

DETERMINANTS OF EFFECTIVE GRANT MANAGEMENT SYSTEMS IN ZAMBIA: THE
CASE OF THE GIZ CIVIL SOCIETY PARTICIPATION PROGRAMME

BY

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A Dissertation Submitted to The University of Zambia in Partial Fulfillment of the Requirements
for the Award of the Master of Business Administration in Management Strategy

THE UNIVERSITY OF ZAMBIA

LUSAKA

2021

DECLARATION

I, **Choolwe Samboko**, do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other universities. All sources of data and literature on related works previously done by others used in the production of this dissertation have been duly acknowledged. If any omission has occurred, it is not by choice but by error.

Signature.....

Date.....

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APPROVAL

This dissertation by **Choolwe Samboko** is approved as fulfilment of the requirements for the award of degree of Master of Business Administration in Management Strategy.

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ABSTRACT

Donor Agencies play a very important role in administering development interventions by providing financial and technical support to governments as well as Non-Governmental Organizations (NGOs). The support is mostly administered through grants. To achieve their objectives, it is very important for donor agencies to have in place an effective grant management system. A Qualitative Study was conducted to examine the factors that influence the effective performance of the Grant Management System (GMS) using the GIZ's Civil Society Participation Programme (CSPP) as a case study. A review of the grants GIZ had concluded in the year 2019 revealed that 64% of the contracts were extended while 30% (including some of the contracts that had been extended) lapsed before the completion of the activities. The study intended to get the views, opinions, motivations and perceptions, from the respondents' view point, of the factors influencing an effective grant management system of the respondents. The study was aimed at ascertaining whether the system was functioning in accordance with its core purpose of guiding Programme implementation, operation and contractual processes. The study brought out a number of determinants of effective GMS which included well-defined standard operating procedures; simplicity of financial reporting templates, systems and Procedures; certainty (timely) of fund disbursements; effective Communication; training and continuous technical support; Capacity (Due Diligence) Assessments; and proper donor follow ups on project implementation and reporting. The study concludes that there is need to address the inhibiting factors for the purpose of consolidating and sustaining the effectiveness of the grants management system. The study further recommends that the identified determinants above can be incorporated in the grant management model for the GIZ's Civil Society Participation Programme.

Key words: *Grant management system, Programme implementation guide, Donor Agencies*

ACKNOWLEDGEMENTS

I would like to express my gratitude to certain individuals for their support and input to this study. My special thanks go to my supervisor Dr. Charity Musamba for her patience and guidance during the study. It was not an easy road, but her push and reminders kept me on my toes every day.

I would also like to thank Dr. Charles Mungule for his mentorship. He has been very tough on me just to get me do the right thing. Further, I would like to thank Ms. Sabine Midderhoff and Ms. Katharina Kammerer of GIZ for authorizing me to carry out the research on the CSPP.

I got a lot of inspiration from Mr. Benaiah Akombwa. I got reminders nearly every day asking on how far I had gone!

Finally, I would like to express my very profound gratitude to my wife Audell Samboko, my daughter Lubotu-Lushomo Samboko and my son Muleli-Mubotu Samboko. A lot of time was taken away from them, but their patience and encouragement kept me going.

Most of all I would like to thank God Almighty for enabling me to complete this study. Without Him nothing would have been possible.

DEDICATION

I dedicate this work to my wife Audell Samboko and my children, Lubotu-Lushomo, Muleli-Mubotu and Buumi-Bunji Samboko. I hope they will get inspired by this work to do even more to achieve the highest level of academic excellence.

TABLE OF CONTENTS

DECLARATION	ii
COPYRIGHT	iii
APPROVAL	iv
ABSTRACT	v
ACKNOWLEDGEMENTS	vi
DEDICATION	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF APPENDICES	xiii
ACRONYMS AND ABBREVIATIONS	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background Information	1
1.2 Statement of the Problem	4
1.3 Significance of the study	5
1.4 Scope of the study	5
1.5 Aim of the study.....	5
1.6 Research Objectives	5
1.6.1 Overall objective.....	5
1.6.2 Specific objectives	6
1.7 Research Questions	6
1.8 Organization of the Dissertation	6
1.9 Chapter Summary.....	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction	7

2.2	Best practice for the grantee organizations	7
2.2.1	Financial Accountability	8
2.2.2	Financial Reporting and Management	9
2.2.3	Transparency and good governance.....	9
2.3	Adherence to grant conditions.....	10
2.4	Recipient’s Capacity	11
2.5	Factors affecting grant management	12
2.6	Addressing the inhibitive factors.....	14
2.7	Conceptual Framework	16
2.8	Knowledge Gap.....	16
CHAPTER THREE		18
METHODOLOGY		18
3.1	Introduction	18
3.2	Research Design.....	18
3.3	Target Population	20
3.4	Sample Size	20
3.5	Sampling Techniques	20
3.6	Data Collection Methods.....	21
3.7	Sources of Data	21
3.8	Data Analysis and Procedure	21
3.9	Validity and Reliability	22
3.10	Ethical Considerations.....	22
3.11	Limitations of the Study.....	23
3.12	Chapter Summary.....	23
CHAPTER FOUR.....		24
DATA PRESENTATION AND ANALYSIS.....		24
4.1	Introduction	24
4.2	Demographic Composition of the sample	24

4.2.1	Gender and Age Distribution	24
4.2.2	Geographical Location.....	25
4.2.3	Level of Qualification and Experience	26
4.3	Main Findings	28
4.4	Specific Findings.....	30
4.5	Summary	36
CHAPTER FIVE		38
DISCUSSION		38
5.1	Introduction	38
5.2	Discussion of the Main Findings.....	38
5.3	Discussion of the Specific Findings	43
5.3.1	Discussion on Supportive Factors.....	43
5.3.2	Discussion on inhibiting Factors.....	46
5.3.3	Discussion addressing the inhibitive factors.....	50
CHAPTER SIX		55
CONCLUSIONS AND RECOMMENDATION.....		55
6.1	Introduction	55
6.2	Conclusion.....	55
6.3	Recommendation.....	56
6.3.1	Main Recommendation.....	56
6.3.2	Specific Recommendations.....	57
6.4	Future Work	57
REFERENCES.....		59
APPENDICES.....		61

LIST OF TABLES

Table 1 Research Design Matrix.....	20
Table 2 Gender and age distribution.....	25

LIST OF FIGURES

Figure 1 Current Grant Management System	2
Figure 2 Conceptual Framework (Blue Action Fund Grant Procedures Manual version 8, 2019)	16
Figure 3 Data Analysis procedure.....	22
Figure 4 Geographical distribution of the respondents.....	26
Figure 5 Respondents' level of qualification.....	27
Figure 6 Respondents' Level of experience	28
Figure 7 Determinants of effective grant management.....	30
Figure 8 Supportive Factors.....	32
Figure 9 Inhibiting Factors.....	34
Figure 10 Addressing the inhibitive factors.....	36
Figure 11 Current Grant Management Model	56
Figure 12 Proposed Grant Management Model.....	57

LIST OF APPENDICES

APPENDIX 1..... QUESTIONNAIRE

APPENDIX 2..... INTERVIEW GUIDE

ACRONYMS AND ABBREVIATIONS

BMZ – Bundesministerium Für Wirtschaftliche Zusammenarbeit (Federal Ministry for Economic Cooperation and Development)

CSO – Civil Society Organization

CSPP – Civil Society Participation Programme

DIHR – Danish Institute for Human Rights

EU – European Union

FES – Friedrich-Ebert-Stiftung

GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH

GMS – Grant Management System

KI – Key Informant

NGO – Non-Governmental Organization

NPO – Not for Profit Organization

SOPs – Standard Operating Procedures

CHAPTER ONE

INTRODUCTION

1.1 Background Information

This chapter gives a brief background of the Civil Society Participation Programme (CSPP). It also highlights the challenges faced by the CSPP from the inefficiencies of the current Grant Management system (GMS). It discusses the statement of the problem, the significance, the scope, the aim and objectives of the research.

The CSPP is a programme implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). According to the profile on the GIZ's official website, GIZ is the implementing agency of the Federal Republic of Germany (GIZ, n.d.).

The CSPP is funded by the Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU). The programme aims at strengthening the political involvement of civil society and promote constructive relations between the state and society. This is done through cooperating with civil society organizations (CSOs) that are committed to reforming governance. Through this, the programme promotes dialogue and cooperation between the state and society (GIZ, n.d.).

The GIZ's website further states that the programme supports several CSOs in the development and application of strategies to improve their efficacy and sustainability. It also promotes the citizen orientation, accountability and transparency of relevant state institutions while assisting CSOs in developing evidence-based inputs into policy formulation, implementation and monitoring (GIZ, n.d.).

To achieve its objectives, GIZ has put in place a grant management system. The system is categorized into three stages namely: Project Proposal stage, Due Diligence, Grant Preparation, implementation and monitoring, and reporting. However, the CSPP has not documented the above procedures.

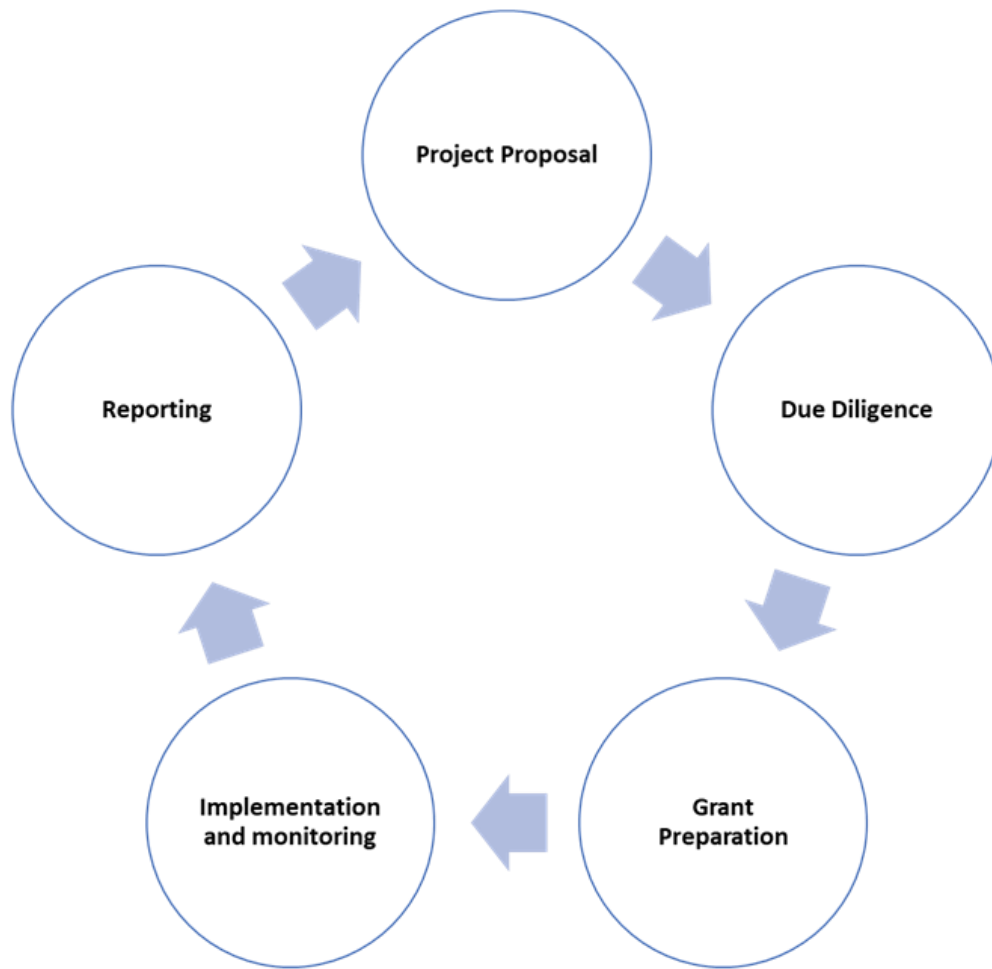


Figure 1 Current Grant Management System

There are three types of financing instruments that the CSPP uses to support its partners. These are Grant Agreement (through Headquarters in Germany), and Financing and Local Subsidy Agreements (through GIZ Zambia). The Grant and the Financing agreements are awarded to recipients with strong financial, technical and management systems and the recipient has autonomy in the use of funds. On the other hand, the local subsidy agreements are awarded to partner organizations with weak controls the partner organization has no autonomy in the use of funds. The Financing agreement is granted to the main state partner organization while the grant agreements are granted to non-state partners (GIZ, n.d.).

The CSPP's grant project management system has evolved from phase to phase. The system was first introduced the first phase of the Civil Society Participation Programme (CSPP) in 2008. The programme is currently at its third phase.

The programme had to put in place a GMS as a guide in the whole programme implementation, operation and contractual processes in order to ensure effectiveness. Effective Grant Project Management System will ensure that (1) the correct funding instrument is given to each recipient, (2) grants are only awarded to qualifying recipients, (3) only the project proposals that fit into the programme's thematic areas are considered for funding, (4) contracts are prepared in a timely manner, 5) the implementation is done according to schedule and budget, and (6) the reporting is done timely and correctly.

There have been several modifications to the system in order to meet the desired effectiveness. In 2011, the project engaged consultants to do a "Stoke Take" research on the GIZ's Good Governance programme (currently CSPP). Some of the challenges they brought out were that there was a general remark from the partners interviewed that it was challenging to achieve their longer-term strategies due to funding uncertainties. They further discovered that one of the GIZ's funding modalities called "Combi-Financing" required a recipient to receive funding through another organization. This caused delays and the recommendation was that the financial reporting system could be decentralized (Bauer et al, 2011).

Further modifications were made in a bid to improve the grant management system. For example, the commercial Suitability which was in the past phases conducted by external auditors is now done by the GIZ's internal personnel. In the first phase, the financial settlement reports were to be checked for correctness by the country office on behalf of the programme. This caused delays as the country office was overwhelmed by the number of programmes they were servicing. To avoid delays in financial processing, the Programme in the middle of phase one engaged personnel to check the correctness of the financial settlement reports before the final processing by the country office. Despite the above modifications, the CSPP has continued experiencing challenges in the grant management system which has undermined its success in Zambia. As observed by Karanth, good practice in financial management will help managers to make effective and efficient use of resources to achieve the objectives and fulfil commitments to

stakeholders. It will help NGOs to be more accountable to donors and other stakeholders (Karanth, 2015). Therefore, it is important to keep the system checked to ensure that the whole grant management system is effective.

Currently, the CSPP is working with about 24 partners made up of Government departments and Civil Society Organizations.

1.2 Statement of the Problem

The GIZ Grants management system was set up in 2008 during the first phase of the programme to ensure efficiency and effectiveness. Given the centrality of the system to the success of the CSPP, the grants system has been subjected to several reform and enhancement processes aiming at ensuring that it performs its intended purposes effectively. However, a review of the performance of the system has revealed that the system has continued to encounter challenges such as low or lack of compliance and adherence to the system by both programme staff and partners. This has caused delays in the implementation of projects which in many cases have resulted into extensions of contracts. A review of the grants GIZ had concluded in the year 2019 revealed that 64% of the contracts were extended while 30% (including some of the contracts that had been extended) lapsed before the completion of the activities. The delays in implementation was also caused by the poor quality of financial and narrative reports. The review further shows that there was a high number of unsettled balances arising from the poor quality of the reports. This has led to contracts lapsing before all the planned activities have been fully implemented. Failure to complete the projects by partner organization has led to the reduced funding by the cooperating donor agencies which has led to some of the projects closing. According to NHPRC (2015), the delay or failure to implement and/ or account for the funds in a timely manner may result into donors withholding or even suspending any future funds and/ or cooperation with the recipient organization. These challenges have undermined the prospects for the CSPP to succeed in Zambia. Therefore, the aim of the research was to investigate the determinants of effective grant management system which CSPP may apply.

1.3 Significance of the study

The Programme has been experiencing delays in the implementation of projects. Further, the quality of reports from the recipient organizations has been poor. The CSPP has not documented its grant management model which makes it difficult to account for the procedures. It is on this basis that this research aims at examining the determinants that influence effective grant contract management system and propose a grant management model that the programme may adopt. The improvement to the current grant management system will not only benefit GIZ but will also benefit other development agencies. CSPP's partner organizations will be able to implement all their activities and the end beneficiaries will receive the benefits from the projects implemented.

1.4 Scope of the study

The central focus of this study was the Civil Society Participation Programme of GIZ in Zambia. The study also focused on the Civil Society Participation Programme's partner organizations in Southern, Lusaka, Central and Copperbelt Provinces.

1.5 Aim of the study

The aim of this study was to examine the factors that influence the performance of the grants management system of the CSPP and to ascertain whether the system is functioning in accordance with its core purpose of guiding programme implementation, operation and contractual processes.

1.6 Research Objectives

Research objectives were broken down into the overall objective and three (3) specific objectives.

1.6.1 Overall objective

To examine the factors that influence the effective performance of the grant management system of the CSPP.

1.6.2 Specific objectives

1. To identify the factors that support the effective performance of the grants management system.
2. To identify the factors that inhibit the effective performance of the grants management system.
3. To propose solutions to the identified inhibiting factors of the effective grant management system.

1.7 Research Questions

1. What factors influence the effective performance of the grant management system?
2. What factors have contributed to the achievement of the purpose that the grants management system was set up for?
3. What factors have inhibited the grant management system from achieving the purposes for which it has been set up?
4. How can these inhibiting factors be addressed to improve the current system?

1.8 Organization of the Dissertation

This dissertation consists of five chapters. Chapter one introduces the background, states the statement of the problem, the objectives of the study, the significance as well as the scope of the study. Chapter two discusses the theoretical as well as empirical studies from the literature to determine the general grant management practices globally. Chapter three outlines the methodology that the researcher employed to conduct the study. The findings are discussed in chapter four and the conclusions and recommendations are outlined in the fifth chapter.

1.9 Chapter Summary

This chapter has highlighted the background to the study bringing out the research problem, the significance, the scope, the aim, the objectives and the scope of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The following section is a review of the existing literature or analytical works on the research subject. It provides the various analytical perspectives on the subject matter and other closely related matters. It explores both theoretical and empirical review.

2.2 Best practice for the grantee organizations

Some researchers have emphasized on the need for effectiveness and accountability in financial management for the Not for Profit organizations. “Effective and accountable financial management is the cornerstone of NGO accountability and sustainability, and a key component of program and organizational management,” (Karanth, 2015, p. 127). Projects must be implemented in a timely manner. This will enable both the implementing partner and the donor agencies achieve their objectives. Delays in the implementation often results in forfeiture of any unspent funds thereby failing to achieve project objectives. This will in turn limit the amount of money that the donor may allocate to the partner organization which may limit the scope of the activities to be implemented in the subsequent projects.

Karanth Bharathi in her paper “Funds Management in NGOs – A Conceptual Framework” covered the various dimensions of fund management of NGOs. She talked about the role and relevance of fund management and the prevailing fund management practices in the NGOs. She also talked about such dimensions as Financial Accountability, Financial Reporting, Transparency and Good governance. Her conclusion was that there was need for the recipient organizations to strengthen the integration of the above dimensions into their overall objectives (Karanth, 2015).

The National Historical Publications and Records Commission – National Archives in their manual “An Introduction to Financial Management for Grant Recipients” have provided information on what is expected from grantee organizations in terms of fiscal accountability. The

focus in their manual is on accountability requirements, financial management standards, internal control standards, procurement standards and unallowable costs among others. (NHPRC, 2015).

Keulder and Benz in their manual for the Namibia Institute for Democracy “Fundamentals of NGO management: A practical guide to the financial management of NGOs” have emphasized the need for recipient organization to having strong financial management system as well as internal controls. They also emphasized the need for management to have basic financial management skills (Keulder, T., and Benz, E., 2011)

The National Endowment for the Arts Office of Inspector General in September 2008 published a guide “Financial Management Guide for Non-Profit Organizations.” The guide focused on good financial accountability practices that may be applied by the recipient organizations. Their focus areas include Financial Management Standards, Internal Control Standards, Audit Standards and Reporting Standards. (The National Endowment for the Arts Office of Inspector General, 2008)

In their Grants Management Manual, the Uganda Program for Human and Holistic Development have provided a guide on the need to respect the contractual obligations contained in the grant agreements. That includes reporting, relationship with partner organizations and responsibilities of different key positions in a project (UPHOLD, 2005).

2.2.1 Financial Accountability

Some analysts have emphasized on the need for good financial accountability by the recipients of the grants. Financial accountability builds confidence in the recipient organizations (Karanth, 2015). She viewed effective and accountable financial management as the corner stone of NGO accountability and sustainability. She noted that effective financial accountability is key component of programme and organizational management. She however noted that “in many NGOs, the organization’s financial planning, monitoring, and reporting systems and how they are integrated into the overall organizational management process still needs strengthening,” (Karanth, 2015, P. 127). She emphasized the need for grant recipients to have in place and implement quality financial management systems which fulfil requirements for accountability, while strengthening the organization’s sustainability. This, she says, will not only increase

donors' trust, but also can enhance an organization's ability to manage their own resources for sustainability.

Financial accountability means creating strong financial management and control systems. These will enhance quality and timely financial reports as well as create credibility in the financial management system of the recipient organization. Financial accountability also means establishing strategic planning, establishing internal controls, organizing structure and responsibility, budgeting, preparing performance reports, financial reporting, cash flow analysis etc. (Karanth, 2015).

2.2.2 Financial Reporting and Management

According to Karanth financial reporting by NPOs has been of relatively little interest to non-management board members and the general public. They rather focus on good works and a desire to minimize administrative costs, which has resulted in the issuance of delayed, misleading and incomplete financial statements. She also observed that many NPOs have given financial management a low priority. This is often characterized by poor financial planning and monitoring systems. She stressed that NPOs operate in a rapidly changing and competitive world and managers must develop the necessary understanding and confidence to make full use of financial management tools (Karanth, 2015).

Adopting good practice in financial management will help managers to make effective and efficient use of resources to achieve objectives and fulfil commitments to stakeholders which will in turn help NPOs to be more accountable to donors and other stakeholders (Karanth, 2015).

2.2.3 Transparency and good governance

Recipient organizations must ensure transparency in their grant utilization system. Karanth observed that recipient organizations have a responsibility to be transparent, honest, accountable and ethical. The information they provide to the grant providers and to the public must be accurate. They must ensure that they do not manipulate situations for the personal benefit of their boards and staff (Karanth, 2015).

Good corporate governance in the recipient organization is another important determinant of effective grant management by recipient organizations. Most countries have laws which regulate the establishment and management of NPOs and which require compliance with corporate governance regimes (Karanth 2015).

2.3 Adherence to grant conditions

Grants always come with conditions which must be observed by both parties to the grant agreements. It is therefore important for the recipients to comply with the conditions that are in the funding agreement. These conditions will spell out the reporting requirements in terms of reporting templates, reporting intervals, eligible and ineligible expenditures, etc. Acceptance of a grant from the donor creates a legal obligation on the part of the grantee to use the funds in accordance with the terms of the grant and to comply with the grant's provisions and conditions. The delay or failure to implement and/ or account for the funds in a timely manner may result into donors withholding or even suspending any future funds and/ or cooperation with the recipient organization (NHPRC, 2015).

Intervals of reports will be outlined in the funding agreement between the donor and the receiving partner organization. Reports usually consist of a narrative and a financial report. The narrative report covers all activities completed for the reporting period, in detail. The financial report lists all expenses progressively during the period of the agreement (Keulder and Benz, 2011).

According to research, financial reporting in NGO sector differs from for profit organizations. Each donor organization will choose a different set of regular financial reports to prepare and analyze. At different times an organization will need different reports to provide information to support its decision making. Each Non- Profit has different financial issues and the types and frequency of reports depend on the nature of the non-profit and its situation (Karanth 2015).

The National Endowment for the Arts Office of Inspector General in their Financial Management Guide for Non-Profit Organizations states that costs may be incurred only during the grant period and all obligations must be liquidated no later than 90 days after the end of the grant period while the request for disbursements are limited to the cash requirements and do not

exceed the expenditure over the 30-day periods (The National Endowment for the Arts Office of Inspector General, 2008)

UPHOLD CSO Grants Management Manual provides that Civil Society Organizations will submit Quarterly Reports within 15 days of the end of the quarter. The calendar for each CSO is exclusive based on the dates the Grant Agreement was signed. When available, the CSO should submit soft copies of the reports. Quarterly Reporting includes both financial and narrative reports. In some cases, the manual requires monthly reports to be submitted within 15 days of the end of the month. The manual also requires quarterly submission of funding request form for the quarterly requirements at least 15 days before the end of the previous quarter. A final Grant Report must be submitted 30 days after the end of the grant period (UPHOLD, 2005).

2.4 Recipient's Capacity

Recipient's capacity in terms of financial and project management is key in achieving effectiveness in grants/ project management. Karanth (2015) observed that NPOs faced a number of problems which affect their efficiency in implementing the projects. She noted among other things that the inefficient management, lack of resources, lack of capacity building, performance measurement, increasing overhead charges, resource mismanagement etc. are adversely affecting the effective implementation of projects. Yanwen (2015) added that delays are sometimes caused by lack of management capacity due to the absence of capable institutions, shortage of well trained and efficient managers, and lack of well-established administrative systems and procedures.

Karanth (2015) suggests that in order to develop and improve on efficiency, NPOs must have and implement quality financial management systems, which fulfil requirements for accountability, while strengthening the organization's sustainability. She added that developing professional and strategic financial management will not only increase supporters' trust but can also enhance an organization's ability to manage their own resources sustainably.

Karanth (2015) also stressed out a number of things that NPOs must put in place which will enhance their efficiency. She suggests that strategic planning, effective internal controls,

organizational structure with clear responsibility, budgeting, preparing performance reports, and financial reporting and cash flow analysis should be taken by NPOs as very important.

The recipient organization's capacity can be known through a process of Partner Capacity Assessment. However, the IASC (2016) paper argues that the due diligence processes and requirements can lead to inefficiencies, particularly impacting Non-Governmental Organizations (NGOs).

Poorly coordinated and duplicative partner capacity assessments place a disproportionate burden of work on partners and may, in some cases, deter organizations from seeking funding from particular donors. Exacting due diligence processes and requirements can significantly delay implementation, sometimes placing greater emphasis on financial accountability rather than programme quality to the disadvantage of local and national NGOs that may have strong local knowledge but little international exposure. In addition, incremental levels of controls linked to partner risk ratings place the greatest burden on those organizations with the least capacity (IASC, 2016).

The IASC (2016) Paper recommends that delays caused by due diligence could be reduced by (1) fast-tracking and lessening due diligence process in situations of extreme humanitarian need; and (2) graduating due diligence requirements and criteria according to capacity. For example, due diligence processes for small local NGOs should be less demanding than those for large Organizations.

2.5 Factors affecting grant management

In his study on complex project management in developing countries, Yanwen considered various factors affecting managing the delivery of projects in a “developing country” context (Yanwen, 2012).

The government as a recipient of donor funding faces challenges in the timely implementation of the projects. Yanwen (2012) observed that the projects that are implemented by the government agencies face bureaucratic challenges. Bureaucracy usually arises in an attempt to control the use of finances. Unfortunately, this has proven to have caused a lot of inefficiencies and delays. He further stressed that the existence of rigid swollen bureaucracies, redundant and formalistic

methods, and irresponsible attitudes toward the public, causes delays instead of expediting service delivery and programme implementation.

Top management involvement gives a drive to effective and timely implementation of the projects. Unfortunately, some literature shows that in some instances, especially in government agencies, top management is unaware of the program implementation and are not involved. This results in lack of management supervision in project implementation.

The philosophy of project management, and the way in which this innovative management system is implemented, is alien to most administrators and managers in developing countries. Trained or experienced project managers or programme directors, who can utilize effective project management methods, are virtually non-existent (Yanwen, 2012).

Research shows that much of the challenges faced by the recipient organizations which may be responsible for the delay is the financial restrictions imposed by the donor organizations. Restrictions such as a percentage of retention funds pause as a challenge to especially small organizations with limited available cash reserves. They have to source for funds to pre-finance the activities before they can be refunded (IASC, 2016).

According to the paper by the Inter-Agency Standing Committee (IASC) Humanitarian Financing Task Team, inflexible scheduling of payments into multiple tranches, delayed payments, the requirement to return unspent balances, very short expenditure eligibility windows, particularly for budgetary surpluses allocated at the end of donor fiscal years, and limited flexibility to negotiate no-cost extensions or re-allocations of funds to adapt to changed humanitarian requirements and operational circumstances (IASC, 2016).

The practice of linking funds disbursements to the performance indicators such as timely reporting is one of the causes for the delays. Disbursements that are delayed or split into multiple tranches tend to negatively affect organizations which do not have independent or unearmarked funds against which expenditures can be offset or advanced, therefore creating delays in implementation (IASC, 2016).

The Paper added that donor reporting requirements can divert critical time, resources and focus away from humanitarian implementation. In some cases, they can be fragmented, duplicative and

excessive, with organizations describing examples of spending disproportionate amounts of time customizing reports to multiple donor formats and content requirements (IASC, 2016).

2.6 Addressing the inhibitive factors

The provision of support and collaboration with the project manager and team must be taken as a priority by top management. This will enhance success in project implementation. The support should include building the capacity of project teams to handle various project challenges and obstacles they may encounter. The channels of communication should be more open between top management, project manager and project teams (Njeri and Were, 2017).

Research shows that some elements that would encourage project implementation efficiency in the government agencies as follows:

1. the projects must be carefully planned before they are implemented;
2. there must be a dedicated project implementer with strength in project management concepts and must be preferably at a high level in the government to have sufficient influence to do the job;
3. it is essential to thoroughly understand the problems (local needs and conditions) that must be solved when modifying the project management approach for use in the particular;
4. the project manager must be carefully selected as the project success will be highly dependent on the capabilities of the project manager;
5. the project concept must be sold to everyone concerned with the project and must be made to thoroughly understand the project management in order to support its use; and
6. threats to people who will be involved in the project management must be reduced. These will include threats to job security, income, careers, reputation, etc (Yanwen, 2012).

The paper produced by the Inter-Agency Standing Committee (IASC)'s Humanitarian Financing Task Team (2016) aimed at identifying and communicating the donor conditions which pose the greatest challenges, as well as describe positive donor practices, affecting humanitarian financing.

The challenge of Financial restriction can be addressed by (1) Building in much greater flexibility to budget allocations to enable reallocation of funds in the case of changing needs and to enable no-cost extensions; (2) Minimizing the numbers of disbursements to one or two in the lifespan of the project and ensure fast-track disbursements, particularly during rapid onset emergencies and for smaller organizations that may not have pre-financing options; (3) Adapting reporting requirements to the context and length of programs; (4) Adapting the amount of administrative work – lighter, streamlined for short-term and smaller grants; and (5) Considering alternative kinds of reporting, where appropriate for example more verbal updates, field visits and joint review meetings (IASC, 2016).

For every organization to be successful, effective planning on the future cash flows as well as on activity implementation which includes the timing of the project is critical. This can be negatively affected by the uncertainty in the timing of the funding.

The IASC (2016) paper argues that funding unpredictability has potential to lead the recipient of the funds into a short-term programming focus, start-stop operations with sub-optimal execution, and higher transaction costs. Unpredictable funding also forces organizations to lay off staff, curtail or cancel partner agreements and makes it difficult to attract, hire and retain the most qualified staff.

The IASC (2016) recommends that effectiveness through funding timeliness and predictability can be achieved by (1) providing predictable multi-year humanitarian funding. This gives the NPOs an opportunity to make longer term plans; (2) avoiding large fluctuations in the volumes of funding; (3) avoiding cancelling existing multi-year commitments and considering measures that will protect the predictability of levels of humanitarian funding due to the fluctuations in exchange rates.

2.7 Conceptual Framework

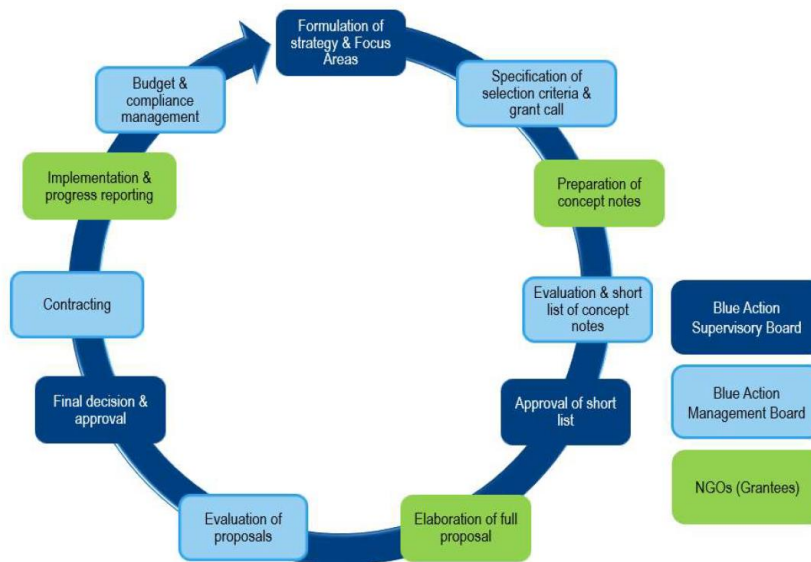


Figure 2 Conceptual Framework (Blue Action Fund Grant Procedures Manual version 8, 2019)

2.8 Knowledge Gap

From the literature reviewed, a number of writers have written on the topic. The factors identified from the literature review include: Financial Accountability, Financial Reporting, Transparency, Good Governance, Compliance, Recipient Capacity, Bureaucracy, Top Management Involvement, Reduced Financial Restrictions, Predictable and Timely Funding, and Due Diligence Process. The information is very important and GIZ can use it to consolidate the new system of grants or project management. However, some gaps still exist from the literature.

The knowledge gap identified was that none of the writers talked about the good grant's management system from the donor's end. This would mean an all-encompassing system that donors may use to effectively manage the grants from inception to end.

From the literature reviewed, there was no model that describes the international and local best practice on the factors influencing effective grant management which can specifically be applied to GIZ and its partner organizations.

Further, the literature does not have in mind the opinions, suggestions and feelings of the recipient organizations with regards the effective grant management system. The literature was one sided as it did not address the effective grant management system.

There is therefore need to develop a model that addresses the current challenges faced by GIZ and its partner organizations that will best fit the different situations faced by the different partner organizations.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides the research methodology the researcher employed to conduct the study. This chapter includes the following sections: Research Design, Target Population, Sample size, Sampling Techniques, Data Collection Methods, Sources of Data, Data Analysis and Procedure, Validity and reliability, Ethical Consideration, Limitation of the study as well as the Summary.

3.2 Research Design

This study employed the Qualitative Method Approach as it aimed at examining the factors that determine the effectiveness of grants project management system. This was the most appropriate method given that it sought to find out the different opinions, perspectives and positions of the various respondents on the subject matter. To get the views of the respondents, the researcher employed the nominalist ontology which sought deeper insights and explanations on a phenomenon under investigation. Table 1 below shows the Research Design Matrix used in this study.

RESEARCH QUESTIONS	OBJECTIVES	POPULATION AND SAMPLING	DATA COLLECTION METHODS	DATA ANALYSIS
What factors have contributed to the achievement of the purpose that the grants management system was set up for?	To identify the factors that support the effective performance of the grants management	GIZ Documents by availability sampling	Documentary review	Thematic Content analysis

	system			
What factors have inhibited the grant management system from achieving the purposes for which it has been set up?	To identify the factors that inhibit the effective performance of the grants management system	Staff from Donor agencies responsible for funding agreements by Purposive Sampling Key Staff from CSPP's Partner Organizations by purposive sampling GIZ Documents by convenient sampling	Interviews Semi – Structured Questionnaires Documentary review	Thematic Content analysis
How can these inhibiting factors be addressed to improve the current system?	To propose solutions to the identified inhibiting factors to the effective operation of a	Staff from Donor agencies responsible for funding agreements by Purposive Sampling	Interviews Semi –	Thematic Content analysis

	financial grants system	Key Staff from CSPP's Partner Organizations by purposive sampling	Structured Questionnaires	
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Table 1 Research Design Matrix

3.3 Target Population

The researcher's target population was sixty (60). This was made up of two members of staff from each of the twenty-four (24) partner organizations, six (6) key informers from other donor organizations and six (6) from GIZ.

3.4 Sample Size

Out of the targeted sample size of thirty-six (36), twenty-six (26) respondents participated in the study. These were made up of twenty-four (24) – 50% of the target population from the twenty-four (24) partner organizations and six (6) key informants from the donor organizations. From each of the partner organization, the researcher targeted one finance staff and one Programme Leader or Officer.

3.5 Sampling Techniques

The researcher collected the data from both primary and secondary sources. To capture the key respondents for the primary data, the researcher used purposive sampling technique where a criterion is used to select the sample. The researcher selected the respondents who were responsible for grant management in both donor and recipient organizations' end. On the other hand, the researcher used convenience sampling technique for the secondary data to identify the relevant documents and materials. By using convenience sampling, the researcher reviewed the documents that were easily available from the GIZ's filing system.

3.6 Data Collection Methods

Data for this research was collected using interviews and semi – structured questionnaire. The interview guide was used to collect detailed information from the key informants (staff from GIZ, FES, DIHR and the EU). On the other hand, the semi – structured questionnaire was used to collect data from the respondents representing the partner organizations.

Due to the outbreak of the COVID19 pandemic, the interviews were conducted virtually through the Microsoft Teams as physical meetings were not possible. Further, questionnaires were administered through electronic mailing system.

3.7 Sources of Data

This study required data from both primary and secondary sources. The source of primary data was constituted by the selected GIZ staff, GIZ’s partner organizations, FES and the EU. The sources of secondary data included document information centers of the GIZ as well as the literature reviewed.

3.8 Data Analysis and Procedure

Data was analyzed using the Thematic Content Analysis technique by inductive approach. Microsoft word and to some extent excel was used to analyze the data. The researcher followed six (6) steps to analyze the data as demonstrated in Figure 3 below. The first step was to understand the data that was collected by reading through the responses from both the semi – structured questionnaires and from the interviews. Secondly, the data from the questionnaire was highlighted according to the themes. Each theme had its own color that identifies it. The third step was then to cluster the themes according to their colors. The fourth the step was to review the themes to generate the main themes (step 5). The main themes were sorted according to the number of times the themes were raised. At this stage, results from the questionnaire were compared to the views of the interviewees as well as the literature reviewed. The sixth step was to draw the conclusion and propose a model that encompass the research findings.

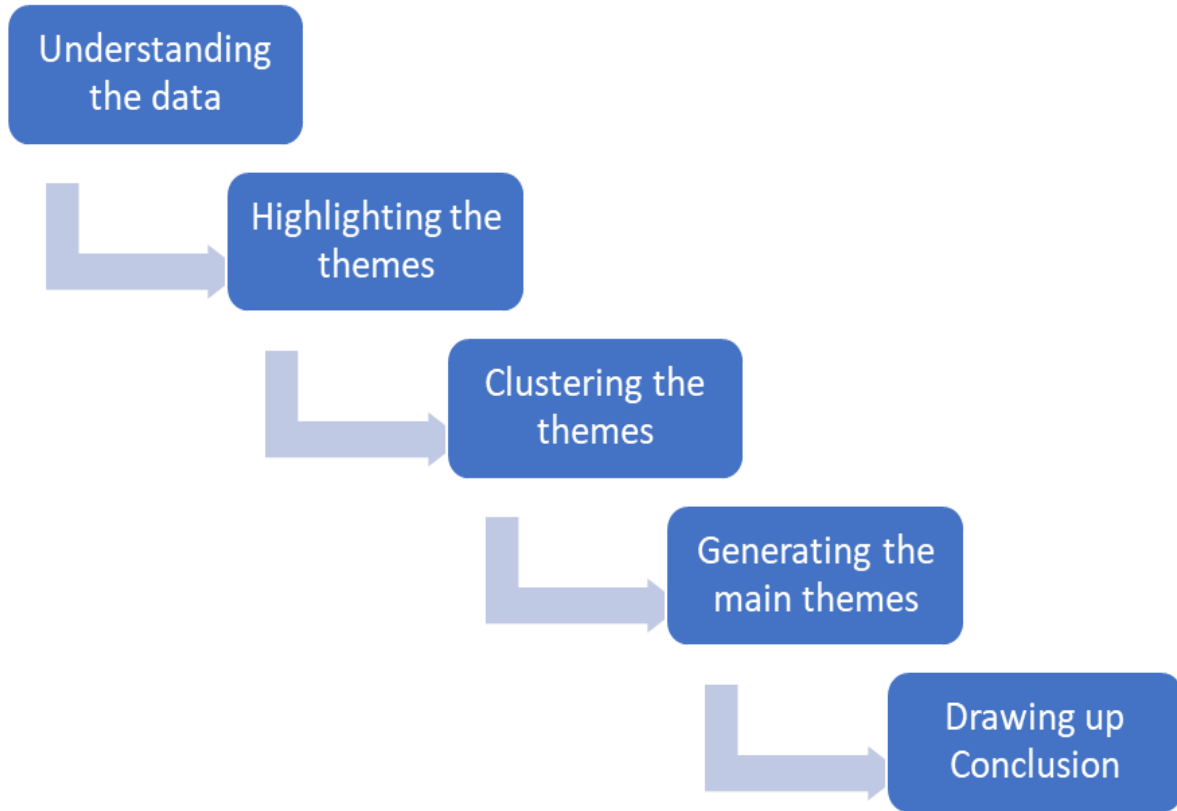


Figure 3 Data Analysis procedure

3.9 Validity and Reliability

The researcher ensured that the semi – structured questionnaire and interview guide were designed to answer to the research questions and achieve the research objectives. Further, the respondents were carefully and purposely selected to include key personnel that are directly involved in the contract management. These included the program managers/ Officers as well as Finance Managers/ Officers. Key informants from the donor agencies were also selected to give a two-sided view of the research results. The correct analytical tool was used to ensure that all the data captured was analyzed in a correct manner. The research results can be generalized and can be used to solve the research problem identified in chapter 1.

3.10 Ethical Considerations

To satisfy the requirements of the research ethics, the researcher briefed all the respondents about the objective of the research and none of the respondents was coerced into responding to

the questionnaire or the interviews. The respondents were made aware of the purpose of the study and that the findings would only be used for academic purposes. To ensure confidentiality, the names of the respondents were not required in the questionnaire. The respondents were also advised that any costs that may arise from their participation would be borne by the researcher. The respondents were advised to seek clarifications whenever need arose. The researcher approached this research with no preconceived perceptions.

3.11 Limitations of the Study

Due to the outbreak of the COVID19 pandemic, the researcher was not able to have physical meetings with the respondents. This caused delays in the finalization of the study until alternatives were found. Meetings were held virtually through the Microsoft Teams. Further, questionnaires were distributed using the electronic mailing system and the clarifications were made on phone.

3.12 Chapter Summary

This chapter discussed the research methodology the researcher used, outlining the design, population, sampling techniques and sample size, sources of data, data analysis, ethical consideration as well as the limitations of the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the analyzed data and findings of the research study entitled Determinants of Effective Grant Management System: The Case of GIZ Civil Society Participation Programme. The Chapter is divided into four parts. The first part provides the demographic data of the respondents, the second part focuses on the main findings of the study, third part focuses on the specific findings and the final part provides the summary of the chapter.

4.2 Demographic Composition of the sample

This section will give the detailed socio-demographic characteristics of the sample respondents. This includes the gender distribution, geographical location, level of qualifications and experience as well as the positions of the respondents. Out of the targeted sample size of thirty-six (36), twenty-six (26) participated in the study representing seventy-two (72) percent of the targeted respondents.

4.2.1 Gender and Age Distribution

Out of the total number of targeted respondents of thirty – six (36), twenty – six (26) respondents participated in the research and these were broken down as follows: twenty (20) responded through the questionnaires and were from GIZ’s partner organizations while six (6) were key informants from donor agencies who participated through interviews.

Of the twenty (20) respondents from the GIZ partner organizations, twelve (12) were males and fourteen (14) were females. Their age distribution was between 30 and 55 years old. On the other hand, one (1) out of the six (6) key informants was male while five (5) were females. The age range was between thirty (30) and fifty – five (55). Table 2 below shows a tabular presentation of the age and gender distribution.

Gender	Number of respondents	Age distribution				
		30-35	36-40	41-45	46-50	51-55
Respondents from the GIZ's Partner Organizations						
Males	11	4	5	2		
Females	9	1	1	3	2	2
Respondents from Donor Agencies						
Males	1			1		
Females	5	3	2	1		

Table 2 Gender and age distribution

4.2.2 Geographical Location

Out of the twenty (20) respondents from the recipient organizations, one (1) was from the Southern Province, two (2) were from the Copperbelt Province and seventeen (17) were from Lusaka Province. All the six (6) respondents from the donor agencies were from Lusaka Province. Figure 4 below shows the graphical geographical distribution of the respondents.

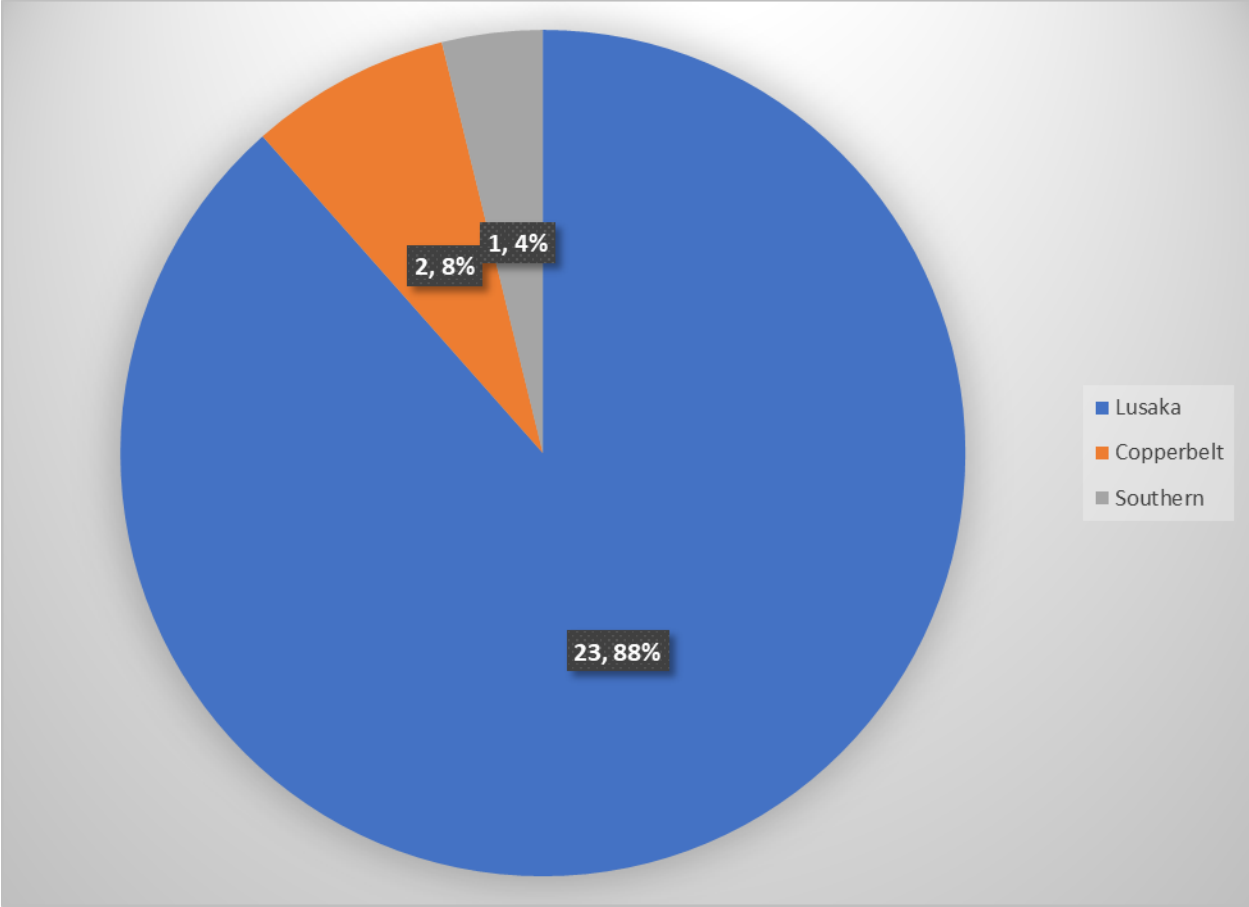


Figure 4 Geographical distribution of the respondents

4.2.3 Level of Qualification and Experience

The researcher targeted partner personnel as well as key informants who included Executive Directors, Programme Managers, Programme Officers, Finance Managers as well as Finance Officers. The qualifications of the respondents were ranging between Certificate and master’s degree level. Figure 5 below shows the distribution of the respondents by qualifications.

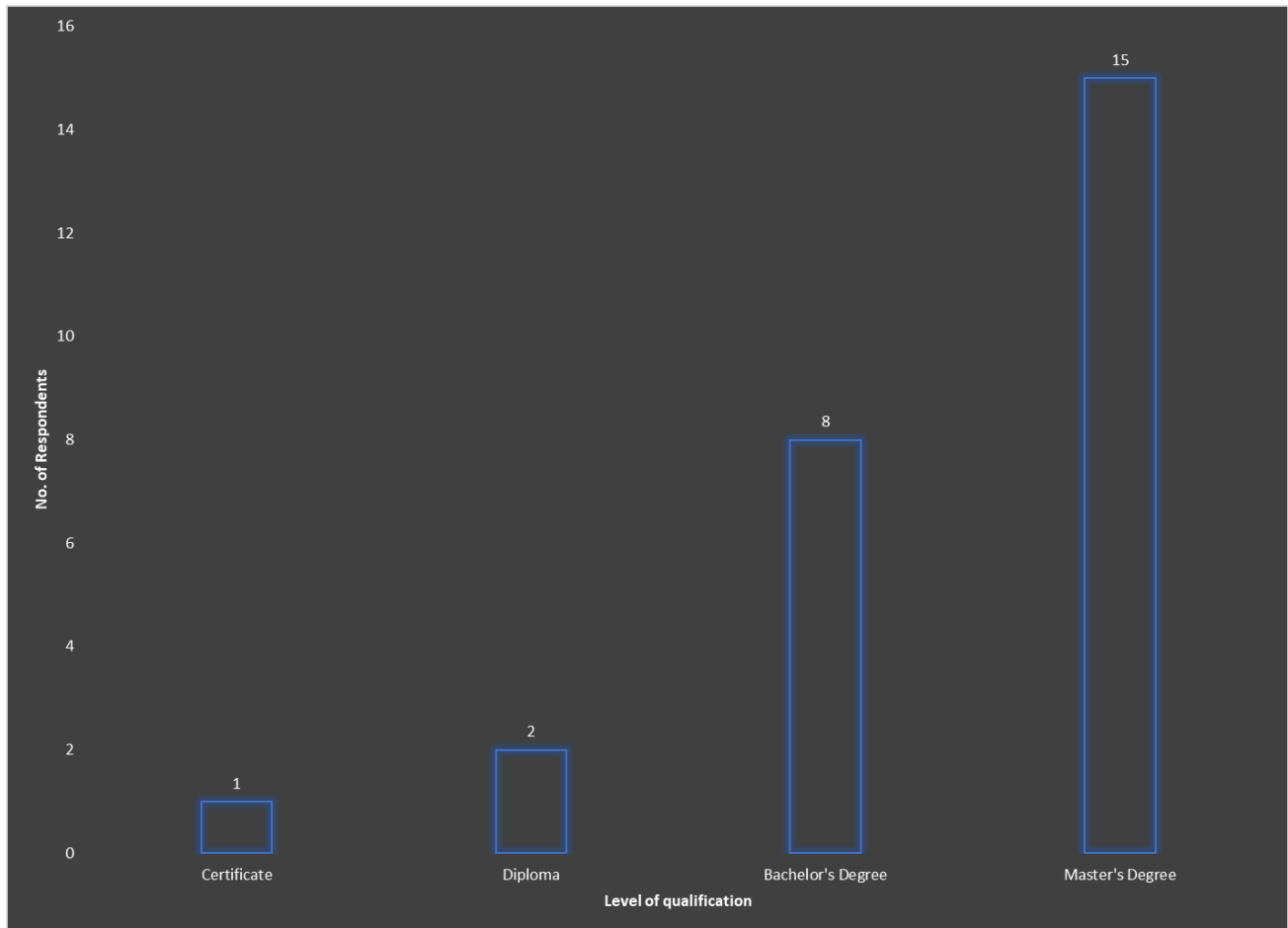


Figure 5 Respondents' level of qualification

The respondents' years of work experience were distributed as follows: two (2) had worked from 0 to 5 years; eleven (11) had experience from 6 to 10 years, eight (8) had experience from 11 to 15 years; two (2) had experience from 16 to 20 years and three (3) had experience for over 20 years. Figure 6 below shows the graphic distribution of the respondents' level of experience.

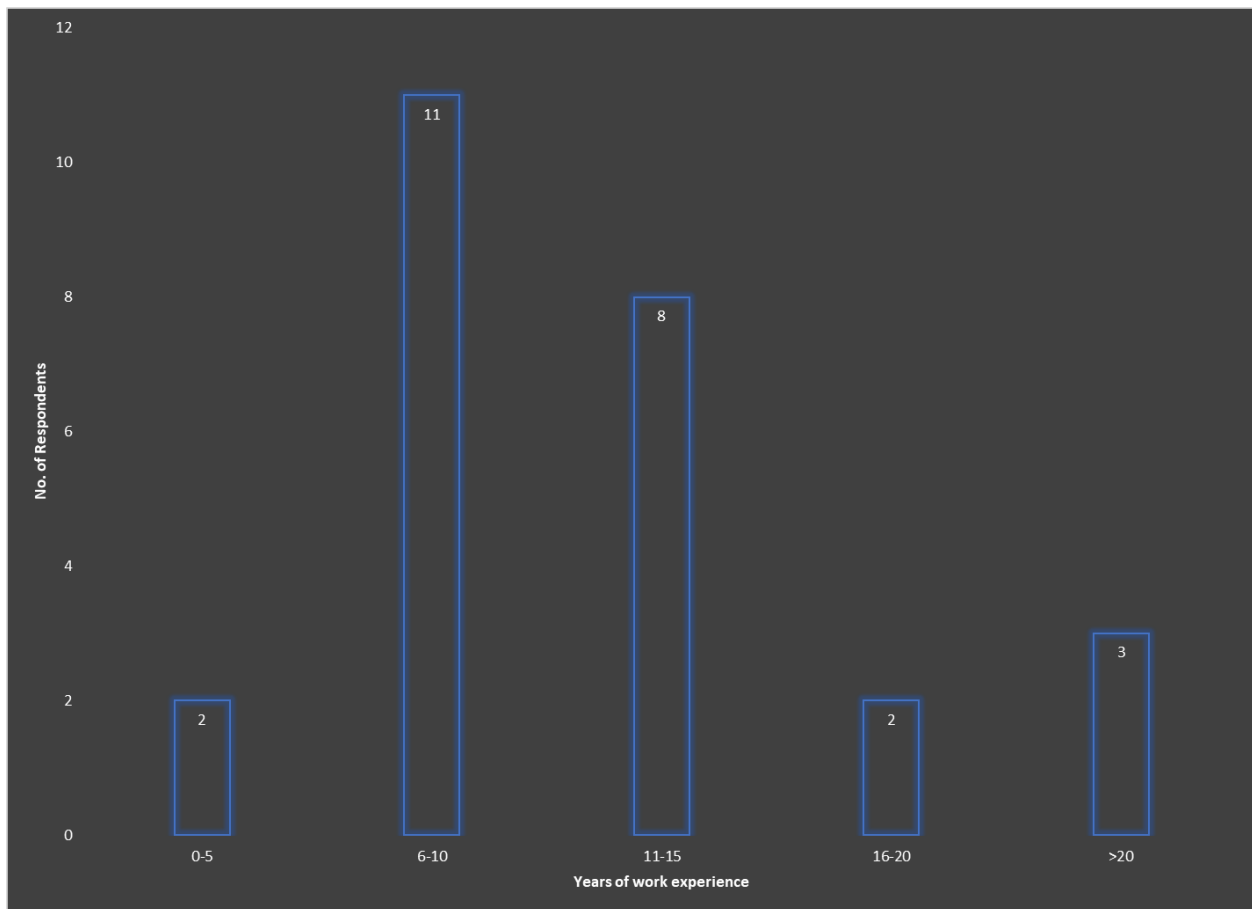


Figure 6 Respondents' Level of experience

4.3 Main Findings

The main focus of this Study was to examine the determinants of Effective Grant Management System in Zambia: The Case of GIZ Civil Society Participation Programme. The study was guided by the following main and overall objective: to examine the factors that influence the effective performance of the grant management system of the CSPP and was accompanied by the overall question: What factors influence the effective performance of the grant management system?

This study has revealed that the main determinants of an effective grant management system, ranked from the highest to the least, are: well-defined standard operating procedures, simplicity

of financial reporting templates, systems and procedures, certainty of disbursements, effective communication, training and continuous technical support, capacity assessments, proper donor follow-ups on project implementation and reporting, competent expertise, institutional audits, flexibility in budget variations and lastly maximization of benefits to final beneficiaries.

Out of a total of twenty (20) respondents, sixteen (16) which translates into eighty (80) percent mentioned a well-defined standard operating procedures and six (6) representing thirty (30) percent mentioned simplicity of financial reporting templates, systems and procedures. Certainty of disbursements, effective communication, training and continuous technical support as well as capacity assessments were each raised by five (5) respondents representing twenty-five (25) percent. Four (4) respondents representing twenty (20) percent mentioned proper donor follow-ups on project implementation and reporting and three (3) representing fifteen (15) percent mentioned competent expertise. The last three (3) namely institutional audits, flexibility in budget variations and maximization of benefits to final beneficiaries were each raised by one (1) respondent representing five (5) percent of the total respondents.

Based on the analysis given above, it is clear that the majority (eighty percent) of the respondents were of the view that well defined standard operating procedures is the highest determinant of an effective grant management system while institutional audits, flexibility in budget variations and maximization of benefits to final beneficiaries are the least determinant factors of the effective grant management system.

Figure 7 below illustrates the main findings of this Study in graphic form.

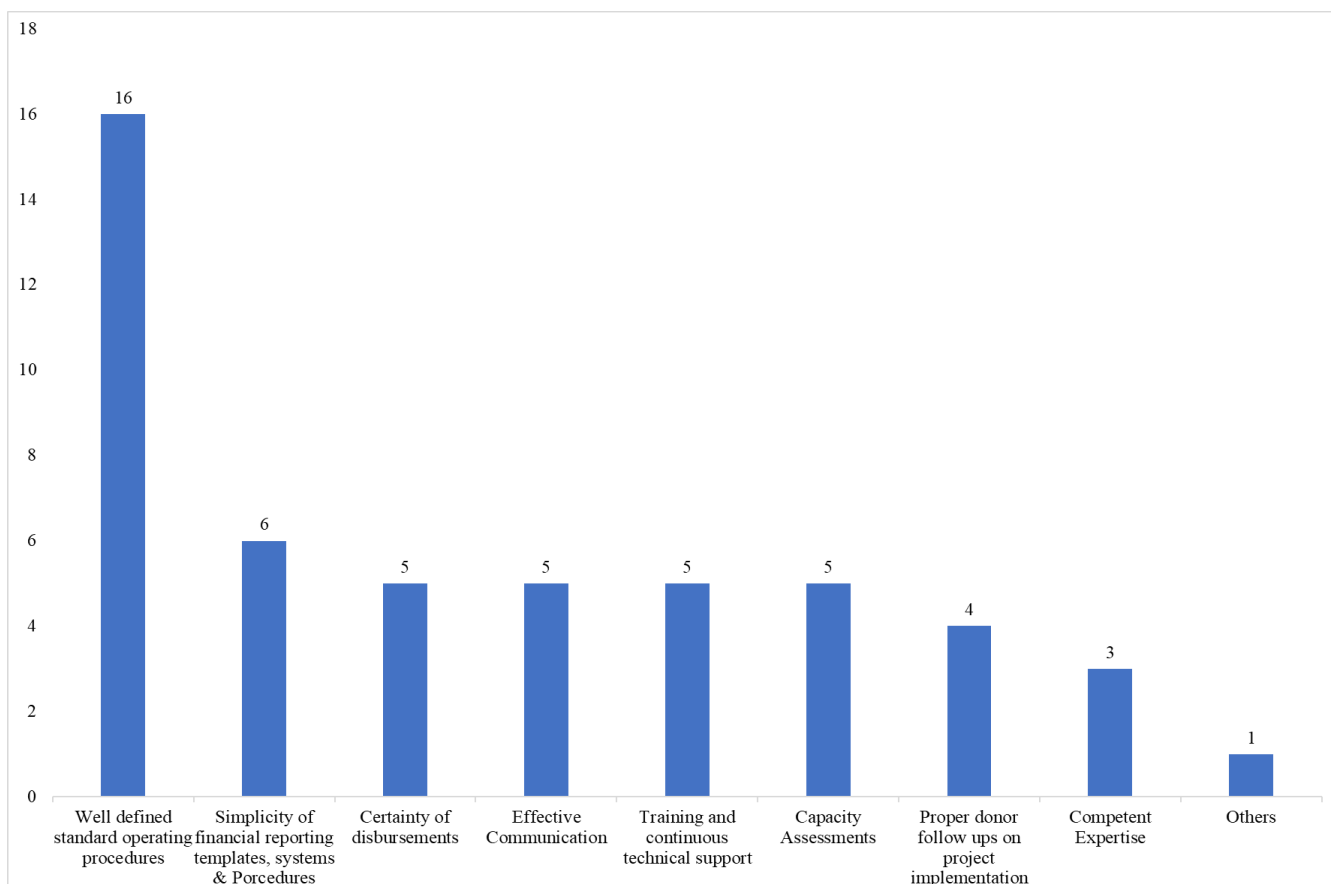


Figure 7 Determinants of effective grant management

4.4 Specific Findings

The first specific objective that guided this study was: To identify the factors that support the effective performance of the grants management system. This objective was guided by the following specific research question: What factors have contributed to the achievement of the purpose that the grants management system was set up for?

Based on the findings of this research, the supportive factors to an effective grant system, ranked from the main to the least are: periodic project monitoring and review, continuous training and support, effective Governance and Financial Systems (Internal Controls), employing qualified and competent personnel, adherence to funding terms and regulations, centralized Accounting and Grant Management computer applications, expenditure monitoring, coordination with peer

recipient organizations, harmonization of finance and project operation and finally availability of resources – human and money.

A total number of fifteen (15) respondents representing seventy-five (75) percent mentioned periodic Project Monitoring and Review, eleven (11) representing fifty-five (55) percent mentioned continuous training and support, eight (8) respondents representing forty (40) percent mentioned effective Governance and Financial Systems (Internal Controls), seven (7) representing thirty-five percent mentioned the need to employ qualified and competent personnel while five (5) representing twenty-five (25) percent mentioned adherence to funding terms and regulations. Centralized Accounting and Grant Management computer Applications as well as expenditure monitoring were each mentioned by four (4) respondents representing twenty (20) percent. Lastly, coordination with peer recipient organizations, harmonization of finance and project operation and availability of resources – human and money were each raised by one (1) respondent.

Based on the analysis given above and as depicted graphically in Figure 8 below, this Study has revealed that periodic project Monitoring and Review was identified as the highest supportive factor while coordination with peer recipient organizations, harmonization of finance and project operation and availability of resources – human and money were the least.

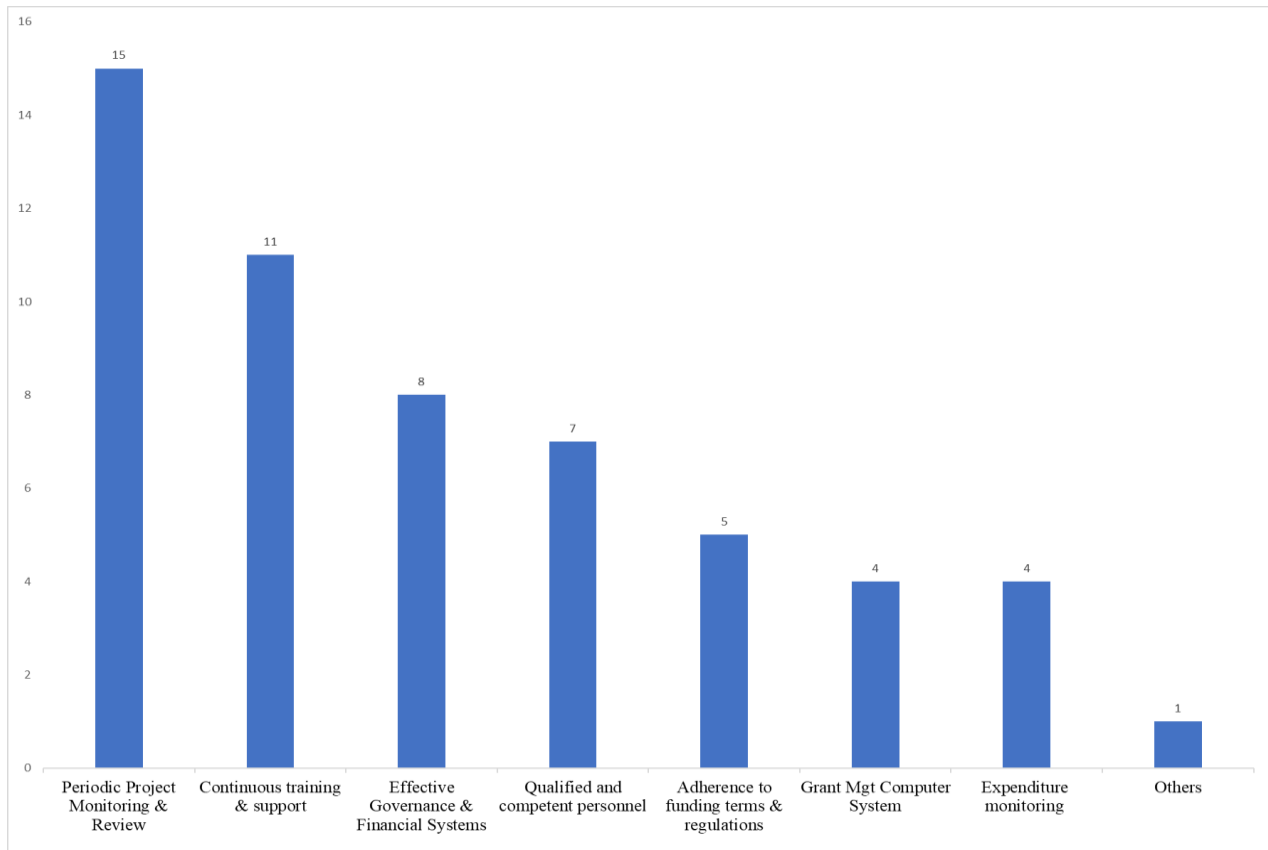


Figure 8 Supportive Factors

The second specific objective that guided this study was: To identify the factors that inhibit the effective performance of the grants management system. This objective was guided by the following specific research question: What factors have inhibited the grant management system from achieving the purposes for which it has been set up?

According to the findings of this research, the inhibiting factors to an effective grant system, ranked from the main to the least are: delay in disbursement of funds, lack of adequate funding, slow implementation pace and delay in reporting, lack of integrated goals between the donors and the recipient organizations, lack of understanding of donor expectations, regulations and procedures, joint action activities and delay in finalization of the grant agreements.

Others were: weak internal controls, inadequate governance systems such as Non-functional boards, lack of communication when funds are disbursed, lack of a Database Management System for report writing, short-term contracts affecting planning, bureaucratic approval systems, poor accountability, poor documentation, slow turn around on feedback from the

cooperating partners, non-compliance to agreed reporting formats and lastly limited hand-holding capacity development.

The delay in disbursement of funds was raised by eight (8) respondents representing forty (40) percent of the total respondents, six (6) representing thirty (30) percent mentioned lack of adequate funding while slow implementation pace and delay in reporting, and lack of integrated goals between the donors and the recipient organizations were mentioned by five (5) respondents twenty-five (25) percent. Four (4) respondents representing twenty (20) percent mentioned lack of understanding of donor expectations, regulations and procedures while joint action activities and delay in finalization of the grant agreements had two (2) respondents accounting for ten (10) percent. The rest were each raised by one (1) respondent. These are: weak internal controls, inadequate governance systems such as non-functional boards, lack of communication when funds are disbursed, lack of a Database Management System for report writing, short-term contracts affecting planning, bureaucratic approval systems, poor accountability, poor documentation, slow turn around on feedback from the cooperating partners, non-compliance to agreed reporting formats and lastly limited hand-holding capacity development.

Therefore, based on the foregoing analysis, this Study has shown that the main inhibiting factor to the effective operation of a grant management system is delay in disbursement of funds while weak internal controls, inadequate governance systems such as non-functional boards, lack of communication when funds are disbursed, lack of a Database Management System for report writing, short-term contracts affecting planning, bureaucratic approval systems, poor accountability, poor documentation, slow turn around on feedback from the cooperating partners, non-compliance to agreed reporting formats and lastly limited hand-holding capacity development are among the least factors.

Figure 9 below illustrates the inhibiting factors graphically.

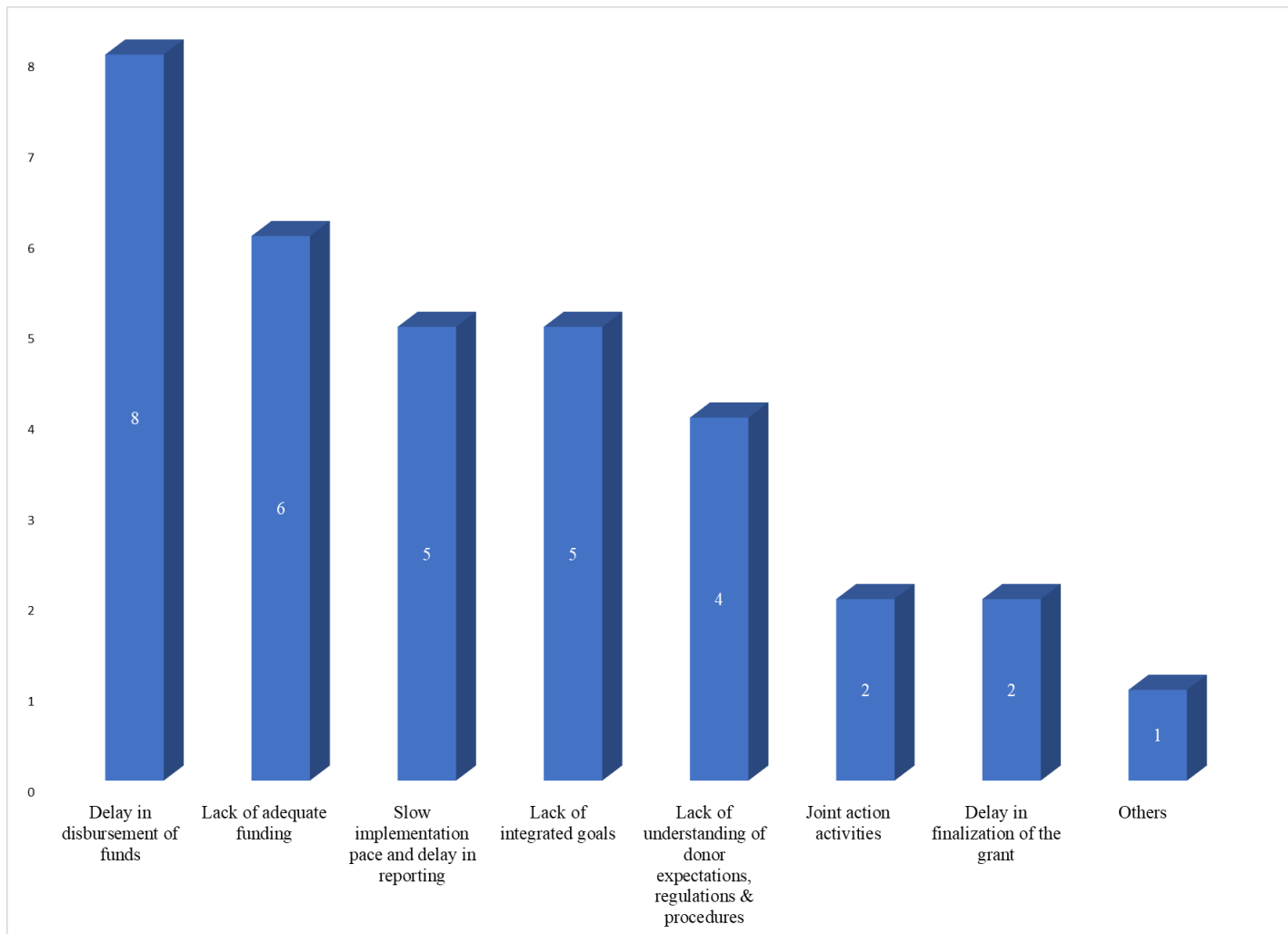


Figure 9 Inhibiting Factors

The third specific objective that guided this study was: To propose solutions to the identified inhibiting factors of the effective grant management system. This objective was guided by the following specific research question: How can these inhibiting factors be addressed to improve the current system?

This research has revealed that the inhibiting factors to an effective grant system can be addressed by: Regular training on donor regulations and procedures, timely disbursement of funds, open interactions between the grantor and grantee with regards to expectations, planning together: agreeing on performance deliverables at project conception, case management system, flexibility to accommodate unplanned eventualities, twining and peer learning between and

among grantees, computer application system, extending contract duration periods to a minimum of one year, timely feedback to partners from the donor agencies and clear grant management guidelines.

Others are: having more basket funding, timely Monitoring and Evaluation, timely reporting, need to employ qualified staff, regular audits, effective board, prompt communication when funds are disbursed, increasing fundraising options and strengthening the Partner Organizations systems rather than forcing own. The respondents also brought out adherence to Project implementing period, review of some funding requirements such as opening of separate bank accounts for small projects, improve personnel emoluments for staff Partner personnel, strengthen partner's grants management system, enhanced governance systems for organizations receiving grants, accepting scans of original copies for reporting purposes and regular training on donor regulations and procedures.

Seven (7) out of twenty (20) respondents accounting for thirty-five (35) percent mentioned regular training on donor regulations and procedures, three (3) translating to fifteen (15) percent mentioned timely disbursement of funds as well as open interactions between the grantor and grantee with regards to expectations. Planning together: agreeing on performance deliverables at project conception, case management system, flexibility to accommodate unplanned eventualities, twining and peer learning between and among grantees, computer application system, extending contract duration periods to a minimum of one year, timely feedback to partners from the donor agencies and clear grant management guidelines were each mentioned by two (2) respondents representing ten (10) percent.

The rest were each raised by one (1) respondent. These are: having more basket funding, timely Monitoring and Evaluation, timely reporting, need to employ qualified staff, regular audits, effective board, prompt communication when funds are disbursed, increasing fundraising options and strengthening the Partner Organizations systems rather than forcing own. Other factors were: adherence to Project implementing period, review of some funding requirements such as opening of separate bank accounts for small projects, improve personnel emoluments for staff Partner personnel, strengthen partner's grants management system, enhanced governance systems for

organizations receiving grants, accepting scans of original copies for reporting purposes and regular training on donor regulations and procedures. Figure 10 below shows the factors addressing the inhibiting factors.

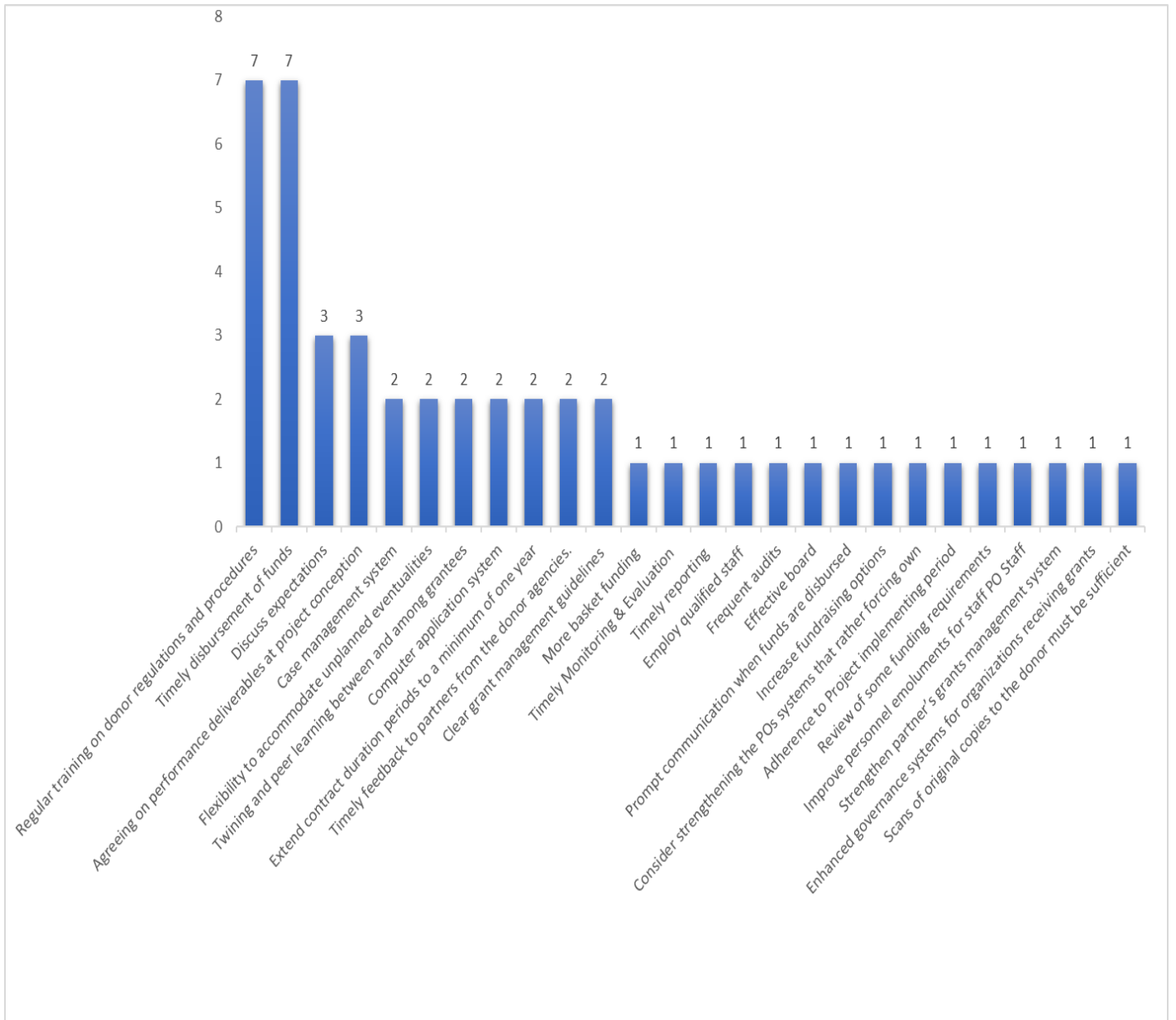


Figure 10 Addressing the inhibitive factors

This chapter outlined the main findings as well as the specific findings. The main finding of this Study entitled: “Determinants of Effective Grant Management System in Zambia” is that a well-

defined standard operation procedures is the main determinant of an effective grants system while the least factor is maximization of benefits to final beneficiaries.

The Study has also revealed that the most supportive factor to the effective grant management system is Project Monitoring and Review while the least supportive factors are coordination with peer recipient organizations, harmonization of finance and project operation and availability of resources – human and money. In terms of addressing the inhibiting factors to the effective grant management system, the Study has identified the need to develop a modified grant management model.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This Chapter presents the discussion on the interpretation of the research findings. It is divided into three parts, namely: Discussion of the Main Findings, Discussion on specific findings and finally Summary of the discussion.

5.2 Discussion of the Main Findings

This study has revealed that the main determinants of an effective grants system, ranked from the highest to the lowest are: well-defined standard operating procedures, simplicity of financial reporting templates, systems and procedures, certainty of disbursements, effective communication, training and continuous technical support, capacity assessments, proper donor follow-ups on project implementation and reporting, competent expertise, institutional audits, flexibility in budget variations and lastly maximization of benefits to final beneficiaries. The main findings are discussed in detail below.

The research findings revealed that the major determinant of the effective grant management system is communicating a well-defined standard operation procedures which was mentioned by the majority of the respondents. This was mentioned by sixteen (16) out of a total of twenty (20) respondents accounting for eighty (80) percent of the total respondents. This view was also shared by all the six (6) interviewed key informants who felt that the SOPs would guide the recipients during the implementation of the projects. They added that donors must ensure that the partners have a standard operation procedure in relation to financial management. They further stressed on the need to have clear and understandable rules and guidelines which must be shared with the Partner Organizations.

The key informants also added that efficient and transparent administrative processes such as clarity on all the requirements by the donors was key to an effective grant management system. Responsibilities must be clearly defined. Further, from the literature reviewed, one of the factors

that were recommended was that donors must identify and communicate their conditions and describe positive donor practices that affect humanitarian financing (IASC, 2016).

The position held by the majority of the respondents entail that Communicating Standard Operation Procedures to the recipient organization will act as a guide to the grantees whenever they are in doubt. The SOPs will reduce the number of errors and departures from the procedures and will allow for the smooth implementation of the project.

With regards to simplicity of financial reporting templates, systems and procedures, majority of the respondents, six (6) out of twenty (20) representing thirty (30) percent held the view that ensuring that these instruments were simplified is very important. This view was supported by two of the Key Informants who stressed the need for simplicity in accounting system and procedures. Further, one of the KIs felt that different donors have different reporting templates which confuses the recipient organization with support from different donor agencies. The KI recommended harmonization of reporting templates.

These views can be related to the observation that some of the grantees especially smaller organizations cannot afford to employ highly qualified accountants who may be able to understand the donor reporting templates. Therefore, complicating the reporting templates will make it difficult for the grantees to comply with the reporting time. The grantor will then experience poorly prepared reports because users cannot understand the non-user-friendly templates.

The certainty and timely disbursements of funds by grantors was the third determinant that respondents identified as key to the effective grant management system. In this case, five (5) respondents were in support of this view. Respondents felt the need to have an effective disbursement system where funds are disbursed promptly. One of the Key Informants called for an efficient and quick disbursement mechanism to avoid delay in implementation. The literature reviewed shows that the practice of linking funds disbursements to the performance indicators such as timely reporting is one of the causes for the delays. Disbursements that are delayed or split into multiple tranches tend to negatively affect organizations which do not have independent or unearmarked funds against which expenditures can be offset or advanced, therefore creating delays in implementation (IASC, 2016).

It can be argued that timely disbursement of funds is especially important as it motivates the partner personnel since part of the support goes to personnel emoluments. Delayed disbursements may result in delayed payment of salaries and high labor turnover. Further, grantees do not have own funds to pre-finance activities. Therefore, delayed disbursements will also delay the implementation of the project activities.

According to the findings of this research, some respondents, (5 out of a total of 20) were of the view that there was need for effective communication through consultation and collaboration between the partner and the donor. This was supported by two Key Informants who felt that the communication should not be one way. The recipient organization are on the operational level and their experiences must be considered by the donor organizations (bottom up communication). One of the KIs stated that communication with the partners is key to make them understand the process and what is required of them. They further suggested a “well-managed system where information is properly fed upward to the people that are responsible for the implementation.”

As stated by one of the Key Informants, effective communication means must be a two-way process. Grantees and grantors must be able to engage each other on a regular basis at all stages of grant cycle. This will allow for regular updates from both ends.

With regards to capacity development, this research established that there was need for Training and continuous technical support to enhance the partner capacity development. This was raised by five (5) respondents who felt that training and capacity development must be a continuous process especially where there is change in human resource to manage the grants. One of the key informants added that there was need for the donor organization to have a person responsible for providing guidance to the Partner Organizations on Financial management and implementation. Another key informant added that there was need for partner capacity development in proposal writing. From the literature reviewed, Karanth (2015) alluded that most of the challenges in implementation are caused by lack of capacity to manage the funds by recipient organizations.

Though it is Important to have regular recipient personnel training, training requires time and money. Therefore, it is important to only train the new personnel to the grantee. Training may

also be considered when there is a gap between the two grants where the partner personnel may need some short refresher training.

Furthermore, this Study showed that capacity assessments played a role in supporting an effective grant management system. Some respondents (5 out of a total of 20) explained that the capacity assessments conducted by the donor before a grant is concluded help them improve their own internal system. One of the KIs in the interviews stated that Capacity Assessments help the donor agencies understand the capacities of their potential recipient organizations to decide on the level of support.

However, the due diligence processes and requirements can lead to inefficiencies, particularly impacting Non-Governmental Organizations (IASC 2016). The IASC argues that poorly coordinated and duplicative partner capacity assessments place a disproportionate burden of work on partners and may, in some cases, deter organizations from seeking funding from particular donors. Exacting due diligence processes and requirements can significantly delay implementation, sometimes placing greater emphasis on financial accountability rather than programme quality to the disadvantage of local and national NGOs that may have strong local knowledge but little international exposure (IASC 2016).

It can be argued that the standard of the capacity assessment must vary according to the size of the recipient organization and the value of the grant to be given. Applying the same standard to all the recipients will disadvantage the smaller organizations who might have better projects with greater impact on the ground.

Regarding the Proper donor follow-ups on project implementation and reporting, four (4) out of a total of twenty (20) respondents felt the need for regular follow-ups and interactions by the donor organizations both in terms of project implementation and reporting. However, one of the KIs argued that donor agencies must avoid micro-managing their partner organization. She felt that partners must be given a certain level of autonomy.

It can be argued that a balance must be stricken between the level of follow-ups and the level of autonomy. Donor follow-ups will allow for an early detection of bottlenecks that may lead to the delayed completion of the projects. On the other hand, close follow-ups may lead to grantee feel

that they lack autonomy and will feel they are only implementing the project on behalf of the grantor.

A few respondents (3 out of 20) were of the opinion that having competent expertise in donor organizations is key in an effective grant management system. In this regard, one of the KIs explained that most recipient organizations lack human resource capacity in accounting and project proposal writing. The importance of this determinant, although ranked low, lies in the observation that most grantors will not grant funding to organization which do not have qualified staff. This is because there is a high risk of submission of poorly prepared reports. Further, there are also high chances of misapplication of funds that may lead to abrogating the regulations and provisions in of the grant.

In terms of institutional audits, only one (1) out of twenty (20) respondents identified this as a key factor in ensuring the effective operations of a grants management system. This notwithstanding, institutional audits are seen as an important component of an effective grant management system because institutional audits strengthen recipient organizations' internal control systems and will enhance good governance and oversight. In addition, Institutional audits give the grantor a certain level of assurance that the grantee has strong internal controls. They improve the grantee's capacity profile.

One (1) respondent felt the need for flexibility in the requirements including the budget variations. Requirements for contract amendments for budget variations is one of the caused for the delayed implementation. This was supported by literature which called for greater flexibility to budget allocations to enable reallocation of funds in the case of changing needs and to enable no-cost extensions. Further, the literature calls for the minimization of the number of disbursements to one or two in the lifespan of the project and ensure fast-track disbursements, particularly during rapid onset emergencies and for smaller organizations that may not have pre-financing options (IASC, 2016).

In fact it is almost impossible to plan with precision because changes in needs as well as economy are inevitable. Requiring contract amendments for every changes that arise be it in cost or in activity is retrogressive and time consuming.

The need for the maximization of benefits to final beneficiaries was one of the least factors raised by one (1) out of twenty (20) respondents. They felt that there was need to minimize administrative costs to maximize the benefits to the final beneficiaries. However, the literature reviewed shows that lack of enough administrative support makes the recipient organizations less attractive to well qualified and competent staff. For sure support must adequately cover the earmarked activities to achieve the change that is expected from the project. However, implementation has to be done by the human resources who need compensation for their contribution. Therefore, it is important to strike a balance between the programmatic support and the administrative support.

5.3 Discussion of the Specific Findings

5.3.1 Discussion on Supportive Factors

According to the findings of the Study, the following factors were identified as supportive to the effective grant management system: periodic project monitoring and review, continuous training and support, effective Governance and Financial Systems (Internal Controls), employ qualified and competent personnel, adherence to funding terms and regulations, centralized Accounting and Grant Management computer applications, expenditure monitoring, coordination with peer recipient organizations, harmonization of finance and project operation and finally availability of resources – human and money.

With regards to Monitoring and Review, fifteen (15) out of twenty (20) respondents were of the view that the major supportive factor of an effective grant management system was periodic project monitoring and review. This accounts for seventy – five (75) percent of all the respondents. This was supported by all the six key informants accounting for one hundred (100) percent. The key informants felt that having regular monitoring meetings with the partners, visitation to the programme sites to monitor progress would help to ensure that the implementation is on track. Further, constant monitoring on the utilization of funds, by constantly requiring settlements and monitoring of expenditure ensures that there is timely implementation of the project. This will also prevent variation from the agreed activities and budget. They argued that by establishing a good monitoring and evaluation (M/E) system both by the donor and recipient organizations, the organization is able to review, adapt and/ or learn

from the lessons learnt. The key informants further felt that Monitoring of results between partners and Donors is key in ensuring that the project achieves its intended objectives. They also stressed the need for the donor organization to assist the recipient organization in Project design and Regular follow-ups and monitoring while making use of the information collected from the monitoring. It can be argued that close monitoring and review and corrective system will curb or prevent any possibility of misappropriation and misapplication of funds. Monitoring will help organizations to monitor any digression from the plan and put corrective measures during the implementation. The review of the project will help organizations learn from the past and make improvements for the future.

The need for Continuous training and support was one of the factors eleven (11) respondents representing fifty – five (55) percent raised as key in ensuring effectiveness in grant management system. They argued that training and support will develop the capacities of the recipient organizations. One can argue that capacity development must be a continuous process to keep the recipient organizations up to date with the donor requirements and regulations. The need for continuous training and support was supported by six key informants accounting for One hundred (100) percent. The key informants felt that there was need to understand the partner capacity and the capacity gap. Once this is established, communicate with the partners to make them understand the processes and what is required of them which will in turn build their capacity. The capacity building must encompass the whole grant management system ranging from project proposal writing to project implementation processes and donor requirements. This means providing support to both finance and programme staff.

In terms of Effective Governance and Financial Systems (Internal Controls), some respondents (eight out of a total of twenty) felt that strong internal controls are key in every grant management system. This accounts for forty (40) percent of the respondents. The need for the separation of duties was deemed as one of the most important internal control areas recipient organizations needed to consider. However, it was noted that most recipient organizations did not have capacity to employ an adequate number of staff to achieve the segregation of duties.

The respondents further explained the need to have a good governance system in every partner organization. There must be an effective board of directors to give checks and balances to the

management. The need for strong internal control system was supported by two (2) of the key informants who stressed the need for clear finance manual procedures (internal controls) for the Partner Organizations. They further stressed the need for clarity on the processes and policies. The literature reviewed also brought out the need for strong internal control systems (Karanth, 2015).

One can argue that effective governance system ensures oversight and foresight. The effective governance structure ensures there is proper supervision and segregation of duties.

Having qualified personnel was one of the effective grant management factors that was raised by seven (7) respondents accounting for thirty-five (35) percent of the total sample. This was further supported by 2 key informants. The key informants added that the recipient organizations must employ competent staff responsible for the implementation of the project. They further stressed the importance of employing competent Finance managers as part of the management to supervise the finance staff. Delays are sometimes caused by lack of management capacity due to the absence of capable institutions, shortage of well trained and efficient managers, and lack of well-established administrative systems and procedures (Yanwen 2015).

Some respondents felt that adherence to funding terms and regulations was one of the supportive factors. This had a representation of five (5) respondents which accounted for twenty-five (25) percent. This was supported by one of the key informants. The key informant stressed the need for compliance to rules and regulation by Partner organizations especially when it comes to financial settlements. Adherence to funding requirements included the adherence to the implementation and reporting timings. The respondents felt that there was need for partner organizations to ensure that they implement the projects in the timely manner by adhering to reporting deadlines. One of the key informants supported this factor and added that the partner needs to take responsibility to ensure that the projects are completed in stipulated times.

In supporting the respondents' views the literature reviewed added that recipient organizations ought to be aware that acceptance of a grant from the donor creates a legal obligation on the part of the grantee to use the funds in accordance with the terms of the grant and to comply with the grant's provisions and conditions. (NHPRC, 2015). Arguably, lack of adherence to regulations

may be costly to both the grantor and grantee as funds may be spent inappropriately and it may be difficult or impossible to recover it.

Regarding centralized Accounting and Grant Management computer Applications, four (4) out of twenty (20) respondents representing twenty (20) percent felt that there was need to have a centralized computer application system which harmonizes the accounting and the grant management system.

To avoid over-expenditure, four (4) of the respondents accounting for 20% felt that there was need to have a strong financial management system in place which closely monitors the expenditure against budget.

One (1) respondent felt that coordination with peer recipient organizations was key in supporting effectiveness in grant management. They argue that learning can be achieved from the peers information exchange. In fact recipient organizations have vast experience in managing grants with different donors. Sharing of knowledge between peers can be very beneficial to recipient organizations.

Another respondent felt there was need to harmonize the programmatic processes with those of finance. In fact the biggest challenge in most of the organizations is that there is no harmonization between the finance department and programs department. This cause a communication gap and wrong expenditures are sometimes made by non-accounting staff. Separation of duties must bring about harmonization of different departments on the organization.

One of the respondents argued that availability of resources (human and money) was important in the grant management system. It can be argued that inadequate human resource inhibits organizations from achieving clear separation of duties.

5.3.2 Discussion on inhibiting Factors

The second objective was to identify the factors that inhibit the effective grant management system. This objective was to answer the research question: What factors have inhibited the grant management system from achieving the purposes for which it has been set up?

This research has brought out the following inhibiting factors of the effective grant management system: delay in disbursement of funds, lack of adequate funding, slow implementation pace and delay in reporting, lack of integrated goals between the donors and the recipient organizations, lack of understanding of donor expectations, regulations and procedures, joint action activities and delay in finalization of the grant agreements. Others were: weak internal controls, inadequate governance systems eg Non-functional boards, lack of communication when funds are disbursed, lack of a Database Management System for report writing, short-term contracts affecting planning, bureaucratic approval systems, poor accountability, poor documentation, slow turn around on feedback from the cooperating partners, non-compliance to agreed reporting formats and lastly limited hand-holding capacity development.

The delay in disbursements of fund was brought up by eight (8) respondents and was mentioned by the highest number of respondents (40% of the sample size). This was supported by one of the key informants who added that delays in disbursement slow the implementation process and demotivates the partner personnel who salaries are financed by the project. Disbursements that are delayed or split into multiple tranches tend to negatively affect organizations which do not have independent or unearmarked funds against which expenditures can be offset or advanced, therefore creating delays in implementation (IASC, 2016). It can be argued that delayed disbursements lead to delayed implementation of the program activities. Further, delayed disbursements lead to delayed payments of staff emoluments. This will lead to demotivated staff and high labor turnover.

One of the inhibitive factors raised by six (6) respondents representing thirty (30) percent was lack of basket funding for wider granting in projects. They added that lack of basket funding may result into having inadequate and unqualified human resource. This was also supported by one of the key informants who alluded that most of the Civil Society Organizations run on little or low funding. It can be observed that inadequate funding makes organizations fail to attract qualified and competent staff.

Another inhibitive factor raised by five (5) respondents was slow implementation pace and delay in reporting. They argued that the slow implementation pace by the partner organization negatively affects the grant management system. This assertion was supported by one key

informant. It can be argued that the slow implementation pace and delay in reporting can sometimes be caused by lack of regular follow-ups from the donor end. This could also be caused by lack of competent staff. The other cause is the delayed funding by the grantor. The requirement to amend the contract for every change that occurs in the implementation can also cause the slow implementation pace.

It was also observed by five (5) respondents that lack of integrated goals between the donors and the recipient organizations was one of the inhibiting factors.

Most donor agencies have little understanding of the internal processes of most grantees; “Some donors will just appear and demand results that were not part of the initial project plan,” said one of the respondents. The other respondent felt that donors force their operating and compliance standards on the recipients without understanding the recipient’s operational and compliance systems. These assertions were supported by one key informant who stressed that donor organizations must avoid micro-managing the recipient organizations.

It is essential to thoroughly understand the problems (local needs and conditions) that must be solved when modifying the project management approach for use in the project (Yanwen, 2012). Arguably, mostly projects that the grantees have on the ground fail to fit into the objectives of the grantors. Failure for the grantors to adapt their project to the needs as identified by the grantee results in loss of opportunities to explore and support the real need.

Four respondents representing twenty (20) percent felt that there was lack of understanding of donor expectations, regulations and procedures by partner organizations. This assertion was supported by four key informants. They felt that the requirement for the Partner Organizations to understand and follow the Donor regulations poses as a challenge to the partner organizations. It can be argued that lack of clear guidelines on which rules to follow between own rules and donor rule creates confusion. Further, the partner organizations are subjected to different donor regulations and it becomes difficult for them to understand all the different requirements and apply them accordingly. Grantors must ensure clear communication of their expectations, regulations and procedures.

Two (2) respondents felt that joint activities delay the implementation of the project. Different partner organizations have different capacities and have different pace of implementation. Therefore, bundling of partners may only cause further delays.

Delay in finalization of the grant was raised by two respondents representing ten (10) percent. They were of the view that that the projects are actually delayed from the preparation stage. One of the KI added that from their experience the drafting stage of the contract takes too long and a lot of time is lost at the inception stage. Contracts are often signed after the contract period has already started. The delay in the finalization of the contract creates backlog of work. This will cause the need to extend the contracts which is a time-consuming process. Timelines must be adhered to at every stage of grant drafting.

One (1) of the twenty (20) respondents was of the view that weak internal controls is one of the inhibitive factors of the grant management system. They added that lack of internal controls include lack of supervision of staff at recipient organization. Lack of supervision will result in poorly prepared reports and delays in reporting. The National Historical Publications and Records Commission – National Archives in their manual “An Introduction to Financial Management for Grant Recipients” have supported this factor by asserting the need for strong Internal controls (NHPRC, 2015), (Keulder, T., and Benz, E., 2011).

As observed by one (1) of the respondents, lack of adequate governance system leads to lack of compliance to the controls due to lack of proper reporting structures. This is very common in small NPOs who lack adequate funding. Many small NPOs either do not have boards or the boards are not functioning at all.

One respondent felt that project implementation is delayed due to lack of communication when funds are disbursed. Grantors often do not communicate to the grantees once the funds have been disbursed. Communicating to the grantee once the funds have been disbursed allows for the implementation to begin in time. Another respondent felt the need for the database management system to help track and monitor progress of the implementation. The database management system would integrate the programmatic reports with the financial reports. Further, another respondent felt that one of the inhibitive factors was that short-term contracts affecting planning. Most of the contracts granted to recipient organizations are less than 12 months. This was

confirmed by one of the key informants during the interviews. Grantees feel that the short-term contract periods make planning difficult. Time is lost during the reporting time which negatively affects the pace of the implementation.

One of the respondents from a government institution felt that the government has so many bureaucratic procedures making accessing the money difficult and slow. The literature reviewed agreed with this assertion. Projects that are implemented by the government agencies face bureaucratic challenges. Bureaucracy usually arises in an attempt to control the use of finances. Unfortunately, this has proven to have caused a lot of inefficiencies and delays. He further stressed that the existence of rigid swollen bureaucracies, redundant and formalistic methods, and irresponsible attitudes toward the public, causes delays instead of expediting service delivery and programme implementation (Yanwen 2012). Though this was only raised by one respondent, it is a very important inhibiting factor. Bureaucracy slows down the work.

As observed by one of the respondents, lack of well qualified and competent staff often leads to poor accountability. However, lack of accountability could also be a way of misapplying the donor funds. Accountability cannot be underscored as it is the basis for the grantee to qualify for the funds. As noted by Karanth, “Effective and accountable financial management is the cornerstone of NGO accountability and sustainability, and a key component of program and organizational management,” (Karanth, 2015, p. 127).

Other factors raised included Poor documentation by recipient organizations, slow turn around on feedback from the cooperating partners, non-compliance of some organizations to agreed reporting formats and limited hand-holding capacity development.

5.3.3 Discussion addressing the inhibitive factors

The third objective which answers the question: “how can these inhibiting factors be addressed to improve the current system?” was to propose solutions to the identified inhibiting factors of the effective grant management system. This research brings out the following factors: regular training on donor regulations and procedures, timely disbursement of funds, open interactions between the grantor and grantee with regards to expectations, planning together: agreeing on performance deliverables at project conception, case management system, flexibility to

accommodate unplanned eventualities, twining and peer learning between and among grantees, computer application system, extending contract duration periods to a minimum of one year, timely feedback to partners from the donor agencies and clear grant management guidelines. Others are: having more basket funding, timely Monitoring and Evaluation, timely reporting, need to employ qualified staff, regular audits, effective board, prompt communication when funds are disbursed, increasing fundraising options and strengthening the Partner Organizations systems rather than forcing own. The respondents also brought out adherence to Project implementing period, review of some funding requirements e.g opening of separate bank accounts for small projects, improve personnel emoluments for staff Partner personnel, strengthen partner's grants management system, enhanced governance systems for organizations receiving grants, accepting scans of original copies for reporting purposes and regular training on donor regulations and procedures.

Regular training on donor regulations and procedures was the highest mitigating factor raised by seven (7) respondents. The respondents were of the view that there was need for more partner training to enhance staff competencies. They added that training must be a continuous process especially when there are some changes in in partner human resource. Recipient organizations face high labor turnover due to lack of adequate funding. This means that it is important for the donor agencies to consider periodic training of partner personnel to ensure quality of the reports. Further, those partners who might have had a gap between the two grants need to be retrained to bring them up to speed on any improvements and changes in processes.

Timely disbursement of funds was also raised by three (3) respondents representing fifteen (15) percent of the sample size. The biggest challenge faced by recipient organizations is that donor agencies delay the disbursements of funds after the grantee as submitted the request. Grantors only disburse the funds after they have approved the previous reports which often takes long. This frustrates the recipient organizations and is a cause for the delay in the implementation of the projects. Donor agencies must disburse the funds while they process the reports for the previous disbursements as long as the contract is ongoing. This will save project implementation time. The IASC (2016) paper argues that funding unpredictability has potential to lead the recipient of the funds into a short-term programming focus, start-stop operations with sub-optimal execution, and higher transaction costs. Unpredictable funding also forces organizations

to lay off staff, curtail or cancel partner agreements and makes it difficult to attract, hire and retain the most qualified staff.

Open interactions between the grantor and grantee with regards to expectations will allow the departures to be identified at an early stage and corrective measures put in place. Further, open interactions will give the grantees an opportunity to be up to date with changes in the reporting and implementation requirements. This was a view by three (3) out of twenty (20) respondents. One other corrective factor raised by two (2) respondents was the need for planning together and agreeing on performance deliverables at project conception. Three respondents felt the need for a collective planning to agree on performance deliverables at the inception of the project. When the planning is inclusive, the grantee will have ownership to the project and will be motivated to ensure that the project is successfully and timely implemented. One of the respondents felt that donor agencies often push their objectives at the expense of those of the recipient organizations. The project planning must be done in a consultative manner without any of the two parties feeling they do not have bargaining power.

Two respondents called for the need to have a case management system for efficient and effective reporting and database management system. On the other hand, two (2) respondents were of the view that flexibility to accommodate unplanned eventualities was one of the mitigating factors. The two respondents felt the need for flexibility in requirements especially budget variation to avoid delays. The budget must accommodate unforeseen circumstances. There are often a lot of unforeseen changes such as under-budgeting, increase in prices or new intervention opportunities arise. Such changes must be done without having to amend the contracts which takes so much time. Written communication should suffice for such variations.

Two respondents felt that twining of grantees helps create synergies among recipient organizations. However, one of the respondents felt that twining can cause delays as different organizations have different procedures. Further, two respondents believed there was need to have a computer application which consolidates programmatic as well as financial reports. They further asserted that there is need to develop an accounting package specifically for CSOs. This will enhance the grantees' effectiveness in their reporting process.

Regarding the need to extend contract duration periods to a minimum of one year, two respondents supported this. The two of the respondents believe that the short contract durations consume time. They suggest extending the contract durations to a minimum of twelve months. This will allow for recipient organizations to have long term planning such as human resource and programmatic planning. Long term grants will help grantees to retain valuable human resource for longer time.

Two respondents felt the need for timely feedback from donor agencies on whether the costs have been accepted. Once grantees have submitted their reports to the donor agencies, respondents felt it take long for the grantors to give them feedback on whether the reports have been approved or not. Grantors must give prompt feedback to their grantees. Further, two other respondents believed there was need to have a clear grant management guideline and operational manual would guide the grantees and will enhance adherence to donor guidelines. Departures to the procedures will be quickly detected by the grantee personnel without having to enquire from the grantor.

One respondent felt that one of the mitigating factors was to have more basket funding. It can be observed that often administration and human resource is not funded by many grantors. This weakens the recipient organizations. Further, another respondent felt the need for effective and timely monitoring and evaluation system. This will give the implementing partners an opportunity to improve from the lessons learnt. Still another respondent called for grantees to ensure timely reporting. The literature reviewed emphasized that the delay or failure to implement and/ or account for the funds in a timely manner may result into donors withholding or even suspending any future funds and/ or cooperation with the recipient organization (NHPRC, 2015). Meanwhile, one respondent felt there was need to employ qualified staff. Qualified staff will ensure quality reports which will reduce the reporting process.

As stated by one of the respondents, frequent audits will ensure accountability. Audits also makes recipient organizations strengthen their internal controls thereby making them eligible to manage huge grants. Further, another respondent argued that effective board was key to overcoming the inhibiting factors. They stated that having an effective board will create an environment of check and balances to ensure accountability. It is certain that the success of the

organization will to a large extent be dependent on how effective the board is. The board gives checks and balances and provide supervision to management.

One respondent suggested that there was need for the donor agencies to communicate once funds have been disbursed. Other mitigating factors included: increase fundraising options, strengthening the grantee systems that rather forcing grantors' own, adherence to Project implementing period, review of some funding requirements such as opening of separate bank accounts for small projects, improve partner personnel emoluments, strengthen partner's grants management system, enhanced governance systems for organizations receiving grants and acceptance of scans of original copies as supporting documents.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATION

6.1 Introduction

This Chapter presents the Conclusion and recommendations of the Study entitled: “Determinants of Grant Management System: The Case of GIZ Civil Society Participation Programme.” It is divided into three main sections, namely the Overall Conclusion, Main Recommendation and Specific Recommendations.

6.2 Conclusion

This study has revealed that well-defined standard operating procedures, simplicity of financial reporting templates, systems and procedures, certainty of disbursements, effective communication, training and continuous technical support and capacity assessments are among the major determinants of an effective grant management system. The least determinants are proper donor follow-ups on project implementation and reporting, competent expertise, institutional audits, flexibility in budget variations and maximization of benefits to final beneficiaries.

The most supportive factors include periodic project monitoring and review, continuous training and support, effective Governance and Financial Systems (Internal Controls), employ qualified and competent personnel as well as adherence to funding terms and regulations while the least supportive are centralized Accounting and Grant Management computer applications, expenditure monitoring, coordination with peer recipient organizations, harmonization of finance and project operation and finally availability of resources – human and money. On this basis, the Study concludes that there is need to address the inhibiting factors for the purpose of consolidating and sustaining the effectiveness of the grants management system.

6.3 Recommendation

6.3.1 Main Recommendation

From the findings above, this research recommends an improved grant management model. Figure 11 and 12 below show the current and the proposed grant management models respectively.

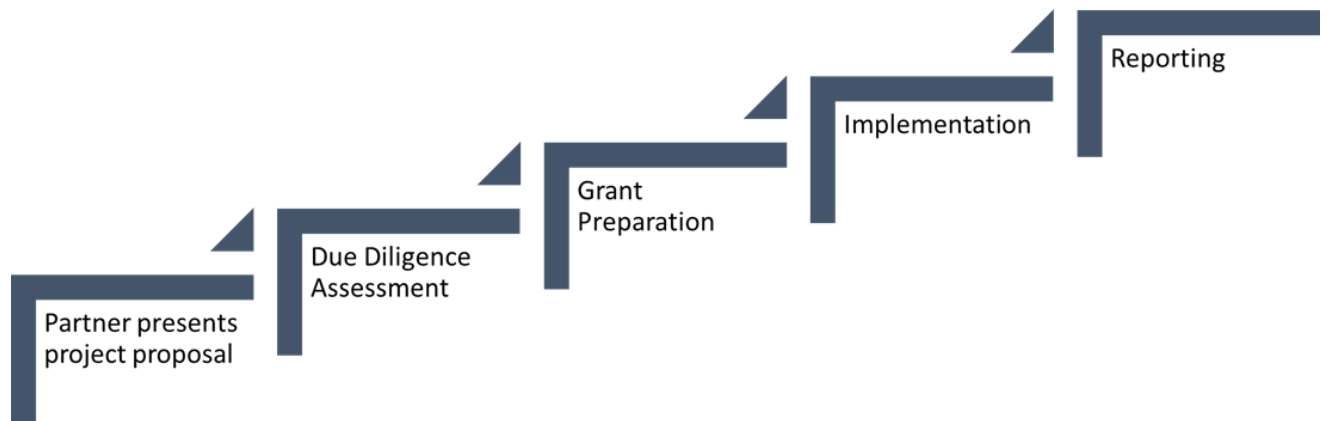


Figure 11 Current Grant Management Model

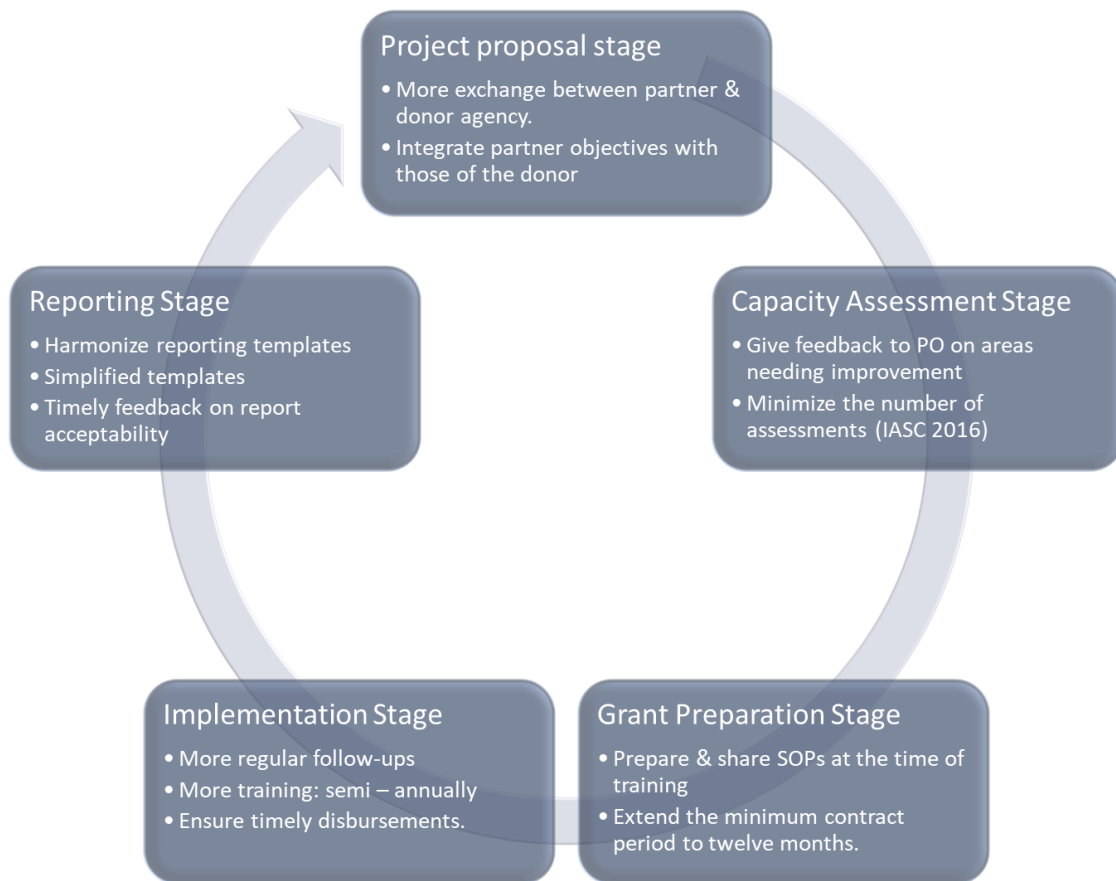


Figure 12 Proposed Grant Management Model

6.3.3 Specific Recommendations

Financing Approach: Donor agencies must ensure that funds are disbursed expeditiously to avoid implementation delays.

Institutional: Recipient organizations must invest in qualified and competent personnel

Reporting Systems: There is need for computer applications that integrate the programmatic reports with financial reports.

6.4 Future Work

From the research findings, the recipient organizations also face Grant management challenges. Their challenges could even be worse than the donor end. In terms of the way forward, there will

be need to undertake a Study that will examine the effective project management system for the recipient organizations.

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APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

I would like to solicit your views on the Determinants of Effective Grant Management Systems in Zambia: The Case of the GIZ Civil Society Participation Programme. Sharing your experience will help to improve upon the Grant Management System of the Civil Society Participation Programme and its Partner Organizations. Your responses will be treated as confidential.

SECTION A: GENERAL INFORMATION

- 1. Name of Partner Organization:
- 2. Position of respondent:
- 3. Sex of respondent:
- 4. Location of the organization:
- 5. Type of Organization: CSO [] Government []

SECTION B: FACTORS THAT INFLUENCE THE EFFECTIVENESS OF THE GRANT MANAGEMENT SYSTEM

- 6. Does your organization have a grant management system in place? Yes [] No []
- 7. If yes, when was the system introduced? []
- 8. What is the highest level of qualifications for your key staff involved in managing the grant management system (must include programme officer(s) and Finance Officer(s))?

Position:

Qualification: Certificate [] Diploma [] Degree [] Masters [] PHD []

Position:

Qualification: Certificate [] Diploma [] Degree [] Masters [] PHD []

Position:

Qualification: Certificate [] Diploma [] Degree [] Masters [] PHD []

9. What is the level of experience for your key staff involved in managing the grant management system (must include programme officer(s) and Finance Officer(s))?

Position:

Experience: 0-5 [] 6-10 [] 11-15 [] 15-20 [] Above 20 []

Position:

Experience: 0-5 [] 6-10 [] 11-15 [] 15-20 [] Above 20 []

Position:

Experience: 0-5 [] 6-10 [] 11-15 [] 15-20 [] Above 20 []

10. What are the key features of your grant management system?

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11. What factors have been helpful in operating the grant management system?

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12. What factors inhibit the effective operation of the grants system?

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13. What do you think must be done to overcome the inhibitive factors?

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SECTION C: CSPP GRANT MANAGEMENT SYSTEM

14. For how long has your organization worked with CSPP? [] Years

15. What are the positive aspects of the CSPP's Grant Management System?

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16. Has this system been helpful to your organization? Yes [] No []

17. If yes, in which ways?

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18. If not, why?

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19. Has your Organisation experienced any challenges in using this grant management system? Yes [] No []

20. If yes, what challenges have you encountered?

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21. How did your Organisation respond to these challenges?

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22. What are the negative aspects of the CSPP's Grant Management System?

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23. What do you think must be done to overcome the inhibitive factors?

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END OF QUESTIONNAIRE

Thank you for taking some time to respond to the questionnaire.

Appendix 2: Interview Guide

1. Based on your experience, what factors do you think should be taken into consideration to ensure that a grant management system operates effectively?

Any examples?

2. Of the factors mentioned above, which one(s) do you think should be prioritized when setting up the grant management system?
3. How would you ensure that the identified factors are constantly updated or monitored?
4. What do you think are the main factors that inhibit the grant recipient organizations from complying/ adhering to the grant conditions?

Any Examples?

5. How would you rate the capacities and skills of most CSOs in Zambia in the management of grants systems? Are most of them effective? Kindly explain your answer
6. In your experience, what have been the most common challenges that CSOs encounter in operating the grants management systems? What could be the main influencing factors for this outcome?
7. In your view, what do you think are the major strengths and weaknesses of a grant management systems used by most donor institutions?
Any examples?
8. What major recommendations would you make to ensure the effectiveness of the grant management system?
Any examples?
9. Do you have any other comments?

Thank you very much for your time.