INTERNAL CONTROL SYTEMS AND SERVICE DELIVERY IN GULU ARCHDIOCESE, NORTHERN UGANDA

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MAY 2016

DECLARATION

I do hereby declare that this is my original work and that it has never been submitted to any University or higher institution of learning for any award. All persons and authors whose work was reviewed and used in the process of developing the dissertation have been duly acknowledged in the respective sections.

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APPROVAL

This is to certify that this dissertation titled **"Internal Control Systems and Service Delivery in Gulu Archdiocese, Northern Uganda"** is submitted in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration of Gulu University with our approval as University supervisors.

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Supervisor	**Signature**	**Date**
Olido Kenneth	.....	4/5/2016 .....

DEDICATION

Special dedication to God who has brought me this far, my beloved mother Mrs. Paska Latigo and all my family members.

ACKNOWLEDGEMENT

Completing this work is a result of both direct and indirect contributions of people whom I owe acknowledgements. First and foremost I thank God for giving me life, wisdom, energy and courage, which has enabled me to successfully finish this dissertation. Special thanks go to my supervisors Mr. Biryomumeisho Justus and Mr. Olido Kenneth for their availability, tireless commitment, encouragement, guidance and support in the course of this study. Sincere gratitude also goes to my research assistants Rev Fr Alfred Okumu and Mr. Omot Vincent and all persons who helped me in the data collection process. I am also indebted to the administrators of Gulu Archdiocese, institutions, Parish Priests and their parishioners for their cooperation in providing me with the necessary information that enabled me to compile this report. My heartfelt appreciation also goes to Rev Fr Dr Joseph Okumu and Msgr Matthew Odong for their encouragement, material support and constant reminder which contributed greatly to completion of this study. Great thanks to Gulu University and especially to Faculty of Business and Development Studies Lecturers who through their dedicated teaching I was able to achieve this academic status and also produce this research report. A special acknowledgement goes to all my discussion group members Dr Tom Okello, Single Layet, Mike Ojok and the entire classmate (MBA 2012/2013) for the unending support in this journey amidst the challenges of working while studying. May God reward and bless you. I cannot forget to extend my gratitude to all the scholars and authors whose work I have consulted to strengthen my literature. Without their previous academic effort this study would have been more difficult. Lastly I am indebted to all those who have played a role in my struggle to accomplish this programme.

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ACRONYMS/ABBREVIATIONS

ACCA	Association of Chartered Certified Accountants
APB	Auditing Practice Board
CA	Control Activities
CBO	Community Based Organization
CE	Control Environment
CUEA	Catholic University of East Africa
COSO	Committee of Sponsoring Organization of the Tread way Commission
DRC	Democratic Republic of Congo
HPOs	High Performance Organizations
ICS	Internal Control Systems
INTOSAI	International Organization of Supreme Audit Institutions
IRGS	Institute of Research & Post Graduate Studies
LSMIG	Little Sisters of Mary Immaculate of Gulu
MBA	Master of Business Administration
MDGs	Millennium Development Goals
NGOs	Non Governmental Organizations
OECD	Organization for Economic Cooperation and Development
RCC	Roman Catholic Church
SD	Service Delivery
SSA	Sub-Saharan Africa
SPSS	Statistical Program for Social Scientists
UCMB	Uganda Catholic Medical Bureau
USH	University of the Sacred Heart
UMU	Uganda Martyrs University
WHO	World Health Organization

ABSTRACT

Current trends have made it imperative for all large organizations, even Church-based Organizations, to maintain internal control systems (ICS). This is because ineffective ICS promote inadequate provision of Service Delivery (SD) to the population. This study investigated the relationship between internal control systems and service delivery in Gulu Archdiocese, Northern Uganda. The systems were examined from the perspective of control environment, control activities and monitoring whereas service delivery focused on economy, efficiency, effectiveness and consistency as measures of service delivery. The research adopted a cross-sectional research design with a quantitative approach. Simple random and purposive sampling techniques were employed to select 25 parishes out of the population of 26 parishes in Gulu Archdiocese. From each of the sampled parish, 6 respondents were drawn. This gave a total of 160 respondents consisting of board of consulters, diocesan curia, different commissions, parish priests, parish health committees, parish education committees, parish pastoral council and parish finance committees. Primary data was collected using questionnaires and analyzed using Statistical Package for Social Scientists (SPSS version 19.0). A one-way ANOVA, correlation and regression analyses were performed to answer various research questions. Results of ANOVA revealed a statistically insignificant difference in means of functionality of internal control systems in different deaneries. The difference in the means of the status of service delivery in different deaneries was also found to be statistically insignificant. Correlation analysis established positive relationship between internal controls, service delivery, governance systems, institutional environment and resource commitment in Gulu Archdiocese. Regression analysis results revealed that a combination of internal control systems and resource commitment significantly predicted up to 74.3% of the variance in service delivery. The researcher recommends that Gulu Archdiocesan authority should strengthen its ICS in order to enhance performance in all parishes to ensure economical, efficient, effective and consistent SD. This can be accomplished through policy formulation, implementation, recruitment of knowledgeable staff, putting in place systems to monitor/ evaluate performance and providing refresher courses on leadership and management to all those concerned with delivery of services.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

In today's world of global competition, provision of quality services is the key for success of organizations. Experts in organizational behaviour concur that the most powerful competitive trend currently shaping marketing and business strategy is provision of quality services (Abdullah, 2006). This has made service delivery to remained a pressing issue throughout Sub-Saharan Africa (SSA). In Uganda, the attention has been heightened by the focus of government policies on achieving the Millennium Development Goals (MDGs) on better provision of services in education and health sectors (Odaro, 2012). Despite all these attention services delivery in Africa still lag significantly behind those of other developing countries like Asia, Latin America and Europe.

The Catholic Church, all over the world, plays a significant role in service delivery to the population of different countries. The World Bank Report (2009) confirmed that in Uganda, provision of service delivery by the Catholic Church is well noted. Gulu Archdiocese in its quest to render better quality services to the population has also created the different commissions. These commissions are mandated to provide services in the educational sector, health sector, socio-economic, peace building, orphanages and spiritual welfare just to mention a few.

1.1 Background

Delivering better services to more and more people has become a key objective of public sector reform. Service delivery is one of the most important interfaces between a modern democratic state and its citizens (Reddy, 2008).

Gulu Archdiocese in its quest to offer quality services faces a number of challenges like over whelming number of patients in Church founded hospitals, few staff and limited funding sources in the health sector. In the education field the administrative structure and hiring of personnel is not streamlined, while in the spiritual welfare field there is poor infrastructure, limited number of priests to reach the vast population and general moral decay brought about by the 20years of insurgence (Gulu Archdiocese Curia, 2014). Delivery of public services is essential in order to meet MDGs in particular, improved health and environmental sustainability (OECD, 2004). The current needs necessitate crucial investments in expanding delivery and improving service delivery. Service delivery in organizations may result in efficiency and effectiveness depending on its system of internal controls (McCabe & Yook, 1997).

The history of public service delivery in Uganda is a history of ups and downs. From the 1960s to the mid-1970s, Uganda had one of the most effective public service systems in SSA. The country's civil service in general and the health system, in particular, was one of the finest (Economic Policy Research Centre, 2010). Since the 1980s, many Sub-Saharan African countries have been undergoing structural reforms with a view to promoting efficient service delivery. Despite the few identified examples of successful

service delivery in Uganda resulting from decentralization, there still remains a gap between service provision and local needs (Robert, 2008).

Provision of quality and adequate service delivery is the goal of most public sector and Church across the globe. Consequently, large amount of resources are budgeted for or injected into relevant institutions on annual basis to realize the dream (Mwaniki & Mwangi, 2001) as quoted by Cnaan, Sinha & McGrew, (2004)

The primary goal and objective of any organization is the provision of quality goods and services that satisfies its esteemed customers. Quality service delivery and the provision of quality goods and services depend largely on the established controls in the organization (Economic Policy Research Center, 2010; Hauck, 2004; Asiimwe, 2000) as quoted in Ogaba (2013). Previous empirical studies conducted in the developing countries particularly in Sub-Saharan Africa (SSA) region suggest that despite the large resource amount committed, the quality of service delivery offered remains quite poor (Agaba, 2005; Boneyet, 2008; Oluyebe, 2004).

Historically, service provision has been central to the mission of churches (Caldwell, Chatters, Billingsley & Taylor, 1995). From its beginnings, the black Church set out to do for its constituency of black slaves and freed men what no one else was willing to do (Billingsley, 1999). The mission of the black Church in Africa was twofold: first, it placed emphasis on getting black people to know God more intimately. Secondly, it prepared the ex-slaves for full participation in the body politic (Billingsley, 1999). The Catholic Church all over the world plays a significant role in the countries' service delivery. It is strategically important in service delivery as a result of its considerable

contribution in terms of provision of services in the educational sector, health sector, socio-economic, peace building, orphanages and spiritual welfare just to mention a few. World Bank (2009) in its report confirmed that in Uganda, provision of service delivery by the Catholic Church is well noted. According to World Bank (2009) an attempt to redress the imbalance, improving service delivery in developing Countries and the Church's present evidence on strategies for strengthening service delivery.

Mwaniki & Mwangi (2001) and Thomson et al (2005) as quoted by Oola (2013) consider service delivery as the provision of relevant public goods and services to the population as a constitutional and agency framework requirement. Oboth (2001) notes that in as far as the 1995 Constitution of Uganda, the 1997 Local Government Act and other statutes that are concerned; there is no definition of the phrase (service delivery) either deliberately or ignorantly. However, he observes that service delivery is a system or arrangement that supplies public needs. Helmsing (2000) in his study agrees with Oboth (2001) when he describes service delivery as a deliberate obligatory decision by the elected or appointed official to serves or deliver goods and services to the recipients.

Service is a product such as a bank loan or home security that are intangible or at least substantially so (Lipsey, 1989). Fitzsimmons & Fitzsimmons (2004) argued that the distribution of service times and arrangement of servers, management policies and server behavior contribute to service delivery. According to Millichamp (2004) the organization service delivery is analyzed in terms of economy, efficiency and effectiveness of operation. However, Bridge (2004) posits a more acceptable definition of service delivery as getting services as effectively and quickly as possible to the intended

recipient. Cosker (2005) goes beyond the definition by explaining that an efficient service delivery lets the customers know what to expect from a service, and it helps them understand a service's scope and how it operates. It details eligibility, limits to the service, the cost and how to obtain help.

The definition of service delivery adopted for this study will be from Bridge (2004), Cosker (2005) and Millichamp (2004) as stated above. Service delivery encompasses a range of activities including the assessment, strategic planning, monitoring and evaluation of programmes. It is used in virtually all disciplines of business from information technology and medicine to family services. Companies use service delivery statistics to create innovations based on customer needs or expectations. In this study service delivery will be examined by its economy, efficiency, effectiveness and consistency to the population within Gulu Archdiocese.

Accordingly, the Church is considered the only community organization capable of reaching every person in need on an ongoing basis (Kiwanuka, 2011). This is because the Church is 'valued-led' in its service provision and the prime motivation is a desire to improve the World in which they live. Despite the above motivation the Church and Gulu Archdiocese today still face many problems in delivering services to the population. Poor service delivery in both government and Church remains an overwhelming challenge in African countries and factors attributed to affecting include the followings:

In Uganda, the provision of better infrastructure has lagged behind over years. There are poor roads and inadequate electricity supply and hence Uganda still stands in need of better infrastructure (Proceedings of National Investment Conference, 2008). Ahmed

(2005) further noted that many local governments and the Church in Uganda however are unable to deliver services to the resident's efficiently. In the education sector the growing number of enrolled children in schools has not been met by corresponding increase in both infrastructure and staffing. As a result, overcrowding and low staffing remain major challenges that hinder provision of services (Robert, 2008).

This gap is created by lack of adequate funding at the local and Church level, and is largely reflected in the health sector where provision of medical care and services has fallen far short of local needs. According to the (World Bank report, 2011) the infant mortality rate in Northern Uganda was 98.6 per 1,000 life birth, immunization coverage was 55% and maternal mortality ratio was 430 per 1,000 life birth. In the education sector service was also reported to be poor in Northern Uganda. The pupil classroom ratio was 84:1 as compared to national standard of 40:1 (Ministry of Finance, Planning and Economic, 2013). Odaro (2010) also affirms that lack of funding due to low budget; inefficiency and bottlenecks create a gap between estimated spending needs and available resources. High aid volatility negatively affects Countries that depend heavily on aid.

Mamba (2008) in his study linked the problem of poor service delivery to lack of internal control systems. He found that failure to provide public services is attributed to weak internal control systems environment. Stronger internal control systems have been shown to improve public services and reduce corruption in Uganda. Lack of skilled and professional human resource to handle service issues and inadequate related service has also been linked to causes of poor service delivery (Odaro, 2012).

Internal controls are any actions taken by management to increase the likelihood that established goals and objectives are achieved. According to Amour (2000) adequate control is present when management has planned and organized in a manner that provides reasonable assurance that goals and objectives are achieved efficiently and effectively. Puttick and van Esch (1998) provide a more elaborate definition of internal controls as those methods and procedures adopted by the management of an entity to assist in achieving management's objective of ensuring that the business of the entity is properly conducted in an orderly and efficient manner. Swanson (1999) agrees with Puttick (1998) when describing internal controls as policies and procedures that enable management to know what is going on and to cause things to happen in accordance with their intentions (Swanson, 1999). Fight (2002) agrees with Puttick (1998) although he adds some new dimensions of internal control systems as those methods and procedures used by the accounting and finance divisions of a business to minimize clerical errors and protect assets, especially cash, against theft or loss.

On the other hand, COSO (2010) brings in a more comprehensive definition of internal control systems as a process affected by an entity's board of directors, management, other personnel to provide reasonable assurance about the achievement of an entity's objectives in the following categories: effectiveness and efficiency of operations, reliability of financial reporting, compliance with laws and regulations. PriceWaterHouseCoopers (2007) asserts that internal control system covers the entire range of procedures, methods and controls established by an organization's Board and Management for the purpose of ensuring proper functioning of business operations. The definition of internal control

systems adopted for this study will be from COSO (2010) and PriceWater HouseCoopers (2007).

As required by the Synod Acts of (2011), Gulu Archdiocese put in place six commissions such as social communication, education, health services, socio-economic development, social Justice and Peace and Pastoral as administrative structures to ensure quality delivery of services to the population. In each of these commissions, the Archdiocese has in place internal controls measures like supervision, segregation and authorization so as to achieve its maiden objective of economical, efficient, effective and consistency service delivery to the population of Gulu Archdiocese.

The Archdiocese of Gulu is one of the four Archdioceses in Uganda which started as Apostolic Prefecture of "*Nilo Equatoria*" in 1923. In 1934 it was promoted as Apostolic Vicariate of "*Nilo Equatoria"* and renamed as Apostolic Vicariate of Gulu in 1950. In 1953 it was promoted as Diocese of Gulu and subsequently in 1999 promoted as Metropolitan Archdiocese of Gulu (Catholic directory, 2013).

Gulu Archdiocese is a Church based organization that is financed from donations and locally generated fund under the stewardship of Catholic Church and it contributes toward the provision of service delivery to its population (Synod Acts, 2011). Religious organizations play an important role in delivering social services in society and tend to control a sizeable proportion of human, financial and other resources of society; its available resources should be committed to finance it operations and improve the standard of living through delivery of quality service to the population (Basri & Khalid, 2012).

The World Bank Group (2014) reiterated that, without consistent and accurate information on the quality of services, it is difficult for citizens and Christians to assess how service providers are performing, to work towards corrective action and ultimately bring about improvement. Internal control systems are designed by organization to help in achievement of its desired performance targets and better its service delivery to prevent waste or loss of resources. It helps to ensure economy, efficiency, effectiveness and consistency of service delivery. In summary, it can help an organization prosper in order to achieve its objectives (COSO, 2005). It is against this background that the study seeks to examine the relationship between internal control systems and service delivery in Gulu Archdiocese with a view of improving service delivery.

1.2 Statement of the Problem

Service delivery remains a pressing issue throughout Sub-Saharan Africa (SSA). Although recent attention has been heightened by the focus of government policies on meeting the Millennium Development Goals on better provision of services (Odaro, 2012), services delivery in Africa still lag significantly behind those of other developing countries. Worse still for Uganda, the history of public service delivery in Uganda has been a history of ups and downs. Yet between the 1960s to the mid-1970s, Uganda had one of the most effective public service systems in sub-Saharan Africa (Odaro, 2012).

In the Archdiocese of Gulu, service delivery still lags significantly behind those of other dioceses and it is inadequate (Gulu Archdiocese Performance Appraisal Report, 2011). Ideally, the Archdiocese should offer quality services in the major areas under its mandate. But the appraisal shows that it is lagging behind in terms of economy,

efficiency, effectiveness and consistency. Various scholars have researched on internal control systems and service delivery in the public sector for example Ogaba (2013) and Omal (2013). Meanwhile, Oola (2013), Bbosa (2011) and Byanguge (2011) all studied the relationship between internal control systems and service delivery in local governments. However, there is no documented research on internal control systems and service delivery in the context of the Catholic Church. Therefore, it is not clearly understood how internal control system is related to service delivery in the Church context. This study sought to fill this gap by investigating how internal control systems affect service delivery in the Church context.

1.3 Purpose of the Study

The purpose of this study was to examine the relationship between internal control systems and service delivery in Gulu Archdiocese with resource commitment as an intervening variable while the governance systems and institutional environment are moderating variables.

1.4 Specific Objectives

The objectives of the study were to:

i. Examine the difference in functionality of internal control system among deaneries in Gulu Archdiocese.

ii. Determine the status of service delivery in Gulu Archdiocese.

iii. Establish the relationship between internal control system and service delivery in Gulu Archdiocese.

iv. Evaluate the relationship between governance systems, institutional environment and resource commitment in Gulu Archdiocese.

v. Determine the combined impact of internal control system and resource commitment on service delivery in Gulu Archdiocese.

.5 Research Questions

This study sought answers to the following questions:

i. What is the difference in functionality of internal control system among deaneries in Gulu Archdiocese?

ii. What is the status of service delivery in Gulu Archdiocese?

iii. What is the relationship between internal control system and service delivery in Gulu Archdiocese?

iv. What is the relationship between governance systems, institutional environment and resource commitment in Gulu Archdiocese?

v. What is the combined impact of internal control system and resource commitment on service delivery in Gulu Archdiocese?

1.6 Scope of the Study

1.6.1 Geographical scope

The study was conducted in Gulu Archdiocese comprising of the 26 parishes. Gulu Archdiocese includes administrative local government districts of Lamwo, Kitgum, Pader, Agago, Amuru, Nwoya and Gulu.

5.2 Content scope

The study focused on the effects of internal control systems on service delivery in Gulu Archdiocese. It also focused on internal controls systems (as independent variable) in term of control environment, control activities and monitoring. Service delivery as the dependent variable was examined in terms of economy, efficiency, effectiveness and consistency. It also looked at resource commitment as an intervening variable, governance systems and institutional environment as moderating variables.

.6.3 Time scope

The study covered activities within the financial year 2011 because this was the time the Archdiocese had already established various departments/ commissions and in addition, this was also the period when northern Uganda started experiencing relative peace.

1.7 Significance of the Study

The study provides baseline information on the importance of having a functional internal control system in determining the quality of services and therefore indicates the control areas to be given closer attention as well as the basis for the need to upgrade policies and procedures after determining the causes of the gaps.

The study generates knowledge to link ICS and service delivery to guide policy makers in planning for improved service delivery.

The findings suggests what to put in place to improve the internal control systems which ensures economical, efficient, effective and consistent service delivery to the population.

The findings provide knowledge on which areas of service delivery require more resources and closer attention.

The study assesses the governance systems in place and evaluate if they promote efficiency and effectiveness in their service delivery efforts. They study suggests ways to evaluate the institutional environment in place to gauge whether they are supportive towards achieving efficiency, effectiveness, economy and consistency in service delivery improvement efforts.

Conceptual Framework

Conceptual framework relating to the effects of internal control systems on service delivery in Gulu Archdiocese

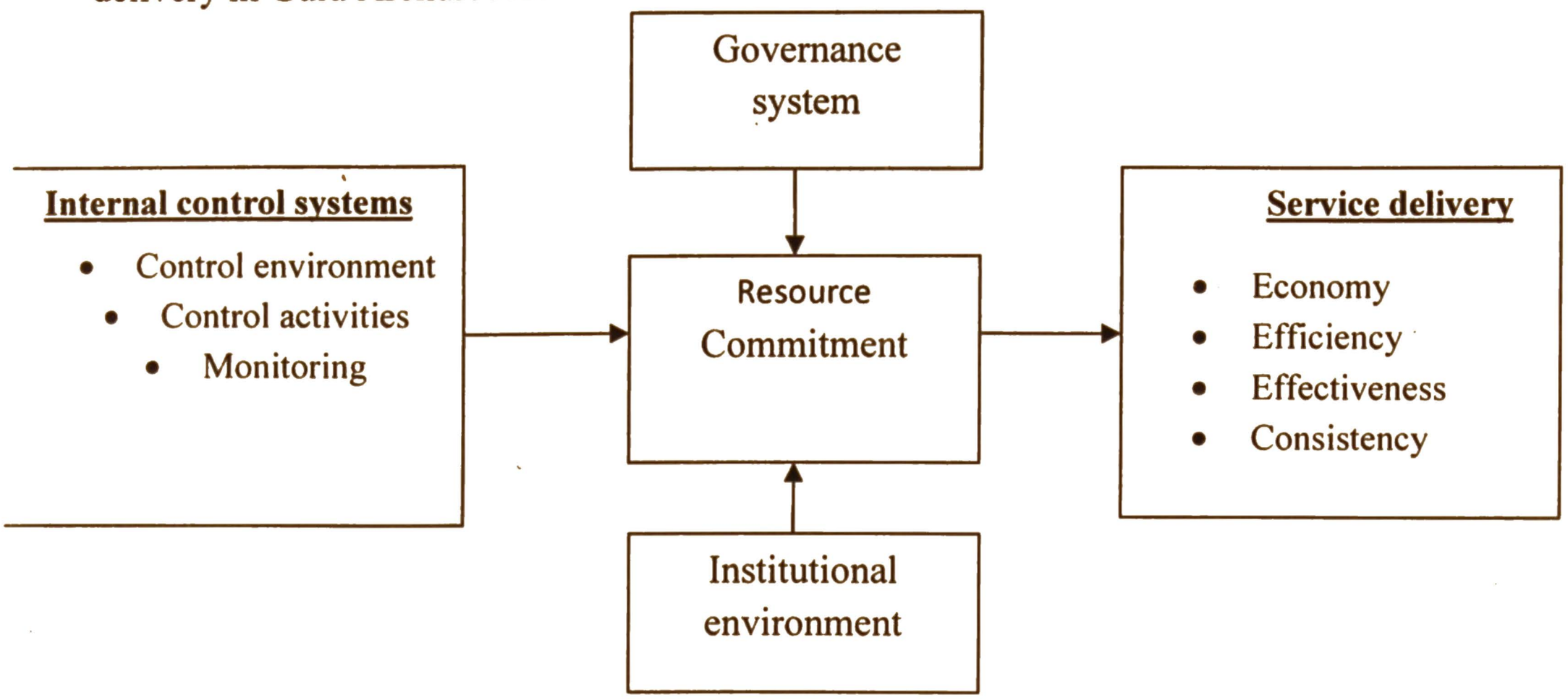


Fig 1.1 Conceptual Framework

ource: Adapted with modification from; INTOSAI (2004), COSO (2010), PriceWater ouseCoopers, (2007), Bridge (2004), Cosker, (2005) and Millichamp (2004).

.8.1 Explanatory notes to the conceptual framework

According to the conceptual framework in figure 1.1, service delivery was the dependent variable of the study. Meanwhile internal control systems were the independent variable and resource commitment was the intervening variable. Governance system and institutional environment were moderating variables. The relationship can be depicted such that when there is a functional internal control system in terms of control environment, control activities and monitoring there will be improved service delivery. Effective control environment, control activities and monitoring are necessary to achieve

diocesan objective and should improve service delivery (INTOSAI, 2004). This is confirmed by COSO (2010) that ICS can help an organization to achieve its desired performance targets of better service delivery to the population.

The above variables are influenced by the role played by the existing intervening factor (resource commitment). When this is available and favorable, the ICS translates into proper SD mirrored in term of economy, efficiency, effectiveness and consistency (Millichamp, 2004). However, these are moderated by the external variables that may affect both the ICS and SD. These moderating factors are governance systems and institutional environment, where resource committed for SD is not enough, the donations received through project write-up may cater for the deficit. This would facilitate the provision of efficient SD. In a different scenario, sometimes the conflicts are rampart for example between organizational management. In that case, no matter the level of resource commitment, competence of the human resource in service provision, the good policies in place, the leadership and management styles adopted, it would not be possible to have quality services provided to the population until new interventions are adopted. The model shows that effective ICS and resource commitment influence the improvement of service delivery.

CHAPTER TWO

LITERATURE REVIEW

0 Introduction

This chapter focuses on the effects of internal control systems on service delivery and their constructs in view of what other scholars have studied.

.1 Service Delivery

According to Lipsey (1989) as cited by Omal (2013) service is a product, such as a bank loan or home security that is intangible or at least substantially so. Fizsimmons & Fitzsimmons (2004) argued that the distribution of service time and arrangement of servers, management policies and server behavior contributes to service delivery. According to Peters et al (2009), service delivery is a set of principles, standards, policies, and constraints that is used to guide the design, development, deployment, operation, and retirement of services that is delivered by a service provider with a view to offering a consistent service experience, to a specific user community, in a specific business context. They state that service delivery framework is the context in which a service provider's capabilities are arranged into certain services.

Hornby (2000) defined service as a system that provides something that the public needs, organized by the government or private company for example the ambulance/bus/telephone service. Service delivery encompasses a range of activities including the assessment, strategic planning, and monitoring and evaluation of program.

In this study service delivery will be characterized by the provision of basic education, health care services and spiritual well being. However, Tayebwa (1992) categorized services into two types: the first as personal services these are services provided personally for instance service provided by doctors, teachers, musicians and others; the second as commercial services, these are services related to trade and aid to trade for instance institutions like banks, advertising agencies, insurance agencies and others. Peter, James & Donnelly (1981) appreciated American companies on how they provide services and the result of their good services. The World Health Organization (WHO) defines service delivery as the way inputs are combined to allow the delivery of a series of interventions or health actions (WHO, 2001b). Strengthening service delivery is a key strategy to achieve the Millennium Development Goals (WHO, 2008).

Service delivery can be taken to be an outcome of performance depending on the context in which it is used (Ayeni, 2002). According to Samuel (2002), service can be expressed in terms of capacity to deliver desired services and from which customers get satisfaction. A service delivery gap is that gap between the established delivery standards and the actual service delivered (Crosby, 2000). It is an inconsistency between service quality and the actual service quality by the service delivery systems. As competition in the service industry grows, delivering efficient SD to customers has becomes an essential for success (Porter, 2000). Delivering efficient SD has emerged as one of the significant strategies in ensuring survival of organization (Lindquist, 2007). This is because satisfaction has a positive relationship to a person's future decision to return to a facility to receive service.

The Church continues to experience significant challenges related to the provision of basic or improved services to citizens. This is evidenced by the growing number of complaint from Christians suggesting most importantly that they have high expectations with respect to improved delivery of services (Gulu Archdiocese Annual Report, 2013).

Indicators of Quality Service Delivery (SD)

Parasuram *et al* (1985) identify the indicators of SD to include, accessibility, reliability (Consistency), completeness, timeliness, conformance, safety, effectiveness and cost control (economical).

1) **Accessibility**

Failure to access and use facilities render limited services since they will not be used optimally and yet services depends on the use of facilities (Ssemayengo, 2005). Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services.

2) **Completeness**

For a service to be perceived as service, it should contain all the features that satisfy the customer's expectation (Kakure, 2004). It should have all its primary operating characteristics with all the measures attributes so as to be ranked as high service (Balunywa, 1999).

3) **Timeliness**

Delay in SD will make the services to lose meaning and hence a service should be offered in time before it becomes irritating to the customer (Ssemayengo, 2005). Service will be said to be of good service if they are delivered in time.

4) **Conformance**

This is the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree (Balunywa, 2001). The question here is that can the service achieve the core purpose for which it is intended? If the service performs as expected and intended it will be considered good service offered.

5) **Safety**

According to Kakuru (2004), services that are not safe to use are considered poor services and those that are safe to use are looked at as expected services.

6) **Effectiveness (Competency)**

All services are supposed to accomplish something. This is delivering a better service or getting return for the same amount of expense, time or effort.

7) **Cost control (Economical)**

This means adhering to established budgets and spending plans while meeting service objectives (Hexagon, 2012). It emphasizes careful use of resources to save expenses, time and effort.

8) **Consistency (Reliability)**

This is the probability of a service failing within a specified time period. Among the common measures of reliability are the average time to first failure, the average time between failure and the failure rate per unit (Balunywa, 1998).

Consistency/ Reliability starts with knowing why your company, or department, or job classification exists. It begins with pinpointing the "products" or "services" your customers actually want to buy and the intrinsic reason(s) why they buy them. Consistent service delivery entails having a clear view of your products and services from your

customers' perspective. It involves knowing the true needs, wants, expectations and requirements of your target customers (Mac, 2011). The above indicators of service delivery are not isolated from each other but rather they affect and impinge on each other.

Areas of service quality measurements of Gulu Archdiocese are economy, efficiency, effectiveness, consistency and the way services themselves are executed. If this is matched every time a service is delivered, it will be an overall performance indicator (World Bank, 2006). The ICS are key in achieving the organizational set mission and objectives; hence improving service delivery.

.1.1 Economy

Economy is the careful use of resource to save expenses, time or effort. It is a term under which the authority requires human and material resources in the appropriate quality and quantity at the lowest cost. Economy in service delivery is primarily concerned with inputs which show the cost of acquiring services (Boyle, 2000). Economy also means affordability of services rendered and careful use of resources. Boyle (2000) argues that economy in service delivery should highlight controls of waste in the provision of services and that service should be provided cheaply.

Economy refers to the production using the cheapest means. In competitive tendering, it is assumed that resource inputs are obtained from the cheapest source while services are provided by the lowest bidder. An economical precondition for building a well-functioning Archdiocese is adequate quality of life (Stem & Halfani, 2001). Economic changes occurring within countries and globally are leading to more competitive markets

for goods and services and consequently greater uncertainty about livelihoods (Reddy, 2008).

The same resources may be provided more cheaply. It is necessary to classify performance under the work load to indicate the volume of output for instance services, products or others when linked to measure of output of resources should give useful information on quality matter. The service efforts and accomplishment reporting, organization's performance assessments include measures of productivity which qualifies the outputs and inputs of an organization and expresses the two as a ratio. Generally the ratio is expressed as outputs and inputs (US Government Accounting Act, 1980).

.1.2 Efficiency

Efficiency is delivering the same level of service for less cost, time or effort. It is all about meeting customers' requirements at both current and future expectation. Juran (1988) as quoted in Dickson (2013) asserts that efficiency is fitness for purpose or use. Efficient operation is to produce the maximum output for a given quantity and quality of services produced. The Management Accounting for Non-Governmental Organization uses financial ratio analysis to help board members and manager answer important question for efficiency- does our organization serve as many people as possible with its resources for the lowest cost? (Lewis, 2009)

Raynsford (2004) went further to state that efficiency is about improving productivity, getting more from the same resources, or achieving the same results for less resource and enhancing value for money. This can be achieved by reducing inputs (money, people and assets) for the same outputs or reducing prices (procurements, labour costs etc) for the

same outputs. Gulu Archdiocese can self- assess the efficiency gains she has achieved in the previous year for improvement of service delivery through having the initial analysis, end of year reporting and review processes. Procession of the required knowledge and skills to provide the service is critical to the success of Gulu Archdiocese. Efficiency of the Archdiocese, could be centralized around the organization as whole or around the contact personnel. Conway & Swift (2000) as quoted in Dickson (2013) confirm that expertise and skills are to be reflected in the organization.

.3 Effectiveness (Competence)

In today's World of global competition, providing quality service is a key for success, and many experts concur that the most powerful competitive trend currently shaping marketing and business strategy is effective service quality (Abdullah, 2006). Effectiveness is an ends oriented concept that measures the degree to which the predetermined goals and objectives for a particular activity or programme are achieved. It implies the attainment of the right results from the usage of resources and organization operations. Specific definition of effectiveness is elusive because there is no single, high level generally agreed upon definition of effectiveness. In practice, when discussing organizations, the word effectiveness is typically modified by one of the three terms: programme, operational and organizational.

Programme effectiveness relates to the continuing relevance of the programme, the attainment of its intended objectives, its impact and its cost effectiveness. Operational effectiveness relates to the achievements of output targets, to the delivery systems for the good and services produced and cost effectiveness of the systems. Organizational

effectiveness relates to the overall capability of the organization and the interactions among the strategic planning, management, structures, process, human and financial resources all in relation to mission and goals of the organization and the external environment. Effectiveness is the outcomes of both programme, operational and organization effectiveness and the assessment of effectiveness is by far the most important contributors of service delivery (Frozzard, 2001; Kottler, 1999).

According to US Government Accounting Act (1980) effectiveness determines the relationship of an organization output to what organization had intended to accomplish. It examines an output or the process by which, an output is produced through attributes such as accuracy or error rate, thoroughness and complexity. This also applies to CBO. They measure their performance by evaluating the result of activity for instance project for drilling borehole in the community is evaluated in term of the number of boreholes built, the time spent and the cost incurred. Measurements of performance and its analysis when linked to improvement can help track and improve result over time. Performance measurement can help identify promising areas and help to target those functions which are continuously faced with large backlogs, slipping deadlines, high turnover or many complaints. Effectiveness of Gulu Archdiocese can be determined by the quality of the services and satisfaction the Christian/ users derive from the services offered (Frozzard, 2001; Kotler, 1999).

1.4 Consistency (Reliability)

Consistency means reliably performing the service dependably and accurately. It starts with knowing why your company or department or job classification exists. It begins with

pinpointing the "products" or "services" your customers actually want to buy and the intrinsic reason(s) why they buy them. Consistent service delivery entails having a clear view of your products and services from your customers' perspective. It involves knowing the true needs, wants, expectations and requirements of your target customers (Mac, 2011). According to Berry et al (1990), consistency is the service "core" to most customers which managers should use every opportunity to build a "do-it-right-first" attitude. Specifically, managers in Gulu Archdiocese are encouraged to include consistency issues in their mission statements, set consistency standards, teach importance of consistency in their training programmes, appoint consistency teams to study specific services and recommend ways to improve consistency, measure error rates and reward error free services.

The key to repeat business is consistency in both what you offer and how you deliver it. Customers will be loyal and return again and again when they have confidence in your products and services. They will come back when they trust they will have a consistent experience each and every time they patronize your business. The strength of customer loyalty is in direct proportion to the confidence they feel regarding how well you will consistently delivér on your service promise.

Companies that are most successful are those that know how to do the right things right each and every time and their customers know they do it. The population of Gulu Archdiocese, for example, repeatedly return to the Church founded hospitals because they know they will get the same good service every time, regardless of which health

center they visit, when they visit. Consistency is the key to the success of any organization (Mac, 2011).

Reviewing performance measures and investigating variances in service delivery needs strong internal controls to help compare program quality and costs of industrial standards since active supervision will enhance quality of services delivered (The City Auditors Office, 2001).

However, many authors hold that economy, efficiency, effectiveness and consistency are terms used to assess whether or not an organization has obtained the maximum benefit from the goods and services it acquires or provides, within the resources available to it. The most effective way to improve service delivery is by reducing the level of irregularity through improvements in diocesan systems of ICS (Kaplan, 2009).

Functionality of Internal Control Systems (ICS)

According to Kaplan (2008), Cunningham(2004), INTOSAI (2004), Committee of Sponsoring Organizations (COSO, 1992) and Auditing Practices Board (APB) (1999), internal control system is a process, effected by an entity's board of directors (Archdiocesan authority), management and other personnel, designed to provide reasonable assurance regarding the achievement of Gulu Archdiocesan objectives in the effectiveness and efficiency of operations, reliability of financial and management reporting, compliance with applicable laws and regulations and protect the organization's reputation.

Cunningham (2004) further state that internal control systems begin as internal processes with the positive goal of helping a corporation meet its set objectives. Management primarily provides oversight activity; it sets the entity's objectives and has overall responsibility over the ICS. Internal controls are an integral part of any organization's financial and business policies and procedures (Kaplan, 2008; Cunningham, 2004; INTOSAI, 2004). Kaplan (2008), Cunningham (2004) and INTOSAI (2004) agree that internal controls consist of all the measures taken by the organization for the purpose of protecting its resources against waste, fraud and inefficiency; ensuring accuracy and reliability of accounting and operating data; ensuring compliance with the policies of the organization and evaluating the level of performance in all organizational units of the organization.

Internal controls are put in place to keep organization on course towards profitability goals and achievement of its mission and to minimize surprise along the way. They enable management to deal with rapidly changing economic and competitive environment, shifting customer demands and priorities and restructuring for future growth. Internal controls promote efficiency, reduce risks of asset loss and help to ensure the reliability of financial statements and compliance with laws and regulations Organization of the Treadway Commission (COSO, 2011)

ICS are applicable to each organization in relation to key risks and are embedded within the operations and not treated as a separate exercise. ICS should be able to respond to changing risks within and outside the company and they are a means to an end, not an end itself (Cunningham, 2004). He further states that internal controls are effected by

people not merely policy manuals and forms, but people functioning at every level of the institution. Internal control only provides reasonable assurance to an institution's leaders regarding achievement of operational, financial reporting and compliance objectives; promoting orderly, economical, efficient and effective operations; safeguarding resources against loss due to waste, abuse, mismanagement, errors and fraud (Kaplan, 2008; Cunningham, 2004; INTOSAI, 2004). Internal controls lead to the promotion of adherence to laws, regulations, contracts and management directives and the development and maintenance of reliable financial and management data, and accurately present that data in timely reports (Kaplan, 2008; Cunningham, 2004; INTOSAI, 2004).

According to Treba (2003), a system of internal control is a tool for ensuring that an organization realizes its mission and objectives. He further notes that much as internal controls are often thought to be the domain of accountants and auditors, it is actually management that has primary responsibility for proper controls. A critical element of any comprehensive internal control systems is regular monitoring of the effectiveness of internal controls to determine whether they are well designed and functioning properly (Treba, 2003).

Lawson, De Renzio and Umarji (2006) noted that weaknesses in internal control systems (e.g. lack of control over performance, appraisal and actions to be taken) lead to failure to ensure that resources are allocated to defined priorities and to guarantee that there is efficient service delivery to the population.

ICS in organizations consist of five interrelated components: control environment, control activities, risk assessment, information and communication and monitoring

(INTOSAI, 2004). However, the COSO Framework of Internal Control recommends the ICS to comprise two substantive components: control environment and control activities (Thuy, 2007). However for the purpose of this study it shall concentrate on control environment, control activities and monitoring.

Gulu Archdiocese should have well-designed ICS that can give reasonable assurance that irregularities can be detected (Schaeffer, 2005). Internal control is not one event or circumstance but a series of actions that permeate an entity's activities and these actions occur throughout an entity's operations on an on-going basis (INTOSAI, 2004). INTOSAI observes that an ICS is intertwined within an entity's activities and is most effective when it is built into the entity's infrastructure and is an integral part of the diocesan system. INTOSAI further holds that diocesan employees should serve the community interest with fairness and manage diocesan resources properly so that the population receives efficient service delivery. Weak, non-compliant, nonexistent or absent diocesan ICS are likely to negate any benefits that are inherent in bringing services "closer" to the people (Schaeffer & Yilmaz, 2008).

.1 Control environment

Control Environment (CE) is the philosophy, style and supportive attitude, as well as the competence, ethical values, integrity and morale of the people of the organization (DiNapoli, 2007). It is further affected by the organization's structure and accountability relationships. CE is all about the attitude and actions of diocesan administrators and management regarding the significance of control within Gulu Archdiocese (DiNapoli,

2007). It provides the discipline and structure for the achievement of the primary objectives of the system of internal control.

According to INTOSAI, control environment is the foundation of the ICS and sets the tone of an organization, influencing the control consciousness of its staff. This is the overall diocesan attitudes, values, and philosophy of senior administrators and management executives and the culture throughout the archdiocese relating to the timeliness, integrity, and efficiency in service delivery (Thuy, 2007).

Elements of the control environment are the personal, professional integrity and ethical values of management and staff, appropriate culture in the organization, attitude towards internal control throughout the organization; commitment to competence; the "tone at the top" (i.e. management's philosophy and operating style); a good organizational structure (an independent Internal Audit function and segregation of duties), set up proper authorization limits; and human resource policies and practices (Kaplan, 2008; Thuy, 2007; INTOSAI, 2004; and Laura, 2002).

A control conscious environment is an environment that supports ethical values and business practices. A control conscious environment conveys an attitude of honesty and accountability at all levels. It is a preventive control. This preventive control is the foundation for all other components of internal control, providing discipline and structure (Office of Auditor General, nd).

The cornerstone of a strong and effective internal control structure is the control environment (Apostolou & Jeffords, 1990). Therefore, management must demonstrate by

words and actions that they are committed to high ethical standards. Control environment assists toward reducing the level of fraudulent activities within organizational operation. The quality of an organization's internal controls system depends on the function and quality of their control environment (Amudo & Inanga, 2009). Therefore, providing a proper control environment for a diocesan institution is very essential to the effectiveness of service delivery.

Gulu Archdiocesan Policy Guide (2012) also stipulates that there should be no tolerance for fraud or conflicts of interests. Disciplinary action should be consistently applied to all employees. Administrators must support compliance with diocesan policies and procedures and they should expect employees to have that attitude. Management attitude should be committed to ethical business practices and to following the established control procedures thus the control environment.

.2 Control activities (CA)

Control activities refer to designing a comprehensive control framework and setting control procedures at all levels. These are policies, procedures and mechanisms that ensure management's directives are properly carried out (Rezaee, Elam & Sharbatoghlie, 2001; Aikins, 2011). They help ensure that necessary actions are taken to address risk of achievement of the entity's objectives (COSO, 2010). Proper documentation of policies and procedural guidelines in these aspects help to determine not only how the control activities are to be executed but also provide adequate information for auditors' examination of the overall adequacy of control design over service delivery (Aikins, 2011). Thus control activities ensure that all necessary actions should be taken with the

aim of addressing risks so that organizational objectives are achieved. Control activities occur throughout the organization, at all levels and in all functions. They include a range of activities as diverse as approvals, verification, reconciliations, reviews of operating performance, security of assets and segregation of duties (COSO, 2010).

It basically also comprises of performance reviews (comparing actual performance with targets, forecasts and prior period performance), information processing (necessary to check accuracy, completeness and authorization of transactions), physical controls (necessary to provide security over both records and other assets), and segregation of duties (where no one person should handle all aspects of a transaction from the beginning to the end). According to Pickett (2003), mechanisms should be established to monitor the extent to which control is being applied in practice. This means that control is a process that starts with the setting of the standards and ends with a review to ensure that the controls are successful. Control activities can be preventive and/or detective. Corrective actions are a necessary complement to internal control activities in order to achieve the organization's objectives hence realizing efficient and effective service delivery. Control activities throughout the organization, at all levels and in all functions (COSO, 2005).

Gulu Archdiocese requires the evaluation of control activities for each significant business activity and especially in its service delivery. Therefore, management should implement actions that address the identified risks. Each activity should be considered in the context of the risk assessment process so that efficient service delivery is attained.

Monitoring

Monitoring is the process that assesses the quality of the system's performance over time, which includes ongoing monitoring activities, separate evaluations or a combination of the two (INTOSAI, 2004; DiNapoli, 2007). Aramide, (2014) in his study confirmed the need of monitoring the ICS. It includes reviewing of an organization's activities and transactions to determine whether controls are effective (DiNapoli, 2007). Monitoring is accomplished through routine activities, separate evaluations or a combination (Springer, 2004). Management should focus monitoring efforts on internal controls and the achievement of the organization's mission. For monitoring to be most effective, all employees need to understand the organization's mission, objectives, risk tolerance levels and their own responsibilities (DiNapoli, 2007).

Ongoing monitoring of internal control is built into the normal, recurring operating activities of an entity; it involves actions against irregular, unethical, uneconomical, inefficient and ineffective internal control systems (DiNapoli, 2007; INTOSAI, 2004). According to the Diocesan Performance Appraisal Document (2011), performance appraisal committees and head of the different commissions are supposed to monitor and review the performance of their respective departments. Monitoring involves separate evaluations which cover the evaluation of the effectiveness of the ICS in achieving set objectives and any deficiencies should be reported to the performance appraisal committee. According to Kaplan (2008), failure to monitor risk correctly could lead to financial collapse of an organization hence ineffective SD to the population. The Internal Audit function is often the key monitor of the ICS, internal auditors the controls and

control systems, identify where controls have failed so that these failures can be rectified and also make recommendations to management for new and improved systems for diocesan's authority action (INTOSAI, 2004).

Relationship between Internal Control System and Service Delivery

Internal control system is a topical issue both in developed and developing countries (Mattie & Cassidy, 2002). Therefore the concept of internal control is just as relevant to Churches as it is to profit seeking organizations. Through the internal controls, the desired employee's performance and service delivery is achieved in accordance with the set internal control objectives and as per guiding organizational policy (Groth, 2005). According to Magala (2001) and James (2005), internal control helps to ensure that planned activities are achieved as per set objectives in terms of realizing the desired service delivery needed by the organization policy. Cox (2000) said that internal control leads to efficiency in utilization of organization resources whereby jobs are carried out as explained by their job description, availability of employees for work at all times, and equitable allocation of resources and hence, timely service delivery. Anderson (2000) added that it avoids having idle staff in the organization thus ensuring constant provision of services. Internal controls ensure usage of funds on planned organizational activities, investment of idle funds, and regular monitoring of utility (ACCA, 2004).

Inadequate internal controls can hinder the management responsibilities of Church officers and employees and place them in a position where they may be tempted to engage in questionable activities and accounting practices or could subject individuals to unwarranted accusations of such activities (Duncan *et al,* 1999).

Reviewing performance measures and investigating variances in service delivery needs strong internal controls to help compare program quality and set standards since active supervision will enhance quality of service delivery (The City Auditors Office, 2001). Internal control service delivery transformation measures have to be designed to help Gulu Archdiocese in the effort to create a flexible, scalable and efficient service delivery. However for this to be successful, strong internal control systems have to work through the service model. This explains why controls have been provided globally for efficient service delivery (Deloitee, 2011).

1 Relationship between control environment and service delivery

Thomason (2004) maintains that organizational performance is mainly judged in term of economy, efficiency and effectiveness. Economy involves attaining the appropriate quantity and quality of physical, human and financial resources at minimal cost. Economy therefore implies the principle of frugality. Efficiency is the relationship between the goals and services produced and the resources used to produce them with the objective of maximizing output and minimizing inputs. Efficiency implies maximizing the output to input ratio (Kakuru, 2001).

The effectiveness of the organization as a performance measure focuses mainly on how well the objectives are being achieved through the spending of the available resources. However, Durand (2004) argues that when evaluating the performance, most managers like to distinguish between effectiveness and efficiency because these two are very hard to separate. Effectiveness is the degree to which inputs are used in relation to the level of output. Performance can be either efficient or effective but neither condition can

occur independently. According to Kaplan (2006), the three measures can be in conflict with the other and may have to sometimes complement each other and therefore it may be so hard for one to be ignored.

Control environment is put up in place with the aim of having a positive influence on organizational growth. For an organization to run effectively and efficiently, internal controls have to be put in place and hence calling for strong internal control function within the organization (Reed, 2002).

If the control environment is functioning well, then in most cases, service delivery will be improved in terms of economy, efficiency, effectiveness and consistency. This implies that efforts must be made to ensure that the available funds are spent in the provision of goods and services in a way which maximizes the benefits to the users of the services and goods. But if the control environment is not functioning well, then in most cases, there will be poor service delivery (Reid et al, 1997; 2000).

.2 Relationship between control activities and service delivery

Sufficient, relevant and reliable information is a pre- requisite for an effective and efficient organizational growth and its internal auditors who review the economy, efficiency and effectiveness of service delivery to identify, measure, classify and report such information (Flora, 2003). An organization is said to perform well if it is having a good control activities (Pandely, 1999). It can be noted that control activities is intended to overcome the tendencies of poor service quality in most organizational growth in term of improvement in economy, efficiency, effectiveness and consistency

Mawhood (2000) further adds that effective control activities are important routes towards securing the right service to be delivered to the public,,and also maximizing the level of service provision which can be achieved within the local supporting people. Control activities plan helps procuring entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to particular performance standards.

Relationship between monitoring activities and service delivery

According to Mal (1991) improving service delivery requires constant measurement against established standards of performance. Johan (2006) further came up with some important service delivery improvement slogans. He said he who fails to plan for service delivery, plans to fail delivering services to the public. And if it cannot be measured, it cannot be improved. If we only plan to comply with regulations, we are not managers, we are robots. What we plan we must implement. What we implement, we must monitor. We should not be afraid to ask the customer (Christian). They really do know best what they need and what they get. It is not always the same thing.

Basheka (2004) argues that monitoring is one of the primary functions of an internal auditor with a potential to contribute to the success of organization's operations and improved service delivery. It is a function that sets in motion the entire performance appraisal in organization and especially in Gulu Archdiocese.

Mullins (2003) asserts that the contribution of monitoring activities in facilitating an efficient and effective service delivery in public and private sector organizations is generally undisputed in both developed and developing countries. Its contribution can be

at both Church and government levels of public sector management. His findings revealed a significant positive relationship between monitoring and service delivery.

Monitoring is important to service delivery because it provides vital feedback on how services are being delivered and whether delivery of those services makes any difference in terms of achieving the organization's specified goals (Rossi, 1993). For any system to perform effectively there must be a monitoring system (Boidman, 1993). Monitoring also shows whether the system in place is performing effectively, as this can be seen from service delivery. Bird (1992) suggested that to ensure compliance, administrators should put clocks and frequent audits so that loss of revenue is minimized.

Resource Commitment

Resource commitment is defined as the willingness to provide the needed materials and support to achieve the stated goals of the firm. There are two types of resource commitments: managerial and financial. Their efficiency and effectiveness rely upon a combination of intangible and tangible resource commitments. Intangible resource commitments are managerial in nature while tangible resource commitments are more financial. Resource commitment requires not only financial resources for facilitating purchases, but also an investment in training of personnel on the new technology and information that will help to improve SD (Kelly Weeks & Joan Mileski, 2013).

5 **Governance Systems**

Governance system is high on the agenda in all sectors- public, commercial and Church as it is the basic form of accountability in all bodies. Interestingly, governance system

gained momentum due to management failure by most corporate bodies. Likewise Gulu Archdiocese working for the benefit of the needy are increasingly expected to demonstrate how well they are governed for the purpose of accountability. Machuki, (2010) acknowledged that organization operate in complex and dynamic business environment that require complex, but flexible governance regulation reflecting the uniqueness of each situation arising from specific factors such as legal and financial systems, culture, corporate ownership structure and economic conditions. No single set of governance rules fits all organization and situation and therefore governance should be understood in different context.

Governance systems therefore refers to the processes, and the related organizational structures, by which organizations are directed, controlled and held to account (Hong Kong Institute of CPA, 2004). It entails process of decision making and the process by which decision are implemented, and it focuses on formal and informal actors, structures and process involved in decision making and implementing the decision. It is widely agreed that efficient, accountable and transparent governance system is an important factor in sustainable development. Good governance system provides the "rule of the game", whereby the game is taken to be the achievement of economic growth and development of a given society. Good governance system is the ability of organization and the public service to create the right economic, social and legal framework that encourages growth toward improved SD (Abel, 2010).

According to Allen (1995), the governance structure of the Church plays a role in these earthly affairs because the way a Church is organized affects costs, and in particular

affect transaction costs. A Church's ability to survive requires an organization form that is best able to produce a given amount of output.

It is therefore important that good governance, accountable policy practices are adopted to achieve organizational goal of safeguarding shareholders assets and wealth maximization. Key among the best practices is the control measures put in place to detect and prevent frauds within the entity (COSO, 2011).

Institutional Environment

Some authors (Oxley cited by Dickson, 2004) defined the institutional environment as the set of political, economic, social and legal conventions that establish the foundational basis for production and exchange. Institutional environment include the systems of formal laws, regulations, procedures, informal conventions, customs, and norms that broaden, mould, and restrain socio-economic activity and behavior of individual in an organization. Thompson (1967) further conceives the institutional environment in terms of several key dimensions: (a) the organization's domain, (b) its task environment, and (c) the power and dependence relation simplified by the nature of its domain and task environment. The organization's domain is defined by the claims that the organization makes in terms of its range of products, the customers its serves, and the types of services it renders. Environments are the influences that an institution must manage. Environment affects the structure of a company. Depending on the mix of complexity and stability, an institution might develop specific roles and departments to manage the institutional environment. Two basic factors define an institution's environment that is the internal and external.

The institutional internal environment is a set of characteristics that distinguish the institution from others and results from the interaction outcome of goals, regulations, rules, procedures and policies that are applied in the institution and is well known by the employees in the institution. Moreover it directly and indirectly affects the individual's behavior and performance at work. This will eventually lead to the achievement of the organization whereas; the external environment refers to force and institutions outside organization that potentially affects an organization's performance. The external environment of an institution is what affects the institution's ability to function properly. They include customer satisfaction, economic stability, government regulations, competitor's edge and the opinion of the public. It is vital that an institution is aware of these external environments and conducts proper research to maintain a proper balance of these external environments to function optimally.

Scientific studies and researches, through the reality of the organizations, emphasize that the characteristics of the organizational environment are either motivating and supporting the positive concepts, perceptions and behaviors of the organization's members, leading them to exert maximum efforts to achieve the goals and missions of the organization or disincentive for them in achieving it leading to reduction of their motivation to support the organization in achieving its goals and missions. This is usually reflected in the uncontrolled functional and administrative behaviors that are not caring to the functional duties and responsibilities (Thompson, 1967).

According to the above, institutional environment is considered a major determinant of the organization's effectiveness and its success in achieving its goals. It also helps in

understanding the organizational behavior itself in most carried out activities which represents a fundamental step for improving service delivery and promoting the level of organizational effectiveness.

Relationship between Institutional Environment and Resource Commitment

Ever since the publication of Peters and Waterman's landmark study in search of excellence (1982) and the bestsellers Built To Last and Good to Great of Collins (1997, 2001), there has been a strong interest in identifying the characteristics of High Performance Organizations (HPOs). This interest has been fired by the rapid changes in the competitive environment of organizations and the pressure of ever increasing demands of the external environment and stakeholders.

In today's economy, it is critical that the available resources are committed to enhance efficient SD in order for an institution to remain relevant. Resource commitment therefore is defined as the willingness to provide the needed materials and support to achieve the stated goals of the firm. There are two types of resource commitments: managerial and financial. Their efficiency and effectiveness rely upon a combination of intangible and tangible resource commitments. Intangible resource commitments are managerial in nature while tangible resource commitments are more financial. Resource commitment requires not only financial resources for facility purchases, but also an investment in training of personnel on new technology and information that will be used at all levels (Weeks & Mileski, 2013). According to Pusser (2006) institutional environment is the willingness of the institution to invest resources and to provide the

fund needed to enhance service delivery. With such commitment, service delivery would achieve economy, efficiency, effectiveness and consistency over a long term.

According to Dickson (2004) institutional environment is the set of political, economic, social and legal conventions that establish the foundational basis for production and exchange. Institutional environment include the systems of formal laws, regulations, procedures, informal conventions, customs, and norms that broaden, mould, and restrain socio-economic activity and behavior of individual in an organization.

As Brousseau and Raynaud (2006), state the institutional environment refers to the general institutions of societies that set the "rules of the game" and make them mandatory, either because these rules are enforced by a coercive, last resort power (i.e. the State) or because they represent the beliefs and conventions forming the identity of a society (nation, language, etc.). The institutional environment applies to a large range of heterogeneous transactions. In this sense, it is generic. They cover institutions related to arrangements "between economic units that govern the ways in which these units can cooperate and/or compete" (Davis and North, 1971). As mentioned above, the institutional environment can be defined as a network of formal and informal institutions that govern the behavior of individuals and organizations. The institutional environment includes both the functions of the government as well as the power distribution between different levels of government (Williamson, 2000). Consequently, the ability for each region to influence the environment for entrepreneurship is limited by given level of autonomy.

An institutional environment cannot be discussed in isolation of management support. Institutional environment is the prevailing work place atmosphere as experienced by the employees. It is thus important for management to ensure that the prevailing work environment is a positive one. A positive institutional environment is conducive to creative, productive work; it is a cooperative, civil workplace that is relatively free from bad mouthing and backstabbing (Bennis & Schein, 1996). A positive work environment stimulates motivation as it provides condition under which people can pursue their own goals while striving towards organizational objectives. Resource commitment is highly valuable. Studies like that of Weeks & Mileski (2013) have highlighted that resource commitment has a great impact on the successful performance of the organization once there is an enabling environment within the institution.

Relationship between Governance Systems and Resource Commitment

Governance systems are defined as the traditions and institutions that determine how authority is exercised in an organization, concerning matters to economic development because it determines how resources are committed to organizational course. Good governance system is a pre-requisite to sustained increases in living standards- hence improved SD (Avellaneda, 2006).

Governance is a fair, efficient and transparent system of administration that meets the defined objectives of the organization. It includes structuring, operating and controlling a company with a view to achieve long-term strategic goals to satisfy shareholders, creditors, employees, customers and suppliers, and complying with the legal and regulatory requirements, apart from meeting environmental and local community needs.

The governance system therefore represents a set of institutional mechanisms– an institutional "matrix" – designating the rules of the game for managers. In this spirit, Charreaux (1997) defines governance as the set of institutional mechanisms that define the powers and influence the managers' decisions, their conduct and define their discretionary space (Gerard, 2004).

Governance systems often describe the formal system of accountability of senior management to shareholders. In its widest sense (stakeholder model), it can be used to describe the network of formal and informal relations involving the corporation. More recently, the stakeholder's approach emphasizes contributions by stakeholders that can contribute to the long term performance of the firm and shareholder value, and the shareholder approach also recognizes that business ethics and stakeholder relations can also have an impact on the reputation and long term success of the corporation (Maria& Thomas, 1999). Lekaram (2014) also points out that governance systems has become important for organisations as they play the role of reducing systemic risk in the economy.

While standard economics supposes that the economy is coordinated by the resource commitment mechanism, hence no explicit governance problem is involved – Coase (1937) as quoted by Bruno (2002) has convincingly proved that this description is only partial. Once the resource commitment is insufficient to coordinate decision-making and hierarchies play an irreplaceable role, governance systems comes to the forefront. The literature following from Coase's path-breaking contribution splits this problem into two parts: a) how are the firm performances determined? and b) given those performance,

ıow are the different services of the firm coordinated and the income allocated?. However, decision-making is not enough and governance must also deal both with motivations, incentives, organization and co-ordination of those who have some particular relation to the firm, and with the process of change (Bruno, 2002). Governance system is the way in which the crucial components of the firm are organized, coordinated and motivated to contribute to the common goal and adapt to change (Bruno, 2002).

Governance problem is not a simple matter, since it is not clear which are the relevant boundaries of the firm. First, the firm includes a variety of actors: equity (shareholders) and debt (creditors) investors, suppliers of venture capital, boards of directors, managers, offices, subsidiaries, affiliates and representatives, employees, the state, different kinds of other stakeholders (such as suppliers, buyers, local communities and governments, etc.). Each of these actors has rights, preferences, and decision-making power. In short, each of them influences the firm's performance and value. Second, the boundaries of the firm are ever changing following adaptation to changing environment (economic, social, and political), the balance of bargaining or decision-making power within the firm, modification in laws and regulation are crucial for improved service delivery to the population (Bruno, 2002).

Governance system is essentially concerned with issues of ownership and control within the firm. It sets the terms and conditions of the legal allocation of property rights among different shareholder groups, and this affects their resource commitment to cooperate with one another in productive activities. Konzelmann et al (2005) confirmed that governance systems impact on the willingness of stakeholders and committing resources

in achieving the productive objectives to which they have been set. Because resource committed for responsible production, process improvement and innovation has been shown to significantly improve organizational performance this calls for cooperation of stakeholders in the productive process and their voluntary contribution of skills, experience and commitment to meeting organizational objectives. Governance system plays a central role in the ability of the firm to perform effectively over the long term to achieve economical, efficient, effective and consistent SD in Gulu Archdiocese.

Power (nd) in his study confirmed that governance system is about helping to create the conditions in which all stakeholders freely participate in socio-economic development to achieve efficient SD. It is about helping to achieve proper allocation of diocesan funds for effective delivery of public services to the population in Gulu Archdiocese.

The improvement of governance systems is widely recognized as one of the essential elements in strengthening the foundation for the long-term economic performance of corporation (Ibrahim, Rehman & Raoof, 2010). Govenance system has become important for organization as they play the role of reducing system risk in the economy (Kaur & Vij, 2014).

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents a detailed description of the research methods that was used for collection of relevant data in the study. It contains the research design, study population, sampling techniques, sample size, data sources, data collection procedures and data processing and analysis. It also includes research procedure, validility and reliability of data, anticipated limitations and solutions and lastly the ethical consideration that was adhered to during the research study.

Research Design

A research design refers to the overall strategy that is chosen to integrate the different components of the study in a coherent and logical way; thereby ensuring one will effectively address the research problem. It constitutes a blueprint for the collection, measurement and analysis of data (Trochim, 2008). Research designs are developed to ensure that the evidence obtained enable us to answer initial question as simple as possible.

This research used a cross- sectional survey design to find out the relationship between internal controls systems and service delivery in Gulu Archdiocese. Quantitative research approach was used in order to collect accurate data from the respondents. A quantitative approach helped in generating quantifiable data and was concerned with observable and measureable aspects of "internal control systems and service delivery", and established

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the strength of the relationship between these variables using the statistical tests (Couchman & Dawson, 1995).

Study Population

The study population is the universe from which a group of respondents will be selected. It is the entire aggregation of cases that meet a designated set of criteria (Polit and Beck, 2004). Gulu Archdiocese comprises of 26 parishes which is divided into two vicariates (Gulu and Kitgum) and six deaneries from which the study population were drawn (appendix six). The study population therefore included board of consulters, archdiocesan curia, different commissions, parish priests, parish health committees, parish education committees, parish pastoral councils and parish finance committees. These were selected because they were considered to have the information needed for this study. However, the study excluded those newly created parishes with no operating structures and all those consider not informative to the study.

Sample Size

The sample size was determined using the table in Appendix four from a study by Krejcie & Morgan (1970) as cited in Amin (2005). This therefore means that the sample included 160 respondents. The sample sizes are depicted in Table 3.1.

: 3.1: Sample Size of Respondents and Sampling Technique

gory of Population	**Population size**	**Sample size**	**Sampling Technique**
d of consulters	12	10	Purposive sampling
esan Curia	16	14	Purposive sampling
:rent commissions	13	11	Purposive sampling
:h Priests	26	25	Purposive sampling
:h Health Committees	26	25	Simple random sampling
:h Education Committees	26	25	Simple random sampling
:h Pastoral Council	26	25	Simple random sampling
:h Finance Committees	26	25	Purposive sampling
al	**171**	**160**	

rce: *Gulu Archdiocesan Policy (2012)*

Sampling Techniques

The sampling technique is the scientific procedure of selecting those sampling units which would provide the required estimates with associated margins of uncertainty, arising from examining only a part and not the whole. Sampling technique is the description of the strategies which the researcher will use to select representative respondents from the target population (Oso and Onen 2005). This study used stratified sampling to divide the respondents according to the type of office and responsibility they held in the Archdiocese/ parishes. Simple random sampling technique was used to select the required respondents from the population. According to Sekaran (2003), when desired information is to be obtained from specific target groups, purposive sampling is

appropriate because it targets individuals who have got the necessary information required by the study.

Data Sources

Concerning data sources, both primary and secondary data were the main sources of data in the study.

Primary data

Primary data involved the use of a questionnaire. During the collection of this data, the researcher approached the study area with the research tools as she got responses as per the study respondents.

Data Collection Procedures

Polit and Beck (2004) define data collection as the gathering of information needed to address a research problem. The study employed questionnaires as method of data collection.

Data were collected by two trained research assistants and the researcher. Data were collected in a period of two months. The research team explained to the sampled respondents the purpose of the study eliciting their willingness to provide response and assuring them of the due confidentially.

.1 Data collection methods and tools

The study employed questionnaire as a method of data collection. Consequently, the tool of data collection was developed and administered.

Questionnaire

According to Polit & Beck (2004), a questionnaire is an instrument for gathering self-report information from respondents through a self- administration of questions in a paper and pencil format. Questionnaire is cost effective as many people can be reached. It is also bias free and it gives people the opportunity to answer personal question easily. It gives respondent time to consult previous material on the subject (Milne, 1999).

A five-point Likert scale questionnaire was administered for data collection to various respondents who filled it at their convenience where sensitive information was given without fear of their identity being known.

Measurement of variables

The variables in the questionnaires were measured using the five point Likert scale. The Likert scale consisted of a number of statements which express either favorable or unfavorable attitudes towards the given object to which the respondent was asked to respond. According to Boone and Boone (2012), the scale of 5-1 was used to help the researcher measure the extent to which research objectives are achieved whereby 5=strongly agree, 4=agree with statement, 3 Not sure, 2=Disagree, 1= strongly disagree

Data Processing and Analysis

According to Polit & Hungler (1999), data analysis refers to a systematic organization and synthesis of research data, and the testing of research questions using those data. This research study employed both numeric and descriptive statistics. The descriptive statistics enabled the researcher to deduce, summarize and also describe quantitative data from empirical evidence, (Pilot & Beck, 2004).

Data were coded and analyzed using of Statistical Program for Social Scientists (SPSS) statistical software version 19.0. Descriptive statistics was performed to generate frequencies and percentages. Correlation and regression analysis was performed to establish relationships and impacts between the study variables.

Research Procedure

This was used to describe how the data was collected by using the instruments above. The researcher obtained an introductory letter from the office the Dean, Faculty of Business and Development studies to carry out the data collection. Approval and permission was also sought from the Gulu Archdiocese administration. Two research assistants with each from the Gulu and Kitgum Vicariate were trained by the researcher and engaged to carry out the data collection using the questionnaires. This is because all of them are acquainted with the area of the study and speak the local language given the fact that all respondents could do not speak nor write good English and therefore may not understand the concept under study if not properly explained to them.

Validity and Reliability of the Questionnaires

Reliability of the questionnaires was achieved by pre-testing the questionnaire and obtaining the Alpha Values as recommended by Cronbach (1946). Cronbach recommends analysis for Alpha Values for each variable under study. According to Sekaran (2001) Alpha values for each variable under study should not be less than 0.6 for the statement in the instruments to be deemed reliable. Consequently, all the statements under each variable were subjected to this test and were proven to be above 0.6. The validity of the data collection instruments was done with the help of research supervisors

who editted the questionnaires. The researcher forwarded the structured questionnaire to supervisors who are experts in the area covered by the research for editing and reviewing.

le 3.2 Cronbach Alpha Co-efficience

:able	Sub-Scale	Number Of Items	Alpha Values
	Control Environment	09	0.81
:ıal Control System	Control Activities	06	0.80
	Monitoring	06	0.70
	Economical	04	0.62
·ce Delivery	Efficiency	04	0.62
	Effectiveness	04	0.70
	Consistency	04	0.70
ıurce Commitment		04	0.71
ırnance System		08	0.70
ıutional Environment		08	0.70

.ce: *Primary data*

The table 3.2 reveals that all the variables have alpha values above 0.6 mark recommended by Sekaran. Therefore all the variables in the instrument are deemed reliable.

Study Limitations

This refers to anticipated constraints or potential weaknesses of the study imposed by the methodology of the research design which may lower the research validity and reliability (Oso & Onen, 2005). It considers the weaknesses or short comings of the research.

The major constraints of the study was that a lot of research had not been done on service delivery in the Catholic Church context, but the researcher solved this constraints through intensive used of primary source which helped to bridge the gap.

The other constraints was the belief that the research would not be read, thus people would not get the benefit of the study. The research findings will be disseminated in a

meeting of the priests and religious who are directly charged with managing archdiocesan assets and provision of services to the population.

The data collection instruments of self-managed questionnaires have a high non-response rate, but this was managed by the research assistants waiting for the response and collecting them there and then. Any non-response was redressed on the field.

2 Ethical considerations

Research ethics is a system of morals that is concerned with the degree to which research procedures adhere to professional, legal and sociological obligations to the study participants (Polit & Beck 2004).

The researcher got clearance from the Faculty of Business and Development studies and from Gulu Archdiocesan authority for collecting the data. The consent of respondents was sought before collecting the information. This made them cooperative to give the needed information. The researcher also assured the respondents that the information being sought was strictly for academic purpose. Confidentiality was strictly observed. The researcher assured the respondents that she will not disclose any information about Gulu Archdiocese studied other than those the research has sought to investigate.

Data were not collected outside working hours; the private lives of the respondents were respected and that by no means data were collected from home or at the bar. The language used was also friendly and not offensive to the respondents.

CHAPTER FOUR

PRESENTATION OF RESULTS

Introduction

This chapter presents the findings of the study and the resulting interpretations. It covers the characteristics of the sampled parishes in Gulu Archdiocese in respect to the Deanery where the parish is located. It also captures the background information of the respondents in respect to their gender, age, highest level of education, current post held in the parish and the duration of their service in the same parish. Frequency tables and percentages were used. The chapter also presents results of correlation and regression analyses performed to establish relationships between the study variables: internal control systems and service delivery in Gulu Archdiocese with resource commitment as intervening, while governance systems and institutional environment as moderating variables. Empirical results are based on five specific objectives that were stated as to: examine the difference in functionality of Internal Control System among deaneries in Gulu Archdiocese; examine the status of Service Delivery in Gulu Archdiocese; establish the relationship between Internal Control systems and service delivery in Gulu Archdiocese; evaluate the relationship between governance systems, institutional environment and resource commitment in Gulu Archdiocese; and determine the combined impact of Internal Control Systems and resource commitment on Service Delivery in Gulu Archdiocese.

Response Rate

Out of the 160 respondents sampled, data was collected from 160 of them. This represented a response rate of 100%. Therefore, the generalizability of the findings was assured.

Characteristics of Respondents

The respondents were also asked to report on their personal characteristics which included their gender, age, education levels, position held and duration of service in their parishes (in years). Their responses are presented in table 4.1.

..1 Gender of respondents

The respondents were asked to report on their gender and their responses are as shown in Table 4.1. The majority of respondents were reported to be male (73.8%) while the female constituted only 26.3%. This demonstrated that there was low female participation in the management of parishes in Gulu Archdiocese.

.2 Age bracket of respondents

The respondents were also asked to report on their age brackets and their responses were as shown in Table 4.1. Respondents in the age brackets 26 – 35 years and 36 – 45 years constituted the greatest proportion (34.4% and 28.8% respectively) while those aged 56 years and above constituted 11.3%. This implied that those involved in service delivery in Gulu Archdiocese are mostly in the active and productive age brackets.

le 4.1: Characteristics of Respondents

racteristics	Frequency	Percent
der of respondents		
e	118	73.8
ale	42	2 6.3
of respondents		
25 years	22	13.8
35 years	55	34.4
45 years	46	28.8
55 years	19	11.9
ears and above	18	11.3
cational level of respondents		
tificate/Diploma	66	41.3
helor Degree	43	26.9
ster Degree	36	22.5
)	4	2.5
ers	11	6.9
t		
cesan Curial position	18	11.3
lth Unit Administrator	21	13.1
airperson-Parish Pastoral Council	23	14.4
ish Priest	16	10.0
d teacher (Primary)	19	11.9
d teacher (Secondary)	22	13.8
rd of Governors/ Commissions	12	7.5
countant/ Bursar/ Treasurer	18	11.3
ne response	11	6.9
ration of service		
3 Years	61	38.1
6 Years	60	37.5
10 Years	23	14.4
Years and above	16	10.0
anery in which the parish belongs		
thedral	34	21.3
ly Rosary	31	19.4
cor	24	15.0
longo	30	18.8
gum Mission	23	14.4
rist The King	18	11.3
tal	**160**	**100**

3 Education level of respondents

The respondents were also asked to report on the highest levels of education attained. Their responses were as tabulated in Table 4.1 above. Most of the respondent were Certificate/Diploma holders (41.3%) followed by Bachelor degree holders (26.9%) and master degree holders were 22.5%. Meanwhile, those reported as PhD holders were only 2.5%. This implied that the management of parishes in Gulu Archdiocese was in the hands of people with low levels of education (Certificates /Diplomas). Therefore, they are less competent in delivering effective, efficient and consistent services to the population.

.4 Post in the parish

The respondents also reported on the current positions held in their respective parishes. From Table 4.1, it can be observed that the 160 respondents were drawn from various positions in their parishes. The Chairpersons (Parish Pastoral Council) constituted 14.4 % followed by Head teachers (Secondary) who constituted 13.8%, Health Unit Administrators 13.1%, Head teachers of primary schools 11.9%, Diocesan Curial and Accountants constituted 11.3 % each. Meanwhile, the others constituted between 7.5 % - 10.0%. Therefore, the study covered all sectors concerned with service delivery in Gulu Archdiocese.

.5 Duration of service in current post

From Table 4.1, most respondents had served for between 1 – 3 years and 4 – 6 years (38.1 % and 37.5 % respectively). 14.4 % held the same position for 7 – 10 years and only 10.0 % served for at least 10 years in the same positions in the same parish. The implication was that most of the people involved in delivery various services in the

Archdiocese of Gulu had relatively average experience in their respective positions and parishes.

Location of parishes

There were a total of 25 parishes that participated in the study. These were reported to be located in different deaneries as shown in Table 4.1. Cathedral Deanery had the highest number of parishes (21.3%) followed by Holy Rosary (19.4%), Kalongo (18.8 %), Lacor (15.0%), Kitgum Mission (14.4%) and lastly, Christ the King Deanery had only 11.3% of the parishes in Gulu Archdiocese. This implied most of those concerned with service delivery in Gulu Archdiocese are more around the Cathedral and Holy Rosary deanery.

Differences in functionality of ICS among Deaneries in Gulu Archdiocese

The first research objective was to establish if any differences existed in the functionality of internal control systems among the deaneries in Gulu Archdiocese. A one-way ANOVA was conducted and the results were as shown in Table 4.2.

Differences in functionality of Internal Controls Systems

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Sig
						Lower Bound	Upper Bound			
nt	Cathedral	34	3.12	.855	.147	2.82	3.42	1	4	.955
	Holy Rosary	31	3.15	.878	.158	2.83	3.47	1	4	
	Lacor	24	3.21	1.133	.231	2.73	3.69	1	5	
	Kalongo	30	3.27	.941	.172	2.92	3.63	1	4	
	Kitgum Mission	23	3.15	.788	.164	2.81	3.50	1	4	
	Christ The King	18	3.01	.829	.195	2.60	3.42	1	4	
	Total	160	3.16	.900	.071	3.02	3.30	1	5	
	Cathedral	34	3.24	.803	.138	2.96	3.52	2	5	.085
	Holy Rosary	31	3.16	.866	.156	2.84	3.48	2	4	
	Lacor	24	2.97	.878	.179	2.60	3.34	1	4	
	Kalongo	30	3.24	.896	.164	2.90	3.57	1	5	
	Kitgum Mission	23	2.80	.863	.180	2.43	3.17	1	4	
	Christ The King	18	2.63	.878	.207	2.20	3.07	1	4	
	Total	160	3.05	.875	.069	2.92	3.19	1	5	
g	Cathedral	34	3.22	.770	.132	2.95	3.49	2	4	.072
t	Holy Rosary	31	3.10	.718	.129	2.83	3.36	1	4	
	Lacor	24	2.82	1.008	.206	2.40	3.25	1	4	
	Kalongo	30	3.03	.847	.155	2.72	3.35	1	4	
	Kitgum Mission	23	2.63	.806	.168	2.28	2.98	1	4	
	Christ The King	18	2.71	.885	.209	2.27	3.15	1	4	
	Total	**160**	**2.96**	**.846**	**.067**	**2.83**	**3.09**	**1**	**4**	

ontrol environment

he results above showed that the functionality of control environment differed among

eaneries in Gulu Archdiocese. It was found to be most functional in Kalongo Deanery

M = 3.27, SD = 0.941) followed by Lacor Deanery (M = 3.21, SD = 1.133). Holy

Rosary and Kitgum Mission Deaneries were found to have the same level of functionality of their control environments (M = 3.15, SD = 0.878 and M = 3.15, SD = 0.788 respectively). Control environment was found to be least in Cathedral and Christ the King Deaneries (M = 3.12, SD = 0.855 and M = 3.01, SD = 0.829 respectively. However, these differences in functionality of control environment among deaneries were not statistically significant (Sig. > 0.05) at the 95% confidence level.

3.2 Control activities

The functionality of control activities was also found to vary among deaneries. Kalongo and Cathedral deaneries were reported to have the most function control activities (M = 3.24, SD = 0.896 and M = 3.24, SD = 0.803 respectively). Next was Holy Rosary deanery (M = 3.16, SD = 0.866) followed by Lacor Deanery (M = 2.97, SD = 0.878) and Kitgum Mission (M = 2.80, SD = 0.863). Christ the King was reported to have the least functional control activities (M = 2.63, SD = 0.878). These differences in functionality of control activities among deaneries, however, were not statistically significant (Sig. > 0.05) at the 95% confidence level.

3.3 Monitoring activities

The monitoring activities were found to be most functional in Cathedral deanery (M = 3.22, SD = 0.770) followed by Holy Rosary (M = 3.10, SD = 0.718) and Kalongo deanery (M = 3.03, SD = 0.847). The next deanery in the functionality of their monitoring activities was Lacor (M = 2.82, SD = 1.008) followed by Christ the King (M = 2.71, SD = 0.885). Monitoring activities were found to be least functional in Kitgum Mission deanery (M = 2.63, SD = 0.806). Again, these differences in functionality of

monitoring activities among deaneries were not statistically significant (Sig. > 0.05) at the 95% confidence level.

Status of Service Delivery in Gulu Archdiocese

The second research objective was to examine the status of Service Delivery in the different deaneries in Gulu Archdiocese. This was done by examining the four indicators of quality service delivery separately. These were economy, efficiency, effectiveness and consistency in service delivery. A one-way ANOVA was performed and the results are shown in Table 4.3.

.1 Economy in service delivery

Results show that economy in service delivery differed among deaneries in Gulu Archdiocese. It was found that services are delivered most economically in Holy Rosary deanery (M=3.53, SD=2.048) followed by Kalongo deanery (M=3.38, SD1.007). The next deaneries in economy in service delivery were Cathedral deanery (M=3.36, SD=0.019) and Kitgum Mission (M=3.17, SD= 0.814). Services were found to be delivered least economically in Lacor and Christ the King deaneries (M= 3.12, SD= 1.052 and M= 2.71, SD= 0.714 respectively. However these differences in the economy of service delivery among deaneries was found to be statistically insignificant (Sig= 0.289).

ble 4.3: Status of Service Delivery

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	sig
						Lower Bound	Upper Bound			
nomy in vice very	Cathedral	34	3.36	.819	.140	3.07	3.64	1	5	.289
	Holy Rosary	31	3.53	2.048	.368	2.78	4.29	2	4	
	Lacor	24	3.12	1.052	.215	2.67	3.56	1	5	
	Kalongo	30	3.38	1.007	.184	3.00	3.76	1	5	
	Kitgum Mission	23	3.17	.814	.170	2.82	3.53	2	4	
	Christ The King	18	2.71	.714	.168	2.36	3.07	1	4	
	Total	160	3.26	1.216	.096	3.07	3.45	1	4	
ciency in vice ivery	Cathedral	34	3.30	.744	.128	3.04	3.56	2	5	.266
	Holy Rosary	31	3.17	.795	.143	2.88	3.47	1	4	
	Lacor	24	3.10	1.035	.211	2.66	3.54	1	5	
	Kalongo	30	3.37	.879	.160	3.04	3.69	1	5	
	Kitgum Mission	23	3.30	.646	.135	3.02	3.58	2	4	
	Christ The King	18	2.78	.907	.214	2.33	3.23	1	4	
	Total	160	3.20	.840	.066	3.07	3.33	1	5	
ctiveness ervice ivery	Cathedral	34	3.13	.813	.139	2.85	3.41	1	4	.732
	Holy Rosary	31	3.04	.918	.165	2.70	3.37	1	4	
	Lacor	24	3.09	1.045	.213	2.65	3.53	1	5	
	Kalongo	30	3.37	.982	.179	3.00	3.74	1	5	
	Kitgum Mission	23	3.20	.833	.174	2.84	3.56	2	5	
	Christ The King	18	3.29	.611	.144	2.99	3.59	2	5	
	Total	160	3.18	.883	.070	3.04	3.32	1	5	
nsistency in rvice elivery	Cathedral	34	3.14	.905	.155	2.82	3.45	1	4	.770
	Holy Rosary	31	3.20	.808	.145	2.90	3.50	1	4	
	Lacor	24	3.27	1.217	.248	2.75	3.78	1	5	
	Kalongo	30	3.27	.973	.178	2.90	3.63	1	4	
	Kitgum Mission	23	3.15	.929	.194	2.75	3.55	1	5	
	Christ The King	18	2.87	.703	.166	2.52	3.22	1	4	
	Total	160	3.16	.931	.074	3.02	3.31	1	5	

Efficiency in service delivery

Services were reported to be most efficiently delivered in Kalongo deanery (M= 3.37, SD= 0.879) followed by Kitgum Mission and Cathedral deaneries (M= 3.30, SD=0.646 and M=3.30, SD= 0.744 respectively). The next deaneries in efficiency in service delivery were Holy Rosary and Lacor (M= 3.17, SD= 0.795 and M= 3.10, SD= 1.035 respectively). Christ the King deanery was reported to be least efficient in service delivery M= 2.78, SD= 0.907). However these differences in the efficiency of service delivery among deaneries was found to be statistically insignificant (Sig= 0.266).

.3 Effectiveness in service delivery

Kalongo deanery was reported to delivery services most effectively (M= 3.37, SD= 0.982) followed by Christ the King deanery (M= 3.29, SD= 0.611) and Kitgum Mission (M= 3.20, SD= 0.833). The least effective deaneries in service delivery were Cathedral, Lacor and Holy Rosary (M= 3.13, SD= 0.813; M= 3.09, SD= 1.045 and M= 3.04, SD= 0.918 respectively). However these differences in the effectiveness of service delivery among deaneries was found to be statistically insignificant (Sig= 0.732).

4.4 Consistency in service delivery

The most consistent deaneries in service delivery were Lacor and Kalongo (M= 3.27, SD 1.217 and M= 3.27, SD= 0.973). These were followed by Holy Rosary Deanery (M= 3.20, SD= 0.808 and Kitgum Mission deanery (M= 3.15, SD= 0.929). The least consistent deaneries in service delivery were reported to be Cathedral and Christ the King (M= 3.14, SD= 0.905 and M= 2.87, SD= 0.703). However these differences in the

consistency of service delivery among deaneries was found to be statistically insignificant (Sig= 0.770).

Correlation Analysis

The correlation analysis was performed to establish the relationships between various variables of the study. Pearson correlation coefficient (***r***) is the most commonly used bivariate correlation index which measures the association between two quantitative variables without distinction between the independent and dependent variables (Mertter & Vannatta, 2002). According to Graham (2010) and Laerd Statistics (2013), Pearson's correlation coefficient (***r***) is a measure of the strength and direction of association that exists between two variables. They explain that the value of **r** is always between -1.0 and +1.0 such that if the value of **r** is negative (less than 0), it means a negative relationship exists and if the value is positive (greater 0), it means the relationship between the two variables is positive. Pearson's correlation coefficients between different variables are presented in Table 4.4

5.1 Relationship between ICS and service delivery in Gulu archdiocese

The third objective of this study was to establish the relationship between internal control systems and service delivery in Gulu Archdiocese. It was found out in table 4.4 that a strong positive relationship existed between internal control systems and service delivery ($r= 0.856$, p value <0.01). This means when internal control systems improve service delivery would also improve. This relationship was found to be statistically significant at 0.01 levels (1 percent). Therefore, there was a 99 percent probability that the established

positive relationships between internal control systems and service delivery were not by chance.

le 4.4 Pearson's Correlation between Variables

			Internal Control System	Resource Commitment	Institutional Environment	Governance System	Service Delivery
mal ems	Control	Pearson Correlation	1				
		Sig. (2-tailed)					
		N	160				
ource nmitment		Pearson Correlation	.723(**)	1			
		Sig. (2-tailed)	.000				
		N	160	160			
itutional ironment		Pearson Correlation	.733(**)	.550(**)	1		
		Sig. (2-tailed)	.000	.000			
		N	160	160	160		
vernance System		Pearson Correlation	.803(**)	.628(**)	.796(**)	1	
		Sig. (2-tailed)	.000	.000	.000		
		N	160	160	160	160	
vice Delivery		Pearson Correlation	.856(**)	.682(**)	.660(**)	.705(**)	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	160	160	160	160	160

Correlation is significant at the 0.01 level (2-tailed).

.2 Governance systems and resource commitment in Gulu archdiocese

The fourth objective of this study was to evaluate the relationship between governance systems and resource commitment in Gulu Archdiocese. Again, a correlation analysis was performed to establish if any relationship existed between governance systems and resource commitment in Gulu Archdiocese. The results are presented in Table 4.4.

The correlation matrix in the Table 4.4 shows that there was a strong positive relationship between governance systems and resource commitment in Gulu Archdiocese (r = .682, p-

value < 0.01). In this relationship, the Pearson's correlation coefficient (***r***) was also found to be greater than 0 (positive). The implication of this positive relationship was that the resource commitment in Gulu Archdiocese changed in the same direction with changes in the governance systems. This correlation coefficient was found to be significant at 0.01 levels (1 percent).

3 Institutional environment and resource commitment relation

The fourth research objective of the study was to determine the relationship between institutional environment and resource commitment in Gulu Archdiocese. A correlation analysis was performed to determine if any relationship existed between institutional environment and resource commitment in the Archdiocese. The results are presented in Table 4.4. Results in the correlation matrix above shows that there was a moderate positive relationship between resource commitment and institutional environment in Gulu Archdiocese (r = .550, p-value < 0.01). In this relationship, the Pearson's correlation coefficient (***r***) was also found to be greater than 0 (positive). The implication of this positive relationship was that the institutional environment in Gulu Archdiocese changed in the same direction with changes in the resource commitment. This correlation coefficient was found to be statistically significant at 0.01 levels (1 percent).

6 Multicollinearity Test

Multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable (Hair, Black, Babin & Anderson, 2010).

In order to check the presence of autocorrelation and multicollinearity in the data, Durbin-Watson, tolerance and Variance Inflation Factor (VIF) statistics were analyzed respectively. The highest value of VIF statistics obtained is 3.852 suggesting absence of multicollinearity since a commonly given rule of thumb is that VIF's of 10 or higher may be a reason for concern (Gujarati & Sangeetha, 2008). Regarding the Durbin-Watson statistic value of 2.011 was found to be acceptable indicating no presence of collinearity given that the rule of thumb ranges from 0 to 4 (Durbin & Watson, 1951).

ole 4.5 Multicollinerity test

	Tolerance	VIF
nstant		
vernance System	.260	3.852
source Commitment	.470	2.126
titutional Environment	.341	2.932
ernal Control System	.260	3.842

Regression analysis

The regression analysis was carried out to determine the combined impact of internal control systems, resource commitment, institutional environment and governance systems on service delivery in line with the fifth research objective of the study. A multiple regression analysis was conducted to assess the impact of predictor variables (internal control systems, resource commitment, institutional environment and governance systems) on the dependent variable (service delivery).

Multiple regression analysis is used when researchers want to predict the value of a dependent variable based on the value of one or more predictor (independent) variables (Odiya, 2009 and Laerd Statistics, 2013). This analysis produces a Regression Model

which shows, among others, three important values: the R Square, the B-value and the p-value. The R-Square value shows the proportion of the variation in the dependent variable that can be explained by variations in the independent variable(s). Table 4.6 and table 4.7 show the model summary as well as the ANOVA table.

le 4.6 Model summary

					Change Statistics					
le	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
	.862(a)	.743	.736	.409	.743	111.972	4	155	.000	2.011

:edictors: (Constant), Internal Control System, Resource Commitment, Institutional
'ironment, Governance System
)ependent Variable: Service Delivery

ble 4.7 ANOVA

del		Sum of Squares	df	Mean Square	F	Sig.
	Regression	74.918	4	18.730	111.972	.000(a)
	Residual	25.927	155	.167		
	Total	100.845	159			

redictors: (Constant), Internal Control System, Resource Commitment, Institutional
vironment, Governance System
Dependent Variable: Service Delivery

le 4.8 Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients			Dependent variable: Service Delivery	
	B	Std. Error	Beta	t	Sig.	R Square	.716
Constant)	.429	.139		3.080	.002	Adjusted R square	.738
nternal ontrol ystems	.730	.081	.716	8.975	.030	F	224.592
esource Commitment	.109	.050	.130	2.192	.000	Sig.	.000
nstitutional Environment	.061	.064	.066	.943	.347		
Governance System	.003	.070	-.004	-.045	.964		

From Table 4.6, a combination of internal control systems, resource commitment, institutional environment and governance systems significantly explained up to 74.3% of the variation in the delivery of services in Gulu Archdiocese (Adjusted R square = 0.736, sig F change= .000). In other words, about 25.7% of the variation in service delivery was predicted by other variables not covered by the scope of this study. The ANOVA table 4.6 show that the model in the study was significant (F= 111.972, p< .001).

The results of the multiple regression analysis above imply that if the parishes in Gulu Archdiocese improved their internal control systems and resource commitments, it would lead to a 74.3% improvement in service delivery. Meanwhile, the B values are the values for the regression equation for predicting the dependent variable from the independent variable. Lastly, the P-value shows how confident the researcher can depict that the

relationship between the independent variable (s) and the dependent variable was not by chance (Laerd Statistics, 2013; Odiya, 2009 and Onen & Oso, 2005).

The p-value associated with the F-value in this model was found to be very small (Sig. = 0.0001; F-value = 111.972). This value is used to show whether or not the predictor variables reliably predict the outcome variable. Since the p-value is less than 0.05, it can be concluded that the predictor variables (internal control systems, resource commitment, institutional environment and governance systems) reliably predicted the outcome variable (service delivery).

Results in Table 4.8 indicate that internal control systems is the biggest predictor of service delivery compared to all the other variables (Beta= 0.716, p< .001) followed by resource commitment (Beta= .130, p< .05). Meanwhile, institutional environment and governance systems were not good predictors of service delivery (Beta= .066, p>.05, & Beta= -.004, p> .05 respectively).

The p-value associated with the F-value in this model was found to be very small (Sig. = 0.0001; F-value = 224.592). This value is used to show whether or not the predictor variables reliably predict the outcome variable. Since the p-value is less than 0.05, it can be concluded that the predictor variables (internal control systems and resource commitment) reliably predicted the outcome variable (service delivery). However, the results showed that internal control systems was a stronger predictor of service delivery (Beta = 0 .716) than resource commitment (Beta = 0.130). Previous research also confirms that internal controls have a positive significant relationship with services

delivery (Ntongo, Nkote and Kayongo, 2012). Pitt, Foreman & Bromfield (1995, 2006) also found that there is a relationship between organizational commitment and service delivery, although the link between organizational commitment and service delivery is not very strong.

CHAPTER FIVE

DISCUSSION OF RESULTS, CONLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the discussion, conclusions and recommendations drawn for the study findings of the previous chapter (Chapter four). The chapter is organized in sections the first section deals with discussions related to the research objectives, the second section focuses on conclusions, the third section provides the recommendations and finally the fourth section presents areas for further study.

Discussion

The functionality of ICS is a function of the working of the three components of the systems. These components are Control Environment, Control Activities and Monitoring Activities. Therefore, the difference in the functionality of ICS among deaneries in Gulu Archdiocese was analyzed in relation to these components.

A one-way ANOVA was conducted to compare the effect of the location of a deanery on the functionality of control environment. The results show that the differences in means of different deaneries were not statistically significant. This finding agrees with DiNapoli (2007) who noted that control environment is an important component of ICS. This is because it forms the foundation of all other components of ICS and sets the tone of an organization, influencing the control consciousness of its staff. This view is also supported by Amudo & Inanga (2009) who assert that the quality of an organization's internal controls system depends on the functionality and quality of their control

environments.

Therefore, providing a proper control environment for a diocesan institution is very essential to the effectiveness of service delivery. Control environment forms the overall attitudes, values, and philosophy of all those involved in service delivery throughout the Archdiocese. Gulu Archdiocesan Guide (2012) also stipulates that management should be committed to ethical business practices and to following established control procedures. This finding is in agreement with that of Brain (2013) who found out that control environment was the most functional component of ICS in Kenya Revenue Authority. This confirms the findings by Bazzolil, (2000) that internal control ensures sound performance management which leads to the attainment of set goals.

When we compared the effect of the location of a deanery on the functionality of control activities the results showed that the differences in means of different deaneries were not statistically significant. Specifically, the results suggested that the location of a deanery does not influence the functionality of control activities in Gulu Archdiocese.

The importance of having functional control activities was emphasised by Hayes & Schilder (1999). According to them, organizations that neglect to institute the required control activities in forms of physical control of assets, segregation of duties, authorization of activities and adequate documentation would be exposed to increased fraud and unfavorable publicity. This finding was consistent with the findings of Bukenya & Kinatta (2012) who concluded that more emphasis be put on securing the safety of assets such as cash, inventory, and physical assets of the organizations. The study also emphasizes the importance of adequate documentation, authorization and

approval as well as segregation of duties as important forms of control activities.

In Gulu Archdiocese, the Archbishop is the Chief Administrator and Chief Accounting Officer (Archdiocesan Policy, 2014). He appoints parish priests that assist him in the administration and management of finances in different parishes in conjunction with members of parish pastoral council in the Archdiocese of Gulu. These are the people who are responsible for designing and implementation of control activities including physical control of assets, authorization, documentation and segregation of duties. An ineffective ICS promote poor service delivery in organization. This is supported by Young and Cardoso (2009) who state that effectiveness of ICS strengthen provision of service to the population.

When we compared the effect of the location of a deanery on the functionality of monitoring activities the results show that the differences in means of different deaneries were not statistically significant. Specifically, the results suggest that the location of a deanery does not influence the functionality of monitoring activities in Gulu Archdiocese.

This finding agrees with Bukenya & Kinatta (2012) who observe that monitoring activities are carried out to assess the quality of ICS performance over time. This is done through carrying out ongoing monitoring, or periodic evaluations. Ayagre and Gyamerah, (2014) also assert that a control system has be monitored to ensure that it operate effectively. They found out the most effective form of monitoring in banks focused on independent internal auditing and engaging external evaluators periodically to objectively evaluate ICS. This is agreement with INTOSAI (2004) who confirmed that the Internal Audit function is often the key monitor of the ICS, they examine the controls and control

system, identify where controls have failed so that these failures can be rectified and also make recommendations to management for new and improved systems for diocesan's authority action.

According to the Diocesan Performance Appraisal Document (2011) performance appraisal committees and head of the different commissions are supposed to monitor and review the performance of their respective departments. This monitoring involves separate evaluations which cover the evaluation of the effectiveness of the ICS in achieving set objectives and any deficiencies should be reported to the performance appraisal committee by internal audit department of the Gulu Archdiocese.

The status of SD in Gulu Archdiocese was analyzed by looking at the four indicators. These indicators were economy, efficiency, effectiveness and consistency. Therefore, the difference in the status of SD among deaneries in Gulu Archdiocese was analyzed in relation to these indicators.

When we compared the difference in the economy in SD among deaneries in Gulu Archdiocese the results showed that the differences in means of different deaneries were not statistically significant. Specifically, the results suggest that the location of a deanery does not influence the economy of SD in Gulu Archdiocese.

This was in agreement with Chandler (1987) who argues that economy in service delivery highlights control of waste in the provision of service delivery and that the service should be provided more cheaply. Muriisa (2008) also confirmed in his study of

Decentralization in Uganda that through competitive tendering, economy in road maintenance was achieved.

Additionally when we compared the difference in the efficiency in SD among deaneries in Gulu Archdiocese the results showed that the differences in means of different deaneries were not statistically significant. Specifically, the results suggest that the location of a deanery does not influence the efficiency of SD in Gulu Archdiocese. Efficiency is about improving productivity, getting more from the same resources, or achieving the same results for less resource. According to Raynsford (2004), this can be achieved by one or more of the following: reducing inputs (Money, people, assets etc) for the same outputs and reducing prices (procurements, labour costs etc) for the same outputs. Thai finding was in agreement with Dickson (2013) who found out in his study on Budgetary Management and Efficiency in Service Delivery in Local Government that efficiency was crucial in the provision of education, health, and garbage collection services. In Gulu Archdiocese, efficiency is achieved through emphasis on cost minimization without compromising standards (Archdiocesan Policy, 2014). Possession of the required knowledge and skills to provide the service is critical to the success of Gulu Archdiocesan deaneries. Efficiency of the Archdiocese could be centralized around the organization as a whole and the contact personnel. Conway & Swift (2000) confirmed that expertise and skills are to be reflected in the organization.

Furthermore, when we compared the difference in the effectiveness in SD among deaneries in Gulu Archdiocese. The results showed that the difference in means of different deaneries were not statistically significant. This finding agreed with Frozzard

(2001) and Kolter (1999) who observed that effectiveness in service delivery was a determinant of the quality of service delivery and the level of satisfaction that users derive from it. Onyang (2005) in his research on effective service delivery and budgetary systems also established that effectiveness is required in delivery of quality road services, education, health, and disposal of waste in Jinja Municipal Council.

The service delivery policy of Gulu Archdiocese requires the implementing agencies to improve on their respective departments by focusing on setting standard with regards to processes (inputs) and outputs specified time period, resources, performance standards, and performance measurement (Reddy & Lakshmi, 2008).

Again, when we compared the difference in the consistency in SD among deaneries in Gulu Archdiocese the results showed that the differences in means of different deaneries were not statistically significant. Specifically, the results suggest that the location of a deanery doesn't influence the consistency of SD in Gulu Archdiocese.

Consistency in service delivery was found to feature prominently all deaneries in Gulu Archdiocese. It involves knowing the true needs, wants, expectations and requirements of your target customers (Mac, 2011). The population of Gulu Archdiocese, for example, repeatedly return to the Church founded hospitals because they know they will get the same good service every time, regardless of which health center they visit and when they visit. Consistency is the key to Gulu Archdiocesan success. This is supported by Lindquist (2007) who observes that satisfaction in service delivery has a positive relationship to a person's future decision to return to the same facility to receive the same service.

According to Berry et al (1990), consistency in service delivery means reliably performing the service dependably and accurately. Specifically, Gulu Archdiocese in the quest to maintain consistency has included consistency issues in the mission statements, set consistency standard, incorporated training programmes on consistency and have appointed consistency team to study specific services and recommend ways to improve consistency by measuring error rates and reward error free services (Gulu Performance Appraisal Guide, 2011).

The results of the correlation analysis performed revealed a strong positive relationship between internal control systems and service delivery. This would mean that, any improvement in ICS would be followed by improvement in SD in Gulu Archdiocese. This is probability due to the fact that strong internal control systems ensure that resources are allocated to their defined priorities and to guarantee efficient service delivery to the population (Lawson, De Renzio and Umarji, 2006). This could be achieved through having conducive control environment, control activities and monitoring activities as component of ICS. This finding was confirmed by Schaeffer (2005) when he says internal controls systems give reasonable assurance that irregularity in resource utilization are detected. Kakuru (2001) also argued that if ICS were not well implemented, it would negatively affect performance and productivity of a firm.

These findings agree with Ntong (2012) who established a strong positive relationship between ICS and Health Service Delivery in Kampala district Uganda. Byanguye (2011) also found that ICS had a significant positive relationship to achieving value for money in School Facilities Grants implementation in Kamuli district Uganda. This is in line with

the view that service delivery can be taken to be an outcome of performance (Ayeni, 2002). Aderspan (2001) added that it avoids having idle staff in the organization thus ensuring constant provision of services.

The correlation analysis performed revealed that resource commitment was positively related to governance systems. This implies that improvement in resource commitment would be registered if there was improvement in governance systems. This finding is in agreement with that of Konzelmann *et al* (2005) who confirmed that governance systems impact on the willingness of stakeholders in committing resources to achieve the productive objectives which have been set. Governance lies at the very heart of the way services are provided. Often defined as "the way businesses are directed and controlled, governance is concerned with the work of the board as the body which bears ultimate responsibility for the business (Casson 2013). Governance relates to how the board is constituted and it performs its role. Governance captures the manner in which power is exercised in the management of the resources commitment (Santiso, 2001). In the Church, the governance structure plays a role in how the Church provides services by affecting costs and in particular transaction costs. Allen (1995) also observes that a Church's ability to survive requires an organizational form (governance structure) that is best able to produce a given amount of outputs.

The correlation analysis performed revealed that resource commitment had a moderate positive relationship with institutional environment. This would mean that when institutional environment improves, the level of resource commitment in Gulu Archdiocese would also improve. This institutional environment comprises of internal

and external factors. This finding agreed with Thompson (1967) who observes that an institution has got control over its internal environment which comprises of goals, regulations, rules, procedures and policies. He emphases that this institutional environment must be well known by employees of an institution as they directly or indirectly affect their behaviors and performance. In Gulu Archdiocese, those aspects of institutional environment which were reported to be prominent included donor policies, adherence to government policies, Execlessical rules and regulations in service delivery.

This finding is also supported by views of Henisz & Delios (2012) who concluded that the survival probabilities are higher for organization operating in the institutional environment which is relativity stable, which reduces the extend of uncertainty.

A multiple regression analysis was conducted to assess the impact of four predictor variables (internal controls systems, resource commitment, institutional environment and governance systems) on the dependent variable (service delivery). We find that the variation in the delivery of services in Gulu Archdiocese was a combined impact of internal control systems, resource commitment, institutional environment and governance systems. However, internal control systems and resource commitment were found to impact more on the variations in service delivery while the impact of institutional environment and governance systems on service delivery were found to be negligible. This could be explained by the fact that Internal control systems lead to the promotion of adherence to laws, regulations, contracts and the development and maintenance of reliable financial and management data, and accurately present data in timely reports (Kaplan, 2008; Cunningham, 2004; INTOSAI, 2004).

These findings agree with that of Ntongo, (2012) who investigated the combined impact of internal control systems and financial accountability on the delivery of health services in Kampala District. He concluded that internal control systems were a more significant predictor of service delivery.

Although internal control systems and resource commitment were found to have strong impact on service delivery in Gulu Archdiocese, there were other factors as well. The regression analysis reveals that the variation in service delivery was the impact of other variables not covered by the scope of this study. The impact of such factors should not be underscored. These other factors were identified to include record management, financial accountability, adaption and use of ICT and staff behavior (Kalusopa, 2012; Ntongo, 2012; Rwashana & Williams, 2008 and Kasule, 2007).

Conclusion

This study was on internal control systems and service delivery in Gulu Archdiocese. It was intended to examine the relationship between the independent variables (internal controls systems) and dependent variable (service delivery) with resource commitment, governance systems and institutional environment as intervening and moderating variables respectively.

The first finding of this study was that the functionality of the three components of internal control system (CE, CA, & MA) was not statistically different in all the deaneries in Gulu Archdiocese. In other words all deaneries in Gulu Archdiocese had more less the same level of functionality in their internal control systems.

Secondly, the study established that the status of service delivery in Gulu Archdiocese were not statistically different in all the deaneries in Gulu Archdiocese. In other words all the deaneries in Gulu Archdiocese had level of economy, efficiency, effectiveness and consistency in service delivery.

Thirdly, the study found that a strong positive relationship existed between internal controls systems and service delivery. This implied that the level of service delivery in Gulu Archdiocese changed in the same direction with changes in the internal controls systems. This means that with effective ICS, desired service delivery can be achieved. Improvement in ICS relatively improves SD.

The fourth finding of the study was that a strong positive relationship existed between governance systems and resource commitment in Gulu Archdiocese ($r = .628$, p-value < 0.01). The implication of this positive relationship was that the resource commitment in Gulu Archdiocese changed in the same direction with changes in the governance systems. This means that GS and RC increase the efficiency and effectiveness of SD in Gulu Archdiocese. Alternatively, if there is no proper governance and usage of resources, set performance standards can't be achieved and service provision will be inadequate,

A moderate positive relationship was also found to exist between resource commitment and institutional environment in Gulu Archdiocese ($r = .550$, p-value < 0.01). The implication of this positive relationship was that the institutional environment in Gulu Archdiocese changed in the same direction with changes in the resource commitment. Creating an enabling environment would motivate the owner to invest more in the services in Gulu Archdiocese.

Lastly, the study found out that a combination of internal control systems and resource commitment significantly predicted or explained up to 74.3% of the variation in the delivery of services in Gulu Archdiocese (Adjusted R square = 0.736) and that internal control system was a stronger predictor of service delivery (Beta = 0 .716) than resource commitment (Beta = 0 .130).

Recommendations

The findings revealed that there was a significant positive relationship between ICS and SD. Researcher therefore recommends that:

1. Since there is a positive relationship between ICS and SD, Gulu Archdiocese should make ICS strong in all deaneries in order to improve SD. This can be done by improving on performance management and appraisal, supervision and many more.

2. Gulu Archdiocese should formulate policies to strengthen its ICS to ensure uniform adherence in all deaneries in order to work towards a common cause of delivering quality service to the population. It should adhere to the implementation of ICS across the deaneries since it was evident that ICS contribute up to 71.6% of SD.

3. Deaneries in Gulu Archdiocese should continuously monitor the ICS to ensure high level of SD in all Parishes. The Parish Priests and Parish Pastoral Councils from time to time should review the existing ICS; strengthen them and recruitment of knowledgeable staff. This could be achieved if the Performance Appraisal Committee had set goals and it ensured that those in authority adhered to those goals so that performance is not compromised.

Routine monitoring and evaluation of performance should be encouraged in the parishes and departments so that inefficiency are reduced or eliminated. Staff and administrators needed to be equipped with skills and knowledge for effective management of performance across all sectors. There should be performance feedback to the respective commissions/ department, provision of refresher courses like leadership and management to all those concerned with delivery of services.

The Archdiocesan governing body should set measurable objectives that permit monitoring of internal controls systems of all deaneries to improve economy, efficient, effectiveness and consistency in service delivery. Gulu Archdiocese should self- assess the efficiency gains they have achieved in the previous year in SD through initial analyses, end of year reporting and review process. It should also create an enabling environment in order to motivate donors to invest more on service provision.

Areas for Further Research

This research was on internal controls systems and service delivery in Gulu Archdiocese. The researcher therefore wishes to suggest the followings: effectiveness of ICS and fraud; the roles of quality supervision on SD; the effect of motivation on SD; budget management and SD and lastly resource utilization and SD in Gulu Archdiocese (CBO) as areas of further research.

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Appendix one: Questionnaires

Respondent,

name is **Atim Betty Grace Reg No 12/U/2400/MBA** a second year student of Gulu ersity. I am currently carrying out a study entitled "***INTERNAL CONTROL SYSTEMS SERVICE DELIVERY IN GULU ARCHDIOCESE, NORTHERN UGANDA"*** as part of equirement for the award of a degree of Master of Business Administration (MBA). **Please ly fill the questionnaire herewith.** The information you provide will only be used for the ose of this study and will be treated with confidentiality. **Please Tick the most appropriate onse** ✓

ion A: RESPONDENT'S BACKGROUND

ame (optional)……., Sign……

ender (Please tick appropriately) 1. Male ☐ 2. Female ☐

hat is your highest level of education?

Certificate/Diploma ☐ 2. Bachelor degree ☐ 3. Master degree ☐

D ☐ 5. Other (specify) ……..

hat position do you currently hold in the parish/ Archdiocese?

. Diocesan Curial positions ☐ 2. Health unit administrator ☐

. Chairperson-Parish pastoral council ☐ 4. Parish Priest ☐

. Head teacher-Primary school ☐ 6. Head teacher Secondary school ☐

. Board of Governors/commissions ☐ 8. Accountant/ Bursar/ Treasurer ☐

. None response ☐

what age bracket do you fall? (*Tick where appropriate*)

1. 18years-25years ☐ 2. 26 years -35 years ☐ 3. 36 years - 45 years ☐

4. 46 years -55years ☐ 5. 56 years and above ☐

or how long have you served in your current position in the parish/ Archdiocese?

1. 1-3 years ☐ 2. 4-6 years ☐ 3. 7-10 years ☐ 4. >10years ☐

KGROUND INFORMATION ON THE DEANERY

ıich deanery do you belong to? (*Tick where appropriate*)

1. Cathedral ☐ 2. Holy Rosary ☐ 3. Lacor ☐ 4. Kalongo ☐

5. Kitgum ☐ 6. Christ the King ☐

on B: To examine the quality of service delivery in Gulu Archdiocese

:e rank the following statement on Likert scales ranging from strongly disagree to strongly

:

:re;

·trongly Disagree (SD), 2= Disagree (D), 3= Not Sure (NS), 4= Agree (A), 5= Strongly

:e (SA). Please Tick the most appropriate response ✓

Section (b) Service Delivery	1	2	3	4	5
B1 Economical					
There is always careful use of resources available in our parish					
Resources in our parish are always planned for and carefully utilized					
Employees are adequately supervised to ensure quality performance at all levels					
Services in our parish are quite affordable in term of cost, time or effort					
The parish ensures that resources are available to carry out the needed services in our parish					
B2 Efficiency	**1**	**2**	**3**	**4**	**5**
The parish ensures that employees have the required skills to improve performance					
The parish ensures employees always meet the targets of tasks assigned to them					
The parish employees are careful about cost minimization without compromising standards					
The parish leadership ensures employees perform their jobs on time					
The parish has a work plan and budgets					
B3 Effectiveness	**1**	**2**	**3**	**4**	**5**
Method of measuring performance are in our parish					
The parish ensures employees always strive to adhere to set performance standards					
The parish ensures it always deliver quality services to the Christian					
The parish provide prompt and timely services to the community/parisoners					
The parish ensures it always delivers services at low cost					

B4 Consistency	**1**	**2**	**3**	**4**	**5**
Our parish has structures which spells out the reporting process in the organization					
Our parish has a method of ensuring quality performance					
Our parish provide prompt and timely services to the community/parisoners					
Our parish ensures it timely carry out the planned activities					
Our parish employees maintain professionalism throughout working hours					
Section (c) Internal Control Systems					
C1 Control Environment	**1**	**2**	**3**	**4**	**5**
Our parish management philosophy communicates high expectations regarding integrity and ethical values.					
Our parish operating styles are supportive towards efficient service delivery					
There is a positive attitude by heads of departments towards implementing the diocesan guidelines/ policies					
Our parish have positive attitude towards their employees					
Management competence and practices facilitate good service delivery in our parish					
Our employee's behavior's are ethical as accepted by the organization's members and the society					
Policies are in place to guide the behavior of employees in the organization					
The policies in place ensures members act in accordance to rule acceptable on performance management					
There are adequate structures that enable staff to efficiently perform their jobs, roles, duties and responsibilities					
C2 Control Activities	**1**	**2**	**3**	**4**	**5**
Our parish has a well established systems of approval for every transaction to ensure compliance with set standards					
Our parish has a systems of verifications in place to ensure performance are routinely reviewed and findings shared with key stakeholders					
Our parish has monthly reconciliation of all transactions to ensure adherence to set standards and any variance is communicated and actions taken					
All authorization and approval of transaction take place in parish operations					
All duties and responsibilities are clearly segregated in our parish					
Our employees performance are reviewed with regard to establish standards					
Our parish has a data base for inventory which helps to regularly checks asset location and condition					
C3 Monitoring Activities	**1**	**2**	**3**	**4**	**5**
Actions against irregularity in performance are dealt with in our parish					
In our parish actions against unethical behavior of employee is assessed and					

actions taken with all seriousness					
Action against uneconomical activities are reported and action taken to avoid resource wastage in our parish					
Internal auditor visits our parish quarterly					
Management take timely and corrective measure on any inefficiency noted by internal and external auditors in our parish					
Action against ineffectiveness are reviewed to ensure performance meet expectation set by performance appraisal committee					
Our parish has a parameter to measures performance progress					
Section (d) Resource Commitment					
D1 Resource Commitment	**1**	**2**	**3**	**4**	**5**
Our parish is willing to provide the needed materials to achieve the stated goals and objectives of the Archdiocese					
Our parish is committed to invest in training of its employees on any new technology for improving service delivery					
Our parish commits financial resources to effective service delivery in Gulu Archdiocese					
Enough resources are being committed to the right course to improve service delivery					
Section (E) Governance Systems					
E1 Governance Systems	**1**	**2**	**3**	**4**	**5**
There is a efficient administration to meet set objectives					
The structuring systems of our parish are with the view of achieving a long term strategic goals					
Our parish offices are complying with the legal and regulatory requirement in its service provision					
Our parish service delivery are environmentally friendly and its meet community needs					
Our parish offices has a formal system of accountability for all transactions					
The board has the ability to read and interpret performance appraisal report					
The board receive annual performance appraisal reports timely					
The performance appraisal committee commits enough time to check on what is happening in our parish frequently and encourage feedback					
Section (F) Institutional Environment					
F 1 Institutional Environment	**1**	**2**	**3**	**4**	**5**
Rules and regulations in place are supportive toward goals achievement in our parish					
The policies and procedures in place are user friendly					
There are formal and informal procedures that govern the behavior of individuals in our parish					

The parish has a constitution and code of conduct which guide its daily operations					
Donor policies exist that regulate the operations of our parish activities					
Our parish adheres to government policies in its operations					
The internal environment facilitates our parish work					
The external environment facilitates our parish work					

Appendix Two: Budget for the research

	Item	Quantity	Unit price	Amount
	Stationeries			
	Photocopying papers	10 reams	18,000	180,000
	Internet services (Subscription)			150,000
	Flask disk (4 GB)	1	50,000	50,000
	Binding: Proposal	10 pcs	5,000	50,000
	Report	10 pcs	40,000	400,000
	Writing Materials	10 pcs	3,000	30,000
	Typing	Lump sum	100,000	100,000
	Printing (Cartridges)	2 Pieces	280,000	560,000
	Airtime	1	40,000	40,000
	Personnel			
	Allowance for 2 research assistants	20 days	25,000	1,000,000
	Transport and feeding for 2 research Assistants	20 days	15,000	600,000
	Total			**3,160,000**

Appendix Three: Research work plan

tivities	Mar-May'14	June-Oct' 14	Nov-Jan'15	Feb-Mar'15	Apr-Jun'15
oposal development and fense					
oposal corrections, sentation and approval					
ta collection					
ta Analysis & Report riting					
rst Draft, corrections & hal submission					

Appendix Four: Table for Determining Sample Size for a given Population

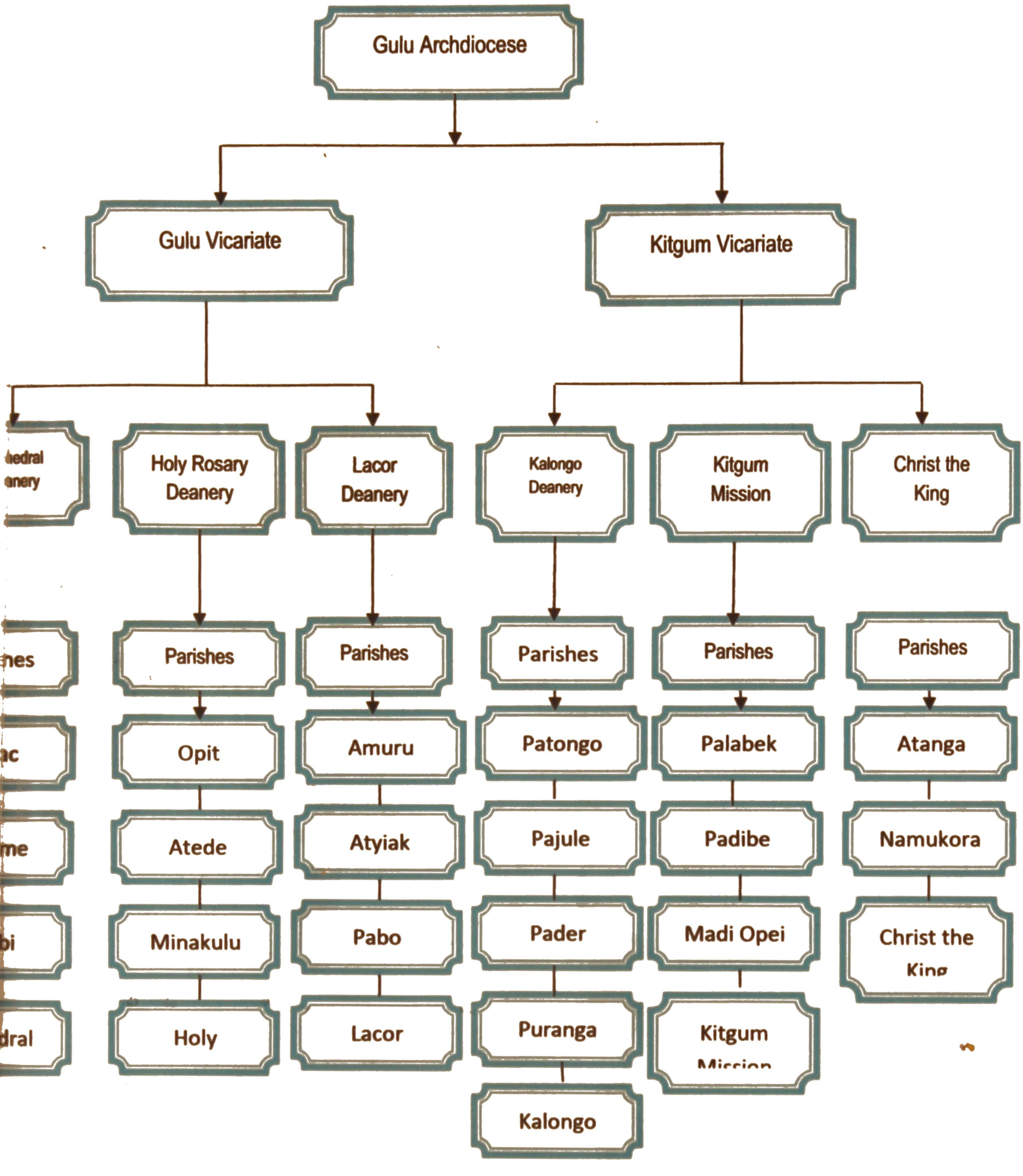
ıble for Determining Sample Size for a Given Population

I	S	N	S	N	S	N	S	N	S
)	10	100	80	280	162	800	260	2800	338
5	14	110	86	290	165	850	265	3000	341
0	19	120	92	300	169	900	269	3500	246
5	24	130	97	320	175	950	274	4000	351
0	28	140	103	340	181	1000	278	4500	351
5	32	150	108	360	186	1100	285	5000	357
0	36	160	113	380	181	1200	291	6000	361
5	40	180	118	400	196	1300	297	7000	364
0	44	190	123	420	201	1400	302	8000	367
5	48	200	127	440	205	1500	306	9000	368
0	52	210	132	460	210	1600	310	10000	373
5	56	220	136	480	214	1700	313	15000	375
0	59	230	140	500	217	1800	317	20000	377
5	63	240	144	550	225	1900	320	30000	379
10	66	250	148	600	234	2000	322	40000	380
15	70	260	152	650	242	2200	327	50000	381
10	73	270	155	700	248	2400	331	75000	382
15	76	270	159	750	256	2600	335	100000	384

: "N" is population size
"S" is sample size.

rce: *Krejcie & Morgan, 1970*

Appendix Five: Gulu Archdiocese Structure



rce: Gulu Archdiocese Policy, (2014)

Appendix six: Map of Uganda showing the Catholic Archdioceses



Source: Catholic directory, (2013)

GULU

P.O. Box 166
Gulu, Uganda

FOR COMMUNITY TRANSFORMATION

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OFFICE OF THE DEAN FACULTY OF BUSINESS AND DEVELOPMENT STUDIES

th October, 2014

TO WHOM IT MAY CONCERN

: ATIM BETTY GRACE **REG. NO. 12/U/2400/MBA**

e above named person is a final year student of Gulu University pursuing a asters of Business Administration (MBA) Degree of Gulu University.

partial fulfilment of the requirements for the award of the degree, she is carrying a research on the topic **"INTERNAL CONTROL SYSTEMS AND SERVICE LIVERY IN GULU ARCHDIOCESE NORTHERN UAGNDA."**

consideration accorded to her shall be highly appreciated.

fai y,

do K
rch Coordinator
ulty of Business and Development Studies.

ARCHDIOCESE OF GULU
Chancery Office
P. O. Box 200, Gulu
chancery@archdioceseofgulu.org

Our Ref: C/14

4th November 2014

Your Ref:

Dear Reverend Parish Priest/Administrator,

Re: Recommendation Letter for Rev.Sr. Betty Grace Atim for Academic Research

Greetings in the Name of the Lord Jesus Christ!

The above subject here refers.

I confirm that Reverend Sister Betty Grace Atim approached the Archdiocesan Chancery Office to do Academic Research in our Institutions in partial fulfillment for the requirements for the award of a Masters degree she is currently pursuing at Gulu University.

It is my considered opinion that her endeavor is noble one which needs your consideration and support in order for her to succeed.

I am glad, therefore, to recommend her for the academic research she would like to undertake at your Parish and/or Institutions. Any assistance offered her will be greatly appreciated.

Yours Sincerely,

Fr. Martin Agwee
CHANCELLOR
(0772635952)

ARCHDIOCESE OF GULU
P. O. Box 200,
Gulu - Uganda
CHANCELLOR

cc. The Archbishop of Gulu
cc. Vicar General, Archdiocese of Gulu