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**Working Paper**

## The Challenges of Service Delivery by Charities in Ghana: The Case of Rotary

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# The Challenges of Service Delivery by Charities in Ghana: The Case of Rotary

## Abstract

We investigated the factors that negatively affect the service delivery capacity of charities in Ghana by using seven Rotary clubs as a case study. Primary data was collected via a survey of executives of the seven Rotary clubs. Our analysis revealed that the three main challenges that Rotary clubs face, in descending order of importance, were inadequate financial resources, unfavourable government policies, poor governance, and bad attitudes of the beneficiaries of Rotary clubs' charitable projects. The size of a club did not seem to have a positive effect on its service delivery capacity. We attributed this to a higher incidence of free-riding or apathy within bigger clubs. Indeed, we found that the lack of Rotarians' involvement in projects, scope creep of projects, and Rotarians' poor engagement with communities also had an adverse effect on service delivery.

JEL-Codes: L300, L310.

Keywords: charities, governance, Rotary, service delivery.

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## **1. Introduction**

In a developing country like Ghana, financially-constrained governments cannot singlehandedly address and provide the necessary public services for its people. As in most countries, the for-profit and non-profit private sectors have a role to play, particularly in an era where public-private partnerships are being encouraged. It is therefore important for government to create the needed environment for charitable organizations to thrive.

Charitable organizations are so important that in the US and other OECD countries, donations to charities are tax deductible (Andreoni and Smith, 2021). Charitable organizations like Rotary International, USAID, Lions club, Oxfam, the Red Cross, Zonta, and religious organizations, have supplemented the efforts of various governments. These charitable organizations provide services such as water and sanitation projects, maternal and child health programs, basic education and literacy programs, environmental programs and poverty alleviation programs.

A recent survey, conducted by Nonprofit Finance Fund (2022), recognizes the contributions of charities/nonprofits. During the Covid-19 pandemic, 71% of charities interviewed saw a surge in service demand. Charities/nonprofits distributed food and other essential items for members of their communities who were indisposed or at risk, or who were unemployed as a result of the pandemic.

Even though charitable organizations have played an essential role in the economic development of Ghana and other countries, they grapple with inadequate financial resources and this has limited their service delivery capacity (Singh and Singh, 2019). The lack of money is a major constraint on the ability of these charities to provide services to their communities. This

results in financial insecurity for numerous charities (GEO, 2015; Thornton, 2006). Owusu-Ansah and Moyo (2024) found that gender, household size, age, financial constraints, social norms, egoism, religion, and trust determine the giving behavior in Ghana. However, this paper is about the sources of funds for charities, not the factors that determine those sources of funds.

Even after raising funds, charities face problems of attracting competent and dedicated personnel to deliver their services because their financiers impose limits on the percentage of their income that can be spent on salaries and administrative expenses (Brest and Harvey, 2018). As a result, charities are forced to rely on volunteers who may lack the requisite expertise (Gneezy et al., 2014). These volunteers may not have the expertise in their field of service delivery.

Yet another challenge that charities face is poor governance. Poor governance and malfeasance in charities affect the credibility of charities in the eyes of donors and other stakeholders (Hyndman and McDonnell, 2009; Harris et al., 2017). Prakash (2019) discusses a scandal by Oxfam, a well-known charitable organization, which involved the concealment of sexual misconduct of its personnel in Haiti. Charities are also faced with poor governance within beneficiaries and partners of charities. Issues such as lack of commitments by partners of charities like governments have led to the failure of laudable projects (Pegg and Zabbey, 2013). Bureaucratic delays have adversely affected the delivery of services by charities to their intended beneficiaries (Morvaridi, 2012; Schoberg, 2019).

In light of the above problems, which have been documented in the literature, it is the aim of this paper to find out the extent to which these problems affect the service delivery of charities in Ghana by using Rotary clubs, in particular, as a case study. We are interested in the sources of funding for the services rendered by Rotary clubs in Ghana and the challenges facing Rotary clubs in service delivery in Ghana.

## 1.1 Service Delivery of Charities and their Challenges

Farrington and Lewis (2014) highlighted the contributions of charities to agriculture, democratization, and consolidation of rural communities in Asia. Charities have partnered rural people by serving as facilitators, encouraging local initiatives, and enhancing the responsiveness of government services. This has resulted in improvements in agricultural productivity amongst low-income farmers in Asia and the strengthening of democratic institutions. Similar points are made in Carroll (1992), Lehmann (1990), Friedman (1992), Korten (1987) and Clark (1991). Charities, given their knowledge of rural areas and needs, are able to provide services to rural people at a lower cost than the public sector (Farnworth, 1991; World Bank, 1991a; 1991b). This has resulted in significant increase in funding to charities (Morgan 1990, Hulme and Edwards, 1992).

Prakash (2019) gives examples of charities that suffered from donor fatigue because donors did not see progress in the activities of those charities. This was partly due to poor governance in those charities and misconduct of employees. The Canadian Audit and Accountability Foundation, a not-for-profit organization, defines governance as:

*“... the structures, systems, and practices an organization has in place to (a) assign decision-making authorities, define how decisions are to be made, and establish the organization’s strategic direction, (b) oversee the delivery of its services; the implementation of its policies, plans, programs, and projects; and the monitoring and mitigation of its key risks; and (c) report on its performance in achieving intended results and use performance information to drive ongoing improvements and corrective actions.”<sup>1</sup>*

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<sup>1</sup> <https://www.caaf-fcar.ca/en/oversight-concepts-and-context/what-is-oversight-and-how-does-it-relate-to-governance/what-is-governance>.

Prakash (2019) gave the example of Oxfam, a British charitable organization with branches all over the world. In 2018, as part of its mission of providing humanitarian services to the people of Haiti who were affected by an earthquake, it emerged that some staff were involved in sexual misconduct. The press accused Oxfam of shielding the staff members who were involved. There were similar cases of sexual misconduct reported in Chad and southern Sudan. This led to various sanctions against Oxfam and the withdrawal of support by donors. In 2017, there were also various reports of sexual abuse by staff of reputable charitable organizations like the British Red Cross, Save the Children, and Christian Aid. These scandals are indications of poor governance and management in some charities.

According to Prakash (2019), poor governance in charities stems from overemphasis on managing their external environment because governmental and inter-governmental funding is an important component of the budgets of non-profits and charities. Accordingly, they tend to focus on financial reporting required by governments and underemphasize other performance indicators (Phillips, 2013). Thus, they neglect internal governance (i.e., in their charities and non-profits), which allows managers to abuse their power over local subordinates and the local community.

Starting with the observation that there have been growing concerns regarding stewardship and accountability in the charitable/nonprofit industry, Harris, Petrovits and Yetman (2017) study the effect of good governance policies on charities with a focus on the United States. The US Internal Revenue Service (IRS) mandates charities to disclose any “significant asset diversion”, which is defined as the embezzlement or fraudulent use of assets of the charity. Harris et al (2017) sampled a total of 1528 charities from 2008 to 2012 and looked at eleven measures of governance, including board monitoring, independence of key individuals, tone at the top, and capital provider oversight. They found that good governance prevents asset misappropriation. Out of the eleven



governance measures, their findings showed that tracking by shareholders, government audits, and monitoring managers reduced the occurrence of fraud. They concluded that charities with effective governance are more likely to adhere to tax laws, protect charity's assets, and deliver on their core missions and duties as opposed to charities with poor governance.

Mohammed (2019) highlights poor governance within beneficiaries and partners of charities as an impediment to service delivery of charities. For example, in 2009, Rotary International collaborated with the United States Agency for International Development (USAID) to provide deprived communities in Ghana, Uganda, and Madagascar with water, sanitation and hygiene (WASH) projects. This partnership was in collaboration with the Community Water and Sanitation Agency (CWSA). This agency was required to bring on board its technical expertise and experience. The Rotary-USAID WASH project provided KVIP latrines and boreholes to deprived communities in the Eastern, Oti, Western, Greater Accra, Volta and the three Northern regions of Ghana. But, as a result of poor maintenance by these communities (the beneficiaries), the projects did not deliver as much benefits as the organization intended.

To give another example, in 2011, as part of the Rotary-USAID partnership, an electric pump was built in Abutia Teti, a town in Ghana, under the supervision of the Rotary Club of Ho. The pump was intended to provide the town with safe drinking water. But several years later, the community's water and sanitation funds had been poorly managed and electric bills had gone unpaid. The pump was broken and had been disconnected from the national power grid. There were allegations amongst community members of mismanagement and embezzlement of funds allocated to water and sanitation. The community members also accused government of not providing proper monitoring and accounting systems.

Duquette (2017) discusses how non-diversified sources of revenue can expose charities to unreliable revenue flows and affect their service delivery. In this respect, Tuckman and Chang (1991), Kingma (1993), and Chang and Tuckman (1994) had previously estimated revenue diversification by using a Herfindahl–Hirshman index (HHI) across broad revenue categories, and discovered that diversification was connected with the development and stability of organizations. Greenlee and Trussel (2000) and Trussel (2002) similarly applied the analysis in Tuckman and Chang (1991) by extending their work to sixteen nonprofit sectors. Hager (2001) employed the Tuckman and Chang (1991) methodology and other standards of financial difficulty to predict the shut-down of arts nonprofits.

Brest and Harvey (2018) discuss the problems charities face in attracting skilled and devoted personnel. In their view, this is because donors impose limits on the percentage of donations that can be spent on salaries and administrative expenses. Related to this point, Gneezy, Keenan and Gneezy (2014) observe that donors avoid charities that spend a greater part of their expenses on administrative and fundraising costs. To the extent that a dollar spent on fundraising could raise more than a dollar, restrictions on fundraising affects the service delivery of charities.

In a field experiment with 40,000 potential donors, Gneezy et al. (2014) found that informing potential donors that administrative costs are covered by an initial (previous) donation significantly increases the donation rate by 80% (or 94%) and total donations by 75% (or 89%) compared with when donors know that part of their donations will be used to cover administrative costs. Thus, donors are more willing to donate if they know their donations will not be spent on administrative costs or only a sufficiently small percentage will be spent on administrative costs. Accordingly, Gneezy et al (2014) propose a solution under which using a part of donations from major philanthropists to cover administrative expenses and offering potential donors an overhead-

free donation opportunity will boost total donations. That sends a signal to donors that the charity's goal is to minimize administrative costs.

## **2. Rotary in Ghana**

Rotary International is a global charitable organization which brings together business and professional leaders to provide community service, promote integrity, and advance peace and understanding in the world. It is a non-political and non-religious organization. The first Rotary Club was formed in 1905 by an American, Paul P. Harris, when he convened a meeting of three business acquaintances in Chicago, USA. One of Rotary's flagship projects is to eradicate polio (Scott et al., 2009; Sever, 2001).

There are Rotary clubs in more than 200 countries.<sup>2</sup> In 1958, Ghana became the first English-speaking country in Anglophone West Africa to have a Rotary club. The Rotary club of Accra, in the capital city of Ghana, was founded through the initiative of Michael Daniel Quist. As a student in the UK, he became aware of Rotary in the UK and introduced it in Ghana. The Rotary club of Accra was followed by the Rotary clubs of Kano, Lagos and Ibadan in Nigeria, and Freetown in Sierra Leone. In Ghana, the Rotary club of Accra-West, the second club, was founded in 1969 to accommodate the growing numbers of the Rotary club of Accra (Rotary Club of Accra, 2022). In Ghana, there are more than 1,800 Rotary members in about 66 Rotary clubs with about 50 in Accra. Outside Accra, there are Rotary clubs in Kumasi (founded in 1964), Sekondi-Takoradi (1965), Tamale (1971), Ho (1985), Cape Coast (2015), and other parts of Ghana. Rotary clubs in Ghana belong to Rotary District 9102 which has 120 clubs and 2,980

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<sup>2</sup><https://www.rotary.org/en/clubs-end-world#:~:text=There%20are%20Rotary%20clubs%20in,every%20corner%20of%20the%20globe.>

Rotarians (Rotary Club of Accra, 2022; Rotary District 9102, 2022; and Rotary International, 2022).

### **3. Data**

We used primary data that was collected via a survey in September 2022. A questionnaire (a copy of which is in appendix A) was used to solicit the views of executive members of various Rotary clubs in Accra regarding the challenges of service delivery by their clubs.

A sample of seven Rotary clubs out of about sixty-six Rotary clubs in Ghana was used for the study. The sample represents approximately 10% of the total population of Rotary clubs in Ghana. Ten executive members of the seven Rotary clubs were interviewed. The interviewees were restricted to executives because we wanted to interview Rotarians who had an in-depth knowledge of their Rotary clubs and were or had been involved in the planning and execution of Rotary projects. Thus, the interviewees were purposively sampled. These clubs provide a range of services that are listed in appendix A. The appendix also lists specific projects that these Rotary clubs have completed in various communities in Ghana.

INSERT TABLES 1 AND 2 HERE

Tables 1 and 2 show that forty percent of the respondents were from the Rotary club of Accra-Spintex. This was because it was much easier to schedule interviews with the executive members of that club. Except for the Rotary club of Accra-Ridge, past or current presidents of the other clubs were interviewed. They were all very knowledgeable about the activities of their clubs. In all of the seven clubs, committee chairs in charge of the implementation of projects were interviewed. All the respondents had been members of their clubs for at least seven years with the highest number of years being twenty-one. During these years, each of the ten respondents held at

least four different positions in his/her club, which is the equivalent of a cumulative knowledge acquired from at least forty executive positions.

The respondents were first asked to state the challenges or factors that negatively affect the delivery of the services of their clubs and to rank the challenges or factors they had mentioned **before**, if necessary, being asked whether inadequate financial resources, lack of personnel, poor governance, and poor governance within beneficiaries and partners were challenges in their clubs.

#### **4. Challenges of service delivery of Rotary clubs: analysis**

In this section, we undertake a qualitative and quantitative analysis of the data.

As shown in table 3, all respondents *independently* mentioned inadequate financial resources as a problem while a few mentioned the lack of membership engagement. No respondent mentioned poor governance in their clubs or in partnering agencies until their attention was drawn to it or until they indirectly talked about it in their narratives about specific unfavorable events that their clubs had to deal with.

**Table 3:** Number of respondents that identified a factor as a club’s most important problem

<b>Factor</b>	<b>Number</b>	<b>Percentage</b>
Inadequate financial resources	9	90
Lack of qualified personnel	0	0
Government policies	0	0
Poor governance (in Rotary)	0	0
Poor governance (beneficiaries)	0	0
Lack of membership engagement	0	0
Lack of executive commitment	1	10
<b>Total</b>	<b>10</b>	<b>100</b>

Table 3 shows that inadequate financial resources was identified by 90% of the respondents as the most important problem that impedes service delivery. One respondent said a lack of commitment by executives was the most important problem. In so far as executives must devote time and effort to fundraising, this problem may be related to the problem of inadequate financial resources. Regarding the inadequacy of financial resources, a respondent said:

**(Director and Past President, Respondent 1):** *“If you want to undertake a project with respect to fundraising, your inability to mobilize the required funds may force you to downgrade the quality of the service you are providing. If, for instance, we needed to do an eye screening, normally we have that as one of our yearly programs but we have stopped in the last 3 years or so because of funding. So, what we do is we screen the people free of charge, we even go ahead and give them prescribed lenses free of charge and some of them we give them eye drops and things*

*like that. If the fundraising is inadequate we won't be able to give them all, we reduce the number we can attend to."*

The inadequacy of financial resources is confirmed by the low percentage of desired revenue that the clubs are able to raise. Table 4 shows that only an average figure of 53% of desired revenue is raised in a fiscal year with some clubs getting only 20% of desired revenue. Over the ten respondents, the standard deviation of the reported figures was 18.53%.

**Table 4:** Percentage of desired/planned annual income raised

<b>Respondent's Club</b>	<b>Percentage</b>
Accra-South	50
Accra-West	80
Accra-Spintex	60
Accra-Ridge	50
Accra-Dansoman	60
Accra-Spintex	20
Accra-Spintex	50
Accra-Dzorwulu	80
Accra-Spintex	20
Accra-Legon	60
<b>Average</b>	<b>53</b>
<b>Standard deviation</b>	<b>18.53</b>

There is, of course, variation across the seven clubs. Accra-West Rotary club with the second-highest number of members and with oldest members (an average age of 60), has the highest percentage (i.e., 80%) of desired revenue raised. This makes sense because, *all other things being equal*, older members tend to be wealthier and more members also makes it easier to raise money. However, Accra-Dzoworlu club with only 18 members also had an 80% figure. Of course, the size of projects also affects the percentage of revenue that is raised and clubs that have realistic and viable projects are more likely to meet their targets. This is related to the point about scope creep discussed below.

But more importantly, the assumption of “all other things being equal” may not hold. Since the seminal work of Mancur Olson in his 1965 book titled “*The logic of collective action*”, researchers have known that --- in teamwork, collection action, or the provision of public goods -- the aphorism “there is strength in numbers” may not hold because the incidence of free-riding and apathy may be higher in bigger groups. This is known as the Olson Paradox in the sense that bigger groups may paradoxically be less successful than smaller groups in furthering their interests (Olson, 1965; Chamberlin, 1974; Maxwell and Oliver, 1993; Esteban and Ray, 2001). The dedication of club members, not only their sheer numbers, is very important. This sentiment was expressed by respondents and captured poignantly captured by one respondent who said:

**(Director and Past President, Respondent 2):** “*Our inability to get the entire club members on board ... some people are a bit laid back, if we get everybody engaged as much as we should I think we will have better success.*”

When we computed the Pearson correlation coefficient between the number of members of a club and the percentage of desired revenue raised, we found that the number was small but negative, a finding which is consistent with the Olson paradox. Thus, there is a weak relationship



between the size of a club and its performance. This suggests that membership size alone is not sufficient for the success of a Rotary club. However, given our small sample size we recognize the limitations of our statistical analysis.<sup>3</sup>

The four respondents of Accra-Spintex club gave figures that ranged from 20% to 60%. According to them, the percentage of any target revenue raised differs by project. People are motivated to contribute more to some projects than other projects. So, their responses were driven by the projects they could recall. Whatever the case, the second highest figure across all respondents was 60%. This is low and clearly shows that inadequate financial resource is a major problem.

Table 5 below shows that the second most important problem is unfavorable government policies. In particular, the respondents said that the unwillingness of the central government to waive duties on imported items meant for charitable work unduly increases their costs of service delivery. Rotary clubs, being non-profit organizations and without any residual claimants to any income surplus, enjoy a tax-exempt status. Thus, respondents correctly argued that this tax-exempt status should be extended to import duties. One respondent said:

**(Director and past president, Respondent 3):** *“Four years ago our club got an ambulance donated to the club from Germany. We thought because we were going to donate it to one of the public hospitals in Ghana we won't be required to pay duty. When the ambulance got to the port we had no favors. We had to pay import duty like anyone else and that wasn't right.”*

Another unfavorable government policy is the requirement of unnecessary project specifications or extensions. In 2015, the Rotary club of Accra-Spintex decided to construct a single-storey kindergarten school block in Lashibi, a suburb of Accra. The local government,

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<sup>3</sup>The correlation coefficient was not statistically significant (p-value = 0.71).

Tema municipal assembly, insisted that the building should be a two-storey building instead of the single-storey building that the Rotary club had planned. Given that the Rotary club had limited funds, this has delayed the completion of the project.

**Table 5:** Average rank of the importance of factors on scale 1 to 10: 1 is the least important problem; 10 is the most important problem

<b>Problem</b>	<b>Average Rank</b>
Inadequate financial resources	7.9
Lack of qualified personnel	3.5
Government policies	5.4
Poor governance (in Rotary)	3.3
Poor governance (beneficiaries)	5.3
Lack of membership engagement	3.9

Almost all respondents agreed that cost overruns had a negative effect on service delivery because they delayed the completion of projects. This information is presented in table 6.

**Table 6:** Do cost overruns delay the completion of projects?

<b>Response</b>	<b>Number of respondents</b>	<b>Percentage of respondents</b>
YES	9	90
NO	1	10
Total	10	100

Based on table 7, the reasons for cost overruns were inflation, unrealistic estimates of the cost of projects, and scope creep.

**Table 7:** Current position in club and number that identified a factor as the reason for cost overruns

<b>Position</b>	<b>Inflation</b>	<b>Unrealistic estimates</b>	<b>Scope creep</b>
President	1		1
Secretary			
Treasurer			
Committee Chair	8	2	7
<b>Total</b>	10	2	8

In table 5, poor governance within Rotary clubs was stated as the least important problem. But given that eight executive members (80%) of the ten respondents said that scope creep was a cause of cost overruns, this suggests that poor governance within Rotary clubs may be a bigger problem than the respondents think. It is important to note that scope creep in project management refers to amendments and unanticipated or uncontrolled growth in a project's scope after the project has begun. This is a sign of inefficiency because it tends to occur when the scope of a project is not properly defined, documented, or controlled.

Table 5 shows that poor governance and apathy by beneficiaries of the services of Rotary clubs is the third most important problem. In section 1, we mentioned poor maintenance of projects and embezzlement of funds by beneficiaries of Rotary projects in communities in the Eastern, Oti, Western, Greater Accra, Volta, and the three Northern regions of Ghana as problems that impeded the effective delivery of services by Rotary clubs. A respondent said poor maintenance of projects

by beneficiaries after the projects have been handed over to them was the result of a lack of understanding and a sense of entitlement by the beneficiaries. According to the respondent:

**(Vice President, Respondent 4):** *“That is a big issue, poor governance structures and in fact comprehension by the beneficiaries of the work of the charities. We established an ICT center for a school. They have converted it into a classroom. We didn't know. And for water and sanitation projects, you go and establish a toilet somewhere and they think that every year you have to come and repair it or every year you have to come and clean the toilet for them.”*

However, some respondents opined that this was partly due to the inability of Rotarians to engage the members of the target communities. One respondent said:

**(Director and Past President, Respondent 5):** *“... we don't engage the community enough, so sometimes it appears that we are doing the project for them rather than we are doing it with them because whatever we should be doing should be their felt needs not what we think they need. So, once we've given them something they absolutely need, they will absolutely be interested and participate fully.”*

A respondent bemoaned the lack of reliable partners in some cases. One may think of this as poor governance within partners of Rotary clubs. The respondent put it as follows:

**(Past president, Respondent 6):** *“We wanted to do hernia surgeries and the director in charge of this project brought in a partner. Because the funding was limited, this partner was supposed to use its doctors to perform the hernia surgeries for a small fee. The partner ended up swindling the club on the little that we had. So, in the end we had no hernia and also the little money we had was also gone. We didn't plan well and we didn't do our due diligence.”*

However, the lack of due diligence was an indication of bad governance within the Rotary club.

**Table 8: Percentage of income from various sources**

<b>Factor</b>	<b>Average Percentage</b>
Individuals	42.5
Foundations and philanthropic organizations	23
Government agencies	1
Companies	33.5
<b>Total</b>	100%

Table 8 shows that no income source accounts for more than 50% of total of total income. This suggests a reasonable degree of financial stability consistent with the work of Tuckman and Chang (1991), Kingma (1993), and Chang and Tuckman (1994) who found that diversification is connected with the development and stability of organizations.

## **5. Discussion and conclusion**

This paper found that the three main challenges that Rotary clubs in Ghana face, in descending order of importance, are inadequate financial resources, unfavorable government policies, poor governance, and bad attitudes of the beneficiaries of Rotary clubs' charitable projects.

However, the respondents may have underestimated the extent to which inefficiencies within Rotary clubs affect their service delivery because they complained about the lack of Rotarians' involvement in projects, scope creep of projects, and Rotarians' poor engagement with communities and yet ranked these factors in fourth or fifth place. The size of a club did not seem to have a positive effect on its service delivery capacity because we found that some

smaller clubs apparently had a better fundraising performance than bigger clubs. We attributed this to a higher incidence of free-riding or apathy within bigger clubs.

One may argue that a limitation of this paper is the small sample size and the focus on only Rotary clubs in Accra. However, we believe that our findings can be extrapolated to all Rotary clubs in Ghana and some other charitable organizations. This is because, having held various positions in their clubs over a good number of years, the respondents were very knowledgeable and experienced. More importantly, they also mentioned and consistently ranked a set of common challenges that Rotary clubs face. Furthermore, challenges like unfavorable government policies or poor governance in target communities cannot be peculiar to only the seven Rotary clubs in our sample. They are challenges in the environment within which all charitable organizations operate in Ghana.

Based on the findings of our study, we make the following recommendations: All Rotary clubs in Ghana should (preferably with some other charitable organizations) lobby and make a case for the government to waive duties on items imported for their charitable projects. If they cannot get immediate waivers from import duties, they should, at the minimum, be part of the system of import duty drawback. Under an import duty drawback policy, importers pay duties upfront and later get refunds, if necessary. Since the charitable organization has already paid duties on imported goods, the onus is on the organization to initiate the process of getting a refund and providing documents to support claims of having used the imported items in charitable work. Of course, this requires an efficient and expeditious system of processing claims for import duty drawbacks.

If a given project is in the educational sector (e.g., a school block), health sector, etc, Rotarians and other charitable organizations should contact the relevant ministry (e.g., Ministry of

Education, Ministry of Health, etc) to help them get import waivers from the Ministry of Finance and the Ghana Revenue Authority.

Although we found that a bigger membership size of a Rotary club does not necessarily lead to better performance (e.g., in fundraising), it is still recommended that Rotary clubs should increase their membership and motivate their members to be more enthusiastic.

To boost the enthusiasm of members and the target communities (beneficiaries), there should be prior engagement with the target communities to ascertain their needs before choosing projects. This may require the involvement of local opinion leaders like chiefs.

Rotary clubs should invest more time and effort into project management skills in order to minimize the incidence of scope creep. Rotary clubs should intensify their fundraising efforts and continue to diversify their sources of income.

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## **Appendix A: services provided by Rotary clubs in the sample**

The respondents answered the following question “*What social/communal services have your club provided since you became a member?*” These were their responses.

### **Accra-South**

Medical outreach; career guidance counseling; construction of public washrooms; refurbishment of CHIP compound/medical facility; tree planting; book donation; provision of freezer, generator computers, printers, etc. for a school for the rehabilitation of Trokosi girls; WASH projects; polio immunization; provision of medical equipment at Korle Bu teaching hospital.

### **Accra-West**

WASH projects, Eye screening, clip lip surgeries, basic literacy projects, and medical screenings.

### **Accra-Spintex**

Education (maths club), essay competition on girl empowerment, environmental projects such as tree planting, beach cleaning, campaign and provision of protective materials against Covid-19 to communities and health facilities, health screening and NHIS, blood donation drive; medical screening.

### **Accra-Ridge**

Maternity block for Malata Atta market government hospital, bore holes, refurbishment of a kindergarten block for a school in Dansoman, book donations, medical outreach, solar lamp distribution in the Northern region, WASH projects.

### **Accra-Dansonman**

Medical Screening in Ada; WASH project in communities in the Volta region, Eastern; medical equipment at Akwatia hospital in the Eastern region; provided ultra-scan stimulators for training purposes at Korle Bu teaching hospitals.

**Accra-Dzorwulu**

Donation to leprosarium, Bostal institutes, Dzorwulu special school and Mamobi polyclinic; community cleaning; built kindergarten; refurbished canteen for a school; refurbished a library for a school; computer donations.

**Accra- Legon**

Health screening, blood donation drive, polio immunizations, WASH projects, provision of computer lab to a deprive school, donation to an orphanage, refurbishment and provision of books for a community library.

**Table 1:** Summary statistics about respondents

<b>Name of Rotary Club</b>	<b>Number of males</b>	<b>Number of females</b>	<b>Positions held</b>	<b>Average membership years*</b>
Accra-Spintex	3	1	President, Vice President, treasurer, Director, Committee Chair	9
Accra-South	1	0	President, Vice President, Director, Committee Chair	21
Accra-West	1	0	President, Vice President, treasurer, Director, Committee Chair	12
Accra-Ridge		1	Secretary, Director, Committee Chair	7
Accra-Dansoman	1	0	President, Vice President, treasurer, Director, Committee Chair	10
Accra-Dzorwulu	1	0	President, Club Trainer, Director, Committee Chair	8
Accra-Legon	0	1	President, Secretary, Director, Committee Chair	9
Total	7	3	Not applicable	

\*This is the sum of the years of membership of executives interviewed in a club divided by number of club executives interviewed.

**Table 2:** Summary statistics about the sampled Rotary clubs

<b>Name of Rotary Club</b>	<b>Number of members</b>	<b>Average age of members</b>	<b>Age of club (in years)</b>
Accra-Spintex	27	50	10
Accra-South	74	55	21
Accra-West	54	60	53
Accra-Ridge	54	35	13
Accra-Dansoman	21	45	9
Accra-Dzorwulu	18	43	8
Accra-Legon	38	45	9

## **Appendix B: Questionnaire/interview**

This questionnaire/interview intends to solicit your views on the factors that impede service delivery of your Rotary clubs. I shall read out the questions and record your responses.

### **Biographical questions and questions not related to service delivery**

1. Name of your Rotary club: \_\_\_\_\_
2. Number of club members: \_\_\_\_\_
3. Estimated average age of members: \_\_\_\_\_
4. Position(s) you have held in your club: \_\_\_\_\_
5. Current position in your club: \_\_\_\_\_
6. Length of your club membership (in years): \_\_\_\_\_
7. Your gender (M or F): \_\_\_\_\_

### **Questions related to service delivery**

8. What social/communal services have your club provided since you became a member?
9. If you have held an executive position, which of these services were provided when you were an executive?
10. What challenges or factors negatively affected the delivery of the services of your club?

11. Please, on a scale of 1 to 10, assign a number to the importance of the factors you mentioned in question 10 with 1 being the **least important** problem and 10 being the **most important** problem.

12. Based on my experience and reading of the literature of charitable organizations, inadequate financial resources, lack of qualified personnel, government policies, and poor governance within charities and the beneficiaries of the work of charities negatively affect the service delivery of charities?

(a) Do you agree that at least one of these four factors affects service delivery? If so, could you please elaborate by giving examples of situations in which they affected the service delivery of your club?

(b) Which of the four factors has the most negative effect on your service delivery? In other words, which of these factors is your biggest challenge?

(c) Please, on a scale of 1 to 10, assign a number to the importance of these four factors, with 1 being the **least important** problem and 10 being the **most important** problem.

(d) Considering all the factors mentioned (i.e., the four factors mentioned here and the factors in question 10), which of these factors is your biggest problem/challenge?

13. What percentage of your **desired/planned** annual income are you able to raise? About 20%, 40%, 50%, 60%, 80%, 100%?

14. What percentage of your club's income is obtained from: individuals, including your members ( ); companies ( ); government agencies ( ); foundations and philanthropic organizations ( ).

15. Do you have cost overruns of projects (i.e., exceed estimated costs)? If yes, is it because of inflation (rising prices of materials and inputs), unrealistic estimates, or some other factors?

16. Do cost overruns delay the completion of your projects?

17. How have you dealt with the problems or challenges identified from questions 10 to 16?