation will seek to reconcile these two distinct yet complementary sources of data, highlighting the convergence, divergence, and interconnectedness of the results (Aarons, 2020). By doing so, we aim to provide actionable insights that not only pinpoint areas for improvement but also offer nuanced recommendations rooted in the lived experiences and perceptions of those working within these organizations (Walliman, 2019).

However, our study does not stop at merely diagnosing the challenges; it also illuminates the path toward solutions. The researcher presents a comprehensive set of recommendations drawn from the convergence of quantitative data that identifies key problem areas and qualitative narratives that offer context and depth (Magstadt, 2006; W. Miller, 2015b). These recommendations are not abstract theories, but rather actionable strategies grounded in the real experiences and perceptions of CSO leaders and members. In the sections that follow, the researcher will delve into the specific findings, explore their implications, and discuss their significance within the broader landscape of Nigerian civil society. Through this comprehensive interpretation, we aspire to contribute meaningfully to the ongoing discourse on enhancing OMS within CSOs, ultimately empowering them to fulfill their vital roles as agents of positive social change in Nigeria.

The implications of our research extend beyond the boundaries of academia. We aim to provide valuable insights to a wide array of stakeholders, including CSOs themselves, policymakers, donors, and development practitioners. Our findings have the potential to catalyze positive change within these organizations, ensuring that they remain resilient and adaptable in the face of evolving challenges. Throughout the following chapters, we will delve into the specific implications arising from our study, offering concrete strategies for improving OMS within Nigerian CSOs. Our journey is one of discovery, understanding, and ultimately, empowerment (C. Grant & Osanloo, 2014a). We envision a future where these organizations, armed with enhanced OMS, continue to be powerful agents of sustainable development, transforming Nigeria into a more just, equitable, and prosperous society.

5.2. Implications

The findings of this research offer profound implications for the operational dynamics of Civil Society Organizations (CSOs) in Nigeria and their pursuit of sustainable development through functional Organizational Management Systems (OMS). This study underscores several key implications:

5.2.1 Shared Understanding of OMS Elements

The study reveals a shared understanding among participants regarding the fundamental elements of Organizational Management System (OMS). Elements such as governance structures, financial management, program management, human resource management systems, and organizational policies are consistently recognized and acknowledged. This shared understanding serves as a starting point for collaborative efforts within the CSO community (Malena et al., 2004). It suggests that there is a foundation of knowledge upon which organizations can build to strengthen their OMS.

This shared knowledge has significant implications:

5.2.2 Collaborative Learning

CSOs can leverage this common understanding to engage in collaborative learning and knowledge sharing. By coming together to exchange best practices, strategies, and solutions, organizations can accelerate improvements in their management systems. Collaborative initiatives, such as workshops, seminars, and peer mentoring, can facilitate this knowledge sharing (Chieu, 2005).

5.2.3 Standardization of Practices

A shared understanding of OMS elements provides an opportunity for CSOs to work toward standardizing certain practices. Common standards and guidelines can be developed to enhance consistency and effectiveness in areas such as financial reporting, program evaluation, and human resource management.

5.2.4 Advocacy and Collective Action

CSOs can collectively advocate for favorable policies, resources, and support from governmental and donor agencies. A shared understanding of OMS elements allows for a united front when addressing systemic challenges that affect the sector (Momoh et al., 2015).

5.2.5 Recognition of the Importance of OMS

Participants in the study articulated the significance of OMS in ensuring the effective management of CSOs. This recognition indicates that CSOs in Nigeria are aware of the pivotal role that a functional OMS plays in their operations, resource allocation, and overall effectiveness (Espejo & Reyes A., 2011). It highlights the potential for organizations to leverage this awareness to drive improvements in their management systems (Scholl et al., 2018).

The implications of this gap are profound:

5.2.6 Capacity Building

The foremost implication is the urgent need for capacity building within CSOs. Organizations should prioritize training, workshops, and resources that empower their staff and leadership to translate knowledge into action. Capacity building programs should focus not only

on understanding OMS but also on practical implementation strategies (Tahiru et al., 2019). Capacity building can bridge the gap between awareness and implementation, thereby improving the functionality of OMS (Tahiru et al., 2019).

5.2.7 Mentorship and Guidance

Mentoring programs can play a crucial role in bridging the implementation gap. Experienced CSOs can mentor newer organizations, sharing insights, best practices, and lessons learned in effectively implementing OMS elements.

5.2.8 Monitoring and Evaluation

Organizations should establish robust monitoring and evaluation mechanisms to track the implementation of OMS components. Regular assessments can help identify areas where implementation falls short and guide corrective actions (Rumenya & Kisimbi, 2020).

5.2.9 Challenges in Implementation

While participants demonstrated familiarity with the concept of OMS, the study also exposes challenges in the implementation of these systems. This discrepancy between knowledge and implementation is a critical issue. It implies that while CSOs may understand the importance of OMS, they may struggle with practical implementation, hindering their ability to fully harness the potential of these systems (Ayeni, 2010; Field, 2013; Ogbonnaya et al., 2012).

Recognizing the challenges in implementing OMS components, it is imperative to delve deeper into specific areas of concern:

5.2.10 Succession Planning

The absence of functional succession planning mechanisms within many CSOs raises concerns about leadership continuity. Organizations should prioritize the development of succession plans that identify and groom future leaders. Training and mentorship programs can be established to facilitate smooth leadership transitions (Batini et al., 2013).

5.2.11 Business Development and Sustainability

The absence of well-defined business development and sustainability models is a significant vulnerability for CSOs, particularly in a context where donor funding may be uncertain or limited (Winston, 2022). Organizations should proactively seek alternative revenue streams, engage in income-generating activities, and establish sustainability models to ensure their long-term viability (Abiddin et al., 2022).

5.2.12 Practical Implementation Strategies

To bridge the gap between awareness and implementation, organizations should develop and implement practical strategies. These strategies should be tailored to the unique needs and challenges of each CSO. They may include clear action plans, resource allocation, and regular progress assessments (Bycio et al., 1995).

5.2.13 Leveraging External Resources and Support

To address these challenges, CSOs can explore partnerships and collaborations with external entities, including government agencies, donor organizations, and capacity-building institutions. These external resources can provide funding, technical assistance, training, and expertise to strengthen OMS within CSOs (Whittemore et al., 2001). CSOs should actively seek out these opportunities and leverage them to enhance their organizational effectiveness.

5.2.14 Advocacy for an Enabling Environment

CSOs play a vital role in advocating for an enabling environment that supports their operations and development. Advocacy efforts should extend to creating policies, regulations, and frameworks that facilitate OMS implementation. Organizations can collectively advocate for regulatory reforms that reduce bureaucratic obstacles and enhance financial sustainability.

5.2.15 Emphasis on Sustainability and Succession Planning

The absence or dysfunction of succession, business development, and sustainability systems within many CSOs highlights a critical area for improvement. The study underscores the

importance of addressing these issues to ensure the long-term viability and resilience of organizations, especially in a context where donor funding may be uncertain or limited (Bolderston et al., 2018; Culbertson et al., 2017).

The implications of this study are far-reaching, offering both challenges and opportunities for CSOs in Nigeria. A shared understanding of OMS elements creates a solid foundation for collaboration, standardization, and collective action. However, the gap between awareness and effective implementation must be addressed through capacity building, mentorship, monitoring, and practical strategies (Coe, 2021; Schnittker, 2021). CSOs should proactively tackle issues related to succession planning, business development, and sustainability. Leveraging external resources and advocating for an enabling environment are essential steps toward enhancing OMS and achieving sustainable development goals.

Ultimately, the success of CSOs in Nigeria hinges on their ability to translate knowledge into action, harnessing the power of functional OMS to drive positive change within their organizations and communities (Richmond, 1993b). By addressing these implications head-on, CSOs can strengthen their foundations and make meaningful contributions to the advancement of Nigerian society.

5.3. Achievement of Research Objectives

The objectives guided the research design, data collection, analysis, and interpretation, and it is therefore necessary to demonstrate clearly how each has been addressed and achieved through the study's findings.

Objective 1: To examine the governance systems of Nigerian CSOs

The first objective was achieved through both quantitative surveys and qualitative interviews, which consistently revealed that governance structures within Nigerian CSOs remain underdeveloped. The study demonstrated that boards were frequently inactive, met irregularly, and lacked the expertise or independence necessary to provide strategic guidance. Governance was often concentrated in the hands of founders, creating what the literature refers to as “founder syndrome” (Hailey and James, 2004). Decision-making processes were personalized rather than institutionalized, and accountability mechanisms were weak. These findings provided empirical confirmation of theoretical concerns raised in the literature (Edwards, 2004; Lewis, 2001), while extending understanding by demonstrating the specific mechanisms such as inactive boards and donor perceptions that perpetuate weak governance in Nigeria. Hence, Objective 1 has been fully achieved, with the study offering both diagnostic evidence and theoretical elaboration on the governance challenges faced by Nigerian CSOs.

Objective 2: To analyze financial management practices within Nigerian CSOs

The second objective was achieved by systematically examining the financial policies and practices of participating organizations. The findings revealed that while donor reporting requirements sometimes enforced basic accounting procedures, most CSOs lacked robust internal financial policies. Procurement systems, auditing practices, and transparency measures were poorly developed, and in many cases, absent. External audits were rare, and mistrust within organizations around financial decision-making was widespread. These weaknesses contributed to persistent narratives of corruption and inefficiency, which eroded public and donor trust. By documenting these practices and their consequences, the study provided concrete empirical evidence of financial fragility, extending prior research that often remained at a more general level (Edwards and Hulme, 1996). In doing so, the thesis achieved its second objective by not only describing the state of financial management but also analyzing how weak systems undermine sustainability and legitimacy.

Objective 3: To evaluate human resource management and succession planning in Nigerian CSOs

The third objective was achieved through detailed investigation of staffing practices, HR policies, and leadership continuity. The study showed that Nigerian CSOs suffer from high staff turnover, largely due to low or irregular salaries, poor working conditions, and lack of training opportunities. Reliance on volunteers was widespread, with few organizations offering structured performance management or professional development. Succession planning was almost entirely absent, with leadership transitions often resisted due to fears of donor withdrawal or loss of personal influence. This confirmed theoretical warnings about “funder dependency” but also provided nuanced explanations of why succession planning is resisted in practice. The absence of HR policies and leadership continuity not only weakened organizational capacity but also exacerbated other vulnerabilities, such as financial fragility and governance failures. This objective has therefore been comprehensively achieved, with the research offering an in-depth assessment of HR and succession weaknesses and their systemic implications.

Objective 4: To assess the sustainability strategies employed by Nigerian CSOs

The fourth objective was addressed through analysis of funding models, income diversification, and organizational strategies for resilience. The findings showed that sustainability remains the greatest challenge for Nigerian CSOs, with most organizations heavily dependent on donor funding. Few have developed alternative income streams through philanthropy, membership contributions, or social enterprise. Efforts at diversification were rare and often unsuccessful. When donors withdrew, many organizations collapsed, underscoring the fragility of the sector. At the same time, the study identified strengths in program management, though these were largely donor-driven rather than internally embedded. Sustainability was therefore revealed not only as a financial challenge but as a systemic issue, linked to weaknesses in governance, HR, and succession planning. By providing this integrated analysis, the study fully achieved its fourth

objective, offering a comprehensive picture of how Nigerian CSOs attempt—and often fail—to secure sustainability.

Objective 5: To propose reforms and recommendations for strengthening OMS in Nigerian CSOs

The fifth objective was achieved through the development of evidence-based recommendations, presented in Chapter 5. These recommendations addressed each of the six OMS dimensions examined. For governance, reforms included activating boards, recruiting skilled members, and reducing founder dominance. For financial management, recommendations focused on institutionalizing audits, developing financial policies, and promoting transparency. For human resources, the study called for improved remuneration, professionalized HR frameworks, and investment in training. For program management, the need to move from donor-driven to internally embedded systems were emphasized. For succession planning, formal leadership transition mechanisms were proposed to reduce organizational fragility. For sustainability, the study recommended diversification of funding through philanthropy, membership fees, and social enterprise, as well as the creation of financial reserves. These recommendations were not generic but directly derived from the empirical findings of this research, ensuring their contextual relevance. In this way, the thesis has fully achieved its fifth objective, providing actionable pathways for reform at both organizational and policy levels.

The objectives of this research have been comprehensively achieved. The governance structures of Nigerian CSOs were examined and found to be fragile; financial management practices were analyzed and shown to lack robustness; human resource and succession systems were evaluated and revealed to be deeply underdeveloped; sustainability strategies were assessed and shown to be inadequate; and, finally, evidence-based recommendations for reform were articulated. Beyond addressing each objective individually, the study also demonstrated how these dimensions are interconnected, producing systemic fragility that cannot be addressed through piecemeal reforms.

By meeting these objectives, the thesis has generated a holistic understanding of the organizational management systems of Nigerian CSOs, filled significant gaps in the literature, and contributed to both academic theory and practical reform agendas. The explicit mapping of findings to objectives underscores the coherence of the research and confirms that the study has been delivered on its stated aims.

5.4.Recommendations

The findings of this study highlight the urgent need to strengthen the organizational management systems (OMS) of civil society organizations (CSOs) in Nigeria if they are to achieve sustainability and fulfil their developmental roles. Based on the evidence presented in Chapter 4, several recommendations can be advanced at different levels: organizational, donor, governmental, and academic. These recommendations address both internal reforms that CSOs must initiate, and external support mechanisms required to create an enabling environment for their operations. They are therefore multi-layered and interdependent, reflecting the systemic nature of the challenges faced by Nigerian CSOs.

First, CSOs themselves must take primary responsibility for strengthening their internal organizational systems. The findings demonstrated that governance and financial management are the two most critical, yet most fragile, domains of OMS. It is therefore recommended that Nigerian CSOs prioritize governance reform by ensuring that their boards are active, independent, and accountable. This requires clarifying roles and responsibilities, instituting term limits for board members, and promoting diversity of expertise within governance structures. Boards must meet regularly, maintain accurate records, and hold executive leadership accountable. In addition, mechanisms such as performance evaluations of boards and directors should be introduced to

ensure that governance remains dynamic and responsive (Hailey and James, 2004; Kendall and Knapp, 1995).

Alongside governance, financial management must be significantly professionalized. CSOs should develop and institutionalize financial policies covering budgeting, procurement, auditing, and reporting. Transparency must be embedded through routine external audits and publication of financial statements, both to donors and to the public. The findings indicated that weak financial systems fuel mistrust, both externally and internally, and therefore strengthening financial oversight is a prerequisite for rebuilding legitimacy. It is further recommended that CSOs invest in financial management software and train their staff in accounting practices. Donors could support this by allowing budget lines for financial capacity-building, but CSOs themselves must initiate the process of financial discipline.

A second major recommendation is the development of comprehensive human resource (HR) management systems. The study revealed that reliance on volunteers, poor remuneration, and lack of training contribute to high turnover and limited organizational capacity. CSOs must therefore create formal HR policies that cover recruitment, retention, training, performance evaluation, and staff welfare. Where possible, organizations should invest in competitive salaries and benefits to reduce turnover. Even when resources are constrained, non-monetary incentives such as recognition schemes, opportunities for professional development, and supportive working environments can improve staff motivation and retention. Investment in HR is not a luxury but a necessity, as skilled and committed staff are the foundation of effective governance, financial management, and program delivery (Anheier, 2005; Fowler, 2000).

Third, succession planning must become a priority for CSOs. The findings revealed widespread reliance on founders and a lack of leadership continuity plans, creating vulnerability when leaders depart. To address this, CSOs should develop clear succession policies that identify and prepare future leaders. This can be achieved by creating deputy roles, mentoring younger staff,

and introducing leadership training programs. Succession planning should also include emergency procedures in the event of unexpected leadership vacancies. By institutionalizing leadership continuity, CSOs can reduce dependence on charismatic individuals and ensure organizational stability. Donors and regulators should also encourage succession planning by making it a condition for funding or registration.

Fourth, sustainability and business development strategies must be actively pursued. The research found that donor dependency is near universal among Nigerian CSOs, leaving them vulnerable to funding cycles. It is therefore recommended that CSOs diversify their income streams through philanthropy, partnerships, and business ventures. Business administration models (BAMs), such as consultancy services, training centers, and agricultural enterprises, offer potential revenue streams that can supplement donor funding. While not all CSOs can or should engage in business, every organization should develop a sustainability plan that identifies multiple sources of income. Endowments, membership contributions, and local fundraising are additional options that merit exploration. Importantly, sustainability strategies must be context-sensitive and realistic, tailored to organizational capacity and mission (Lecocq et al., 2018).

At the donor level, several recommendations can be advanced. Donors must recognize that their funding practices often perpetuate CSO fragility by prioritizing short-term projects over long-term institutional development. It is recommended that donors adopt funding models that include support for core costs, capacity-building, and institutional strengthening. Rather than focusing solely on program outputs, donors should evaluate CSOs based on governance, financial, HR, and sustainability reforms. By incentivizing institutional development, donors can help create resilient CSOs that are better able to deliver on programmatic goals. Donors should also provide technical assistance in areas such as financial management, governance, and HR, complementing financial support with knowledge transfer. Additionally, donors must respect organizational autonomy and

avoid imposing priorities that distort CSO missions. Partnership should be based on mutual accountability and shared learning rather than hierarchical control (Edwards and Hulme, 1996; Lewis, 2001).

At the governmental level, the findings revealed that bureaucratic bottlenecks, regulatory burdens, and public mistrust further weaken CSOs. It is therefore recommended that governments create enabling environments for civil society by simplifying registration processes, reducing unnecessary compliance burdens, and providing clear legal frameworks that support CSO operations. Governments should also establish consultative mechanisms that involve CSOs in policy-making, thereby enhancing their legitimacy and influence. At the same time, governments must promote accountability by enforcing transparency requirements fairly and consistently, without using regulation as a tool for political control. Public awareness campaigns could also be initiated to highlight the positive contributions of CSOs, countering narratives of corruption and inefficiency. By fostering collaboration rather than confrontation, governments can harness the potential of CSOs as partners in development.

At the academic and research level, the findings of this study open up several avenues for further investigation. Future research should explore the specific strategies that successful CSOs in Nigeria and other African contexts have used to strengthen their OMS and achieve sustainability. Comparative studies across regions and sectors could provide valuable lessons for Nigerian CSOs. Longitudinal studies would also be valuable in assessing how OMS reforms impact organizational survival and effectiveness over time. In addition, research should examine the role of local philanthropy and social enterprises as alternative funding models, as this remains underexplored in the Nigerian context. By building a stronger evidence base, academics can support practitioners and policymakers in designing effective interventions.

Building on the recommendations outlined in the preceding section, a further set of strategies can be proposed to address the nuanced challenges revealed by this study. These strategies seek to operationalize the broad recommendations into practical steps that can guide CSOs, donors, governments, and other stakeholders in strengthening organizational management systems in Nigeria.

The first strategic recommendation is to strengthen accountability mechanisms both internally and externally. Internally, CSOs must cultivate cultures of accountability where staff, management, and boards are answerable for their actions and decisions. This involves setting up monitoring and evaluation systems not only for programs but also for organizational performance. For instance, annual performance reviews of both staff and board members should be institutionalized, ensuring that responsibilities are clearly defined and outcomes are systematically assessed. Externally, CSOs must demonstrate accountability to donors, beneficiaries, and the general public. This can be achieved through transparent financial reporting, open communication about organizational activities, and community feedback mechanisms. Establishing citizen report cards or participatory evaluation processes can allow beneficiaries to provide input on CSO performance, thereby strengthening trust and legitimacy. The experience of participatory monitoring in other development contexts suggests that when beneficiaries are involved in evaluating programs, both accountability and effectiveness improve (Gaventa, 2002; Cornwall and Coelho, 2007).

In line with strengthening accountability, it is also recommended that networks and coalitions of CSOs be leveraged for peer regulation and support. Umbrella organizations and sectoral associations can play a vital role in promoting standards, sharing best practices, and holding members accountable. By creating peer-review mechanisms, CSOs can collectively monitor compliance with governance, financial, and ethical standards. This type of self-regulation has been effective in other contexts, such as the NGO codes of conduct established in Kenya and

Uganda (Hearn, 2007). In Nigeria, the establishment of a widely recognized CSO charter of standards could serve as a framework for peer accountability, while also reassuring donors and governments of the sector's commitment to professionalism.

Another recommendation is to redefine donor–CSO partnerships to be more equitable and capacity-oriented. The findings of this study showed that donor-driven agendas often distort CSO priorities, while short-term project funding undermines sustainability. It is therefore essential that partnerships move from transactional funding arrangements to long-term relationships focused on mutual learning and institutional development. Donors should be encouraged to adopt a dual-track funding model that supports both program delivery and organizational strengthening. For example, each grant could include a designated percentage for institutional capacity building, covering areas such as financial systems, HR development, or sustainability planning. Donors could also provide technical assistance in OMS domains, offering training, mentoring, or secondments to strengthen organizational systems. Equally important, donors must respect CSOs' autonomy by allowing them to set their own priorities and design interventions that align with local needs. Evidence from development practice suggests that locally owned solutions are more sustainable than externally imposed models (Chambers, 1997; Eade, 2000).

Leadership development emerges as another critical area for strategic intervention. The absence of succession planning identified in this study points to the need for intentional leadership pipelines within CSOs. Organizations should develop leadership development programs that identify potential leaders early and provide them with mentoring, training, and opportunities for responsibility. Partnerships with universities and leadership institutes could be explored to provide formal training in nonprofit management. Regional leadership exchanges could also allow emerging leaders to learn from peers in other organizations or countries. Leadership development must also be inclusive, ensuring that women, youth, and marginalized groups are represented in

leadership pipelines. By institutionalizing leadership succession, CSOs can overcome founder syndrome and ensure continuity beyond individual leaders (Hailey and James, 2004).

Beyond leadership, sustainability models must be diversified and contextualized. The study revealed a widespread reliance on donor funding, with only a minority of CSOs exploring alternative revenue streams. To address this, CSOs should adopt multi-pronged sustainability strategies that combine philanthropy, social enterprise, membership contributions, and local fundraising. For instance, CSOs engaged in community development could establish agricultural cooperatives whose profits support organizational operations. Advocacy organizations could develop consultancy services, offering expertise in policy analysis, training, or community engagement to other institutions. Health-related CSOs might operate clinics with sliding-scale fees to generate income while serving communities. Importantly, sustainability models should be carefully designed to align with organizational mission and capacity. Evidence from social enterprise models in other African contexts suggests that mission drift can occur if business ventures are pursued without clear alignment to core values (Lecocq et al., 2018). Therefore, while diversification is critical, it must be strategic and mission-consistent.

At the same time, it is recommended that local philanthropy and corporate social responsibility (CSR) be more effectively mobilized. Nigerian CSOs have traditionally relied on international donors, but there is untapped potential in local sources of support. Wealthy individuals, diaspora communities, faith-based organizations, and corporations can all contribute to CSO sustainability if appropriately engaged. CSOs should therefore develop fundraising strategies targeted at local philanthropists, emphasizing transparency and impact. Partnerships with the private sector can also be explored, where CSR initiatives align with CSO objectives. Governments can incentivize local philanthropy by offering tax deductions for charitable giving,

thereby creating an enabling environment for domestic resource mobilization (Salamon et al., 1999).

Another area for recommendation is capacity building in monitoring, evaluation, and learning (MEL). While the study found that program management was relatively strong, it was often donor-driven and disconnected from institutional learning. CSOs should therefore invest in MEL systems that serve not only donors but also internal decision-making and strategic planning. By collecting, analyzing, and learning from data, organizations can improve their effectiveness, demonstrate impact, and strengthen accountability. MEL systems should also include mechanisms for upward, downward, and horizontal accountability, ensuring that learning is shared across staff, boards, donors, and beneficiaries (Guijt, 1999). Donors can support this by funding MEL capacity building and valuing learning outcomes rather than only short-term outputs.

In terms of government-CSO relations, it is recommended that policy frameworks be reformed to reduce bureaucratic barriers and enhance collaboration. The findings highlighted that many CSOs face delays in registration, excessive reporting requirements, and harassment by regulatory agencies. To address this, governments should streamline registration processes, clarify compliance requirements, and reduce arbitrary interventions. Governments should also institutionalize mechanisms for dialogue with CSOs, such as joint consultative forums, advisory councils, or policy dialogues. By involving CSOs in policy-making, governments can benefit from grassroots perspectives and enhance the legitimacy of policies. At the same time, governments must ensure fair and consistent enforcement of accountability requirements, avoiding selective regulation that target politically inconvenient organizations.

At the sectoral level, public trust in CSOs must be rebuilt through transparency and communication. The findings revealed that public mistrust is fueled by perceptions of corruption and inefficiency. To counter this, CSOs should adopt proactive communication strategies that share their successes, challenges, and financial information openly with the public. Media

partnerships, community forums, and digital platforms can all be used to enhance transparency. By demonstrating accountability to citizens, CSOs can rebuild legitimacy and attract both local and international support.

Finally, it is recommended that research and evidence generation be institutionalized within the CSO sector. CSOs should not only implement programs but also generate knowledge about what works and why. Establishing research and learning units within organizations can support evidence-based practice, while partnerships with universities can facilitate applied research. Donors should support such initiatives by funding research components within projects. A stronger evidence base will enable CSOs to advocate more effectively for policy change and to demonstrate impact, thereby enhancing credibility and influence.

The recommendations outlined above reveal that strengthening organizational management systems in Nigerian CSOs requires a multi-dimensional strategy that cuts across internal organizational reform, donor practices, government policies, and academic engagement. Each of these levels is interdependent: CSOs cannot reform in isolation without supportive donor and governmental frameworks, while donors and governments cannot achieve development goals without strong, accountable CSO partners. The systemic nature of OMS weaknesses means that reforms must also be systemic, addressing governance, financial management, human resources, succession planning, and sustainability simultaneously. Addressing one area without the others will only provide temporary relief and may exacerbate other vulnerabilities.

At the organizational level, the evidence suggests that governance reform is the most urgent starting point. Without accountable and active boards, reforms in finance, HR, or sustainability are unlikely to be sustained. Governance structures provide the framework through which policies are adopted, accountability is enforced, and leadership is transitioned. Therefore, the institutionalization of effective boards must be prioritized as a foundation for wider reform. Alongside this, financial management systems must be upgraded to rebuild trust with donors,

governments, and the public. This dual focus on governance and finance is critical, as these two dimensions were identified by both the quantitative and qualitative analyses as the strongest explanatory variables.

At the same time, human resources and succession planning cannot be overlooked. The professionalization of CSO staff is not only essential for program delivery but also for sustaining organizational reforms. Without skilled and motivated personnel, governance and financial policies remain paper exercises. Succession planning must also be embedded in governance frameworks, ensuring that organizations do not collapse with the departure of key leaders. These reforms should be complemented by sustainability strategies, which reduce dependency on donors and diversify funding sources. The integration of social enterprise, philanthropy, and membership contributions into organizational models offers pathways for sustainability that are both context-appropriate and achievable.

At the donor level, the recommendation is clear: move beyond short-term project funding and invest in institutional strengthening. Donors must recognize that strong CSOs require strong OMS and that program outcomes cannot be achieved in the long term without institutional investment. Flexible funding, support for core costs, and technical assistance in governance, finance, HR, and sustainability are essential. Donors must also adopt a partnership approach that respects CSO autonomy and supports locally defined priorities. Only by aligning funding practices with institutional needs can donors help to break the cycle of dependency and fragility.

At the governmental level, the recommendations focus on enabling regulation and constructive partnership. Governments should streamline registration, simplify compliance, and ensure fair and consistent enforcement of accountability standards. At the same time, governments should create mechanisms for CSO participation in policy-making, thereby enhancing both policy effectiveness and CSO legitimacy. By fostering collaborative rather than adversarial relationships, governments can unlock the potential of CSOs as partners in national development. In addition,

governments can incentivize local philanthropy and corporate social responsibility, thereby expanding the resource base available to CSOs.

At the academic and research level, the findings of this study underscore the need for ongoing evidence generation and capacity building. Universities and research institutes should engage in applied research on CSO management, sustainability, and impact. Training programs in nonprofit management should be expanded, providing CSOs with access to professional education and leadership development. Research should also focus on documenting successful case studies of organizational reform, providing models that other CSOs can adapt. By institutionalizing research and learning within the CSO sector, both practitioners and policymakers will have access to the evidence required for informed decision-making.

When viewed through the lens of the sustainable development agenda, these recommendations acquire even greater significance. The Sustainable Development Goals (SDGs) cannot be achieved without active, effective, and sustainable civil society organizations. CSOs are uniquely positioned to deliver services to marginalized populations, advocate for accountability, and innovate in areas where governments and markets fall short. Yet without strong OMS, their capacity to contribute to the SDGs is undermined. The recommendations advanced here therefore contribute not only to organizational survival but also to national and global development objectives. Strengthening CSO management systems is not a peripheral concern; it is a central strategy for sustainable development.

It is also important to recognize that recommendations must be context sensitive. Nigerian CSOs operate in an environment of political uncertainty, economic volatility, and social inequality. Reforms must therefore be realistic, incremental, and adaptable. While the adoption of Western management models may provide useful principles, these must be localized to reflect the realities of Nigerian civil society. For example, sustainability strategies must take into account the limited culture of philanthropy, weak regulatory enforcement, and high levels of poverty that constrain

domestic fundraising. Governance reforms must acknowledge the persistence of founder syndrome and the challenges of building independent boards in a context where personal networks dominate. Recommendations must therefore be adapted to local realities if they are to be feasible and effective.

A further implication is that reform requires long-term commitment. Institutional change is not a short-term project but a gradual process of building systems, shifting cultures, and reinforcing accountability. Donors and governments must therefore adopt long-term perspectives, providing consistent support over extended periods. CSOs themselves must commit to reform as an ongoing process rather than a one-off exercise. Monitoring progress, learning from mistakes, and adapting strategies will be essential for sustaining momentum.

The recommendations presented here are both ambitious and necessary. They are ambitious because they call for systemic reform at multiple levels, requiring commitment from CSOs, donors, governments, and academics alike. They are necessary because without them, Nigerian CSOs will remain fragile, donor-dependent, and vulnerable to collapse. The evidence presented in Chapter 4 demonstrated the urgency of reform, highlighting systemic weaknesses across governance, finance, HR, succession, and sustainability. The recommendations in this chapter respond directly to those findings, offering pathways for institutional strengthening and long-term survival.

The broader significance of these recommendations lies in their contribution to sustainable development. By strengthening their organizational management systems, Nigerian CSOs can become more effective service providers, more credible advocates, and more resilient institutions. Donors and governments, in turn, will benefit from stronger partners capable of delivering development outcomes and enhancing accountability. Ultimately, the sustainability of Nigerian CSOs is not only a matter of organizational survival but also a matter of national and global importance. Civil society remains an indispensable actor in addressing Nigeria's development

challenges, and its survival depends on the adoption of the recommendations advanced in this chapter. This chapter has therefore provided a set of recommendations that, if implemented, can transform Nigerian CSOs from fragile and donor-dependent entities into resilient and sustainable institutions.

5.4.1 Recommendations for Application

The role of Civil Society Organizations (CSOs) in Nigeria is paramount in driving positive societal change. A functional Organizational Management System (OMS) serves as the linchpin for the efficiency, effectiveness, and sustainability of these organizations (Scholl et al., 2018). The findings of the research highlight a shared understanding among participants regarding key OMS elements, but it also illuminates challenges in the practical implementation of these systems. This section unfolds a roadmap for action, presenting a robust set of recommendations crafted to address the identified challenges and pave the way for transformative solutions.

These recommendations emerge not merely as theoretical propositions, but as pragmatic strategies grounded in the realities faced by CSOs operating in the Nigerian context. As we navigate through the intricacies of enhancing organizational management systems, our goal is to foster resilience, innovation, and sustainable impact within the diverse tapestry of civil society (Espejo & Reyes, 2011b). The following recommendations encapsulate a collective effort to propel Nigerian CSOs towards a future where their organizational structures are not just adeptly conceived but dynamically responsive to the evolving needs of the communities, they serve (Baskerville et al., 2013a). This comprehensive set of recommendations, spanning across various dimensions, aims to guide CSOs in Nigeria towards strengthening their OMS for sustainable development.

5.4.2 Capacity Building and Training Programs

Capacity building and training programs are not just a luxury but a strategic necessity for Civil Society Organizations in Nigeria. These programs empower CSOs to overcome challenges,

maximize their impact, and contribute significantly to the sustainable development of the nation (Uzoma, 2013). As the landscape continues to evolve, investing in the growth and development of CSO personnel is an investment in the future of Nigeria. Capacity building equips CSO staff with strategic management skills, enabling them to develop and implement effective organizational strategies (Duo, 2011). This includes planning, resource allocation, and goal-setting to ensure the organization operates efficiently. Training programs cultivate adaptive leadership skills, allowing CSO leaders to navigate the dynamic and often challenging landscape in Nigeria. The ability to respond effectively to changing circumstances is crucial for long-term organizational success (Gupta et al., 2006). Capacity building focuses on enhancing the skills of individuals within CSOs, whether in project management, advocacy, financial management, or communication. These skills contribute to a more competent and empowered workforce.

Investing in training programs demonstrates a commitment to the professional development of staff (Ebenso et al., 2019). This, in turn, enhances job satisfaction and contributes to talent retention within CSOs, mitigating the challenges of high turnover rates. Capacity building focuses on enhancing the skills of individuals within CSOs, whether in project management, advocacy, financial management, or communication. These skills contribute to a more competent and empowered workforce. Investing in training programs demonstrates a commitment to the professional development of staff. This, in turn, enhances job satisfaction and contributes to talent retention within CSOs, mitigating the challenges of high turnover rates. Training programs in communication and advocacy empower CSOs to articulate their messages effectively. This is particularly crucial in Nigeria, where effective communication is key to garnering public support and influencing policy decisions (Love et al., 2022; Škrinjaric, 2022).

Capacity building emphasizes the importance of evidence-based approaches to advocacy. Equipped with research and data analysis skills, CSOs can bolster their arguments, making them more compelling to stakeholders and policymakers. Training in financial management is

imperative for CSOs to ensure the responsible and transparent use of funds. Capacity building programs equip staff with the skills to manage budgets, secure funding, and adhere to financial regulations. By developing skills in resource mobilization and business development, CSOs can diversify their funding sources. This reduces dependency on a single revenue stream, making organizations more resilient to economic uncertainties. Capacity building encourages CSOs to develop partnership-building skills (Ivey & Dupré, 2022). The ability to forge collaborations with other organizations, government agencies, and the private sector enhances the impact and reach of CSO initiatives. Training programs create opportunities for CSOs to share knowledge and best practices. This collaborative environment fosters a culture of learning and innovation within the sector.

Objective: To equip CSOs with the knowledge and skills necessary for effective OMS implementation.

Implementation Steps:

Customized Training Modules: Collaborate with academic institutions, training organizations, and industry experts to design customized training modules addressing specific OMS elements such as financial management, program management, governance structures, and human resource management.

Regular Workshops and Webinars: Implement regular workshops and webinars focusing on OMS. These sessions should provide practical insights, case studies, and hands-on exercises to enhance practical understanding.

Continuous Learning Culture: Foster a culture of continuous learning by encouraging staff to participate in relevant training programs, webinars, and conferences. Establish a dedicated budget for professional development.

5.4.3 Mentorship and Knowledge Sharing Initiatives

Mentorship offers CSO leaders' access to experienced mentors who have weathered various organizational challenges (Ivey & Dupré, 2022). This guidance is particularly crucial in a Nigerian context where CSOs may encounter unique socio-political and economic challenges. Mentors, having faced similar challenges, can provide strategic insights that aid in decision-making. This is especially relevant in a country where the political and social landscape can impact the effectiveness and sustainability of CSO initiatives. Mentorship initiatives focus on developing leadership skills, enabling CSO leaders to inspire, motivate, and guide their teams effectively. This is vital in a sector where visionary leadership is integral to achieving meaningful impact. Mentorship programs contribute to the development of a pipeline of skilled leaders within CSOs, addressing succession planning challenges (Scandura, 1992). This ensures organizational continuity and stability.

Mentorship facilitates the transfer of tacit knowledge, which is often gained through experience. This includes insights into navigating bureaucratic processes, understanding the intricacies of local communities, and effectively managing stakeholder relationships (Saxena et al., 2020). Knowledge sharing initiatives help preserve institutional memory within CSOs. This is particularly important in Nigeria, where historical context can significantly influence the success of current initiatives. Mentorship encourages a culture of innovation by exposing CSOs to novel ideas and approaches. In a rapidly changing environment, fostering innovation is critical for addressing emerging challenges effectively (Chen & Chai, 2023). Knowledge sharing initiatives enable CSOs to adapt to changing circumstances. The mentor's experiences can provide valuable lessons on how to pivot, adjust strategies, and remain resilient in the face of unforeseen challenges.

Mentorship exposes CSOs to the networks and contacts of experienced mentors. This expanded network can open doors to collaborations, funding opportunities, and partnerships, enhancing the organization's reach and impact (Creta & Gross, 2020). It facilitates cross-sectoral collaboration. CSOs can learn from the experiences of mentors who may have worked across

different sectors, bringing diverse perspectives to problem-solving (Deng et al., 2022). Mentorship contributes to the personal growth of individuals within CSOs. Mentees gain confidence, interpersonal skills, and a broader understanding of their roles and responsibilities. Mentorship emphasizes ethical decision-making and governance practices (Skjevik et al., 2020). This is crucial for maintaining the integrity of CSOs, especially in a context where ethical considerations can significantly impact public trust (Chen & Chai, 2023). Knowledge sharing initiatives delve into the understanding of societal dynamics, enabling CSOs to tailor their approaches to align with the cultural and social contexts in which they operate (Deutsch et al., 2023; Ivey & Dupré, 2022).

Objective: To create a supportive environment for CSOs, fostering mentorship and knowledge-sharing initiatives.

Implementation Steps

Mentorship Programs: Facilitate mentorship programs where experienced CSOs guide and support those in the early stages of OMS development. Establish formal mentorship partnerships.

Online Platforms for Knowledge Sharing: Create online platforms, forums, or networks where CSOs can share best practices, resources, and challenges. Encourage the exchange of experiences and solutions.

Community Roundtable Discussions: Organize regular roundtable discussions, conferences, or seminars focused on OMS success stories, allowing CSOs to learn from each other's experiences.

5.4.4 Development of Standardized OMS Guidelines

The development of standardized Organizational Management System guidelines for Civil Society Organizations in Nigeria represents a transformative step toward sectoral excellence. Creta & Gross, (2020) explained that by fostering consistency, transparency, and continuous improvement, the guidelines have the potential to elevate the effectiveness and impact of CSOs, fortifying them as pillars of positive change in the nation. The collaborative efforts of stakeholders in shaping these guidelines reflect a commitment to excellence, transparency, and the enduring

pursuit of a better, more sustainable future for Nigerian civil society (Love et al., 2022). CSOs in Nigeria operate across a diverse spectrum, ranging from grassroots initiatives to international NGOs. Standardized guidelines provide a common framework adaptable to the varied sizes, scopes, and missions of these organizations (S. Silva, 2021). A one-size-fits-all approach is untenable, but standardization offers a baseline that can be tailored to suit the specific needs of different CSOs (Chen, 2018).

Standardized guidelines establish clear expectations for accountability and transparency. This is paramount for CSOs, given their role in stewarding resources and advocating for societal change. Standardization facilitates benchmarking, allowing CSOs to compare their OMS against established norms (Fleming et al., 2017; Johnstone, 2020). This self-assessment process is instrumental in identifying areas of improvement and implementing best practices. Regular evaluations based on standardized criteria empower CSOs to measure progress and continuously enhance their organizational structures (Jollands et al., 2015). The guidelines should not exist in isolation. Integration of global best practices ensures that Nigerian CSOs align with international standards, enhancing their credibility and fostering collaboration on the global stage. Donors often seek assurance that their investments are utilized responsibly (Beusch et al., 2022). Standardized guidelines provide a common language for accountability, fostering donor confidence in the efficacy and transparency of CSOs. CSOs adhering to established standards become more attractive partners for funding, potentially increasing financial support for their initiatives (Scheyvens et al., 2016).

Objective: To provide a standardized framework for OMS, ensuring consistency and best practices across the sector. Consistent practices facilitate external evaluation, enabling stakeholders, donors, and the public to gauge organizational effectiveness with confidence.

Implementation Steps:

Task Force Formation: Convene a task force or working group comprised of representatives from CSOs, academic institutions, and regulatory bodies to develop standardized OMS guidelines.

Global Best Practices Research: Conduct thorough research to incorporate global best practices while tailoring guidelines to the specific context of Nigerian CSOs.

Dissemination Strategies: Disseminate the guidelines through workshops, training sessions, and online platforms. Encourage regulatory bodies to endorse and incorporate them into accreditation processes.

5.4.5 Strengthening Succession Planning

Strengthening succession planning in Civil Society Organizations is not just a prudent organizational practice; it is a strategic and an important activity. As the landscape of social impact evolves, CSOs must be resilient, adaptive, and equipped with leaders capable of navigating complex challenges (Karaki, 2019). By investing in succession planning, CSOs in Nigeria can fortify their foundations, ensuring a legacy of positive change that endures beyond the tenure of individual leaders. Ultimately, the strength of a CSO lies not only in its present impact but in its ability to pave the way for a sustainable and impactful future (Hope Young Essien et al., 2006). CSOs often face the risk of losing talented individuals due to insufficient career growth opportunities. Succession planning addresses this by providing a clear path for advancement, reducing the likelihood of valuable staff seeking opportunities elsewhere. Stakeholders, including donors, beneficiaries, and the public, gain confidence in organizations with strong succession planning. The assurance of a well-prepared leadership transition signals stability and professionalism, reinforcing trust in the CSO (Kechli, 2021). Organizations with robust succession plans are more adaptable to change. Emerging leaders, groomed through succession programs, bring fresh perspectives and innovative ideas, enabling CSOs to evolve in response to dynamic challenges.

A well-executed succession plan ensures the continuity of the organization's vision and mission. This ensures that the core values and goals that define the CSO persist across leadership transitions. Conducting succession simulations prepares potential leaders for their roles and identifies gaps in the plan (Karaki, 2019; Vetter, 2012). Additionally, developing contingency plans for unexpected leadership changes ensures organizations are resilient in the face of unforeseen challenges. Encourage knowledge-sharing mechanisms between current leaders and potential successors. This can involve structured mentorship programs, cross-functional collaboration, and documentation of institutional knowledge to mitigate the loss of critical information during transitions. Establishing dedicated succession planning committees can streamline the process (Fleming et al., 2017). These committees can oversee talent development, identify potential successors, and work closely with existing leadership to ensure a smooth transition.

Objective: To ensure smooth leadership transitions and build a pipeline of skilled individuals within CSOs.

Implementation Steps

Organizational Assessments: Conduct organizational assessments to identify key positions and individuals critical to the organization's success.

Comprehensive Succession Plans: Develop comprehensive succession plans that include mentoring, training, and talent development programs. Ensure that plans are regularly reviewed and updated.

Identification of Emerging Leaders: Establish mechanisms for identifying and nurturing emerging leaders within the organization. Provide opportunities for them to take on leadership roles gradually.

5.4.6 Business Development and Sustainability Models

Business Development and Sustainability Models are not just strategic imperatives for Civil Society Organizations; they are essential pathways to longevity and impact (Geissdoerfer et al., 2018). By embracing diversified funding, innovative approaches, and sustainable practices, CSOs in Nigeria can foster resilience, autonomy, and lasting positive change. França et al. (2017) noted that as organizations navigate the complex landscape of social impact, the integration of robust business development and sustainability models becomes a beacon, guiding them toward a future where their missions are not only realized but sustained for the betterment of society.

Sustainable models ensure that the impact of CSOs is not only measurable but also enduring (Bocken et al., 2019; Desyllas & Sako, 2013). By integrating sustainability into their core practices, organizations contribute to long-term societal development and positive change. Business development encourages CSOs to think innovatively. Developing income-generating projects and exploring new funding avenues foster a culture of creativity, positioning organizations to tackle complex challenges with fresh perspectives (N. E. Landrum, 2018; Nijhof et al., 2019).

CSOs must actively explore and diversify their funding sources. This includes developing partnerships with private corporations, engaging in social enterprise initiatives, and exploring income-generating activities aligned with their mission. Embracing social entrepreneurship principles allows CSOs to create income-generating projects that align with their mission (Nikolaou et al., 2019). This could involve developing products or services that contribute to the community while generating revenue. CSOs should explore innovative fundraising strategies, including crowdfunding campaigns, social media engagement, and events that engage the community (Lahiri et al., 2018). These approaches not only raise funds but also increase visibility and public support. A sustainable model involves fostering community engagement and ownership of projects. By involving the community in decision-making and implementation, CSOs create

initiatives that are more likely to be embraced and sustained locally (Mayo & Wadsworth, 2020; Rajagopal, 2020).

Siems et al. (2023) asserts that organizations need to adopt long-term planning, ensuring that initiatives are designed for sustained impact. Regular impact assessments help measure the effectiveness of programs and guide adjustments for continual relevance. Diversifying funding sources and embracing business development strategies enhance financial resilience (Hou et al., 2023). CSOs are better positioned to weather economic uncertainties, ensuring continued impact even in challenging times. Reduced dependence on donor funding grants CSOs greater autonomy in decision-making. This autonomy allows organizations to align their strategies more closely with their mission and respond flexibly to emerging needs (Gurzawska, 2020; Susa et al., 2015).

Objective: To enhance financial sustainability by exploring alternative revenue streams and long-term sustainability models.

Implementation Steps:

Business Development Plans: Formulate business development plans that explore diversified funding sources, including earned income, social enterprises, and partnerships.

Sustainability Models: Establish sustainability models that anticipate and mitigate risks associated with changes in donor funding. Engage in social entrepreneurship initiatives aligned with the organization's mission.

5.4.7 Capacity Building for Financial Sustainability

Provide staff with training in financial sustainability strategies, including budgeting, financial forecasting, and risk management.

Implementing Practical OMS Strategies:

Implementing practical Organizational Management System strategies is a transformative journey for Civil Society Organizations (O'Toole, 2002). As they navigate the complexities of societal challenges in Nigeria, the adoption of efficient and adaptable OMS positions CSOs for

sustained impact. By overcoming challenges, engaging stakeholders, and embracing modern technologies, CSOs can not only enhance their internal operations but also amplify their role as catalysts for positive change within the communities they serve (Aquilani et al., 2017). Strategic OMS ensures the optimal allocation of resources and by identifying areas of inefficiency and addressing bottlenecks, CSOs can redirect resources to high-impact projects, maximizing their overall contribution to societal development (Rebelo et al., 2016).

CSOs equipped with agile OMS are better positioned to adapt to changing environments. Whether facing shifts in funding landscapes or evolving social issues, organizations with flexible systems can navigate challenges more effectively (Douglas & Glen, 2000; Nunhes et al., 2017). Streamlined processes and efficient resource utilization enhance the delivery of projects. CSOs can meet deadlines, achieve project milestones, and respond swiftly to emerging needs, bolstering their reputation and impact (Shirouyehzad et al., 2017).

Adopting an incremental approach to implementation minimizes disruption. Instead of overhauling the entire system at once, CSOs can phase in changes gradually, allowing staff to adapt progressively and minimizing the risk of workflow disruptions. Leveraging technology is essential for modern OMS (Schutzbach et al., 2022). CSOs should strategically integrate technology solutions that align with their needs and capacities. This could include project management software, communication tools, and data analytics platforms (Bernardo et al., 2009; Fonseca & Domingues, 2017).

Objective: To translate knowledge into action by developing and implementing practical strategies tailored to the unique needs of each CSO.

Implementation Steps:

Internal Assessments: Conduct internal assessments to identify areas where OMS elements can be practically implemented and improved. Involve staff at all levels in the assessment process.

Action Plans with Measurable Goals: Develop action plans with measurable goals and milestones to guide the implementation process. Clearly define responsibilities and timelines for each action.

Feedback Mechanisms: Establish feedback mechanisms that capture insights from staff, beneficiaries, and other stakeholders. Use this feedback to inform ongoing adjustments to OMS strategies.

5.4.8 Advocacy for a Supportive Regulatory Environment

Advocacy for a supportive regulatory environment is not merely a pursuit of legal reforms (Winder, 2000); it is a collective endeavour to fortify the foundation of civil society in Nigeria. As CSOs navigate the complexities of societal challenges, a regulatory framework that nurtures rather than constrains is essential. By engaging policymakers, building coalitions, raising public awareness, and collaborating with academia, CSOs can drive meaningful change (Jørgensen et al., 2006). In this advocacy lies the promise of a vibrant and empowered civil society, contributing robustly to the well-being and progress of the Nigerian society. Supportive regulations contribute to a vibrant civil society, strengthening democracy. CSOs play a critical role in advocating for the rights and interests of citizens, fostering civic engagement, and serving as watchdogs for accountable governance. A regulatory environment that fosters innovation and flexibility stimulates creativity within the CSO sector (Karapetrovic & Jonker, 2003; Wilkinson & Dale, 2001). Organizations can explore novel approaches, collaborations, and partnerships, driving innovation in addressing complex societal challenges.

Transparent and accountable CSOs, facilitated by supportive regulations, garner increased public trust. Public perception of CSOs as responsible and ethical entities strengthens, leading to greater support and collaboration with the community. CSOs should invest in legal expertise to navigate the regulatory landscape effectively. This includes engaging legal professionals, conducting workshops on legal compliance, and building the internal capacity of organizations to

understand and adhere to regulations. Building coalitions with other CSOs, advocacy groups, and stakeholders strengthens the collective voice advocating for a supportive regulatory environment. A unified front amplifies the impact of advocacy efforts and demonstrates broad-based support for regulatory reform. Engaging policymakers through constructive dialogue is crucial. CSOs should actively participate in consultations, provide input on proposed legislation, and build relationships with policymakers to ensure that their perspectives are considered in the legislative process.

However, Cumbersome bureaucratic processes can impede the registration and operation of CSOs (Burnard et al. 2011). Lengthy procedures and excessive paperwork create barriers that discourage the formation and sustainability of civil society initiatives. Inconsistencies and lack of clarity in regulations create uncertainty for CSOs. Ambiguous legal frameworks may lead to misinterpretation, making it challenging for organizations to navigate the regulatory landscape and comply with legal obligations. Some existing legislation may be overly restrictive, imposing burdensome requirements on CSOs. This restrictiveness hampers the ability of organizations to function effectively, stifling innovation and limiting their impact (Nunhes et al., 2017).

A supportive regulatory environment encourages civic engagement by providing a legal framework that protects the rights of CSOs and enables citizens to actively participate in civil society initiatives (Silva et al., 2021). This inclusivity strengthens democracy and amplifies the voices of marginalized communities. A regulatory environment that encourages innovation and flexibility enables CSOs to adapt to evolving challenges (Guenther et al., 2016; Johnstone, 2019). Organizations can explore new approaches, partnerships, and funding models without fear of legal constraints, fostering resilience and responsiveness.

Objective: To advocate for policies and regulations that create an enabling environment for OMS development within CSOs.

Implementation Steps:

Advocacy Campaigns: Formulate advocacy campaigns that articulate the needs and challenges faced by CSOs in implementing effective OMS.

Engagement with Policymakers: Engage in constructive dialogue with government agencies, regulatory bodies, and policymakers to promote regulatory reforms that support OMS development.

Collective Advocacy: Establish a collective voice through alliances and networks to amplify advocacy efforts. Collaborate with other stakeholders, including academia and business, to strengthen the collective impact.

5.4.9 Robust Monitoring and Evaluation Mechanisms

Monitoring & Evaluation provides CSOs with real-time insights into their performance (N. Ali et al., 2017). Regular monitoring allows organizations to identify areas for improvement, adjust strategies, and enhance overall efficiency in managing resources and projects. Informed decision-making is a hallmark of effective leadership (Kruk et al., 2022). M&E equips CSOs with data-driven insights, enabling leaders to make strategic decisions that align with organizational goals, respond to emerging challenges, and capitalize on opportunities. Establishing a culture that embraces evaluation is crucial (Govender et al., 2023; Were et al., 2010). Resistance to evaluation within the organization, often due to fear of negative findings or a lack of understanding of the benefits, hinders the effectiveness of M&E processes (Galway et al., 2012). Defining clear objectives and measurable indicators is fundamental. CSOs should establish specific, measurable, achievable, relevant, and time-bound (SMART) goals, ensuring that M&E efforts align with organizational priorities and outcomes. Involving all stakeholders in the M&E process is key. Engaging staff, beneficiaries, donors, and partners in the design and implementation of M&E mechanisms ensures a more comprehensive and inclusive evaluation of OMS (Jawaid et al., 2017; Mutale et al., 2013).

Effective M&E contributes to the enhanced effectiveness of CSO programs. By systematically evaluating activities and outcomes, organizations can identify successful strategies and replicate them while addressing areas requiring improvement (Mbondji et al., 2014). Informed decision-making through M&E enables CSOs to optimize resource allocation. Identifying high-impact projects, assessing cost-effectiveness, and reallocating resources based on performance contribute to improved efficiency and impact (Alkin et al., 2013). M&E serves as a compass for strategic planning. Regular evaluations inform strategic decisions, allowing CSOs to adapt to changing circumstances, seize opportunities, and proactively address emerging challenges.

In the pursuit of excellence, Civil Society Organizations must recognize the indispensable role of robust Monitoring and Evaluation mechanisms for their Organizational Management Systems (Mayne, 2020). As they navigate the intricacies of societal challenges, these mechanisms serve as the lighthouse, guiding organizations toward impactful, transparent, and sustainable practices (Warren et al., 2013). By overcoming challenges, embracing a culture of evaluation, and leveraging technology, CSOs can not only strengthen their OMS but also foster a culture of continuous improvement, ensuring that their efforts lead to lasting positive change within the communities they serve (Garley et al., 2016; Kasworm, 2003; Sawadogo-Lewis et al., 2022).

Objective: To ensure ongoing assessment and improvement of OMS implementation within CSOs.

Implementation Steps:

Key Performance Indicators (KPIs): Develop KPIs for each OMS element and regularly assess organizational performance against these metrics.

Integration into Organizational Culture: Integrate monitoring and evaluation into the organizational culture, emphasizing the importance of continuous improvement.

Stakeholder Feedback: Solicit feedback from staff, beneficiaries, and other stakeholders through surveys, focus groups, and interviews. Use this feedback to inform organizational adaptations.

5.4.10 Leveraging External Resources and Partnerships

External resources, including grants, donations, and partnerships, provide CSOs with a means to diversify their funding streams (Mitchell & Stroup, 2017). This diversification is vital for financial stability, allowing organizations to weather uncertainties in funding landscapes. For Civil Society Organizations committed to making a lasting impact, the strategic leverage of external resources and partnerships is not just an option, it is a strategic imperative (Holzscheiter, 2015). As these organizations navigate the intricate landscape of societal challenges, collaboration becomes a catalyst for resilience, innovation, and amplified impact. By adopting thoughtful strategies, ensuring alignment with organizational values, and embracing diversity in partnerships, CSOs can optimize external resources, fortify their Organizational Management Systems, and pave the way for sustainable and impactful endeavours (Stroup & Wong, 2016).

Partnerships bring with them a wealth of expertise and knowledge. Collaborating with external entities, whether other organizations or experts in specific fields, empowers CSOs to tap into a broader knowledge base, enhancing their capabilities in program implementation and organizational development. External collaborations amplify the impact of CSOs (Pruce & Budabin, 2016). Partnering with like-minded organizations, government agencies, or businesses allows for the pooling of resources and collective efforts, resulting in more substantial and sustainable outcomes. CSOs should prioritize partnerships that align strategically with the mission and values of the CSO. A comprehensive strategic plan should guide the identification of partners and external resources to ensure a cohesive approach to organizational development. Actively engage in capacity-building initiatives within partnerships (Broome & Quirk, 2015). The transfer of knowledge and skills ensures that the CSO becomes more self-sufficient over time, reducing dependency on external resources and fostering internal expertise. Diversify partnerships to enhance organizational resilience (Clarke, 2016; Murdie & Urpelainen, 2015).

Kumi (2022) pointed out that CSOs need to engage with a mix of local and international partners, governmental and non-governmental entities, and private and public sectors to create a robust and adaptable network. Develop risk mitigation strategies to address challenges associated with external collaborations (Ronalds, 2010). This includes contingency plans for fluctuations in funding, diversification of donor sources, and periodic evaluations of the effectiveness of partnerships (Ahmad, 2006). Effective utilization of external resources and strategic partnerships contributes to organizational resilience (Inanga & Osei-Wusu, 2004). CSOs become better equipped to adapt to changing environments, navigate financial uncertainties, and sustain impactful initiatives (AbouAssi & Trent, 2016; Nair, 2011).

Objective: To seek external support and resources, including collaborations with government agencies, donor organizations, and capacity-building institutions.

Implementation Steps

Identification of Opportunities: Identify potential funding opportunities and partnerships aligned with OMS development goals.

Proposal Development: Develop grant proposals and partnership proposals that clearly articulate the organization's OMS needs and how external support can contribute to sustainability and effectiveness.

Regular Communication with Partners: Establish ongoing communication channels with potential partners to foster meaningful collaborations. Provide regular updates on OMS implementation progress.

5.4.11 Fostering a Culture of Learning and Adaptability

In the ever-evolving landscape of Civil Society Organizations (CSOs), the ability to learn, adapt, and innovate is central to organizational success. Fostering a culture of learning and adaptability within the Organizational Management Systems (OMS) of CSOs cannot be

overemphasized; it is an investment in resilience, innovation, and long-term impact (Kiesnere & Baumgartner, 2019). As these organizations navigate the complexities of societal challenges, a commitment to continuous improvement positions them as dynamic agents of positive change. By overcoming challenges, investing in employee development, and creating an environment that values experimentation and reflection, CSOs can cultivate a culture that not only enhances their Organizational Management Systems but also contributes to the broader landscape of societal progress (Lizarelli & De Toledo, 2016). CSOs known for their learning culture and adaptability build a positive reputation. Donors, beneficiaries, and partners are more likely to trust and support organizations that demonstrate a commitment to staying current, relevant, and effective in their endeavours.

A culture of learning encourages continuous improvement. CSOs that embrace a commitment to learning from experiences, both successes and failures, are better equipped to refine their OMS, enhance operational efficiency, and deliver more impactful programs (Kumi, 2022). In a rapidly changing environment, adaptability is paramount. A learning culture equips CSOs with the mindset and tools to adapt to shifting dynamics, whether in funding landscapes, societal needs, or technological advancements, ensuring relevance and sustainability.

A commitment to learning fosters employee engagement and development (Jawaid et al., 2017). Staff members feel empowered when provided with opportunities for skill development, training, and continuous learning, contributing to a motivated and competent workforce. Resistance to change is a common challenge in fostering a learning culture (Chieu, 2005). Staff members accustomed to established processes may be hesitant to embrace new methodologies, hindering the adoption of innovative practices. However, leadership sets the tone for organizational culture (Kew, 2004; Mayne, 2020). Demonstrating a commitment to learning, adaptability, and openness to innovation encourages staff members to embrace these values, creating a culture that permeates the entire organization (O'Toole, 2002).

Objective: To cultivate a culture of continuous learning, adaptability, and openness to change within CSOs.

Implementation Steps:

Promotion of Learning Culture: Promote a learning culture through regular training sessions, knowledge-sharing forums, and cross-functional collaboration.

Encouragement of Experimentation: Encourage experimentation and innovation by providing staff with the autonomy to explore new approaches to OMS.

Establishment of Feedback Loops: Establish feedback loops that capture insights from staff, beneficiaries, and other stakeholders. Use this feedback to inform organizational adaptations.

5.4.12 Recommendations for future research

Although this study has provided valuable insights into the organizational management systems (OMS) of Nigerian civil society organizations (CSOs), its scope was necessarily limited. The research focused primarily on the internal dimensions of OMS, with emphasis on governance, financial management, human resources, program management, succession planning, and sustainability. While these areas are central to CSO performance and survival, the findings also highlight several dimensions that were not fully explored within the study but which merit further scholarly investigation. Future research should therefore seek to expand the knowledge base in areas that were beyond the remit of the present study, thereby building a more holistic understanding of the challenges and opportunities facing CSOs in Nigeria and comparable contexts.

One area that requires deeper exploration is the impact of political and regulatory environments on CSO sustainability. This study acknowledged the presence of regulatory bottlenecks and government mistrust but did not conduct a systematic analysis of how state policies, legal frameworks, and political dynamics shape the organizational health of CSOs. Future

research could examine how variations in state–civil society relations across regions in Nigeria affect CSO governance and operations, as well as how political interference, bureaucratic hurdles, and selective enforcement of regulations constrain organizational autonomy. Comparative studies could also be conducted between Nigeria and other African states to explore how different regulatory environments either enable or hinder the institutionalization of OMS.

A second area for further research is the role of technology and digital transformation in strengthening OMS. The present study did not investigate how CSOs use digital tools for governance, financial management, HR systems, or donor engagement. In an era of digitalization, technologies such as cloud-based accounting, human resource information systems, online fundraising platforms, and digital advocacy tools offer potential to enhance transparency, efficiency, and reach. Future studies could explore how Nigerian CSOs are adopting (or failing to adopt) digital technologies, the barriers they face in terms of cost and capacity, and the implications for organizational sustainability. Research in this area could also examine the risks associated with digitalization, such as cybersecurity threats, data protection concerns, and digital exclusion of marginalized beneficiaries.

Third, beneficiary and community perspectives were not directly captured in this study, which relied primarily on the voices of CSO leaders and staff. While this provided rich insights into internal organizational practices, it left unexplored how communities and beneficiaries perceive the accountability, effectiveness, and legitimacy of CSOs. Future research could therefore adopt participatory methodologies that center the voices of beneficiaries, examining how they experience CSO programs and whether they perceive organizational management systems as credible and transparent. This would add a vital dimension to the assessment of OMS, as legitimacy ultimately depends not only on internal systems and donor satisfaction but also on the trust and confidence of the communities that CSOs serve (Gaventa, 2002; Cornwall and Coelho, 2007).

Another gap relates to the intersection of gender, diversity, and inclusion within OMS. While the study addressed HR challenges broadly, it did not disaggregate findings by gender or consider how issues of inclusion affect governance, leadership, or succession planning. There is a need for research that investigates the gender dynamics of CSO leadership in Nigeria, including barriers to women's participation on boards, challenges of gender-sensitive HR policies, and the implications of male-dominated leadership for organizational culture. Similarly, diversity in terms of age, ethnicity, disability, and regional representation within CSO management structures warrants exploration. Such research could inform policies that make OMS not only stronger but also more inclusive and representative.

Future studies should also examine the long-term trajectories of CSOs through longitudinal research. The present study offered a snapshot of organizational systems at one point in time, but it did not assess how CSOs evolve over years or decades. Longitudinal research would allow scholars to investigate how organizations adapt (or fail to adapt) to changing donor landscapes, political pressures, and leadership transitions. It could also shed light on the processes through which some CSOs achieve sustainability while others collapse. This would provide a more dynamic understanding of OMS and generate lessons for institutional resilience.

Another underexplored area is the role of local philanthropy, social enterprise, and indigenous models of resource mobilization. While this study identified donor dependency as a major weakness, it did not systematically investigate the potential of domestic resource mobilization, including faith-based giving, diaspora remittances, or traditional forms of communal support. Research into how Nigerian CSOs can tap into local philanthropic traditions or develop hybrid social enterprise models would offer practical insights into reducing donor dependency. Comparative research across Africa and the Global South could identify innovative funding models that are both culturally appropriate and sustainable.

Additionally, further research is needed on the relationship between CSOs and private sector actors. While this study focused primarily on donor and government relations, the role of corporate partnerships and corporate social responsibility (CSR) initiatives was not explored in detail. As Nigerian companies increasingly engage in CSR, there is potential for strategic alliances with CSOs that could strengthen sustainability and expand impact. Research could examine the effectiveness, risks, and governance implications of such partnerships, including issues of mission drift and dependency on corporate interests.

The impact of international aid architecture and donor conditionalities on OMS also deserves deeper exploration. This study noted donor-driven project management as a factor that distorts organizational priorities, but it did not fully interrogate how donor requirements around reporting, compliance, and auditing shape internal management practices. Future research could critically assess whether donor-driven accountability mechanisms enhance or undermine local ownership and innovation. Such research could contribute to global debates on aid effectiveness and the localization of development.

Finally, there is scope for future research to examine comparative models of OMS reform and capacity-building interventions. While this study identified the weaknesses of Nigerian CSOs, it did not evaluate specific interventions designed to strengthen them. Future research could conduct impact evaluations of training programs, capacity-building initiatives, or donor-funded institutional reforms, assessing whether these interventions produce measurable improvements in governance, finance, HR, or sustainability. Lessons from such evaluations could guide more effective capacity-building strategies in Nigeria and beyond.

In summary, future research should expand the scope of inquiry beyond internal organizational systems to encompass the broader political, technological, cultural, and relational dimensions that shape CSO sustainability.

5.4.13 Summary of Recommendations

The recommendations from this study emphasize that strengthening the organizational management systems (OMS) of Nigerian civil society organizations (CSOs) is essential for their sustainability and their contribution to national development. At the organizational level, the study calls for urgent reform of governance and financial management systems, including active, independent and accountable boards; clear roles and responsibilities; regular performance reviews; robust financial policies; external audits; and transparent reporting. Human resource management should be professionalized through formal HR policies, fair and competitive remuneration where possible, non-monetary incentives, and systematic capacity building. Succession planning is identified as a critical gap, requiring clear policies, leadership pipelines, mentoring and emergency plans to reduce dependence on founders and ensure leadership continuity.

To reduce donor dependency and enhance resilience, CSOs are encouraged to pursue diversified sustainability and business development strategies. This includes exploring context-appropriate business administration models, social enterprises and income-generating activities, alongside philanthropy, membership contributions, local fundraising and corporate partnerships. Business development should be supported by capacity building in financial sustainability, risk management and resource mobilization. The study further recommends systematic investment in capacity building, mentorship and knowledge-sharing initiatives, including tailored training programs on key OMS elements, peer learning platforms, and sector-wide roundtables to share good practice and lessons learned.

At sector level, the study proposes the development of standardized OMS guidelines co-created by CSOs, academics and regulators, drawing on global best practice but adapted to Nigerian realities. These guidelines would underpin greater consistency, accountability and transparency across the sector. Strengthening accountability and rebuilding public trust are central, through internal monitoring and evaluation systems that assess both program and organizational

performance, external transparency, beneficiary feedback mechanisms and peer-regulation through networks and coalitions.

The recommendations also extend to external stakeholders. Donors are urged to move beyond short-term, project-based funding towards models that support core costs, institutional strengthening and long-term partnerships based on mutual accountability and respect for CSO autonomy. Governments are encouraged to create an enabling regulatory environment by simplifying registration and compliance processes, applying accountability standards fairly, incentivizing local philanthropy and institutionalizing structured dialogue with CSOs in policy processes. Advocacy for regulatory reform and a more supportive operating environment is identified as a strategic priority for the sector.

Finally, the study highlights the need to institutionalize learning, evidence generation and adaptability within CSOs and across the sector. This includes embedding monitoring, evaluation and learning (MEL) systems; fostering a culture of continuous improvement and innovation; and strengthening partnerships with academic and research institutions for applied research, leadership development and documentation of successful OMS reforms. Future research is recommended on the effects of political and regulatory contexts, digital transformation, beneficiary perspectives, gender and inclusion, local philanthropy and social enterprise models, corporate partnerships, donor conditionalities, and the impact of specific capacity-building interventions. Collectively, these recommendations outline a multi-level, systemic reform agenda aimed at transforming Nigerian CSOs into more accountable, resilient and sustainable actors in the pursuit of sustainable development.

5.5. Conclusions

This thesis set out to investigate the organizational management systems (OMS) of Nigerian civil society organizations (CSOs) in order to understand the weaknesses that undermine their survival and the reforms necessary to secure sustainability. The analysis has demonstrated that Nigerian CSOs remain indispensable to development and democracy, contributing to service delivery, advocacy, and accountability, yet their institutional foundations remain fragile. This paradox lies at the center of the study's findings: CSOs carry immense social relevance but lack the robust organizational systems needed to guarantee longevity, legitimacy, and effectiveness. The findings confirmed that governance remains one of the most fragile aspects of Nigerian CSOs, with boards often inactive, dominated by founders, or lacking professional expertise. Decision-making is frequently concentrated in individuals rather than institutionalized structures, a phenomenon that reinforces "founder syndrome" and undermines accountability. Financial management was similarly weak, with few organizations operating robust policies on procurement, auditing, and transparency.

While donor reporting requirements occasionally compelled basic accounting practices, internal financial accountability remained largely absent, contributing to widespread mistrust among donors, governments, and the public. Human resource systems were equally underdeveloped: high turnover, low and irregular salaries, and reliance on volunteers limited capacity, while training opportunities and performance management frameworks were largely absent. These weaknesses were compounded by a striking absence of succession planning, with most organizations highly vulnerable to collapse if key leaders departed. Sustainability remained the overarching challenge, with most CSOs heavily dependent on donors and few possessing diversified income streams. When donor support was withdrawn, many organizations collapsed, revealing the fragility of a sector that lacked resilient institutional foundations.

It is notable, however, that program management emerged as a relative strength. Nigerian CSOs generally demonstrated competence in delivering donor-funded projects, often because of the structures and monitoring frameworks imposed externally. Yet this strength was double-edged: competence in program delivery was externally driven rather than internally embedded, meaning that it did not translate into organizational learning or long-term sustainability. The paradox, then, is that Nigerian CSOs excel at delivering externally designed projects but struggle to build the internal systems necessary to sustain themselves. The study makes several contributions to knowledge. Empirically, it provides one of the most comprehensive analyses of Nigerian CSOs' OMS, integrating both quantitative and qualitative data to generate a holistic picture of organizational strengths and weaknesses. Conceptually, it develops a systemic framework that treats OMS as an interdependent set of dimensions, demonstrating that weaknesses in governance, finance, human resources, succession, and sustainability are mutually reinforcing rather than isolated.

Theoretically, the study extends debates on donor dependency by showing that external funding shapes not only financial practices but also organizational cultures and logics, privileging program delivery at the expense of institutional development. It also advances debates on civil society legitimacy, demonstrating that OMS performance contributes not only to organizational survival but also to credibility, both symbolically and practically. The practical contributions of this study are equally significant. For CSOs themselves, the research provides a diagnostic framework that can guide reform across six OMS dimensions. For donors, the findings underscore the need to support institutional development, not merely program outputs. Donor practices that prioritize compliance and reporting may sustain short-term programmatic success but undermine long-term resilience. Investing in governance, HR systems, and succession planning is therefore essential if development interventions are to be sustainable. For governments, the research highlights the importance of creating enabling regulatory environments. Excessive bureaucracy,

selective enforcement, and political suspicion exacerbate CSO fragility. By contrast, policies that incentivize transparency and support professionalization can strengthen CSO legitimacy and effectiveness.

The study also demonstrates that OMS reform is central to sustainable development in Nigeria. Stronger CSOs, with robust governance, transparent finances, and professionalized HR systems, are better able to deliver services, hold governments accountable, and mobilize communities. Weak CSOs, by contrast, undermine progress towards the Sustainable Development Goals and weaken democratic governance. The sustainability of Nigerian civil society is therefore not simply an organizational concern but a developmental imperative. It is necessary, however, to acknowledge the study's limitations. The focus on internal OMS meant that broader political, cultural, and economic environments were not systematically analyzed, although they undoubtedly shape organizational capacity. The reliance on self-reported data from CSO leaders and staff introduced potential biases, and the cross-sectional design provided a snapshot rather than a longitudinal account of organizational trajectories.

Furthermore, while Nigeria provides an important and illustrative case, the findings cannot be generalized wholesale to all African or Global South contexts. These limitations nonetheless highlight the importance of future research that integrates internal and external perspectives, incorporates the voices of beneficiaries and donors, and adopts longitudinal and comparative designs. This thesis has demonstrated that the sustainability of Nigerian CSOs depends fundamentally on the strength of their organizational management systems. Weak OMS undermine not only organizational survival but also legitimacy, effectiveness, and contributions to development and democracy. Reform is therefore both a practical necessity and a strategic imperative. Nigerian CSOs are sustained by passion and commitment, but without institutionalization these strengths cannot secure survival. Donor-driven program delivery provides competence but not resilience. The future of civil society in Nigeria will depend on the

extent to which organizations can professionalize their systems, diversify their resources, and institutionalize governance, finance, HR, and succession planning.

The message of this research is unequivocal: civil society matters profoundly for Nigeria's developmental and democratic future, but civil society itself must be strengthened through organizational reform. Strong OMS are not peripheral concerns; they are the foundation of sustainability, legitimacy, and impact. Only by addressing systemic weaknesses and investing in institutional resilience can Nigerian CSOs fulfil their potential as agents of transformation in a society that urgently requires their voice, vision, and vitality.

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APPENDICES

Appendix A: Nodes

Name	Description	Sources	References
1. The current Organizational Management Systems in place in the organization		10	15
b. Availability of financial management policy, human resource policy, succession policy, tax etc		7	9
2. The current Business Administration Model being used in the organizational management systems		10	13
Thought-up sustainability structure		5	5
3.Role the Organizational Management Systems play in ensuring the Sustainability and		10	17

Name	Description	Sources	References
Survival of the organization			
4.Factors that contribute to Poor Organizational Management Systems in the organisation		10	39
5. Major challenges contributing to failure of Organizational Management Systems		7	17
6. i. Additional Comments_Anything else about Organisational Management Systems		4	6
6.ii. Any Recommendations or suggestions for improving the organizational management systems		5	7
Sociodemographics		0	0
Age of the organization		9	9
ai.faith-based		0	0
a ii.community-based		0	0
a iii.non-governmental organization		9	9

Name	Description	Sources	References
aiv.civil society organization		0	0
At what level does the organisation operates		0	0
Dont know		0	0
Local		2	2
National		4	4
Others		3	3
State		3	3
Does your organization belong to a CSN		0	0
Dont know		0	0
No		0	0
Yes		10	10
Location of Organisation		10	10
Type of Registration		0	0
ai.Local government.		0	0
aii.State		1	1
aiii.National		5	5
aiv.Student		0	0
v.All		5	5

Appendix B: Coding Summary by Node

9/10/2023 12:08 AM

Coding Summary By Node

Improving the Organizational Management Systems of Civil Society Organizations in

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Node

Nodes\\1. The current Organizational Management Systems in place in the organization

Document

Internals\\CSO 1

No	0.0474	3			
			1	OA	9/5/2023 3:34 PM

Okay, em, at the moment we have board of trustees, then we have like em, executive committee, then we have volunteers. So those are basically the system in which we run at the moment.Okay. Under the executive committee, we have executive officer, we have project officer, we have M & E and we have accountant.

			2	OA	9/5/2023 3:35 PM
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. Then, sometimes, if we have project, based on the requirement of what the funder wants, we could constitute a team, like a project team for that particular project so that it can actually be implemented. So, that's basically the system we operate.

3 OA 9/5/2023 3:47 PM

we have our board of trustees, we have our executive team and we have our volunteers. Then, for a particular project depending on what the funder wants. We can constitute a project team to carry out a particular project and of course when that project is over, we could allow that team to go about doing other activity.

Internals\\CSO 2

No 0.0421 1

1 OA 9/5/2023 4:52 PM

The current, we have a board, we have admin, administrative management system. I don't know exactly the management system you are talking, is it the structure of a management or which particular one. Because when you say management system, the CEO is the head of the organization, while we have the program officer that run the day to day programs of the organization. Those structures, we have. Of course, we have financial management because for you to have any World Bank grant or National grant, you must have those policies in place. Those are policies they must look before giving you a grant. So we have those structures in place.

Internals\\CSO 3

No 0.0154 1

1 OA 9/5/2023 5:19 PM

Even though for now we don't have funding. Let me start with that, we have board, we have volunteers and staff as the project comes in, as we have work to do, do you understand, that's when we bring volunteers and all that.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 4

No	0.0668	1
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1 OA 9/6/2023 8:59 AM

The constitution provides the framework for the, ehm, following the way it should. It tells us who should be on the board, what should be the DNA of the executive direction. And then you then move to the strategic, which helps to shape how we work over every five, five years and then there are work plans, the budget and set of policies that have been approved by the board, those around financial management, those around anti-corruption, those around at the moment involve in our community plan (3:32)... Ehn those around staff salaries, those are use of resources, auditing processes and there are a lot of policies that helps shape our work and these policies arise as a result of challenges we see, so each time there is a challenge, we do work around those challenge with set up guidelines that can help us gather resources for these and up till.... For those around (04:04-04:08) So that is within that script.

Then, we then look at also our regulatory compliance too, looking out the laws around formation, the laws around operations and those around the solution as it were, we've always kept between those around formation, that will be ...(04:29) then the operations we are looking at the tax laws, you are looking at the Emlc, and money laundering and acts authorizing formats, you are looking of volunteer policy of 2020, there are about four frameworks that guides our work from pension, to insurance, up until also em those internal policies that guides partnerships, donors and civil societies

Internals\\CSO 5

No	0.0184	1
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1 OA 9/7/2023 8:54 AM

We have an organogram, we have the MD as Chief Executive of the organization, then we have program officers, then we have volunteers and our staffs, then we have standing policies guiding how we do operate, just like any other civil society organization

Internals\\CSO 6

No	0.0403	1
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1 OA 9/7/2023 12:33 PM

we have three categories of managing the organization. We have the board members in place that normally handles certain aspect of the organization depending on the gravity and volume of whatever that we want them to handle. We also have the managerial level which we have the senior program officer, executive director, chief operating officer and director of operations, these are the top management level. And we have also other program officer, we have enumerators and other officers. And, even apartment from that we also have different department or unit for them. We have the finance unit, the program unit, the logistic unit. This is basically how the organization operates.

Internals\\CSO 7

No	0.0236	2			
			1	OA	9/7/2023 1:27 PM

Okay, do you mean the organogram or what?

			2	OA	9/7/2023 1:27 PM
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Okay, so we have financial, resource management. But you know it is in a small size because the organization is not deep like that. We are just working with the communities. It is not a very big organization, so it have, just, those offices are in place but they are just small small.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 8

No	0.0740	1			
			1	OA	9/7/2023 1:46 PM

we had em, an organizational chart that show through the management level where members of the organization and how information flows. And we had basically, a financial instrument that we use in terms of finances. We had a very rudimentary policy on our human resources management system. In the beginning, at that particular level it was a very very basic tools that we used for managing it. But again, but at that point it served it's purpose, but going forward we have now developed a more robust human resources management tool that takes care of both the volunteers, and also takes care of office based staff, program staff, in terms of recruitment processes and how we work with them. We also have a gender policy now, so it is a more advance level INGRA, and no more the INGRA of the basic, em, how we started up. And we have other policy tools that include things around our more advance financial management systems, that takes cares about issues around fraud and how that should work out. And then, we also have issues around child policy, how we interact with children, what kind of basic skills and competence the staff and management require in terms of dealing with children. But again, we have some new tools we are using it terms of safety, around workplace safety, around the office premises and where we intervene in our communities. So, it is a more advance level tools and management svstems that we use prior to when we started the work in 2002

Internals\\CSO 9

No		0.0367	3
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1	OA	9/7/2023 2:09 PM
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We have the board of trustees in place. Then we have management members which includes the program director, M&E, executive director, director of finance and administration. So that's the management team.

2	OA	9/7/2023 2:10 PM
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(When probed further) Okay, we have financial policy in place, we have M&E policy, we have worker guide, administration policy, pension policy. You can remind me, I can remember all.

3	OA	9/7/2023 2:20 PM
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Have I said M&E policy, we have NISA policy(6:36), we have workers guide that's administration policies, we have pension policy, we have I can remember off hand.

Internals\\CSO10

No		0.0741	1
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1	OA	9/7/2023 2:53 PM
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Organization management system is pretty broad, are you looking at the organogram, are you looking at...? (I: I am asking of the model, in terms of your financial model, your human resource model) We have all of that, give me options because I don't know exactly what to tell you. Well, we have well stated organogram with delineation of duties, we have real time accounting system, where we make sure, we have three signatories to the account, we have financial policies and accounting policies, we have personnel manuals and human resource manuals and details. We contribute to the tax and other government policies. Like, we make sure we pay our annual returns, we pay as you go, health insurance and other mandatory contributions we make towards our staff welfare, so we have a robust management system. We have policies on sexual harassment, on conflict resolution, we have policies on inclusion and travel policies. I mean, we try to make sure we are up to date in all the required policies and implementation strategies. Our account are audited annually and so far we haven't had any challenge.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\1. The current Organizational Management Systems in place in the organization\\b. Availability of financial management models or policy, human resource policy, succession policy, tax etc

Document

Internals\\CSO 1

No	0.0198	1				
			1	OA	9/5/2023 5:23 PM	

Under the executive committee, we have executive officer, we have project officer, we have M & E and we have accountant. Then, sometimes, if we have project, based on the requirement of what the funder wants, we could constitute a team, like a project team for that particular project so that it can actually be implemented. So, that's basically the system we operate.

Internals\\CSO 2

No 0.0416 2

1 OA 9/5/2023 5:21 PM

Those structures, we have. Of course, we have financial management because for you to have any World Bank grant or National grant, you must have those policies in place. Those are policies they must look before giving you a grant. So we have those structures in place

2 OA 9/5/2023 5:21 PM

Yea, like, if you talk of finance, the M&E, that is the monitoring and evaluation department, we also have the program department, we also have the procurement department, we also have internal, aside whatever we do with any partner, we also have our internal work policies that guide our ethics on whatever we do. If you have any specific one you can let me know

Internals\\CSO 3

No 0.0613 2

1 OA 9/5/2023 5:20 PM

We have procedures especially for finance. Do you understand, it's not a one man business, like one person can't sign cheque and withdrawal. We try to be transparent with what we do and let everyone know what we are doing as far as finances is concerned. Now, for employment or for human resources, when we want to employ, we advertised locally, now we let people know that there is opportunity and people coming in after application and a little interview, then we bring them in.

2 OA 9/5/2023 5:20 PM

Indeed, there is time to go, there is time to come in. Like I am now, there is a time for somebody else to succeed me. When I have reach my retirement age, I will retire. Somebody else will have to continue the work. But you know that, for me NGO thing is cunny, when it is NGO no money involved. It is you who would love to continue, but sure it has to continue. Sure it should continue that is our prayer.

Internals\\CSO 4

No 0.0167 1

1 OA 9/6/2023 9:26 AM

there are work plans, the budget and set of policies that have been approved by the board, those around financial management, those around anti-corruption, those around at the moment involve in our community plan (3:32)... Ehn those around staff salaries, those are use of resources, auditing processes and there are a lot of policies that helps shape our work and these policies

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 5

No 0.0369 1

1 OA 9/7/2023 8:55 AM

So, we have policies guiding how we, go about looking for proposals, for grants and how we manage our projects if we have, locally here on our own or externally funded, and then also, we have policies on how to fund our organization that is by first of all tasking ourselves, raising ourselves is a way to get money to run our offices, then when we get grants we try to make savings out of the grant so that we will be able to leverage on that and continue to function as a non-governmental organization.

Internals\\CSO 6

No 0.0126 1

1 OA 9/7/2023 12:33 PM

Yes, we have financial management tools that we normally use and in terms of communication, we have a kind of website and we have an e-mail dedicated e-mail, organizational e-mail, where people do communicate fully

Internals\\CSO 9

No	0.0106	1			
			1	OA	9/7/2023 2:09 PM

Okay, we have financial policy in place, we have M&E policy, we have worker guide, administration policy, pension policy. You can remind me, I can remember all.

Nodes\\2. The current Business Administration Model being used in the organizational management systems

Document

Internals\\CSO 1

No	0.0677	2			
			1	OA	9/5/2023 5:53 PM

Okay, for now, we don't have any current business that we run. However, we are not an organization that have heavy funding or regular funding but one of the ways we get income is donations from the members of trustee and also some friend of the organization. So, from time to time they can donate when we have some needs that we need to settle and another thing again is that when we kind of implement project, we also kind of have some saving. How, do we get this savings? Like, we have a project, for example, me being a member of the board, I may not necessarily go on salary, so my salary should be like a contribution towards the organization, you know those are some ways we kind of get some money, but like I said it is majorly when we have project and we have some savings we just keep them incase we have other things to do.

			2	OA	9/5/2023 3:36 PM
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We actually ventured into em, yeah some kind of, should I say investment now because we needed to purchase some lands, you know and those lands are there and somehow somehow they are appreciating compared to the time we bought them. So, if we have to dispose them, sure we will be getting maybe times 2 or times 3 or maybe times 4 of the money we invested in that. So, that's basically how we operate in terms of income.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 2

No		0.0559	1			
				1	OA	9/5/2023 4:55 PM

Okay. Naturally, the Nigeria system or the way we have been running has not made us to go into income generating activity. That is something we will, it is a new approach towards running NGOs, that I think people are trying to look into because of the current situation in the country. So, for now, what we, we have not really put the structure for income generating activity for now, but we intend to do that we are working on the model that will generate some income for us is, coaching of young ones, just like you call it, training of young ones and community leaders in terms of managing their funding and their resources. If they will give us the trust to manage those their business funding and we get 1% of their total income for the month. That will help to sustain our organization. We are in the process but we have not kick start it.

Internals\\CSO 3

No		0.0607	1			
				1	OA	9/5/2023 5:31 PM

Honestly, the business aspect of it never came in. I use my personal money to run, to go for meetings. It's family money that I use, honestly, that is the truth. Because it is NGO we didn't use it for business. But now that, infact when you were mentioning business and all that, if the research should come out and let us see how can we marry the two, how can we run NGO and then still run business and if it can go through. Do you understand, If that will be acceptable by the registration we made. You know, we did a NGO registration, will it not conflict? If we use People Empowerment Foundation to run a business will it not conflict with the CAC requirement or I don't know. But I am hoping to see how this will work out, if that is good no need to go and look business name to register. You use your what you have registered to push on. So I am just waiting to see.

Internals\\CSO 4

No 0.0303 3

1 OA 9/6/2023 9:28 AM

we are a membership organization and our funding comes from membership and our funding at the moment currently comes also from our donor supported funds

2 OA 9/6/2023 9:29 AM

European Union, USA that have provided the funding for us to do some work in this end and apart from the membership, the most vital funds can comes and well we are also seeing some levels of consultancy based on the expressive and for instance, we are now using our experience to train civil society organizations, seminars and guide also Nigeria on how to improve civics space

3 OA 9/6/2023 9:31 AM

the consultancy side, which means that we can either consult for you or jointly work on a proposal together, if our partners in and outside the country.

Internals\\CSO 5

No 0.0220 1

1 OA 9/7/2023 9:56 AM

We don't have any formal business administration model that we adopt. What we do is, we have colleagues we do offer consultancy services to other organization where they need, maybe on certain issues they want us to go and help them talk on it, we go out and do it, that's how we fund our organization.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 6

No		0.0263	1			
				1	OA	9/7/2023 12:38 PM

we have already have a solid foundation because we have large properties like, that was bought through the savings that was made over the years, which can be used for a rainy day. Still the board members are very well to do people and there are other philanthropist that are always ready to help and support the organization. These are basically few things that I may concerning that one. These are the primary source of where we can fall back on.

Internals\\CSO 7

No		0.0204	1			
				1	OA	9/7/2023 1:28 PM

Okay, so. We do that through individual support, company support and also from our pockets. I said we do that through individual support, company support and out of pocket because of the passion we have for the organization and for the community. That is the area we are working on

Internals\\CSO 8

No		0.0408	1			
				1	OA	9/7/2023 1:47 PM

the core model we use in terms of sustainability financially, has to do with making savings from current activities that we do, in terms of philanthropic donations that come to the organization, em, personal donations that we have in terms of bringing to the job, from our board of members and those friends of INGRA per se. The second important one is that we have a grant-making unit, that looks at how do we continue to ensure our existence and work in those community that we work, getting funding from those individuals and organizations that share the same objective with us. And so basically, this is the two means or models that we use in ensuring that we have a resemblance of stability, in terms of continuing with our work and continuing to provide those services that we do at the community level.

Internals\\CSO 9

No		0.0205	1			
				1	OA	9/7/2023 2:21 PM

Yes, consultancy, consultancy to other organizations. Then, in the past we have a small farm but it is no longer existing again. But basically, it is through consultancy services, training, we have a small farm but it's no more existing again. So these are the three things we use to support the organization.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

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Internals\\CSO10

No		0.0331	1			
				1	OA	9/7/2023 2:54 PM

That's actually the challenge. We are not for profit organization and a lot of resources are donor based, you know so sometimes we get honorariums when we do speaking engagement, all our activities are usually free for our clients because we serve indigens clients, particularly those with disability, living with HIV, for those that are in the IDP camps. So, there is really no way we can try out to make money out of them in any form or shape. So, our activities are completely donor based.

Nodes\\2. The current Business Administration Model being used in the organizational management systems\\Thought-up sustainability structure

Document

Internals\\CSO 1

No	0.0601	1
		1
		OA
		9/5/2023 5:53 PM

but one of the ways we get income is donations from the members of trustee and also some friend of the organization. So, from time to time they can donate when we have some needs that we need to settle and another thing again is that when we kind of implement project, we also kind of have some saving. How, do we get this savings? Like, we have a project, for example, me being a member of the board, I may not necessarily go on salary, so my salary should be like a contribution towards the organization, you know those are some ways we kind of get some money, but like I said it is majorly when we have project and we have some savings we just keep them incase we have other things to do. We actually ventured into em, yeah some kind of, should I say investment now because we needed to purchase some lands, you know and those lands are there and somehow somehow they are appreciating compared to the time we bought them. So, if we have to dispose them, sure we will be getting maybe times 2 or times 3 or maybe times 4 of the money we invested in that. So, that's basically how we operate in terms of income.

Internals\\CSO 2

No	0.0305	1
		1
		OA
		9/5/2023 5:33 PM

but we intend to do that we are working on the model that will generate some income for us is, coaching of young ones, just like you call it, training of young ones and community leaders in terms of managing their funding and their resources. If they will give us the trust to manage those their business funding and we get 1% of their total income for the month. That will help to sustain our organization. We are in the process but we have not kick start it.

Internals\\CSO 3

No	0.0431	1			
			1	OA	9/5/2023 5:32 PM

I would love to open an academy, skill acquisition academy, where we train people you know, on various skills including maybe tailoring, hats and fascinator making, cosmetics, you know all these daily life needs skills. Where we can train community people, youths, women at least they pay to be trained that way you can retain the organization. So that along the line, if we have more people, we can still now look at the indigent. Those who can not afford can come in and we throw scholarship. People can sponsor such people and that way the organization can continue. I would love to do that, honestly if I see the means.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 7

No	0.0393	1			
			1	OA	9/7/2023 1:30 PM

Currently, we are doing training on ICT. The organization has got a piece of land that they want to build a center for ICT training. That ICT training we have the intention of partnering with organizations and all these organization that actually do foreign exams using computer based test. So, such a place can be a hub for people to come and hire to do their exams and also we intent on establishing cyber café. So, these is some of things we want to be using to sustain the organization to be getting money in order to run the organization.

Internals\\CSO10

No	0.0145	1			
		1	OA	9/7/2023 2:59 PM	

For now we don't have one though we are looking at investing in agriculture as a way to support our client and also sell some of the products to other people as a way to raise funds. But that is still being explored.

Nodes\\3.Role the Organizational Management Systems play in ensuring the Sustainability and Survival of the organization

Document

Internals\\CSO 1

No	0.0854	3			
		1	OA	9/5/2023 5:52 PM	

We actually ventured into em, yeah some kind of, should I say investment now because we needed to purchase some lands, you know and those lands are there and somehow somehow they are appreciating compared to the time we bought them. So, if we have to dispose them, sure we will be getting maybe times 2 or times 3 or maybe times 4 of the money we invested in that. So, that's basically how we operate in terms of income.

2	OA	9/5/2023 3:38 PM
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Well, eh, one other thing I will also say is that, if there are project, our project team and others can be on stipend but if there is none, it is like when you are hibernating, you reserve everything just to survive. So, I feel that it is because of understanding. You understand, we took like ownership. To be candid, Indomitable Youth Organization was an association of young people that metamorphize into an NGO, so that sense of ownership right from time is there and so, like the members of the board, Indomitable is not like an organization that goes to import board members who may not understand what the organization is all about, the founding members are part of the board, so when the needs arises, when you are calling you will be with you and if there are gaps to be closed like you have some organization that they are having debt profile, what is the debt profile?

3	OA	9/5/2023 3:38 PM
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The members, even up to some volunteers, they have that sense of ownership. When you own something, you don't want it to collapse, if there are gaps you can go and fill them. I think that is the approach Indomitable Youth Organization is currently using for sustainability.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 2

No		0.0613	1			
				1	OA	9/5/2023 4:56 PM

To make it general, those structures are checks and balance of the organization. It helps to look at things critically. For example, if the financial department is not there, everybody needs money to do his own aspect of the work, people could just go there and get money without being accountable, so the financial department makes sure that the accounting system moves with the internal policies of the organization. The monitoring and evaluation department also makes sure what we are spending money on is exactly what the organization needed and if there are issues, we could get from their report. And the program department makes sure that what we've agreed to do is done on a daily basis and check that every department does it thing. So what all those accumulate to is to make sure that there is checks and balances and the vision of the organization at the end of each project is achieved. That is it. Thank you

Internals\\CSO 3

No		0.0806	2			
				1	OA	9/5/2023 5:42 PM

Infact, I would not even say those policies is what is keeping the organization. What is keeping the organization strictly is out of passion...because there was no business attached to the NGO, and therefore there was no sustainability plans, we've been talking about sustainability plans but honestly, we really didn't know how to spell it out, to link it with the NGO, we felt sustainability will stand on it's own and struggling on it's own to maintain the NGO. But now that we are talking and this idea is coming up, if after the research we now found a way to see how we can bring the two together and run, I think it will really help.

2 OA 9/5/2023 5:39 PM

And again, like I said because there was no business attached to the NGO, and therefore there was no sustainability plans, we've been talking about sustainability plans but honestly, we really didn't know how to spell it out, to link it with the NGO, we felt sustainability will stand on it's own and struggling on it's own to maintain the NGO. But now that we are talking and this idea is coming up, if after the research we now found a way to see how we can bring the two together and run, I think it will really help.

Internals\\CSO 4

No 0.0328 2

1 OA 9/6/2023 10:04 AM

we were part of the early civil society organizations that started conversations in ...(11:51) including putting in some talks to paper along with other networks across the world. Including the usual space that I mentioned and also now looking at internal systems, internal controls comparing what exactly, what for instance NCBO is doing in terms of its internal control with what it's equivalent is doing

2 OA 9/6/2023 10:06 AM

And again, I will be talking about our succession plan, so that you if I leave today what happens to NNGO. You know to continue in this giant strength that we have been able to get ourselves. I do think that good governance and ensuring management understands the importance of these polices and these polices are properly implemented.

Internals\\CSO 5

No 0.0370 1

1 OA 9/7/2023 9:58 AM

What we adopt is proper coordination and effective monitoring of our activity that is what is keeping us and that's why we are alive up till now. Those who could not properly coordinate their activity, of course they will have to close down, so we ensure that we ensure proper coordination of activities because we have different unit and all these units must work together as a system in order to move the association forward. So, we ensure proper coordination and effective monitoring of our activities.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

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Internals\\CSO 6

No		0.0174	1			
				1	OA	9/7/2023 12:41 PM

they (UN partners) provide a kind of budget that support your organization, they call it organizational support, of course which help lay out, the lower organization or smaller organization or the local NGOs to have something to keep on running the organization even when they are not around.

Internals\\CSO 7

No		0.0271	1			
				1	OA	9/7/2023 1:28 PM

The role that they play is that any little money we get, maybe from individual or organizations, they have to make sure that it is used for whatever that it is supposed to be used for. Assuming a fund is gotten because of, maybe to carry out a project in a community, the financial management system ensures that that particular fund is used for what it's actually meant for.

Internals\\CSO 8

No		0.0472	1			
				1	OA	9/7/2023 1:49 PM

One we have, we are heavy on personal donations from the board, personal donations from friends of INGRA. So, our individual relationships, seem to be a large pool for us to draw our resources. Then, again I want to add something, we are beginning to see that those who believe in our course and donate to the organization seem to have personal consultancy services that they run. And so, we are finding, we are looking for an innovative way of tying those consultancy services not to INGRA itself but as a means of getting resources for the organization. So, for those who are our staff, who work with us, we encourage them to have personal consultancy intervention they do and then in return for using our platform, they also contribute something back to the organization in terms of em, a token contribution, it may be percentage for that. We are looking that as another means of getting additional resources for the organization.

Internals\\CSO 9

No	0.0053	1			
			1	OA	9/7/2023 2:37 PM

base on the policies that we have, it is always part of our financial process.

Internals\\CSO10

No	0.0941	4			
			1	OA	9/7/2023 2:59 PM

Number one thing is financial management. We are very prudent with our finances because if donor give you money and you don't manage it well, that is one way to die. Nobody will give you money again if you didn't manage what they gave you well. So we are very prudent in managing donor funds, we are very accountable, we have robust accounting system.

			2	OA	9/7/2023 3:00 PM
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And then, we have robust communication with our donors. If we need to make some changes, or spend more money or less money than what has been approved, we ensure to communicate that effectively.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
			3		OA	9/7/2023 3:00 PM
And then, we also do robust evaluation, because if you are executing programs, and donors are not, you are not communicating, you are not doing evaluation to access your impact and communicate that to the donor, then, they might not know or even your challenges. Because your evaluation would show your challenges and show your results and donors like to see that and that is one way they keep coming back.						
			4		OA	9/7/2023 3:01 PM
So, media particularly social media, making sure that what we are doing is publicized is also an important strategy to our sustainability. It also helps us to attract partners because sometimes when you walk alone you may not walk far but when you walk with people, you walk farther and longer. So working partners, community partners and leveraging the strength of our community partners is also one way we are able to achieve more with less.						

Nodes\\4.Factors that contribute to Poor Organizational Management Systems in the organisation

Document

Internals\\CSO 1

No	0.0424	4				
			1		OA	9/5/2023 3:39 PM
You know, so if that sense of ownership is removed definitely the organization will collapse, if that regard for structure are not there						
			2		OA	9/5/2023 3:40 PM
It is not a one man show, like oh, I can just come up, take all the decision. No, I need to consult other members, I need to reach out to other members. Even, our bank account is not a sole signatory thing. It does not even give two particular people, maybe like one person the power to say that if I am not there, no. Like, I don't know if that is how it is in other organization.						
			3		OA	9/5/2023 3:41 PM

we just have that sense of understanding to be able to carry ourselves along. So, but if that should be removed, then the organization will collapse.

4 OA 9/5/2023 3:42 PM

if you find yourself in a position to close the gap, close the gap. But, definitely you must communicate to the house.

Internals\\CSO 2

No 0.1027 2

1 OA 9/5/2023 4:57 PM

Most of the organization that I have seen that could not survive, one, they depended on donor funding, once the funding model is over they can't pay their staff so they shut down. And some depend on a particular project alone. The way Nigeria is, if you are running a particular project alone, you may ground up as an organization. Then again, you need to know how to get internal resources when donor fund is not coming, sustainability of your internal resources based on involvement with stakeholders within the community or in the state will help you sustain. Then finally, which I think is the least is the financial management system of some organizations, because when money comes in they don't calculate the time-table of how many years the funder is going to be, and if the funder close what are they going to keep to maintain their staff strength till they get any other one. I think that is some of the things I think that affect organizations.

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2 OA 9/5/2023 4:59 PM

One is leadership. Leadership is an issue that if you pull off the leadership structure. Leadership comes with knowledge of what you are doing. So if the leadership knowledge is not there, it may collapse as one step. Two, if we are no longer visible in the eyes of the service we are providing again, we may collapse. Leadership and visibility in service provision is what have kept us going. Leadership , quick knowledge, visibility in service provision, also understanding the internal quality of the environment you are working in is also key issue if you want your organization to be sustained.

Internals\\CSO 3

No 0.1100 2

1 OA 9/5/2023 5:38 PM

Accountability. Some NGOs died because what they have for a project, they squandered it. Instead of carrying out the, implementing the project, they squandered the money even before the project came to an end, it is part of it. And because of that they lost the trust of the funder or those community members or whoever, so another thing is no will power to continue, no will power, they felt they cannot use their money to run the NGO, so that also contribute. Again another thing is wrong staff, staff that are the one that will sabotage the project and when you have such, the organization cannot grow because if you have someone who came to sabotage you, you will just end up being discouraged and the next thing is to close down the place.

2 OA 9/5/2023 5:57 PM

One will be high expectations. Unrealistic expectations, because you have an NGO people will think you have all the money and whoever open an NGO will fill that because you saw A having money you think it was from the NGO not knowing that they too have been making sacrifices to sustain. Such people the organization is bound to fail and die. Because when the money is no longer coming, the company or the organization will be closed down. So that's it. Another thing is no transparency. Do you understand, if you have a team but everywhere hide, hide, the money will not be spelt out to the board to be carried along. So by the time you have people who are supposed to stand by you. I know of some organization that the signatories refused to sign the cheque because they felt they don't know what the money will be used for, so they won't sign.

Internals\\CSO 4

No 0.1345 11

1 OA 9/7/2023 8:32 AM

One of the lessons we learnt is that when people start passion drives them. Alright, and we have not been able to see them move from passion to business. Some also because of the nature of who we are, since they are using their funds, they feel it's my fund, I can spend it how I like and I don't have to report to anybody. Okay and the import of that is that you will not be able to take strategic carriers to how do we move resources to where we get the best value and how do we also communicate our impact in terms of numbers, figures and also outreach, impact and all those.

2 OA 9/7/2023 8:33 AM

One is the capacity of those that are running non-profit to understand that yes, you are running a non-profit, however, you must be able to communicate your impact in ways that attract other people to want to work with you, to want to partner with you.

3 OA 9/7/2023 8:34 AM

The public generally believes that when you set up a non-profit you are setting up a non-profit, you have access to and grant dollars

4 OA 9/7/2023 8:35 AM

When we have seen it individual, friends and families giving to non-profit but these non-profit have not been able to go back and say this is how we have been able to use the resources

5 OA 9/7/2023 8:36 AM

Corporate governance is another gap that we have seen again because many founders are using their own resources, board meetings are not held, the board and the regulatory compliance is weak and all of this on board is whether you are in private or public, corporate governance is key to your sustainability and is also key to become a household brand and how you are able to fulfill your mission and vision

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			6	OA	9/7/2023 8:37 AM	
			so the ability to attract the right talent is a big, even to attract the right set of volunteers, because whoever want to volunteer with a new system would want to know see that you are a big brand, you are a name that they can associate themselves			
			7	OA	9/7/2023 8:38 AM	
			you are trying to convince people to join your world, you are trying to register with CAC, you are not getting your certificate, FIRS giving you challenges, that's might mean that you might not move beyond the five years, you will get tired			
			8	OA	9/7/2023 8:40 AM	
			internal fighting and internal politics is also one. Not being able to understand the role of the founder, the board and also the management is also another one. Greed is another one, ability to manage and use resources.			
			9	OA	9/7/2023 8:40 AM	
			the enabling environment, have also not given us the right set of platform to work. One again, the regulation at the moment are burdensome especially for non-profit. Compliance is very difficult			

10 OA 9/7/2023 8:42 AM

board and management not being clear, you are also looking at issues around ability to fund raise and manage resources including being able to ensure that you provide enough information for your donors in ways that psych them to want to give more and all of these requires skills that have to be paid for

11 OA 9/7/2023 8:42 AM

Your management of your social media, managing your website, your public interface, your engagement with the media, your ability to be able to write very good proposal, your ability to also be a top leader in the sector, to come together to be able to navigate the curve

Internals\\CSO 5

No 0.0742 1

1 OA 9/7/2023 10:01 AM

because of three reason, one selfishness. A lot of organization want to operate in a vacuum, alone without networking with others. No one is an island, the more you network, the more you have ideas, the more you can now generate more ideas that can move you forward. Most people here are too selfish when they have things. They don't also delegate, you find out a CEO of an organization will attend a program that suppose to be attended by a program officer. Next time they call for you to come back again, the same person will go. You see one person appearing in almost all places. Rather than giving opportunities to others and that will now bring acrimony in that organization and that will make that thing crumble. And then also, there is no effective means of monitoring and evaluating what you people are doing. Once you don't plan, you are planning to fail, so when you don't have the M&E, it guide you to make you, to guide you, if you don't have a standard for what you can follow, then you are likely to fail

Internals\\CSO 6

No 0.1118 4

1 OA 9/7/2023 12:43 PM

they (the policies documents that are available) played a very great role because without those polices whenever a donor come, mostly, there is what we call the due diligence and most time when they come to your organization they look at your setup and what are the management policies that you have on ground and they normally partner with you based on those policies and the strength of those policies.

2 OA 9/7/2023 12:45 PM

One of them is that in most cases those people that set up the organization, they tend to blame themselves running the organization unlike other, like our own. Once if you set up an organization and it starts growing, it is good that you sit at the board and maybe oversee what the organization is doing and appoint certain management people, expert or people that are willing to work to run the organization, without interference into the organization especially in terms of the finances or running of the organization. Once the board can be able to do that one, they can separate the activity of the board with that of the main body of the organization.

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3 OA 9/7/2023 12:46 PM

Another thing is lack of future preparedness of the organization. What I mean by that, maybe they don't save for the raining day, in terms of in case there is no donor, that means the organization will automatically stop working, that would never be healthy for the organization. Once, if they have a means or a kind of partnership, let them make a very good use of that partnership and maybe to be saving for the raining day

4 OA 9/7/2023 12:46 PM

in most cases either interference of the owner of the organization or very strong interference of the board by bringing their younger ones who may not know how to run the organization. These are some of the things that mostly bring down or make an organization to go in extinct. And lack of good policies in place or even if there are policies and they are not being abide by the policies of the organization.

Internals\\CSO 7

No 0.0225 2

1 OA 9/7/2023 1:31 PM

It depends on the intent of starting such an organization because I told you that we started since 2016 and the organization has been carrying out projects and it might surprise you that we are not getting funding like that. It is because of the passion,

2 OA 9/7/2023 1:32 PM

Of course, the issue of not getting funding may be there.

Internals\\CSO 8

No 0.1422 7

1 OA 9/7/2023 1:50 PM

One core issue for me that will matter, will be what was the drive to establish the organization in the first place. That usually is the most important issue that determines when bush comes to shop, when funding dry up, when the environment, political and social environment is no longer conducive for the organization, can they still exist. And so, you have that component of those who establish organization don't do it with that motive of passion. It is no longer there.

2 OA 9/7/2023 1:57 PM

another important issue is capacity to run organizations. A lot of persons establish organizations, it is like starting a small business and you don't understand the environment around the business itself and so, you find it difficult to cope when there are shocks that hit the business the way when you start running it. So, capacity is another issue.

3 OA 9/7/2023 1:58 PM

But another thing again is because there is no regulation for our civic space, you see that the entry requirement to establish organizations and work in this space is very amorphous, it is not very well stated. Because of that, all manner of characters come into the space and you see because they come in for, to become, because they had no other option of where to get a job they come in and they don't understand what is happening and before you know it, they are out. So, the attrition rate of coming in and going out is very fluid and very high

4 OA 9/7/2023 1:59 PM

(So, for me, number one is passion, two is capacity and three is regulatory environment around how we conduct our civic space)

5 OA 9/7/2023 2:01 PM

a succession plan is still an issue for our organization. In terms of, if we implement a succession plan now, to say okay the ED should stay for a maximum of 8 years or 4 years and subsequently there should be another ED. The risk there which is very high is that you have somebody who doesn't have the passion for it, comes in and because the passion is not there and the shocks in which the environment which INGRA operates, does not support the growth of the civic space, you see that that will kill the organization faster.

6 OA 9/7/2023 2:01 PM

For us, the big problem we have right now is implementing a succession plan

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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7 OA 9/7/2023 2:02 PM

the second one, I mentioned it earlier is staff attrition. The quality of the human resources that are around INGRA where we work, limits the extent to which we are going to implement our, continue to implement our interventions. And so, because there is a limit to that resources, the human resources, we find it difficult to get the quality of staff that we require. Sometimes, we actually have to hire staff from outside the state to partake in our intervention. So, to prevent a full fledged human resource management system, will require us to have that full of human resources around us. So, right now we don't implement it to the latter. We still have challenges implementing the human resources management

Internals\\CSO 9

No 0.0158 1

1 OA 9/7/2023 2:39 PM

I think some of the factors that make organization fail is how the donor dictate the implementation of their project....so it is difficult for organization to stand especially when the funding is dictated in another way or another level..

Internals\\CSO10

No 0.0388 5

1 OA 9/7/2023 3:01 PM

One of the challenges is actually being creative, thinking outside the box because sometimes you can specialize yourself out of business.

2 OA 9/7/2023 3:03 PM

make sure you treat your human resource well, you build your capacity.

3 OA 9/7/2023 3:04 PM

So, continuous capacity building and thinking outside the box and exploring new spaces is strategy for sustainability.

4 OA 9/7/2023 3:04 PM

Accountability. Financial control. Without good financial control, we would have collapse.

5 OA 9/7/2023 3:04 PM

And of course, effective, prudent implementation of projects too is also an important, in having the reputation. A positive reputation keeps your door open.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\5. Major challenges contributing to failure of Organizational Management Systems						

Document

Internals\\CSO 1

No 0.1171 5

1 OA 9/5/2023 3:44 PM

Well, first and foremost. Em, let me say governance structure. Poor understanding of governance structure. Indomitable Youth for example, has taught me something that I must not necessarily be the ED to make input that should have come from the ED. Are you getting it? Some organizations can tell you that I am not the ED, so when things are going wrong, then wait for the ED to come it will create collapse.

2 OA 9/5/2023 3:44 PM

Communication is also a challenge in some organization. With the way technology is today, no matter how the emergency is, you can communicate to your members. But some persons, poor communication is a problem. Let's say for example, like I mentioned just now, there is an issue I need to close on behalf of the ED. Probably, I am calling her and she is not picking, I can send text message, this is what and what is happening. I can also do a voice record on whatsapp. So, communication has to be clear, not undermining people. Then, financial management has been a challenge in many organizations. Some organizations, you don't know who signs the cheque. All they just need to do is to go and work or go and carryout activity. They can't even communicate the finance to the team. We are carrying out a project, how much is this project. Okay, don't worry, you understand.

3 OA 9/5/2023 3:45 PM

Then, monitoring and evaluation, you know to be candid we can actually improve on what we are doing not what you just imagine.

4 OA 9/5/2023 3:46 PM

Then, falsifying information. You go falsify information where they are not. I will give you an example, we needed to carry out a particular project and we required some letters. You know, somehow, somehow, the persons we were expecting those letters from they were delaying. We need to send a personal, we have gotten this letter, we have gotten this document but we are yet to get this other one. They said okay, no problem, we will give you time to work it out. But some people would go falsify the information and at that point you will loose that experience.

5 OA 9/5/2023 3:47 PM

Then, finance, you know what finance can actually do to a whole lot of body. So, when those things are not there, it creates a very big challenge and before you know it the organization is gone.

Internals\\CSO 2

No 0.0393 1

1 OA 9/5/2023 5:00 PM

One, I think first of all what I will say is passion. Those members of the organization that you brought together do they have the passion and the vision of the organization? That is one. The other one I think is proper training of the staff or the people that are heading every department, having the proper knowledge of what you want to do. Then, consistency in that organization or in the service you are providing. Then again, putting proper policy that will give every person a sense of protection that they cannot be fired any how, it will also help set the organization in the right mode

Internals\\CSO 5

No 0.0344 3

1 OA 9/7/2023 10:02 AM

A lot of organization here lack knowledge and capacity in project management.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 OA 9/7/2023 10:03 AM

over dependence on donor funded projects and that's why you see some organizations when they don't have grant, they don't do any work,

3 OA 9/7/2023 10:04 AM

misconception of NGO activities here in this part of the world, a lot of government officials look at civil society organization or any non-governmental organization as competitors instead of complimenting their efforts. The government cannot reach everywhere.

Internals\\CSO 7

No 0.0311 3

1 OA 9/7/2023 1:33 PM

So, the major challenge I am seeing is lack of being trustworthy. Because, I heard of some organization that even when they get fund from outsiders, they will use the money to do what is not meant for.

2 OA 9/7/2023 1:36 PM

I am also seeing greediness as part of it. If you are not using it for what you are suppose to use it for, nobody will fund you again.

3 OA 9/7/2023 1:36 PM

So, I am looking at not being transparent and not being trustworthy. That is my view anyway.

Internals\\CSO 8

No 0.0142 1

1 OA 9/7/2023 2:03 PM

I mentioned passion, I mentioned capacity, then mentioned the regulatory environment. The first two are actually internal, so it is possible for an organization to overcome these internal challenges in terms of passion, you cannot develop passion but somehow, you can imbibe passion.

Internals\\CSO 9

No 0.0130 2

1 OA 9/7/2023 2:39 PM

Organizations will continue to fail if the donors policies are not friendly.

2 OA 9/7/2023 2:41 PM

Any project that does not have administrative charge will definitely fail and that's why many organization are failing.

Internals\\CSO10

No	0.0304	2			
			1	OA	9/7/2023 3:05 PM

finance is the major challenge. People want to be paid well. They are more motivated to stay, then they are more motivated to follow instruction and ensure that things,

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
			2	OA	9/7/2023 3:06 PM	

The challenge is making sure you are able to retain your, the trained, particularly your core staff and keeping them motivated. Because no matter how motivated they are, no matter how much they believe in your mission and vision, if you don't pay them well they are going to leave.

Nodes\\6. i. Additional Comments_Anything else about Organisational Management Systems

Document

Internals\\CSO 1

No	0.0106	1			
			1	OA	9/5/2023 3:48 PM

when you look at the SDG 17, partnership and collaboration. You know, and the point where you actually do partnership and collaboration is at the CSO network level, some organizations don't partner.

Internals\\CSO 2

No

0.1124

3

1

OA

9/5/2023 5:01 PM

I believe are basic for you to, for you to have any organization there are basic system you put in place. Any failure of each of them will affect the organization negatively. But however, I think in running NGO in this part of the world is a very tasking job because if you don't have a donor funding getting your locals to fund you is as hard as getting water out of a stone. The government is not ready to support you rather the government is saying you pay tax again for doing a community service for supporting the system they would have done you are still paying tax on that.

2

OA

9/5/2023 5:02 PM

You can imagine, I have not had direct funding from any major client but I will go to my own business and put some percent of my business into the NGO to make sure that I give back to live and I will still be taxed on that. Those are issues I think that we need to stop in Nigeria, if you are taxing somebody what business is he having, how much is he making from that organization, what is the support the government is giving, and beside what we are doing is supporting government in areas that they are lacking, and if we are doing that why should we be taxed in supporting the government in areas they are lacking again? That is an issue.

3

OA

9/5/2023 5:03 PM

the policies of the government in Nigeria are not NGO friendly, especially when they see you that you are within the civil society world and you don't dance to their tune, you don't want to follow them in their corrupt practices. They make your business environment very difficult for you. If they could change some of those Dracula policies they are bringing on board and sit down with the CSOs and think on how to move the environment, the community and the country forward.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 3

No		0.0226	1			
				1	OA	9/5/2023 5:59 PM

What I want to say now is please, this research should be carried out and concluded and be made public after the whole exercise. And then let's find a way to come together and empower ourselves, capacity building on our to come up with a business model to help our organization stand the test of time, with or without funding.

Internals\\CSO 5

No		0.0185	1			
				1	OA	9/7/2023 10:06 AM

there should be ways of ensuring sustainability. I always feel bad when projects come and go and people will go back to where they were before. There should be effective sustainable or method of sustaining the project to continue things they have started.

Nodes\\6. i. Additional Comments_Anything else about Organisational Management Systems\\6.ii. Any Recommendations or suggestions for improving the organizational management systems

Document**Internals\\CSO 2**

No 0.0077 1

1 OA 9/5/2023 5:04 PM

So if those policies are properly addressed, I believe CSO will have a better space to operate in Nigeria. Thank you.

Internals\\CSO 3

No 0.0166 1

1 OA 9/6/2023 8:53 AM

if government can come in and help NGOs to stand so that the job they were, we've been doing what government should do without shouting. They should see it from that sense and encourage NGOs to stand and not to die. That's my contribution.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 8

No		0.0397	1			
				1	OA	9/7/2023 2:05 PM

the regulatory framework is still very vague in the civic space. And so, works like this can help in terms of operational research to get an idea of what is happening in civic space and make certain recommendation. If this kind of work is published and made available to the stakeholders within the civic space to say, yes, we have been discussing around issues, around sustainability of the civil society especially the small, the community based one. This is a research, a work and recommendation has been made here, can this be implemented. If it is not at the organizational level, it could be at the network level, to say can you guys do ABC, to see if you can over time, retain, mitigate the rate at which you have CSO attrition, CBO attrition in your environment or your network.

Internals\\CSO 9

No		0.0497	3			
				1	OA	9/7/2023 2:42 PM

donor must also encourage such organization to support them with sustainability plan of certain amount of money. To say, at the end of this project, this is what we have for you to sustain the organization because if that organization does not exist, the donor cannot get that organization to implement.

				2	OA	9/7/2023 2:43 PM
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You must have a business venture as an organization apart if you are passionate about growth and development.

				3	OA	9/7/2023 2:44 PM
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Donors should also buy office equipment for organizations no matter how small it is. They should give them some certain level of budget to support their organization. And also, even after at the end of project. For example, if they are implementing a 16 ward project, despite the fact that they are closing up, donors should also assist.

Internals\\CSO10

No 0.0152 1

1 OA 9/7/2023 3:06 PM

Transparency. Transparency is the key really. That is one word I have not mentioned. You know, let your team know what is going on. When there is challenge you communicate that and when things are robust you also let them know

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\Age of the organization

Document

Internals\\CSO 1

No	0.0041	1			
			1	OA	9/5/2023 3:27 PM

Well, we actually registered with the corporate affairs commission in 2008

Internals\\CSO 2

No	0.0021	1			
			1	OA	9/5/2023 3:50 PM

We have been around since 2011.

Internals\\CSO 3

No	0.0055	1			
			1	OA	9/5/2023 5:10 PM

: The organization was registered in 2002, we started operation in Lagos in 2008

Internals\\CSO 4

No	0.0026	1			
			1	OA	9/6/2023 8:54 AM

We are thirty-one years old this year. Founded in year 1992.

Internals\\CSO 5

No	0.0015	1			
			1	OA	9/7/2023 8:46 AM

As far back as 2002.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 6

No	0.0087	1			
			1	OA	9/7/2023 10:10 AM

It started as an association 2006 and got incorporated 2007. What I meant by incorporated is that we registered with the federal government in 2007.

Internals\\CSO 7

No	0.0010	1
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1	OA	9/9/2023 11:50 AM
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R: 2016 August

Internals\\CSO 8

No	0.0028	1
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1	OA	9/7/2023 1:41 PM
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It was founded in 2002 and registered with CAC in 2009.

Internals\\CSO 9

No	0.0050	1
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1	OA	9/7/2023 2:07 PM
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It was founded in 2004, registered in 2015 with corporate affairs commission

Internals\\CSO10

No	0.0020	1
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1	OA	9/7/2023 2:46 PM
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We have been around since 2011.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\aiii.non-governmental organization**Document****Internals\\CSO 1**

No	0.0016	1	1	OA	9/5/2023 3:26 PM
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Non-governmental organization.

Internals\\CSO 2

No 0.0085 1

1 OA 9/5/2023 3:50 PM

My organization actually is a non-governmental organization, but also work within communities to support systems in the community

Internals\\CSO 3

No 0.0040 1

1 OA 9/5/2023 5:06 PM

Even though is a non-governmental, we are community based,

Internals\\CSO 5

No 0.0017 1

1 OA 9/7/2023 8:45 AM

It is a non-governmental

Internals\\CSO 6

No 0.0020 1

1 OA 9/7/2023 10:08 AM

Okay. We are registered as an NGO.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 7

No

0.0025

1

1

OA

9/7/2023 12:50 PM

It's non-governmental organization.

Internals\\CSO 8

No

0.0020

1

1

OA

9/7/2023 1:40 PM

INGRA is a non-governmental organization

Internals\\CSO 9

No	0.0019	1
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1	OA	9/7/2023 2:06 PM
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Non-governmental organization

Internals\\CSO10

No	0.0088	1
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1	OA	9/7/2023 2:45 PM
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My organization actually is a non-governmental organization, but also work within communities to support systems in the community.

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\At what level does the organisation operates\\Local

Document

Internals\\CSO 3

No		0.0013	1			
				1	OA	9/5/2023 5:10 PM

Local government o.

Nodes\\Sociodemographics\\At what level does the organisation operates\\National

Document

Internals\\CSO 2

No		0.0021	1			
				1	OA	9/5/2023 3:52 PM

My organization operate, National

Internals\\CSO 4

No	0.0024	1			
			1	OA	9/6/2023 8:55 AM

Yes, it is a national association with umbrella network.

Internals\\CSO 9

No	0.0017	1			
			1	OA	9/7/2023 2:07 PM

As a national organization

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO10

No	0.0009	1
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1	OA	9/7/2023 2:48 PM
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It's national

Nodes\\Sociodemographics\\At what level does the organisation operates\\Others

Document

Internals\\CSO 1

No	0.0071	1
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1	OA	9/5/2023 3:31 PM
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Well, we will definitely say others considering that some activities were carried out, have been carried out even outside Edo State.

Internals\\CSO 6

No	0.0095	1
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1	OA	9/7/2023 10:12 AM
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We can call it regional but our operation cut across the country. But, basically for now, we've been operating regionally in the north eastern part of the country

Internals\\CSO 7

No	0.0022	1
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1	OA	9/7/2023 12:52 PM
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We work majorly in communities.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 8

No	0.0088	1
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1	OA	9/7/2023 1:44 PM
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Basically for now, we operate at the state level and zonal level. So, we work in the whole 21 local government of Kogi State and we also do work in Niger State and Benue State.

Nodes\\Sociodemographics\\At what level does the organisation operates\\State**Document****Internals\\CSO 1**

No	0.0055	1			
			1	OA	9/5/2023 3:32 PM

Well, like I said, we carry out activities in other states but majorly our activities are in Edo State

Internals\\CSO 5

No	0.0010	1			
			1	OA	9/7/2023 8:48 AM

At State level

Internals\\CSO 7

No	0.0004	1			
			1	OA	9/7/2023 12:51 PM

State.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\Does your organization belong to a CSN\\Yes

Document

Internals\\CSO 1

No	0.0021	1	1	OA	9/5/2023 3:31 PM
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Yes, we belong to civil society network

Internals\\CSO 2

No 0.0093 1

1 OA 9/5/2023 3:51 PM

Yes. We belong to about four civil society network. We belong to CISHAN, other two human right network and we also belong to a cancer network.

Internals\\CSO 3

No 0.0004 1

1 OA 9/5/2023 5:10 PM

Sure.

Internals\\CSO 4

No 0.0003 1

1 OA 9/6/2023 8:55 AM

Oh yes.

Internals\\CSO 5

No 0.0003 1

1 OA 9/7/2023 8:48 AM

Yes.

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 6

No

0.0027

1

1

OA

9/7/2023 10:11 AM

Yea, we are. We have civil society network of

Internals\\CSO 7

No

0.0002

1

1

OA

9/7/2023 12:51 PM

Yes.

Internals\\CSO 8

No 0.0287 1

1 OA 9/7/2023 1:43 PM

Yes, INGRA belongs to several networks, em, we belong to our primary network, the civil society on HIV/AIDs (CISHAN) that's for HIV thematic area, we also belong to Association for OVC NGOs in Nigeria, which purposes mainly on catering for vulnerable children. We also belong to CSACEFA which is on education, it is Civil Society Action Coalition on Education, we are also member of Civil society situation room on good governance in election situation room. There are a lot of networks quite frankly, up to 10 networks that we belong to depending on the thematic focus

Internals\\CSO 9

No 0.0009 1

1 OA 9/7/2023 2:07 PM

Of course, yes

Internals\\CSO10

No 0.0095 1

1 OA 9/7/2023 2:48 PM

Yes. We belong to about four civil society network. We belong to CISHAN, other two human right network and we also belong to a cancer network

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\Location of Organisation

Document

Internals\\CSO 1

No		0.0014	1			
				1	OA	9/5/2023 3:26 PM

It is located in Edo State.

Internals\\CSO 2

No		0.0069	1			
				1	OA	9/5/2023 3:50 PM

My organization headquarters is in River State but we work within more than six states in the south-south

Internals\\CSO 3

No		0.0031	1			
				1	OA	9/5/2023 5:09 PM

R: We are located now in Ikorodu, Lagos State.

Internals\\CSO 4

No	0.0012	1			
			1	OA	9/6/2023 8:54 AM

Ehn, Lagos, Ibadan and Abuja.

Internals\\CSO 5

No	0.0009	1			
			1	OA	9/7/2023 8:45 AM

Sokoto State

Reports\\Coding Summary By Node Report

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 6

No		0.0007	1			
				1	OA	9/7/2023 10:10 AM

Bornu state

Internals\\CSO 7

No		0.0016	2			
				1	OA	9/7/2023 12:49 PM

Abuja, here

				2	OA	9/7/2023 12:50 PM
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2016 August

Internals\\CSO 8

No		0.0009	1			
				1	OA	9/7/2023 1:41 PM

Lokoja, Kogi State

Internals\\CSO 9

No		0.0013	1

1 OA 9/7/2023 2:06 PM

In Ibadan, Oyo State.

Internals\\CSO10

No 0.0071 1

1 OA 9/7/2023 2:46 PM

My organization headquarters is in River State but we work within more than six states in the south-south.

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Sociodemographics\\Type of Registration\\aii.State

Document

Internals\\CSO 1

No 0.0003 1

			1	OA	9/5/2023 5:13 PM
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State.

Nodes\\Sociodemographics\\Type of Registration\\aiii.National

Document

Internals\\CSO 2

No		0.0022	1		
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			1	OA	9/5/2023 5:12 PM
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My organization operate, National

Internals\\CSO 3

No		0.0017	1		
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			1	OA	9/5/2023 5:09 PM
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It was registered with CAC

Internals\\CSO 4

No		0.0024	1		
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1 OA 9/6/2023 8:55 AM

Yes, it is a national association with umbrella network.

Reports\\Coding Summary By Node Report

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Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\CSO 7

No 0.0010 1

1 OA 9/7/2023 12:52 PM

It's national.

Internals\\CSO 9

No 0.0026 1

1 OA 9/7/2023 2:07 PM

you are registered at the national level

Nodes\\Sociodemographics\\Type of Registration\\v.All**Document****Internals\\CSO 4**

No	0.0024	1			
			1	OA	9/7/2023 8:47 AM

Yes, it is a national association with umbrella network.

Internals\\CSO 5

No	0.0032	1			
			1	OA	9/7/2023 8:47 AM

We have both. Local, State and national, CAC

Internals\\CSO 6

No	0.0060	1			
			1	OA	9/7/2023 10:11 AM

At the national level, as well as the state level but initially we started at the national level first.

9/10/2023 12:08 AM

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
-----------	----------------	----------	-----------------------------------	---------------------	----------------------	-------------

Internals\\CSO 8

No		0.0020	1			
				1	OA	9/7/2023 1:42 PM

Actually, we are registered at all levels

Internals\\CSO10

No		0.0131	1			
				1	OA	9/7/2023 2:47 PM

Normally, once you are in the state it gives you the liberty to operate within each of the LGA you want to operate in the state. As the CAC gives me liberty to operate in any part of the country.



UU_IC - Version 2.1



Informed Consent Form

Part 1: Debriefing of Participants

Student's Name: Ndukwe Walter Ugwuocha

Student's E-mail Address: alpha1alima@gmail.com

Student ID #: R1702D2294693

Supervisor's Name: Dr. Abhishek Tripathi

University Campus: Unicaf University Malawi (UUM)

Program of Study: PhD Business Administration

Research Project Title: Improving the Organizational Management Systems of Civil Society Organizations in Nigeria:
Overview of the Challenges and Solutions in Ensuring Sustainable Develo

Date: 19-Feb-2023

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The purpose of this study is to examine and analyze the challenges associated with poor organizational management systems of CSOs in Nigeria, previous research works have tend to dissociate CSOs organizational management system from a business administration approach stating that it is only concerned with voluntary, activism and donor dependent approach. Therefore, the study will critically examine current challenges with the organizational management systems, the role business administration will play in addressing these challenges and providing sustainable solutions in addressing the challenges identified. You have been identified as a member of staff of civil society organization in Nigeria and therefore selected to participate in this research.

The above named Student is committed in ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, Ndukwe Walter Ugwuocha, ensure that all information stated above is true and that all conditions have been met.

Student's Signature:

Informed Consent Form

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

Student's Name: Ndukwe Walter Ugwuocha

Student's E-mail Address: alpha1alima@gmail.com

Student ID #: R1702D2294693

Supervisor's Name: Dr. Abhishek Tripathi

University Campus: Unicaf University Malawi (UUM)

Program of Study: PhD Business Administration

Research Project Title: Improving the Organizational Management Systems of Civil Society Organizations in Nigeria:
Overview of the Challenges and Solutions in Ensuring Sustainable Develo

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation to this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature:

Date:

If the Participant is Illiterate:

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature:

Date:



UU_GL - Version 2.0

**Gatekeeper letter****Address:** 10 Ayim Pius Street, Gaduwa, Abuja**Date:** 19-Feb-2023**Subject:** Research on CSO Organizational Systems

Dear Sir/Ma,

I am a **doctoral** student at Unicaf University **Malawi**.

As part of my degree I am carrying out a study on **Improving the Organizational Management Systems of Civil Society Organizations in Nigeria: Overview of the Challenges and Solutions in Ensuring Sustainable Development in Nigeria**.

I am writing to enquire whether you would be interested in/willing to share the questionnaire with CSOs in your coalition to enable them participate in this research.

Subject to approval by Unicaf Research Ethics Committee (UREC) this study will be using **questionnaire approach to collate data and analyze same**.

The purpose of this study is to examine and analyze the challenges associated with poor organizational management systems of CSOs in Nigeria and I am supervised by Dr. Abhishek Tripathi

I kindly wish to request that you share the questionnaire attached to this letter with all the CSOs registered with the coalition to enable them participate in the research work.

Thank you in advance for your time and for your consideration of this project. Kindly please let me know if you require any further information or need any further clarifications.

Yours Sincerely,

Student's Name: Ndukwe Walter Ugwuocha**Student's E-mail:** alpha1alima@gmail.com**Student's Address and Telephone:** +2348166269313**Supervisor's Title and Name:** Dr. Abhishek Tripathi**Supervisor's Position:** Supervisor**Supervisor's E-mail:** a.tripathi@unicaf.org



**UNICAF UNIVERSITY
RESEARCH ETHICS APPLICATION FORM
DOCTORAL STUDIES**

UREC USE ONLY:

Application No:

Date Received:

Student's Name: Ndukwe Walter Ugwuocha

Student's E-mail Address: alpha1alima@gmail.com

Student's ID #: R1702D2294693

Supervisor's Name: University Campus: Program of Study:

Dr. Abhishek Tripathi

Unicaf University Malawi (UUM)

UUM: PhD Doctorate of Philosophy - Business Administration

Research Project Title: Improving the Organizational Management Systems of Civil Society Organizations in Nigeria:

Overview of the Challenges and Solutions in Ensuring Sustainable Development

1. Please state the timelines involved in the proposed research project:

Estimated Start Date: 17-May-2017

Estimated End Date: 31-Mar-2024

2. External Research Funding (if applicable):

5.6.2.a. Do you have any external funding for your research?

☐

YES

NO

If YES, please answer questions **2b** and **2c**.



2.b. List any external (third party) sources of funding you plan to utilise for your project.

You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

None

2.c. If there are any perceived ethical issues or potential conflicts of interest arising from applying or and receiving external funding for the proposed research then these need to

be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form. 484

None

1



3. The research project

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5.7.3.a. Project Summary:

In this section fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect ensure that you fully explain / define any technical terms or discipline-specific terminology (use the space provided in the box).

Civil Society Organizations (CSOs) comprise a retinue of Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) who provide complementary economic and development services to Nigeria communities and citizens. Thus, contributing effectively to the country's GDP growth rate and stabilizing democracy in the country.

The following are the objectives of the study:

1. To study the organizational management systems used by civil society organizations in Nigeria.
2. To identify the factors which result in poor organizational management systems in CSOs.
3. To identify early warning indicators of a failing Civil Society Organization in Nigeria.
4. To examine the business models used by CSOs in their organizational management systems and their role in playing CSO sustainability/survival.
5. To provide solutions to avoid organizational crisis and failure of CSOs in Nigeria.

To address the challenges associated with poor organizational systems in CSOs. The research study will answer the following questions:

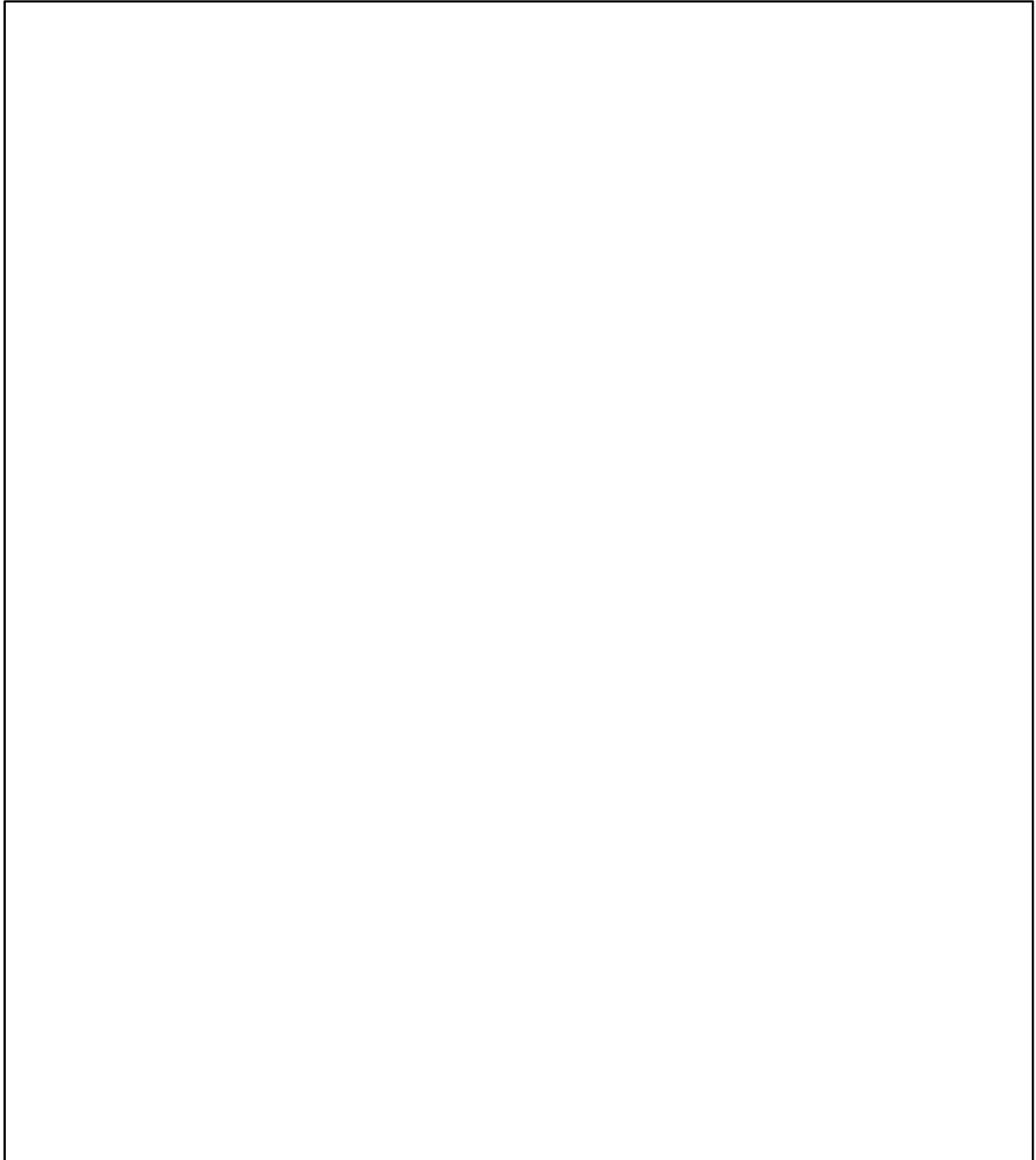
1. What is the current business administration model being used in the CSOs organizational management systems?
2. What are the factors that contribute to poor organizational management systems in CSOs?

Research hypothesis in the context of this study, the following research hypothesis have

been developed to carry out this investigation:

H0: There are no identifiable factors which contribute to the poor CSO organizational management systems. ⁴⁸⁵

HA: There are some identifiable factors which contribute to poor CSO organizational management systems.



Outline the potential significance and/or benefits of the research (use the space provided in the box).

At the completion of the PHD program at UNICAF, the researcher's work will guide all CSOs in Nigeria in pivoting their organizational management systems in the right direction using a business model that will be developed from this research. It will also provide profound solutions that will help in addressing the challenges identified through the research work. This unique study becomes a capacity resource material and reference document for many leaders and young persons who may want to establish their own CSOs in Nigeria in Particular and the world at large.

4. **Project execution:**

5.9.4.a. The following study is an:

- ☐ experimental study (primary research)
- ☐ desktop study (secondary research)
- ☐ desktop study using existing databases involving information of human/animal subjects
- Other



If you have chosen 'Other' please Explain:

Mixed methods approach

5.10.4.b. Methods. The following study will involve the use of:

REAF_DS - Version 3.1

5.11.Method

Qualitative:

Quantitative:

5.12.Materials / Tools

Face to Face Interviews Phone Interviews

Face to Face Focus Groups Online Focus Groups

Other *

Face to Face Questionnaires Online Questionnaires Experiments

Tests Other *

<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

*If you have chosen 'Other' please Explain:

5.13.5. Participants:

5 a. Does the Project involve the recruitment and participation of additional persons other than the researcher(s) themselves?

YES NO

5.14.If YES, please complete all following sections. If NO, please directly proceed to Question [7](#).

☒
☐

Ndukwe Walter Ugwuocha

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**5.15.5 b. Relevant Details of the Participants of the Proposed Research**

State the number of participants you plan to recruit, and explain in the box below how the total number was calculated.

Number of participants

200

They will be recruited from the database of CSOs registered with Coalition of Civil Society Organizations in Nigeria. The questionnaire will be sent to staff that work in organizations in the coalition and they will be solicited to complete the questionnaire.

Describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

Age range

From

To

18

65

Gender



Eligibility Criteria:

- Inclusion criteria

Female Male



1. Must be currently working in a CSO (NGOs, FBO, CBO) (full time, part-time, volunteers)
2. Must be above 18years of age
3. Must be resident in Nigeria

- Exclusion criteria

Disabilities

Other relevant information (use the space provided in the box):

1. Those who have retired from CSOs

Persons with disability who can read the questionnaire will be allowed to complete the questionnaire

The Key Informant Interview questionnaire will target CEOs of CSOs only and will exclude the staff that work in the organization. The Quantitative questionnaire will only target the staff and will exclude the CEOs.

5.16.5 c. Participation & Research setting:

Clearly describe which group of participants is completing/participating in the material(s)/ tool(s) described in 5b above (use the space provided in the box).

The research will obtain the database of Civil Society Organizations in Nigeria from Coalition of CSOs.

Quantitative Participants: At least 1 Staff each of Civil Society Organization will be identified and will be requested to complete the questionnaire.

Qualitative participants: 10 CSO CEOs will randomly be selected and a key informant interview will be conducted for them.

5.17.5 d. Recruitment Process for Human Research Participants:

Clearly describe how the potential participants will be identified, approached and recruited (use the space provided in the box).

The quantitative component of the research will consist of questionnaire sent via SurveyMonkey links to all prospective participants who will be recruited via an electronic mailing system. This will be followed by an email containing a survey link and electronic consent form for participation in the study.

The qualitative component will consist of Key Informant Interview conducted by the researcher to 10 randomly selected CEOs of CSOs in Nigeria. The interview will hold online using an interview guide.

All participants will sign an informed consent after receiving a full description of the study, explanation of its purpose, and information about the confidentiality of the data.

Participants for the quantitative component will be requested to complete the questionnaire within two weeks. All responses will be anonymized.

5.18.5 e. Research Participants Informed Consent.

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

Yes	No	Categories of participants	Form to be completed
-----	----	----------------------------	----------------------

<input checked="" type="checkbox"/>	<input type="checkbox"/>	Typically Developing population(s) above the maturity age *	Informed Consent Form 491
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.

☐
☐

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5.19.5 f. Relationship between the principal investigator and participants.

Is there any relationship between the principal investigator (student), co-investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

☐

YES

NO

If YES, specify (use the space provided in the box).

☒

6. Potential Risks of the Proposed Research Study.

5.20.6 a. i. Are there any potential risks, psychological harm and/or ethical issues

associated with the proposed research study, other than risks pertaining to everyday life events (such as the risk of an accident when travelling to a remote location for data collection)?

☐

YES

NO

If YES, specify below and answer the question 6 a.ii.

☒

5.21.6 a.ii Provide information on what measures will be taken in order to exclude or minimise risks described in 6.a.i.

Not applicable

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5.22.6 b. Choose the appropriate option

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		Yes	No
i.	Will you obtain written informed consent form from all participants?	<input type="checkbox"/> ✓	<input type="checkbox"/>
ii.	Does the research involve as participants, people whose ability to give free and informed consent is in question?	<input type="checkbox"/>	<input type="checkbox"/> ✓
iii.	Does this research involve participants who are children under maturity age? If you answered YES to question iii, complete all following questions. If you answered NO to question iii, do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.	<input type="checkbox"/>	<input type="checkbox"/> ✓
iv.	Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?	<input type="checkbox"/>	<input type="checkbox"/> ✓
v.	Will informed consent be obtained from the legal guardians (i.e. parents) of children?	<input type="checkbox"/>	<input type="checkbox"/> ✓
vi.	Will verbal assent be obtained from children?	<input type="checkbox"/>	<input type="checkbox"/> ✓

vii.	<p>Will all data be treated as confidential?</p> <p>If NO, explain why confidentiality of the collected data is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be confidential.</p>	<input checked="" type="checkbox"/> 193 ✓	<input type="checkbox"/>
viii.	<p>Will all participants /data collected be anonymous?</p> <p>If NO, explain why and describe the procedures to be used to ensure the anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.</p>	<input type="checkbox"/> ✓	<input type="checkbox"/>



		Yes	No
ix.	<p>Have you ensured that personal data and research data collected from participants will be securely stored for five years?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
x.	<p>Does this research involve the deception of participants?</p> <p>If YES, describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants:</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5.23.6 c. i. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

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☐ Yes ☐ No

If YES, specify (maximum 150 words).

5.24.6.c.ii Provide information on what measures will be taken in order to exclude or minimise ethical issues described in 6.c.i.

☐☐☒

Not applicable

6 d. Indicate the Risk Rating.

High

Low

☐☒

Ndukwe Walter Ugwuocha

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5.25.7. Further Approvals

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5.26. Are there any other approvals required (in addition to ethics clearance from UREC) in order to carry out the proposed research study?

☐ YES ☒ NO

If YES, specify (maximum 100 words).

8. Application Checklist

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Mark ✓ if the study involves any of the following:

Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people.

Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights.

☐ Risk to the well-being and personal safety of the researcher.

Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.

Results that may have an adverse impact on the natural or built environment.

☐
☐
☐
☐

5.27.9. Further documents

Check that the following documents are attached to your application:

		ATTACHED	NOT APPLICABLE
1	Recruitment advertisement (if any)	<input type="checkbox"/>	<input type="checkbox"/> ✓
2	Informed Consent Form / Guardian Informed Consent Form	<input type="checkbox"/> ✓	<input type="checkbox"/>
3	Research Tool(s)	<input type="checkbox"/> ✓	<input type="checkbox"/>
4	Gatekeeper Letter	<input type="checkbox"/> ✓	<input type="checkbox"/>
5	Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.	<input type="checkbox"/>	<input type="checkbox"/> ✓



10. Final Declaration by Applicants:

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- (a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.
- (b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
- (c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
- (d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.
- (e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.



I agree with all points listed under Question 10

Student's Name:

Ndukwe Walter Ugwuocha

Supervisor's Name:

Dr. Abhishek Tripathi

Date of Application: 20-Feb-2023

Important Note:

Save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this

application.

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Appendix D: Research Tools

Quantitative Data Collection Tool

SECTION 1: BACKGROUND INFORMATION ABOUT THE CIVIL SOCIETY

ORGANISATION

N o .	Questions and filters	Coding categories	Skip Pattern
Q101	Category of organization (Select one that applies)	Faith based organization.....1 Community based organization2 Non-Governmental Organization.....3 Civil Society Organization.....4 Others specify[]...99	
Q102	Location of the organization (Select all that applies)	Abia.....1 Anambra.....2 Xxxx Xxxx FCT.....37	
Q103	Age of the organization (Drop Down)	[][]	
Q104	Type of registration of the organization (Select all that applies)	Local government.....1 State2 National.....3 Student.....4 Others specify[]...99	
Q105	Does your organization belong to a civil society network? (Select one that applies)	Yes..... 1 No..... 2 Do not know3 No response99	
Q106	At what level does the organization operate? (Select one that applies)	National..... 1 State 2 Local government3 Do not know4 No response99	

SECTION 2: GOVERNANCE SYSTEMS THE CIVIL SOCIETY ORGANISATION

N o.	Questions and filters	Coding categories	Skip to
Q201	There is a constitution in place in your organization?	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q202	There is a board in place in your organization, which provides governance to the overall operation of the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	→Go to Q203
Q202 A	The Board meet regularly (4-times a year) with board resolutions and minutes of meeting	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q203	There a strategic plan in place in the organization, understood by staff and developed with input from organizations stakeholders	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q205	The organization develops an annual workplan that is derived from the strategic plan and it guides the day to day activities of the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q206	There is a personnel policy in the organization that guides staff recruitment, retention and remuneration	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q207	There is a financial policy in place that guides all financial transactions of the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q208	There is a risk management policy in place which guides how risks	Strongly Agree..... 5 Agree..... 4 Neutral3	

N o.	Questions and filters	Coding categories	Skip to
	are identified, reported and managed in the organization	Disagree2 Strongly Disagree.....1	
Q209	There is printed and documented organizational annual report since the last 3 years	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	→Go to Q210
Q209a	There is an annual audited report for the organization in the past 5years	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q210	The Board of Trustees/directors has a board policy manual that stipulate members functions, activities level of supervision of organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	

SECTION 3:HUMAN RESOURCE MANAGEMENT SYSTEMS THE CIVIL SOCIETY ORGANISATION

N o.	Questions and filters	Coding categories	Skip to
Q301	There is a clear human resource system including a staff handbook that guides the conduct of every staff in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q302	The staff handbook is followed in staff disciplinary matters and in staff promotion matters	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q303	There is a job description for all staff in the organization given to staff at their appointment and staff perform only roles/duties in their job description	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q305	There is an annual performance appraisal for staff in the organization of which staff have been given orientation on the appraisal during their resumption week.	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q306	There is a career development plan for staff in the organization	Strongly Agree..... 5 Agree..... 4	

N o.	Questions and filters	Coding categories	Skip to
		Neutral3 Disagree2 Strongly Disagree.....1	
Q307	There is a policy on staff recognition and reward available in the organization?	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q308	There are dedicate staff perform the day to day activities of the human resource unit of the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	

SECTION 4: BUSINESS DEVELOPMENT AND SUSTAINABILITY MANAGEMENT SYSTEM

N o.	Questions and filters	Coding categories	Skip to
Q401	There is a business development and sustainability policy and manual in place in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q402	There is a business model for non-profits such as internally generated revenue in place in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q403	There is a dedicated staff whose job role is to carry out business development activities for the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q405	There is an annual business development and continuity plan which stipulates how the organization intends continuing with its activities when donor projects ends	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q406	There is a networking systems in the organization that enables it to carry out business development activities with other organizations	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q407	There is a dedicated budget for organizational sustainability	Strongly Agree..... 5 Agree..... 4	

N o.	Questions and filters	Coding categories	Skip to
		Neutral3 Disagree2 Strongly Disagree.....1	

SECTION 5: SUCCESSION SYSTEMS FOR CIVIL SOCIETY ORGANISATIONS

N o.	Questions and filters	Coding categories	Skip to
Q501	There is a clear and documented plan on succession in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	→Go to Q502
Q501a	Every staff in the organization has been given orientation about the succession plan	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q502	There is a board approval of the succession plan which they use in appointing directors for the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q503	independent reviewers/auditors are involved in reviewing the succession plan and the report is part of the annual audited report	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q504	There is a system in place to routinely update the succession plan	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	

SECTION 6: FINANCIAL MANAGEMENT SYSTEM FOR CIVIL SOCIETY

ORGANISATIONS

N o.	Questions and filters	Coding categories	Skip to
Q601	There is procedural manual for operating all organizations bank accounts	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q602	There is a manual that guides all procurement activities in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q603	There is an asset register where all organizational assets are documented and given appropriate numbers	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q604	There is an annual operating budget for the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q605	There is a financial accounting software in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q606	Regular monthly, quarterly or annual financial reports are produced and shared with stakeholders	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q607	There is an annual audit report of organizations account its account?	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q608	All income generated revenue have a dedicated bank account and are not co-mingled with donor funds	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q609	Your organization will continue to pay staff salaries even when there is no project	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	

SECTION 7: PROGRAM MANAGEMENT SYSTEM FOR CIVIL SOCIETY

ORGANISATIONS

N o .	Questions and filters	Coding categories	Skip to
Q701	There is an annual work plan policy/manual in place in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q702	There is an implementation plan developed for the organizations strategic plan for each of its programs	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q703	There is a monitoring plan for each of organizations programs with clear key performance indicators?	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q704	There is a reporting plan for each of organizations programs/activities?	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q705	There is a plan for disseminating organizations programs/activities to stakeholders.	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q706	There is a plan for engaging with funders during program planning in the organization	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q707	There is a plan for engaging direct program beneficiaries and other stakeholders in planning of organizations programs	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q708	There is a quality improvement for organizations programs which documented and understood by staff	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2 Strongly Disagree.....1	
Q709	There is a responsible staff for monitoring and quality improvement of organizations activities	Strongly Agree..... 5 Agree..... 4 Neutral3 Disagree2	

Qualitative Data Collection Tool

SECTION 1: BACKGROUND INFORMATION ABOUT THE CIVIL SOCIETY

ORGANISATION

N o .	Questions and filters	Coding categories	Skip Pattern
Q101	Category of organization (Select one that applies)	Faith based organization.....1 Community based organization2 Non-Governmental Organization.....3 Civil Society Organization.....4 Others specify[]...99	
Q102	Location of the organization (Select all that applies)	Abia.....1 Anambra.....2 Xxxx Xxxx FCT.....37	
Q103	Age of the organization (Drop Down)	[][]	
Q104	Type of registration of the organization (Select all that applies)	Local government.....1 State2 National.....3 Student.....4 Others specify[]...99	
Q105	Does your organization belong to a civil society network? (Select one that applies)	Yes..... 1 No..... 2 Do not know3 No response99	
Q106	At what level does the organization operate? (Select one that applies)	National..... 1 State 2 Local government3 Do not know4 No response99	

SECTION 2: BACKGROUND INFORMATION ABOUT INTERVIEWEE

1. Name and job title of the interviewee
2. Length of time the interviewee has involved with the organization
3. Brief overview of the organization's management system

SECTION 3: KEY INFORMANT INTERVIEW QUESTIONS

Questions

1. What is the current organizational management systems in place in your organization?
2. What is the current business administration model being used in your organizational management systems?
3. What role does organizational management systems play in ensuring the sustainability and survival of your organization?
4. What are the factors that contribute to poor organizational management systems in your organization?
5. What are the major challenges contributing to failure of organizational management systems?

Additional Comments

- a. Is there anything else that you would like to share about the organizational management system?
- b. Are there any recommendations or suggestions for improving the organizational management system?

Closing

Thank you for your time and insights towards completing this interview

I can confirm that your responses will be kept confidential

Finally, I can confirm that the recording or transcription details will be securely transcribed, analyzed and utilized only for the purpose of this research with University of Malawi and would want to obtain your final consent for it to be used for this purpose only.

SECTION 8: PERSPECTIVES ON CIVIL SOCIETY ENGAGEMENT

N o.	Questions and filters	Coding categories	Skip to
Q801	Which factors do you think contribute to poor organizational management systems for CSOs in Nigeria?	Governance 1 Human resources..... 2 Business development.....3 Succession4 Financial management5 Program management.....6	
Q802	What can you attribute as being most responsible for failure of CSOs to sustain itself after donor funded projects?	Poor sustainability plan 1 Poor capacity development plan..... 2 Executive Director interference3 Number of the CSO staff.....4 Size of the organization.....5 Inability to develop fundable proposal..6 Few donors working on CSO area of focus..7 Lack of staff retention plan.....8 Insecurity in the CSO targeted communities..9 Others [.....]99	