Original Article

Functions of Governing Boards in Catholic Institutions: A Multi-Dimensional Analysis of Strategic Planning, Regulatory Compliance, and Resource Mobilisation in Uganda

Charles Oyo[1], Denis Musinguzi, PhD[1] & Philip Owino[1]*

[1] Uganda Martyrs University, P. O. Box 5498, Kampala, Uganda.
[*] Author for Correspondence ORCID ID; https://orcid.org/0009-0008-2249-1230; Email: charlesoyo310@gmail.com

ABSTRACT

This qualitative study examined governing board functions in Catholic institutions across Uganda through three core dimensions: strategic planning, regulatory compliance, and resource mobilisation. Using interpretive phenomenological design, the study involved 78 participants, including board members, managers, and staff across Catholic schools and health facilities in four ecclesiastical provinces. Data collection utilised semi-structured interviews and focus group discussions, analysed using MAXQDA software with thematic analysis techniques grounded in integrated agency, resource dependence, and stakeholder theories. Findings revealed significant theory-practice disconnections with 68% of boards demonstrating reactive strategic planning approaches, 73% showing reactive compliance management, and 75% exhibiting over-reliance on external funding sources. The study uncovered "ceremonial governance" patterns where boards functioned as validation rather than strategic creation bodies, operating primarily through procedural compliance rather than functional effectiveness. These findings contribute empirical evidence on governance challenges in African Catholic contexts, offering practical implications for enhancing board functionality through integrated governance standards, systematic accountability frameworks, and balanced professional-mission excellence approaches. The research addresses critical gaps in governance literature by investigating board functions beyond financial metrics in mission-driven organisations, providing insights applicable to faith-based institutions globally while recognising the unique canonical-secular accountability tensions inherent in Catholic institutional governance.

INTRODUCTION

Governing boards serve as fundamental institutional mechanisms responsible for strategic oversight, regulatory compliance, and resource mobilisation across diverse organisational sectors (Taylor, 2003; McNamara Kirakowski, 2006). These core functions represent the essence of board governance, enabling institutions to maintain accountability, ensure sustainability, and achieve mission alignment while responding to stakeholder expectations and environmental challenges. In contemporary governance discourse, these three functional dimensions are increasingly recognised as interconnected and mutually reinforcing, requiring boards to demonstrate competency across multiple domains simultaneously to ensure institutional effectiveness and sustainability.

In Uganda, Catholic institutions operate under complex governance frameworks established by the Companies Act (2022), the Education Act (2008), and the Ministry of Health guidelines (2016). These institutions provide approximately 35% of educational services and significant healthcare delivery through 304 health institutions and 130,000 schools, supervised by 13,424 governing board members (Catholic Secretariate, 2021). The substantial scope of Catholic institutional involvement in public service delivery makes understanding board functionality critical for both institutional effectiveness and broader social development. This extensive network represents one of the largest non-governmental service delivery systems in East Africa, serving millions of Ugandans across rural and urban contexts while maintaining a distinctive Catholic identity and mission orientation.

Despite established regulatory frameworks specifying board responsibilities, Catholic institutions continue experiencing functional challenges. Recent reports indicate persistent problems including weak strategic planning, inadequate regulatory compliance, and poor resource mobilisation by governing boards (Leos, 2023; Agaba *et al*, 2023). These challenges suggest significant gaps between theoretical expectations of board functions and actual institutional practices, raising fundamental questions about how boards fulfil their core governance responsibilities in practice. The persistence of these challenges across multiple institutions and ecclesiastical provinces suggests systemic rather than isolated governance dysfunctions requiring comprehensive investigation and understanding.

Previous research on governing board functions has predominantly focused on financial performance metrics such as shareholder returns and asset management, neglecting the broader functional dimensions of board governance, including

strategic guidance, compliance oversight, and resource stewardship (Nkundabanyanga *et al.*, 2013; Asahak et al., 2018). This narrow focus limits understanding of how boards function in their core roles, particularly in mission-driven organisations where financial metrics may not adequately capture governance effectiveness. Moreover, existing governance literature predominantly examines secular nonprofit organisations or for-profit entities, leaving significant gaps in understanding faith-based institutional governance where dual accountability to religious and secular authorities creates distinctive challenges requiring specialised analysis.

This study investigated three fundamental research questions addressing core governance functions in Catholic institutions. How do governing boards experience and understand their strategic planning responsibilities in Catholic institutions? How do board members perceive and navigate their roles in ensuring regulatory compliance and accountability in institutional operations? What meanings do boards attach to their resource mobilisation efforts, and how do they understand their contribution to institutional mission achievement? By investigating these core functional dimensions through interpretive phenomenological analysis, this research contributes to governance scholarship by providing deep insights into the lived experiences and sense-making processes of board members within mission-driven organisations, revealing how governance functions are understood, interpreted, and enacted in practice.

LITERATURE REVIEW

Theoretical Framework for Board Functions

This study employs an integrated theoretical framework combining Agency Theory, Resource Dependence Theory, and Stakeholder Theory to examine governing board functionality in Catholic institutions. The integration provides a comprehensive analytical lens for understanding complex governance dynamics in mission-driven organisations operating within multiple accountability frameworks, recognising that no single theoretical perspective adequately captures the multifaceted nature of Catholic institutional governance.

Agency Theory, developed by Jensen and Meckling (1976), explains the monitoring function of boards in ensuring management accountability and strategic alignment with institutional mission. In Catholic institutions, boards serve as intermediaries between multiple principals—donors, beneficiaries, church hierarchy, and communities—addressing conflicts and information asymmetries inherent in complex organisational relationships (Van Slyke, 2007). The theory provides valuable insights into accountability mechanisms and monitoring functions essential for effective governance. However, the theory's economic focus inadequately addresses mission-driven motivations and the complexity of multiple principal relationships in Catholic organisations (Van Puyvelde et al., 2016), where spiritual and social objectives may supersede purely economic considerations.

Resource Dependence Theory, articulated by Pfeffer and Salancik (1978), highlights boards' boundary-spanning role in securing critical resources and managing environmental dependencies. This theory explains how Catholic institutions strategically manage relationships with funding sources, regulatory bodies, and stakeholders to ensure organisational survival and sustainability. Boards with diverse networks enhance resource acquisition capabilities, particularly important in competitive nonprofit environments where resource scarcity requires strategic relationship management (Boivie et al., 2016). However, the theory undervalues internal spiritual and social capital while overemphasising external resource acquisition (Benjamin, 2008), potentially neglecting the distinctive resources that faith-based organisations derive from religious identity and community relationships.

Stakeholder Theory, formulated by E. R. Freeman (1986), emphasises boards' responsibility to balance diverse stakeholder interests through inclusive governance processes that maintain institutional legitimacy. In Catholic institutions, stakeholders include religious authorities, communities, donors, and regulatory bodies with distinct expectations requiring careful navigation and balance. The theory explains how boards navigate regulatory compliance while maintaining Catholic identity, addressing legitimacy concerns across multiple stakeholder constituencies. Yet the theory struggles with prioritisation when stakeholder claims conflict, potentially diluting focus on the core mission when attempting to satisfy all stakeholder expectations simultaneously (Freeman et al., 2020).

The integration of these theories addresses individual theoretical limitations while leveraging complementary strengths, providing a more comprehensive understanding of board functionality than any single theoretical perspective. Agency Theory's accountability mechanisms complement Resource Dependence Theory's environmental management emphasis, while Stakeholder Theory provides the inclusive framework for understanding complex organisational relationships. Together, they offer a comprehensive understanding of how boards function across multiple dimensions simultaneously, recognising that effective governance requires attention to monitoring, resource management, and stakeholder relationship management concurrently.

This theoretical integration enables examination of how boards balance fiduciary responsibilities with mission fidelity while managing diverse stakeholder expectations and resource dependencies. The framework recognises that Catholic institutional boards must function as monitors, resource mobilizers, and stakeholder representatives simultaneously, requiring sophisticated navigation of potentially conflicting demands and expectations (Nicholson & Kiel, 2004). This multi-dimensional approach enables comprehensive analysis of board functions, including strategic planning, regulatory compliance, and resource mobilisation within the unique context of Catholic institutional governance, where spiritual mission and temporal effectiveness must be balanced continuously.

The integrated framework recognises that Catholic institutional boards must function as monitors, resource mobilisers, and stakeholder representatives concurrently. This multi-dimensional approach enables comprehensive analysis of board functions, including strategic planning, regulatory compliance, and resource mobilisation within the unique context of Catholic institutional governance, where spiritual mission and temporal effectiveness must be balanced continuously. The framework provides a robust theoretical foundation for understanding how boards navigate the complex intersection of religious identity, professional standards, and stakeholder accountability in contemporary Catholic institutions.

Figure 1: Theoretical Integration
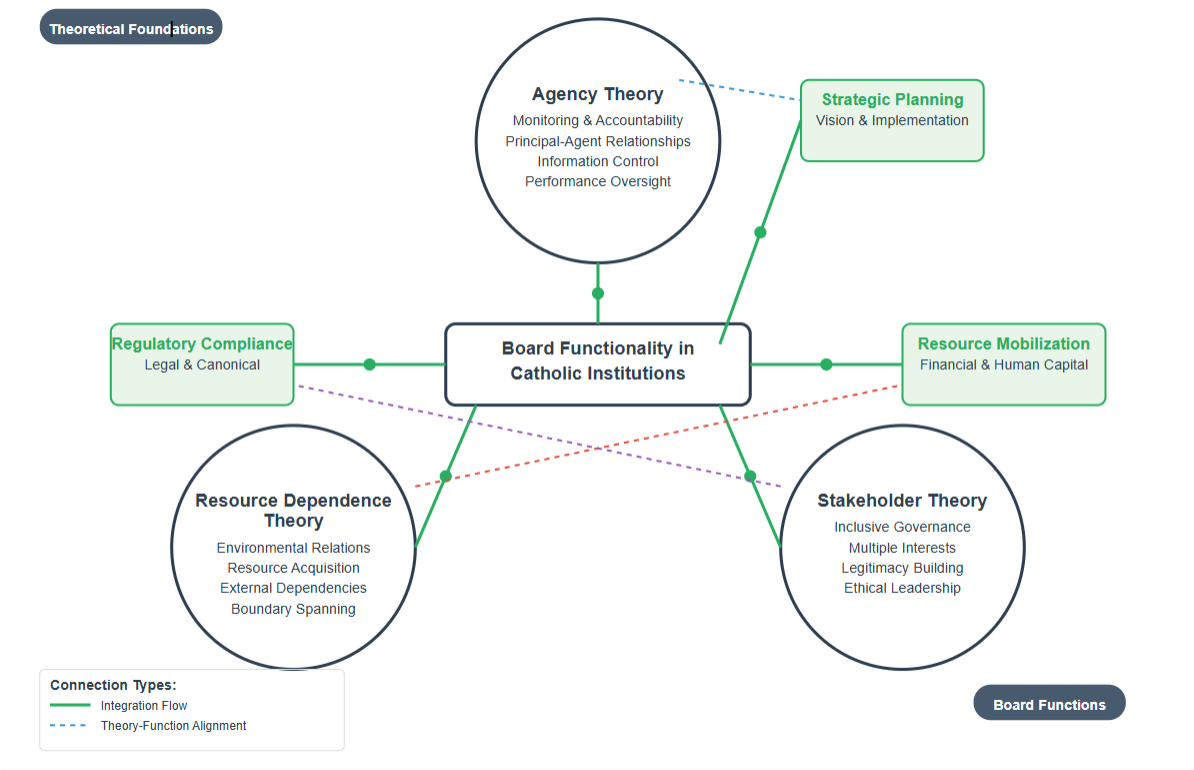
Source: *Generated by the Author*

This diagram presents the theoretical foundation underlying the study's investigation of board functionality in Catholic institutions. The framework integrates three complementary governance theories positioned in a triangular formation, each contributing distinct perspectives on board operations.

Theoretical Integration: Agency Theory addresses monitoring and accountability mechanisms between boards and management. Resource Dependence Theory explains how boards manage environmental relations and resource acquisition. Stakeholder Theory emphasises inclusive governance and legitimacy building with multiple stakeholders.

Dual Connection System: The framework employs two connection types - solid green lines showing integration flow from theories through central board functionality to practical functions and dashed coloured lines indicating specific theory-function

alignments (Agency-Strategic Planning, Resource Dependence-Resource Mobilization, Stakeholder-Regulatory Compliance).

Central Convergence: The three theories converge at "Board Functionality in Catholic Institutions," demonstrating how effective governance emerges through theoretical integration rather than reliance on any single approach. This integrated lens provides the analytical framework for understanding how boards navigate the complex intersection of mission, governance, and operational effectiveness within Catholic institutional contexts.

Empirical Knowledge on Board Functions

Strategic planning represents boards' capacity to guide organisational direction through environmental analysis, goal formulation, and implementation oversight while maintaining alignment with institutional mission and

stakeholder expectations. This fundamental board function enables institutional oversight, mission alignment, and organisational sustainability in dynamic environments requiring adaptive responses to changing conditions (Montgomery et al., 2023). Contemporary governance literature emphasises boards' strategic role encompassing environmental scanning, resource allocation, and performance monitoring, recognising strategic planning as central to effective governance rather than merely an administrative function (Vandersmissen & George, 2023).

Effective strategic planning involves three interconnected processes that boards must navigate successfully. Vision articulation aligns institutional direction with stakeholder expectations, requiring boards to synthesise diverse perspectives into a coherent organisational vision that provides direction and inspiration. Systematic goal-setting translates vision into measurable objectives that guide operational decisions and resource allocation, enabling accountability and progress monitoring. Implementation oversight ensures strategic initiatives achieve desired outcomes through systematic monitoring and adaptive management approaches that respond to changing circumstances and emerging opportunities (Andersen, 2019).

However, boards frequently struggle with role clarity, insufficient expertise, and inadequate information systems that compromise strategic effectiveness (Bezemer et al., 2023). These challenges are particularly acute in mission-driven organisations where strategic planning must integrate spiritual discernment with operational excellence, requiring competencies that extend beyond traditional business planning approaches. In Catholic institutional contexts, strategic planning assumes distinctive theological and ethical dimensions requiring integration of spiritual discernment with operational excellence, creating unique challenges that boards must navigate while maintaining both mission fidelity and institutional

effectiveness (Bryson, 2018). Van Puyvelde et al. (2016).

Regulatory compliance involves boards' responsibility to ensure institutional adherence to legal, professional, and ethical standards while navigating complex accountability relationships with multiple oversight bodies. Effective compliance requires systematic monitoring, clear accountability structures, and robust communication systems throughout the organisation, enabling proactive rather than reactive approaches to regulatory management (Logan and Watts, 2022). This function becomes particularly complex in Catholic institutions operating under dual accountability systems, where religious and secular authorities may impose conflicting requirements, requiring sophisticated navigation and integration strategies.

Catholic institutions face distinctive compliance challenges involving dual accountability to both secular regulatory authorities and ecclesiastical oversight bodies, creating complex navigation requirements where boards must simultaneously ensure adherence to government regulations, professional standards, and canonical requirements while maintaining institutional mission integrity (García & Ansón, 2007). This dual accountability creates practical dilemmas where compliance with one set of requirements might compromise adherence to another, requiring boards to develop sophisticated frameworks for managing potential conflicts while maintaining legitimacy with multiple oversight authorities.

Research consistently demonstrates that inadequate compliance mechanisms expose organisations to legal penalties, financial losses, and reputational damage that can undermine long-term sustainability and mission effectiveness (Gunningham, 2017). Effective board compliance oversight requires ongoing monitoring, systematic evaluation, and proactive risk management approaches that anticipate rather than merely respond to compliance challenges, enabling institutions to maintain good

standing with all relevant authorities while preserving institutional autonomy and mission focus (Clark, 2005).

Resource mobilisation encompasses the board's role in securing and managing financial, human, and material resources necessary for mission achievement and operational sustainability. This function encompasses strategic resource acquisition, allocation efficiency, and long-term sustainability planning that ensures institutional capacity to fulfil mission obligations across changing economic and social conditions (Koomson & Studios, 2011). Boards play critical roles through networking, advocacy, and strategic positioning that connect institutional capabilities with external resource opportunities, leveraging board member expertise and relationships for institutional benefit (Withers et al., 2012).

However, boards frequently face challenges, including donor fatigue, economic uncertainties, and political interference that can destabilise funding efforts and compromise resource mobilisation effectiveness. These challenges are particularly acute for faith-based organisations operating in resource-constrained environments where competition for philanthropic resources intensifies while traditional funding sources may decline due to secularisation trends or changing donor priorities (Lawrence, 2020).

In Catholic institutional contexts, resource mobilisation must balance financial sustainability with mission fidelity, ensuring that resource acquisition strategies align with institutional values and community service obligations (Froelich, 1999). This requires sophisticated navigation of competing demands between operational efficiency and mission integrity, recognising that resource mobilisation decisions have implications for institutional identity and community relationships that extend beyond immediate financial considerations.

These three functions are interconnected and mutually reinforcing, requiring boards to demonstrate competency across multiple domains simultaneously to ensure institutional effectiveness and sustainability. Strategic planning provides direction for compliance priorities and resource allocation decisions, while compliance requirements influence strategic options and resource needs. Resource mobilisation capabilities affect strategic planning scope and compliance capacity, creating dynamic relationships among governance functions that require integrated rather than isolated management approaches.

RESEARCH METHODOLOGY

Research Design and Philosophical Orientation

This study adopted an interpretive phenomenological research design guided by Heidegger's approach to understanding lived experiences within their cultural and historical contexts (Heidegger, 1996; Groenewald, 2004; Gill, 2020). This methodology enabled investigation of how board members, managers, and staff experience board functions in Catholic institutions, recognising that governance realities are socially constructed through human interactions rather than existing as objective phenomena requiring quantitative measurement. The interpretive orientation acknowledged that board functionality emerges through complex relationships between formal structures and cultural practices, making phenomenological investigation particularly appropriate for understanding functional experiences in faith-based organizational contexts where spiritual and temporal dimensions intersect.

The phenomenological approach was selected because it enables deep exploration of how governance participants understand and make meaning of their experiences within Catholic institutional contexts. This methodology recognises that board functionality cannot be fully understood through external observation alone but requires investigation of how participants interpret their

roles, responsibilities, and effectiveness within the distinctive cultural and theological framework of Catholic institutions. The approach enabled examination of both explicit governance practices and implicit cultural dynamics that shape board functionality in ways that might not be apparent through purely structural or quantitative analysis.

Study Setting and Participants

Research was conducted across four ecclesiastical provinces in Uganda, including Kampala, Mbarara, Gulu, and Tororo, with two provinces selected through simple random sampling and one diocese chosen from each province. This geographical distribution ensured representation across different regions of Uganda with varying socio-economic conditions, cultural contexts, and institutional development levels, providing a comprehensive perspective on Catholic institutional governance across diverse environments.

The study population comprised 78 participants across three carefully selected categories to ensure multiple perspectives on board functionality. Governing board members (n=25) included diocesan board members and institutional board representatives with varied experience in board functions, providing insider perspectives on governance processes and challenges. Institutional managers (n=28) included diocesan education secretaries, health coordinators, head teachers, and health facility in-charges responsible for implementing board decisions, offering operational perspectives on board effectiveness and functional impact. Staff members (n=25) included teachers, administrators, nurses, clinical officers, and health professionals providing front-line perspectives on how board functionality affects institutional operations and service delivery.

Institutions were purposively selected based on operational existence of 20+ years, ensuring institutional maturity and established governance practices that would provide rich insights into board functionality over time. The sample included primary and secondary schools, hospitals, and health centres across rural and urban contexts, providing diverse perspectives on board functional challenges and opportunities across different institutional types and environmental conditions. This diversity enabled the identification of common patterns while recognising contextual variations that might affect board functionality differently across institutional settings.

Ethical Considerations

Ethical approval was obtained from the relevant institutional review board/ethics committee prior to data collection. Informed consent was secured from all participants after explaining the study's purpose, procedures, potential risks, and benefits. Participants were assured of voluntary participation with the right to withdraw at any time without penalty. Confidentiality and anonymity were maintained throughout the research process, with participant identities protected through coding systems and secure data storage. Special consideration was given to the hierarchical nature of Catholic institutions, ensuring that participation decisions were free from institutional pressure or coercion. All data collection and analysis procedures adhered to established ethical guidelines for research involving human subjects, with particular attention to cultural sensitivity and respect for religious contexts.

Data Collection and Analysis

Data collection employed multiple qualitative methods tailored to capture functional experiences from different perspectives and organisational levels. Key Informant Interviews (KIIs) with board chairs and senior managers focused on functional oversight experiences, exploring how leadership perspectives shape governance approaches and institutional direction (Rutledge & Hogg, 2020). Focus Group Discussions (FGDs) with board committees and staff groups explored functional effectiveness from multiple perspectives simultaneously, enabling examination of how

different stakeholders understand and evaluate board performance across governance functions.

In-depth interviews targeted specific functional processes and outcomes, providing detailed exploration of how strategic planning, compliance management, and resource mobilisation occur in practice rather than how they are supposed to occur according to formal policies. This multi-method approach enabled triangulation of findings across different data sources and perspectives, enhancing the reliability and comprehensiveness of insights into board functionality.

Sample size determination adapted from Creswell and Guetterman's guidelines. Guetterman et al. (2015) suggests a sample size ranging from 8-31 in education research, while participants between 8 and 52 for health studies (Sarfo et al., 2021). Similarly, Creswell (2013) recommends 5-25 participants for phenomenological studies. An additional Data saturation complemented sample size determination, with collection continuing until no new themes emerged regarding board functions and their effectiveness. All interviews were conducted in participants' preferred languages and locations to ensure comfort and authenticity, recognising that language and setting can significantly affect participants' willingness to share candid perspectives on sensitive governance issues. Interview guides were developed to explore specific functional dimensions while remaining flexible enough to pursue emerging themes and unexpected insights.

Thematic analysis was conducted using MAXQDA software (Woolf, 2017), employing both deductive codes derived from board function literature and inductive codes emerging from participant narratives (Creswell, 2021; Harding & Whitehead, 2013). The analysis process included data familiarisation through multiple readings, systematic coding of all transcripts, theme development through pattern identification, theme review and refinement through iterative analysis, and interpretation within the integrated theoretical framework. This systematic approach ensured that findings emerged from data rather than being imposed through predetermined assumptions about board functionality.

RESEARCH FINDINGS

The analysis of board functional effectiveness across Catholic institutions in Uganda reveals significant gaps between theoretical governance expectations and actual institutional practices. Three critical patterns emerge from the findings that demonstrate systematic dysfunction across core governance functions. Boards function primarily as validation rather than strategic creation bodies, engaging in reactive compliance management that creates institutional vulnerabilities, and demonstrate limited resource mobilisation capacity that constrains organisational sustainability. These findings demonstrate systematic dysfunction across core governance functions, with boards operating more as ceremonial bodies than effective governance mechanisms.

Strategic Planning Function: From Vision to Validation

The strategic planning function reveals fundamental disconnections between theoretical expectations and institutional realities across Catholic institutions studied. Despite governance literature emphasising boards' central role in strategic planning as institutional leaders and vision creators, findings demonstrated that **68% of boards functioned primarily as validation rather than creation bodies** for institutional strategy. This pattern represents a fundamental inversion of expected governance relationships where boards should lead strategic thinking rather than merely approve predetermined plans developed by others.

A diocesan education secretary explained this prevalent pattern of ceremonial governance: *"Our board receives strategic plans developed by management and diocesan leadership rather than engaging in collaborative strategic development. Board meetings typically involve presenting pre-*

developed strategies for approval rather than collective strategic thinking and planning processes." This observation reveals how boards have been marginalised from their core strategic function, reduced to providing legitimacy for decisions made elsewhere rather than exercising genuine strategic leadership.

The prevalence of predetermined strategic frameworks was further elaborated by a hospital board chairperson: *"The institutional strategic plan was developed by the founding religious congregation in consultation with diocesan authorities. The board's primary role involves ensuring compliance with this predetermined strategy rather than adapting or refining it based on changing community needs or operational realities."* This pattern demonstrates how theological authority structures can constrain board strategic authority while maintaining board accountability for strategic outcomes, creating fundamental authority-accountability misalignments that compromise governance effectiveness.

Rather than proactive strategic planning emerging from institutional vision and environmental analysis, **68% of boards demonstrated reactive approaches** responding primarily to external pressures and mandates rather than internally generated strategic priorities. A diocesan health coordinator observed the dominance of external drivers: *"Our strategic priorities usually emerge from Ministry of Health requirements, donor funding conditions, or accreditation standards rather than our own institutional analysis of community needs and organisational capabilities. We spend more time responding to external expectations than developing internally-driven strategic directions."*

This reactive orientation created strategic fragmentation where institutions pursued multiple disconnected objectives without coherent integration or prioritisation. A school board member noted the lack of systematic integration: *"Different*

board committees develop strategic goals responding to their specific external pressures—the academic committee responds to Ministry of Education requirements, the finance committee responds to donor expectations, and the pastoral committee responds to diocesan priorities. We lack systematic processes for integrating these into unified strategic frameworks."

Strategic implementation monitoring remained inconsistent and superficial across institutions, with boards often disconnected from implementation realities and dependent on filtered management reports rather than direct oversight engagement. A head teacher explained this limited engagement: *"Board monitoring of strategic implementation typically involves quarterly reports from management rather than systematic engagement with implementation processes. Board members rarely visit facilities to observe implementation firsthand or engage directly with staff responsible for strategic initiatives."*

Regulatory Compliance: Navigating Dual Accountability Systems

Catholic institutions navigated complex regulatory environments requiring simultaneous adherence to secular governance standards and ecclesiastical requirements, creating distinctive compliance challenges for governing boards that secular nonprofit organisations do not face. This dual accountability system created practical dilemmas where boards struggled to balance governmental regulatory requirements with canonical obligations, often lacking systematic frameworks for managing potential conflicts that could compromise institutional standing with either secular or religious authorities.

A hospital administrator explained these navigation complexities: *"We must comply with Ministry of Health policies on reproductive health services while maintaining fidelity to Catholic teaching on family planning and abortion. The board lacks systematic frameworks for navigating these*

conflicts when secular regulations contradict Church doctrine." This illustrates how boards must develop sophisticated approaches to compliance that simultaneously satisfy multiple authorities with potentially conflicting expectations while maintaining institutional integrity and mission fidelity.

The dual accountability created practical implementation dilemmas where compliance with one set of requirements might compromise adherence to another, forcing boards into reactive management modes rather than proactive compliance planning. A diocesan education coordinator noted educational policy tensions: "Government requirements for comprehensive sex education in schools sometimes conflict with Catholic teachings on sexuality and family life. Board members struggle to develop policies that satisfy regulatory authorities while maintaining institutional Catholic identity."

Analysis revealed that 73% of institutions demonstrated reactive rather than proactive approaches to regulatory compliance, typically responding to external audits or inspections rather than maintaining systematic compliance monitoring that would enable early identification and resolution of potential compliance issues. A board chairperson observed these reactive patterns: "Our compliance activities usually respond to external audits, government inspections, or donor evaluations rather than ongoing systematic monitoring of regulatory adherence. We tend to address compliance issues after they're identified rather than preventing them through proactive oversight."

This reactive orientation exposed institutions to compliance risks and potential penalties that could have been avoided through systematic monitoring approaches that anticipate rather than merely respond to compliance challenges. A diocesan health coordinator explained the consequences: "When compliance problems are identified during external reviews, we often discover that issues had been developing for months without board awareness. We lack systematic early warning systems that would enable proactive compliance management."

Boards frequently received filtered compliance information that limited their capacity for meaningful oversight and strategic compliance planning, creating information asymmetries that compromised governance effectiveness. A board member acknowledged these information limitations: "Management compliance reports typically emphasise areas where we're performing well while minimising compliance challenges or potential risks. Board members often lack direct access to compliance information that would enable us to understand actual institutional compliance status."

Resource Mobilisation: Dependency and Mission Tensions

Resource mobilisation represented a critical governance function where boards demonstrated significant limitations in strategic resource acquisition and sustainability planning that threatened long-term institutional viability. Analysis revealed that 75% of institutions demonstrated high reliance on external funding sources with limited diversification strategies, creating dangerous vulnerability when external funding priorities change or economic conditions affect donor contributions.

A diocesan health coordinator observed these dependency patterns: "Our institutions depend heavily on government subventions and donor funding without developing significant internal revenue generation capacity. This creates vulnerability when external funding priorities change, or economic conditions affect donor contributions." This over-reliance on external funding sources reflects limited board capacity to develop diverse resource portfolios that would provide greater financial stability and institutional autonomy.

The external dependency limited institutional autonomy and strategic flexibility, with resource availability often determining programming rather than mission-driven planning that prioritises community needs and institutional values. A school board chairperson explained these programming constraints: *"Our strategic planning becomes constrained by available funding rather than community needs or institutional mission. We often modify our educational programs to match donor priorities rather than developing programs based on our assessment of student and community needs."*

Despite Resource Dependence Theory emphasising boards' boundary-spanning role in resource mobilisation, many boards demonstrated limited external networking capacity for strategic resource acquisition beyond traditional Church and government sources. A board member noted networking limitations: *"Most board members lack the professional networks or fundraising expertise necessary for effective resource mobilisation beyond traditional Church and government sources. We haven't developed systematic approaches to corporate partnerships, foundation grants, or international donor relationships."*

This networking limitation restricted resource diversification opportunities and increased institutional vulnerability to funding fluctuations that could compromise service delivery and mission achievement. A diocesan education coordinator observed traditional dependency: *"Our resource mobilisation remains largely dependent on traditional sources—Church collections, government grants, and established donor relationships. We haven't effectively leveraged board members' professional networks or developed innovative resource mobilisation strategies."*

Institutions struggled to balance resource mobilisation requirements with mission fidelity, particularly regarding fee structures and service accessibility for vulnerable populations who represent core constituencies for Catholic institutional mission. A head teacher explained these mission tensions: *"Our mission emphasises serving the poor and marginalised, but financial sustainability pressures often force us to increase fees or reduce scholarships in ways that exclude the most vulnerable students. The board struggles to resolve these tensions between mission commitments and resource requirements."*

These tensions reflected broader challenges in Catholic institutions where resource mobilisation strategies might compromise core mission values while financial sustainability requires difficult decisions about service accessibility and pricing. A hospital administrator elaborated on balancing demands: *"We want to provide affordable healthcare to low-income patients consistent with our Catholic mission, but we also need to generate sufficient revenue for operational sustainability. The board lacks systematic frameworks for balancing these competing demands in resource mobilisation decisions."*

Figure Y: Summary Finding Matrix for Governing Board Functionality

This comprehensive assessment matrix provides a systematic evaluation of board functionality across six critical dimensions in Catholic institutions, revealing significant governance challenges that require urgent attention.

Overall Functionality Crisis: The matrix demonstrates a concerning pattern where four out of six dimensions (Strategic Planning, Resource Mobilization, Board Diversity, and Board Leadership) receive "F" (Poor Functionality) ratings, while only two dimensions (Regulatory Compliance and Institutional Culture) achieve "C" (Moderate Functionality) ratings. Notably, no dimension achieves "A" (Good Functionality), indicating systemic governance failures across Catholic institutions.

Core Function Failures: The three primary board functions show severe deficiencies. Strategic planning suffers from reactive approaches where boards validate rather than create strategies, driven by external pressures rather than institutional vision. Resource mobilisation reveals dangerous over-reliance on external funding (75% dependency) with limited board networking capacity for diversification. Regulatory compliance, while achieving moderate functionality, remains reactive and audit-driven rather than proactive.

Governance Driver Challenges: Supporting governance elements also show significant problems. Board diversity exhibits systematic gaps in professional expertise and gender representation, with clerical dominance patterns limiting

stakeholder inclusion. Board leadership demonstrates hierarchical patterns where episcopal preferences override collaborative deliberation. Institutional culture shows theory-practice disconnections between Catholic values discourse and actual governance practices.

Reform Implications: The uniform "HIGH" improvement priorities for four dimensions and "MEDIUM" for two others indicate that comprehensive governance reform is essential. The matrix suggests that incremental changes will be insufficient - Catholic institutions require systematic transformation across all aspects of board functionality to achieve effective governance.

DISCUSSION OF RESEARCH FINDINGS

This study investigated board functionality across three critical governance functions—strategic planning, regulatory compliance, and resource mobilisation—in Catholic institutions, revealing systematic dysfunction that challenges existing governance literature while extending theoretical understanding of faith-based institutional governance.

The finding that 68% of boards functioned primarily as validation rather than creation bodies in strategic planning directly contradicts normative board effectiveness literature. While (McNamara & Kirakowski, 2006) and (Leblanc, 2023) emphasise boards' critical strategic planning role as fundamental to institutional success, this study reveals boards operating in ceremonial rather than substantive strategic roles. This contradiction supports (Mintzberg H, 1994) critique of formal strategic planning, though from a different perspective where boards become marginalised rather than overly involved in strategic processes. The "ceremonial governance" pattern aligns with (Van Puyvelde et al., 2016) concept of "negotiated order" in religious nonprofits, where strategic planning involves complex stakeholder relationships with conflicting mission interpretations. However, this study extends their

analysis by revealing how theological authority structures systematically exclude boards from strategic creation, inverting Jensen and Meckling's (1976) traditional principal-agent relationships where religious leadership controls boards rather than boards monitoring management.

The reactive strategic approaches identified contradict contemporary literature emphasising proactive environmental scanning and goal-setting (Khanin *et al.*, 2021; Mensah, 2020), instead supporting Andersen, (2019) critique of structured planning in volatile environments, though volatility here stems from theological rather than market uncertainties. Bezemer *et al.* (2023) identification of strategic planning challenges, including role ambiguity and insufficient expertise is confirmed, but this study reveals additional barriers unique to Catholic contexts where theological literacy requirements may conflict with strategic competencies.

Regarding regulatory compliance, the finding that 73% of institutions demonstrated reactive approaches confirms (Gunningham, 2017) compliance challenges in resource-constrained environments while extending understanding to faith-based contexts with dual accountability systems. This reactive pattern contradicts Logan's (2022) proactive compliance frameworks and NACD's (2022) board responsibility standards, revealing structural barriers that make proactive approaches impossible when canonical and secular requirements conflict. The dual accountability tensions support García and Ansón's (2007) "Juridical dualism" concept while providing empirical evidence of practical governance dilemmas. However, findings contradict Kaptein's (2009) argument that strong ethical cultures naturally support compliance effectiveness, revealing how religious institutional cultures may complicate compliance when theological commitments conflict with secular requirements. This extends Baldwin *et al.* (2011) compliance complexity analysis to faith-based contexts,

revealing unique challenges not addressed in secular compliance literature.

The resource mobilisation findings that 75% of institutions demonstrated high external funding reliance confirm Froelich's (1999) observations about nonprofit revenue dependence while revealing faith-based institutions face additional constraints on diversification strategies. This supports (Miller, 2013) identification of donor fatigue and economic uncertainties as barriers while extending analysis to show how theological commitments limit available diversification options. The limited networking capacity identified contradicts Withers *et al.'s* (2012) emphasis on board boundary-spanning roles in resource acquisition, suggesting traditional Resource Dependence Theory applications may not account for constraints facing faith-based institutions. The mission-resource tensions extend (Henry et al., 2023) broad fundraising strategies by revealing theological commitment constraints on resource acquisition methods, supporting Pope's (2024) argument that Catholic institutions must resist purely secular approaches while confirming practical challenges in maintaining mission integrity during resource pressures.

These findings fundamentally challenge traditional governance theories while extending their applications to faith-based contexts. The "constrained agency relationships" identified challenge Jensen and Meckling's (1976) assumptions that principals possess authority commensurate with accountability, supporting Van Slyke's (2007) nonprofit context critiques while revealing theological authority creates unique dynamics. Resource Dependence Theory's emphasis on environmental dependencies Pfeffer and Salancik (1978) is supported while revealing canonical legitimacy as Klein and Pereira (2016) "non-substitutable resource" that fundamentally alters traditional dependency relationships. The "functional stakeholder fragmentation" identified challenges to Freeman's (2020) assumptions about balancing competing interests, revealing how canonical authority may supersede other stakeholder claims regardless of strategic considerations.

This study reveals significant gaps in the governance literature's treatment of board functions in faith-based institutions operating under dual accountability systems where theological and secular authorities impose conflicting requirements across strategic planning, compliance, and resource mobilisation functions. While secular governance literature provides valuable insights, Catholic institutions require specialised frameworks accounting for theological authority structures, canonical requirements, and spiritual mission imperatives that create unique functional challenges requiring theoretical adaptation rather than direct application of secular governance models.

Figure 3: Strategic Planning Process—Theory Vs Practical Gap
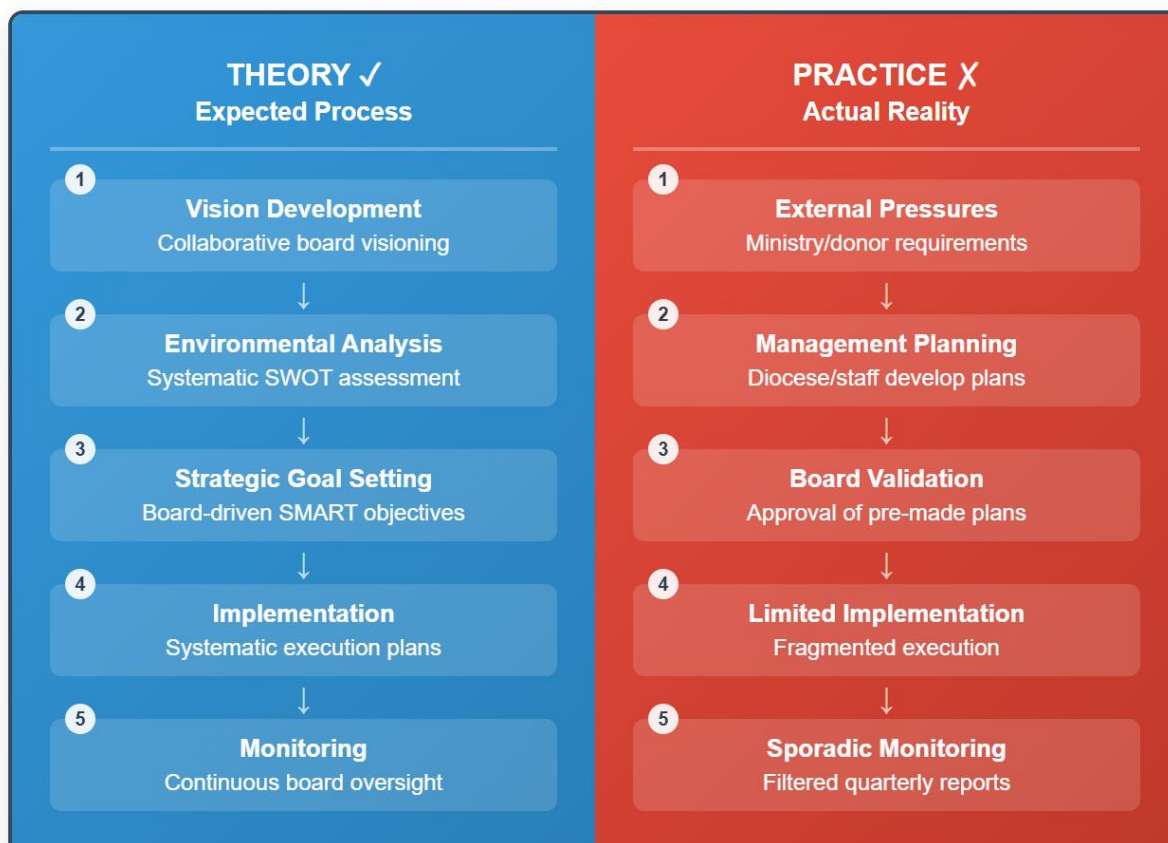
Source: *Generated by the Author*

This diagram powerfully illustrates one of the most significant findings from the research on Catholic institutional governance in Uganda - the critical disconnect between theoretical expectations and actual strategic planning practices.

The Theory-Practice Divide: The side-by-side comparison reveals how Catholic institutions fail to implement standard strategic planning processes. While governance theory expects boards to lead collaborative vision development, conduct systematic environmental analysis, and maintain ongoing oversight, the reality shows a fundamentally different pattern.

"Ceremonial Governance" Pattern: The research uncovered what participants described as "ceremonial governance" - boards function as validation bodies rather than strategic creation entities. Instead of boards driving the planning process, external pressures from government ministries, donors, and regulatory bodies initiate planning activities. Management and diocesan authorities then develop strategic plans internally, presenting them to boards for approval rather than collaborative development.

Implications for Governance: This disconnect undermines the fundamental premise of board governance - that boards provide strategic leadership and oversight. When boards become marginalised in strategic planning, their capacity to guide institutional direction, ensure accountability, and respond to stakeholder needs becomes severely compromised, requiring comprehensive governance reform to restore effective board functionality.

LIMITATIONS AND FUTURE RESEARCH

This study focused specifically on Catholic institutions in Uganda, which may limit generalizability to other faith-based organisations or secular contexts. However, the multi-dimensional functional framework provides a foundation for comparative research across different organisational types, cultural contexts, and governance environments. The distinctive theological-managerial dynamics identified in Catholic institutional governance may apply to other religious organisations while requiring adaptation for secular nonprofit contexts where different authority relationships and accountability structures operate.

The interpretive phenomenological approach provided rich insights into the lived experiences of board functions but limited statistical generalizability beyond the specific contexts studied. The ceremonial governance patterns and reactive functional approaches identified through qualitative analysis require complementary quantitative research to test functional relationships across larger samples and different institutional contexts. Statistical validation of the functional integration patterns and information asymmetry effects could strengthen theoretical understanding while supporting evidence-based governance improvement initiatives across broader populations of faith-based institutions.

Future research should examine how functional effectiveness varies across different institutional types within Catholic education and health sectors, investigate long-term outcomes of functional improvement initiatives, and develop measurement tools for assessing board functional effectiveness that extend beyond traditional performance metrics. The systemic governance dysfunction identified suggests the need for longitudinal research tracking governance improvement initiatives and their impacts on institutional sustainability and mission achievement over extended time periods.

Additionally, comparative research examining board functions across different religious traditions, secular nonprofit organisations, and hybrid institutional forms could provide broader insights into governance effectiveness in mission-driven organisations operating in complex accountability environments. The dual accountability tensions and external dependency patterns may apply broadly to faith-based organisations while requiring contextualised understanding across different religious and cultural contexts that shape governance practices differently.

CONCLUSION AND RECOMMENDATION

This research addressed a critical gap in governance literature by examining core board functions through three specific dimensions—strategic planning, regulatory compliance, and resource mobilisation—in Catholic institutions in Uganda. The findings revealed significant theory-practice disconnections where boards often functioned as legitimation rather than functional leadership bodies, demonstrated reactive rather than strategic approaches across all dimensions, and provided limited integration among functional responsibilities that compromised overall governance effectiveness.

The study demonstrated that board functional effectiveness emerged through complex interactions among strategic oversight, compliance management, and resource stewardship rather than isolated technical competencies that could be developed independently. Effective board functioning requires systematic attention to capacity building, structural reforms, information enhancement, and cultural integration across all three functional dimensions simultaneously, recognising that dysfunction in any single area could compromise overall governance effectiveness.

For practitioners, these findings emphasised the need for integrated approaches to board development that address functional effectiveness

holistically rather than focusing on individual competencies in isolation. The research revealed that traditional governance training approaches may be insufficient when structural and authority constraints limit board effectiveness, regardless of member qualifications or training quality. Instead, governance improvement requires systemic approaches that address authority-accountability alignment, information systems, and cultural integration simultaneously.

For scholars, the findings highlighted the value of multi-dimensional frameworks that capture functional complexity rather than treating board governance as an undifferentiated oversight responsibility. The research demonstrated that governance theories developed for secular organisations may require significant adaptation when applied to faith-based institutions operating under dual accountability systems where theological and secular authorities may impose conflicting requirements that boards cannot resolve independently.

Recommendations

Based on the findings, several specific recommendations emerge for enhancing board functionality in Catholic institutions:

Integrated Governance Standards: Develop comprehensive governance frameworks that recognise functional differences in authority-accountability relationships rather than assuming uniform board effectiveness models across all governance functions. These frameworks should explicitly address how boards can maximise contribution within theological authority constraints while maintaining accountability for institutional outcomes.

Systematic Accountability Frameworks: Implement dual accountability management systems that proactively integrate canonical and secular requirements through specialised expertise and systematic monitoring approaches that anticipate

rather than merely respond to potential conflicts between different regulatory systems.

Strategic Oversight Capacity: Establish advisory governance models that maximise board strategic contribution through systematic consultation processes with religious leadership, leveraging board expertise and stakeholder perspectives while respecting canonical authority over strategic direction and institutional mission interpretation.

Mission-Integrated Monitoring: Create monitoring systems that balance professional excellence with Catholic identity maintenance through a theological mission lens rather than treating technical competence and mission fidelity as competing priorities requiring trade-offs that compromise either institutional effectiveness or mission integrity.

The ultimate contribution of this research lies in demonstrating that board functionality represents a fundamentally human challenge of creating conditions where committed individuals can engage in meaningful institutional stewardship across strategic planning, compliance management, and resource mobilisation responsibilities. Success requires ongoing dialogue between theological wisdom and functional competence that honours both spiritual mission and operational effectiveness while serving broader institutional sustainability and community benefit that fulfils the distinctive calling of Catholic institutions in contemporary society.

REFERENCES

Agaba, M., Turyasingura, J. B., & Kabagambe, J. D. (2023). Stakeholders Resource Mobilization and Sustainability of Government Funded Agricultural Projects in Uganda: A Case Study of Potato Projects in Kabale District. *African Journal of Business Management*, *17*(4), 74–83. https://doi.org/10.5897/ajbm2023.9454

Andersen, T. J. (2019). *Strategic Resposiveness for A Sustainable Future: New Research in*

International Managment (1st ed., Vol. 11, Issue 1). Emerald Group Publishing Limited.

Asahak, S., Albrecht, S. L., De Sanctis, M., & Barnett, N. S. (2018). Boards of Directors: Assessing Their Functioning and Validation of a Multi-Dimensional Measure. *Frontiers in Psychology*, *9*(DEC), 1–10. https://doi.org/10.3389/fpsyg.2018.02425

Baldwin, Robert, Cave, Martin, & Lodge, M. (2011). Catholic Institutions as Ethical Organizations: Mission, Culture, and Governance. *Journal of Church and State*, *64*(4), 712– 733. https://doi.org/https://doi.org/10.1093/jcs/csab066

Benjamin, S. (2008). Occupancy Urbanism: Radicalizing Politics and Economy Beyond Policy and Programs. *International Journal of Urban and Regional Research*, *32*(3), 719–729.

Bezemer, P. J., Pugliese, A., Nicholson, G., & Zattoni, A. (2023). Toward a Synthesis of the Board-Strategy Relationship: A Literature Review and Future Research Agenda. *Corporate Governance: An International Review*, *31*(1), 178–197. https://doi.org/10.1111/corg.12481

Boivie, S., Bednar, M. K., Aguilera, R. V., & Andrus, J. L. (2016). Are Boards Designed to Fail? The Implausibility of Effective Board Monitoring. *Academy of Management Annals*, *10*(1), 319– 407. https://doi.org/10.5465/19416520.2016.1120957

Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations* (5th ed.). Jossey-Bass.

Clark, R. C. (2005). *Harvad John M. Olin Center for Law, Economics and Business Corporate Governance Changes in the Wake Of the Sarbanes- Oxley Act*. http://www.law.harvard.edu/programs/olin_center/http://ssrn.com/abstract=808244

Freeman, R. Edward, Robert Phillips, and R. S. (2020). Tensions in Stakeholder Theory. *Business and Society*, *59*(2), 213–231. https://doi.org/https://doi.org/10.1177/0007650318773750

Freeman, E. R. (1986). *Strategic Management*. Cambridge University Press. https://doi.org/https://doi.org/10.1017/CBO9781139192675

Freeman, R. E., Phillips, R., & Sisodia, R. (2020). Tensions in Stakeholder Theory. *Business and Society*, *59*(2), 213– 231. https://doi.org/10.1177/0007650318773750

Froelich, K. A. (1999). Diversification of revenue strategies: Evolving resource dependence in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, *28*(3), 246–268. https://doi.org/10.1177/0899764099283002

García, L. C., & Ansón, S. G. (2007). Governance and performance of Spanish privatised firms. *Corporate Governance: An International Review*, *15*(4), 503– 519. https://doi.org/10.1111/j.1467-8683.2007.00584.x

Gill, M. (2020). Phenomenological Approaches to Research. *Qualitative Analysis: Eight Approaches*, 73– 94. https://www.researchgate.net/publication/341104030_Phenomenology_as_qualitative_methodology

Groenewald, T. (2004). *A Phenomenological Research Illustrated*. 42–55.

Guetterman, T. C., Fetters, M. D., & Creswell, J. W. (2015). Integrating quantitative and qualitative results in health science mixed methods research through joint displays. *Annals of Family Medicine*, *13*(6), 554–561. https://doi.org/10.1370/afm.1865

Gunningham, N. (2017). *Compliance, Enforcement, and Regulatory Excellence Paper Prepared for the Penn Program on Regulation's Best-in-Class Regulator Initiative*. April.

Harding, T., & Whitehead, D. (2013). Analysing Data in Qualitative Research. *Nursing and Midwifery Research: Methods and Appraisal for Evidence-Based Practice 5*, *July*, 141–160.

Heidegger, M. (1996). *Sein und Zeit*. State University of New York Press. https://doi.org/10.5840/studphaen2001123

Henry, A., Vincent, O., Gladies, A., & Vincent, B. (2023). *Resource Mobilization Strategies, Resource Utilization and Sustainability of Community Based Organizations in Developing Countries : Emerging studies of CBOs in Arua District, Uganda*. *13*(1), 46–68. https://doi.org/10.56279/orseaj.v13i1.4

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics, 3*(4), 305–360.

Jensen, M. C., & Meckling, W. H. (1976). Also published in Foundations of Organizational Strategy. *Journal of Financial Economics*, *4*, 305–360. http://ssrn.com/abstract=94043Electroniccopyavailableat:http://ssrn.com/abstract=94043http://hupress.harvard.edu/catalog/JENTHF.html

John W. Creswell, J. D. C. (2013). Qualitative Inqiury and Research Design: Choosing among the Five Approaches. In *Research in Science Education* (3rd ed.). Sage Publications Ltd.

John W. Creswell, J. D. C. (2021). Research Design: Qualitative, Quantitative and Mixed Methods Research. In A. M. Helen Salmon, Chalsea Neve (Ed.), *Introducing English Language* (Fifth). Sage Publications, Inc. https://doi.org/10.4324/9781315707181-60

Kaptein, M. (2009). The Ethics of Organizations: A Longitudinal Study of the U.S. Working Population. *Journal of Businnes Ethics*, *92*, 601–618. https://doi.org/https://doi.org/10.1007/s10551-009-0175-0

Khanin, D., Turel, O., Bart, C., McDowell, W. C., & Hock-Döpgen, M. (2021). The Possible Pitfalls of Boards' Engagement in the Strategic Management Process. *Review of Managerial Science*, *15*(4), 1071–1093. https://doi.org/10.1007/s11846-020-00386-0

Klein, L. L., & Pereira, B. A. D. (2016). The survival of interorganizational networks: A proposal based on resource dependence theory. *Revista de Administracao Mackenzie*, *17*(4), 153–175. https://doi.org/10.1590/1678-69712016/administracao.v17n4p153-175

Koomson, J. V., & Studios, L. K. (2011). *Practical Handbook on Techniques for Resource Mobilization: For Community Based and Small Women's Rights Organizations in Africa, (African Women' Practical Handbook on Techniques for Resource Mobilization: For Community Based and Small Women's Rights Organ*. http://awdf.org

Lawrence, A. M. (2020). Assessing Challenges and Opportunities in Resource Mobilization and Fundraising for Non-Governmental Organizations in Narok Town, Kenya. *European Journal of Social Sciences Studies*, *5*(6). https://doi.org/10.46827/ejsss.v5i6.931

Leblanc, R. (2023). *Hand Book of Board Governance: A Comprehensive Guide for Public and Private, and Not-For-Profit Members* (R. Leblanc (ed.); First). John Willey & Sons, Inc.

Leos, S. (2023). *Turnaround Plan for St. Leo's College, Kyegobe*. *January*.

Logan L. Watts, P. (2022). Governance and Regulatory Compliance in Organization. *Journal of Business Ethics*. https://doi.org/10.1007/s10551-020-04503

McNamara, N., & Kirakowski, J. (2006). Functionality, Usability, and User Experience: Three Areas of Concern. *Interactions*, *13*(6),

26– 28. https://doi.org/10.1145/1167948.11679 72

Mensah, J. (2020). Improving Quality Management in Higher Education Institutions in Developing Countries through Strategic Planning. *Asian Journal of Contemporary Education*, *4*(1), 9– 25. https://doi.org/10.18488/journal.137.2020. 41.9.25

Miller, L. M. (2013). *Team Management: The Core Practice of A High Performance Organization*. *4*(14), 1--29. http://www.lmmiller.com/wp-content/uploads/2011/06/Team-Management.pdf

Mintzberg H. (1994). The Rise and Fall of Strategic Planning. *Harvard University, Center for International Development*, *72*(1), 107–114.

Montgomery Van Wart, Paul Suino, Montgomery Van Wart, P. S. M. (2023). *Leadership in Public and Nonprofit Organizations*. Routledge. https://doi.org/https://doi.org/10.4324/9781003 261896

NACD. (2022). The Role of the Board in Regulatory Compliance. *National Association of Corporare Directors (NACD)*, 30–46. https://www.nacdonline.org/

Nicholas H. Woolf, C. S. (2017). *Qualitative Analysis Using MAXQDA: The Five-Level QDA™ Method* (1st ed.). https://doi.org/https:// doi.org/10.4324/9781315268569

Nicholson, G. J., & Kiel, G. C. (2004). A framework for diagnosing board effectiveness. *Corporate Governance: An International Review*, *12*(4), 442–460. https://doi.org/10.1111/j.1467-8683.2004.00386.x

Nkundabanyanga, S. K., Ahiauzu, A., Sejjaaka, S. K., & Ntayi, J. M. (2013). A Model for Effective Board Governance in Uganda's Services Sector Firms. *Journal of Accounting in Emerging Economies*, *3*(2), 125–144. https://doi.org/10.1108/20421161311288857

Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organisations: A Resource Dependence Perspective*. Harper & Collins. https://craft.co/harpercollins/locations

Pope, F. (2024). Dilexit Nos: On the Human and Divine Love of the Heart of Jesus Christ, Spanish. *Sunday Vistor*, 10–54.

Rutledge, P. B., & Hogg, J. L. C. (2020). In-Depth Interviews. *The International Encyclopedia of Media Psychology*, *April*, 1– 7. https://doi.org/ 10.1002/9781119011071.iemp0019

Sarfo, J. O., Debrah, T. P., Gbordzoe, N. I., & Afful, W. T. (2021). *Qualitative Research Designs, Sample Size and Saturation: Is Enough Always Enough ? May 2022*. https://doi.org/10.13187/jare.2021.3.60

Secretariate, U. C. (2021). *Catholic Directory* (Vol. 67, pp. 50–160). Uganda Episcopal Conference.

Taylor, B. (2003). Board leadership: Balancing Entrepreneurship and Strategy with Accountability and Control. *Corporate Governance: The International Journal of Business in Society*, *3*(2), 3–5. https://doi.org/10.1108/14720700310474028

Van Puyvelde, S., Caers, R., Du Bois, C., & Jegers, M. (2016). Managerial Objectives and the Governance of Public and Non-Profit Organizations. *Public Management Review*, *18*(2), 221– 237. https://doi.org/10.1080/14719 037.2014.969760

Van Slyke, D. M. (2007). Agents or stewards: Using theory to understand the government-nonprofit social service contracting relationship. *Journal of Public Administration Research and Theory*, *17*(2), 157– 187. https://doi.org/10.1093/jopart/ mul012

Vandersmissen, L., & George, B. (2023). Strategic Planning in Public Organizations: Reviewing 35 Years of Research. *International Public*

Management Journal, *0*(0), 1– 26. https://doi.o
rg/10.1080/10967494.2023.2271901

Withers, M. C., Hillman, A. J., & Cannella, A. A.
(2012). A multidisciplinary review of the
director selection literature. *Journal of
Management*, *38*(1), 243–277.
https://doi.org/10.1177/0149206311428671