**SCHOOL OF BSUINESS AND MANAGEMENT**

**COURSE: AFRICA CENTRE FOR PROJECT MANAGEMENT**

**COURSE UNIT: GRANTS MANAGEMENT FINAL EXAMINATION.**

**ASSIGNMENT SUBMITTED**

**BY**

**STUDENT NAME: LAGU FRANCIS JOSEPH**

**Registration Number: ACPM PGD/156/2019**

**YEAR 2019**

**DATE OF SUBMISSION: 30TH September, 2019**

**Lecturer:**

**Diploma in Grants Management Final examination**

Attempt all questions,

All questions carry equal marks

Have your answers presented in APA format 6th edition

1. Discuss five functions of an evaluation in a project.

Evaluation can strengthen advocacy and support sustainability.

Evaluations provide data that can help grantees make the case for their work. For the Mortenson Center. A library training program housed within a large university. Our evaluation findings helped bolster efforts to build awareness of the program’s strong global reputation and track record of effectiveness. Specifically, the opportunity to share evaluation findings positioned the Mortenson Center to secure new champions, university administrators, as well as potential new supporters among the external audiences those champions meet with. We have seen evaluation lead to increased sustainability and donor diversity in other projects, too. This potential outcome makes evaluation particularly salient if you have concerns that an otherwise strong grantee is overly dependent on your funding.

Evaluation can spread what works.

Evaluations can help funders and nonprofits discover the secret ingredients of effective program implementation, i.e., the factors that make the organization successful, and provide opportunities to spread effective practices across a field. We saw this in the case of the Mortenson evaluation: our report documenting the reasons for the center’s success has been shared widely among librarians and other leaders in the library field. We saw something similar during a recent evaluation Arabella completed for an advocacy funder. After completing the evaluation, Arabella used the findings to develop a case study that the funder then shared with other advocates so that they could replicate its successful model. While evaluations typically include some sensitive information that should not be shared beyond the funder and grantee involved, funders can often find sensible (and appropriately sensitive) ways to use evaluation findings to spread what works and help advance their fields.

Evaluation can help prepare organizations for leadership and other crucial, changes.

When evaluations uncover what makes leaders effective (or ineffective for that matter), they can be useful for an organization’s future hiring and succession planning efforts. They might also point to the need for succession planning if an organization hasn’t anticipated that need yet. With the Mortenson Center evaluation, information about the factors that made the center effective was critical when, several months later, a key leader and trainer announced her retirement. The evaluation provided the organization both with an understanding of the attributes a leader needs to succeed in this position and a means of explaining to candidates what the organization does and has achieved to date.

Evaluations provide an opportunity to build grantees’ own monitoring, evaluation, and learning (MEL) capacity.

Many grantees don’t have the capacity, in terms of systems, processes, tools, or expertise, to track and learn from their work to the extent that you, as their funder, might wish. Grantee evaluation can provide an opportunity to address that. We complemented the retrospective evaluation we did with the Mortenson Center with work to bolster the center’s own MEL efforts so that, moving forward, it has a common set of outcomes and metrics to use to assess its work. When conducting a grantee evaluation, funders should look for opportunities to build the organization’s capacity to collect and integrate data into its own ongoing learning and strategy work. While this may require a deeper investment at the outset in grantee evaluation, it can lead to major savings, not to mention increased impact, over time. (Melanie Torres.)<https://www.arabellaadvisors.com/blog/four-more-reasons-to-evaluate/>

1. Discuss the five components of a good monitoring and evaluation design.

Organizational Structures with M&E Functions.

The adequate implementation of M&E at any level requires that there is a unit whose main purpose is to coordinate all the M&E functions at its level. While some entities prefer to have an internal organ to oversee its M&E functions, others prefer to outsource such services. This component of M&E emphasizes the need for M&E unit within the organization, how elaborate its roles are defined, how adequately its roles are supported by the organizations hierarchy and how other units within the organization are aligned to support the M&E functions within the organization.

2. Human Capacity for Monitoring & Evaluation.

An effective M&E implementation requires that there is only adequate staff employed in the M&E unit, but also that the staff within this unit have the necessary M&E technical know-how and experience. As such, this component emphasizes the need to have the necessary human resource that can run the M&E function by hiring employees who have adequate knowledge and experience in M&E implementation, while at the same time ensuring that the M&E capacity of these employees are continuously developed through training and other capacity building initiatives to ensure that they keep up with current and emerging trends in the field.

Partnerships for Planning, Coordinating and Managing the M&E System

A prerequisite for successful M&E systems whether at organizational or national levels is the existence of M&E partnerships. Partnerships for M&E systems are for organizations because they complement the organization’s M&E efforts in the M&E process and they act as a source of verification for whether M&E functions align to intended objectives. They also serve auditing purposes where line ministries, technical working groups, communities and other stakeholders are able to compare M&E outputs with reported outputs.

M&E frameworks/Logical Framework

The M&E framework outlines the objectives, inputs, outputs and outcomes of the intended project and the indicators that will be used to measure all these. It also outlines the assumptions that the M&E system will adopt. The M&E framework is essential as it links the objectives with the process and enables the M&E expert know what to measure and how to measure it.

M&E Work Plan and costs.

Closely related to the M&E frameworks is the M&E Work plan and costs. While the framework outlines objectives, inputs, outputs and outcomes of the intended project, the work plan outlines how the resources that have been allocated for the M&E functions will be used to achieve the goals of M&E. The work plan shows how personnel, time, materials and money will be used to achieve the set M&E functions.

Communication, Advocacy and Culture for M&E.

This refers to the presence of policies and strategies within the organization to promote M&E functions. Without continuous communication and advocacy initiatives within the organization to promote M&E, it is difficult to entrench the M&E culture within the organization. Such communication and strategies need to be supported by the organizations hierarchy. The existence of an organizational M&E policy, together with the continuous use of the M&E system outputs on communication channels are some of the ways of improving communication, advocacy and culture for M&E.

Routine Programme Monitoring.

M&E consists of two major aspects: monitoring and evaluation. This component emphasizes the importance of monitoring. Monitoring refers to the continuous and routine data collection that takes place during project implementation. Data needs to be collected and reported on a continuous basis to show whether the project activities are driving towards meeting the set objectives. They also need to be integrated into the program activities for routine gathering and analysis.

Surveys and Surveillance.

This involves majorly the national level M&E plans and entails how frequently relevant national surveys are conducted in the country. National surveys and surveillance needs to be conducted frequently and used to evaluate progress of related projects. For example, for HIV and AIDS national M&E plans, there needs to be HIV related surveys carried at last bi-annually and used to measure HIV indicators at the national level.

National and Sub-national databases.

The data world is gradually becoming open source. More and more entities are seeking data that are relevant for their purposes. The need for M&E systems to make data available can therefore not be over-emphasized. This implies that M&E systems need to develop strategies of submitting relevant, reliable and valid data to national and sub-national databases.

Supportive Supervision and Data Auditing.

Every M&E system needs a plan for supervision and data auditing. Supportive supervision implies that an individual or organization is able to supervise regularly the M&E processes in such a way that the supervisor offers suggestions on ways of improvement. Data auditing implies that the data is subjected to verification to ensure its reliability and validity. Supportive supervision is important since it ensures the M&E process is run efficiently, while data auditing is crucial since all project decisions are based on the data collected.

Evaluation and Research.

One aspect of M&E is research. The other is evaluation. Evaluation of projects is done at specific times most often mid- term and at the end of the project. Evaluation is an important component of M&E as it establishes whether the project has met he desired objectives. It usually provides for organizational learning and sharing of successes with other stakeholders.

Data Dissemination and Use.

The information that is gathered during the project implementation phase needs to be used to inform future activities, either to reinforce the implemented strategy or to change it. Additionally, results of both monitoring and evaluation outputs need to be shared out to relevant stakeholders for accountability purposes. Organizations must therefore ensure that there is an information dissemination plan either in the M&E plan, Work plan or both (<https://impact-evaluation.net> › 2013/05/03).

1. Critically discuss the issues you will pay attention to when managing project finance.

Financial Control.

This process assures that financial control and cost control are executed in the most effective way to ensure that all items are within budget and the financial cash forecast.

Inputs are contract requirements, project financial plan (both as described in the previous section), cost and revenue benefits (the forecasts developed for the financial plan), and change requests (the impact of change requests either in cost or revenues streams must be analyzed and incorporated into the financial plan and their effect in borrowing and other features considered).

Tools and techniques are the project accounting systems, the internal and external audits, and the financial reports.

Project accounting systems structure should be similar to the work breakdown structure (WBS), showing the breakdown of the total project in more controllable modules. The objective is to closely monitor the actual spending and revenue against budget and cash flow forecasts, adjusting either the work methods or problem areas where this mechanism shows deviations.

Internal or external audits consist in assuring that correct accounting methods and financial practices are being maintained. Often they are mandatory.

Financial reports are a requisite for management and for any lenders who may be involved in the project. Status of the project and forecast of the finance health of the project must be on the report.

Output of control is corrective action. Based on the information collected, it may be necessary to develop an action plan to correct deviations.

Financial Administration and Records.

This process assures that financial information is administrated and that records are well made. Inputs are the previously presented financial status reports, contract requirements (attention to contract clauses), and project financial plan. Tools and techniques are cost, accounting, and financial systems. The outputs are the traceability of the financial systems and lessons learned. Traceability consists of storing the financial records in a well-defined and standardized way, preferably using a computer-aided financial information storage. Lessons learned should report on the problem areas encountered and the corrective action taken.

With small and minor adjustments, the Construction Extension to the PMBOK® Guide–2000 Edition (PMI, 2003) could be considered for most projects, since it provides an excellent starting point for the questions that we have when we try to make the mindset change from cost to finance.

Good Practice in Project Financial Management

The natural state for a subject that operates at the confluence of numerous disciplines and real world contexts (Urli & Urli, 2000) is considered to be the main reason why it is a very demanding task to identify good practices. Assumptions made from most of the researches and practicing elements that projects are related to the development of new products or processes (WEFO, 2007) to be incorporated into an organization core activity, are not useful to the clear understanding of the project financing needs, since they do not take into account the return of the investment and the cost of operating the product of the project when it is completed. Even cost management is viewed as the way in which the cost is considered from an engineering point of view, and it is rare that the document includes finance or account perspectives.

1. Distinguish between outputs, outcomes, and impacts,

What Are Inputs?

The resources your organization devotes to a particular program are called inputs. Those resources can be financial, but also the time of staff or volunteers. Expertise, such as a consultant or a partner organization, can be considered an input.

What Are Outputs?

What does your program produce? For instance, a training program provides graduates. A particular effort might yield information such as white papers or studies. A homeless shelter creates filled beds.

We usually describe outputs with numbers. For instance, we filled 96 percent of available beds or our training program resulted in 95 graduates.

Outputs are measurable and readily determined.

It's tempting to stop with outputs because they are easy to produce. You just count. How many people did you serve? How many meals did you dish out?

But, your organization should try to get to the next level of outcomes and impact to impress funders.

How Is an Outcome Different?

An outcome is an effect your program produces on the people or issues you serve or address. For instance, the result of a training program might be the number of graduates who get a job and keep it for a particular period.

An outcome is a change that occurred because of your program. It is measurable and time-limited, although it may take a while to determine its full effect.

Measuring outcomes requires a more significant commitment of time and resources. Plus, you may have to track performance over time.

Why Does Impact Matter?

Impacts are the long-term or indirect effects of your outcomes.

Impacts are hard to measure since they may or may not happen. They are what we hope our efforts will accomplish.

For instance, graduating from a training program may eventually lead to a better quality of life for the individual. But how do you know? What are the indicators of a better quality of life? How long will it take to see the impact?

Impacts are often uncertain and unpredictable. As Robert Penna says in The Nonprofit Outcomes Toolbox, impacts are what we hope for, but outcomes are what we work for. The Nonprofit Outcomes Toolbox, (Robert M. Penna, Wiley, 2011).

The differences between outputs, outcomes, and impact are:

Outputs: Results which are reached immediately after implementing activity. Example: we are organizing a leadership basic training, trainees would get clear understanding about leadership on basic level. The output of the training project have achieved directly after the training. In this case, the output is the people/ trainees who have got an understanding about the basic leadership.

Outcomes: results which are considered as in mid-term results. Outcomes may not be able to be seen immediately. Example: from example above of the leadership basic training, when the trainees have started to implement of the leadership ability related in their position/ responsibilities, then that’s the outcome of the training project.

Impact: Result which usually are considered in long term. Example: based on the example above, if the trainees have achieved the goal of the leadership basic training itself, in other word, the trainees have been able to implement the leadership ability in wide range, they may appointed to continue the next level of leadership training, achieving executive position/career and gave contribution to their company goals. Then it is an impact created by the project of leadership basic training though. It usually needed several years to be seen.

In short term which can be concluded from the leadership basic training project above are:

Outputs: The trainees who are attending and get understanding about basic leadership skills.

Outcomes: The trainees who have been able to implement the basic leadership skills and could give contribution related on their responsibilities.

Impacts: The trainees, who have been able to develop their skills to the next levels, reached better career and gave real contributions in obtaining their company goals and society.

1. Compare and contrast any four methods of collecting evaluation data.

Observation Method:

In observation method, the information is sought by way of investi­gator’s own direct observation without asking from the respondent. The main advantage of this method is that it is free from subjective biasness, as it is free from respondent’s willingness. It is, however, an expensive and time consuming method. Moreover, the information provided by this method is very limited and some of the more busy people like executives may not be accessible to direct observation.

Interview Method:

Primary data may be collected either through personal interviews or through telephonic interviews:

(a) In the personal interviews the interviewer asks questions gen­erally in a face to face contact. Through interview method more and reliable information may be obtained. Personal information can be obtained easily under this method. It is, however, a very expensive and time consuming method, especially when large and widely spread geographical sample is taken. Certain types of respondents, such as officials, executives or people of high income groups, may not be easily accessible.

In this method, the respondent may give wrong and imaginary information. For effective interview there should be a good rapport with respondents which is often very diffi­cult to develop. For a good result the interviewer’s approach should be friendly, courteous, conversational and unbiased for which a proper training is required.

(b) In telephonic interviews contact is made with the respondents through telephone.

The main merits of telephonic interviews are:

(i) It is more flexible and faster than other methods.

(ii) It is cheaper and less time consuming.

(iii) Recall is easy and replies can be recorded without causing embarrassment to respondents.

(iv) At times, access can be made to respondents who otherwise cannot be contacted for one reason or the other.

(v) No staff is required and wider representation of sample is possible.

This method also has several weaknesses. For example, the sur­veys are restricted to respondents who have telephonic facilities and little time is given to respondents for considered answers. It is not suitable for intensive surveys where comprehensive answers are re­quired for various questions.

iii. Questionnaire Method:

In this method a questionnaire is mailed to the person concerned with a request to answer the questions and return the questionnaire. This method is most extensively applied in various researches of human and economic geography.

The main merits of this method are given below:

(i) There is low cost even when the universe is large and is wide­spread geographically.

(ii) It is free from bias of interviewer as answers are respondent’s own words.

(iii) Respondents, who are not easily approachable, can also be reached conveniently. Moreover, respondents are given enough time to give well thought answers.

The main demerits of this method are:

(i) Low rate of return of the duly filled questionnaires.

(ii) It can be used only when the respondents are educated and cooperative.

(iii) The control of the questionnaire may be lost once it is sent.

(iv) It is difficult to know whether willing respondents are truly representative.

(v) This method is likely to be the slowest of all.

Schedule Method:

This method of data collection is very much like the collection of data through questionnaires, with little difference that lies in the fact that schedules (proforma containing a set of questions) are being filled in by the enumerators who are specially appointed for this pur­pose. Enumerators explain the aims and objects of the investigation and also remove the difficulties which any respondent may feel in understanding the implications of a particular question.

This method is very useful in extensive enquiries and can lead to fairly reliable results. It is, however, very expensive and is usually adopted in investigations conducted by governmental agencies or by some organizations. Population census all over the world is con­ducted through this method.

For the selection of an appropriate method, the objective, nature and scope of study, the availability of time and funds, and the level of precision required are to be taken into consideration. [www.yourarticlelibrary.com](http://www.yourarticlelibrary.com).

1. Discuss the importance of conducting situation analysis for purpose of designing a development project.

Situation analysis is defined as an analysis of the internal and external factors of a business. It clearly identifies a business's capabilities, customers, potential customers and business environment, and their impact on the company. A situation analysis is an essential part of any business plan and should be reviewed periodically to ensure that it is current.

Factors to Consider in Situation Analysis.

When considering performing a situation analysis of your business, it is important to look at several factors:

Product situation. Determine your current product. You may want to view this definition in parts such as the core product and any secondary or supporting services or products that you sell. Viewing your products and services separately helps determine how each relates to your core clients' needs.

Competitive situation. Analyze your main competitors and determine how they compare to your business such as competitive advantages.

Distribution situation. Review your distribution situation in terms of how you get your products to market, such as through distributors or other intermediaries.

Environmental factors. Determine the external and internal environmental factors, which can include economic or sociological factors that impact your business's performance.

Opportunity and issue analysis. Conduct a SWOT analysis to determine any strengths, weaknesses, opportunities, and threats that may affect your business and its performance.

While this information may be obvious to most business owners, it can be beneficial to review the core fundamentals.

Determine If Your Situation Analysis Is Useful

To determine if your situation analysis is functional and provides value, it should:

Be simple and practical to use

Be clearly understandable to an outsider

Focus on key factors impacting your business, both internally and externally

Clearly identify future goals for your business

Spark even further analysis

If your analysis falls short of these items, it should be reworked.

Common Challenges in Situation Analysis

You also may encounter one or more of these common challenges:

You've listed an excessive amount of strengths, weaknesses, opportunities, and threats, so that the information appears confusing and makes it difficult to get a strong picture of your business at a glance.

You are lacking prioritization within your analysis.

You are too broad going through the factors, so it's difficult to really focus on them.

The factors you have listed are opinion, not fact.

Strengths, weaknesses, opportunities, and threats lack distinguishing factors.

If performed properly, situation analysis can be a useful tool for determining the health of your business. Once you know how your business is doing, you can set proper strategies to ensure its success in the future. (LAURA LAKE, 2019).

1. Briefly discuss four factors to consider when writing a problem statement of a development project proposal.

A problem statement is a clear concise description of the issue(s) that need(s) to be addressed by a problem solving team. It is used to center and focus the team at the beginning, keep the team on track during the effort, and is used to validate that the effort delivered an outcome that solves the problem statement. It has a specific form:

Vision - what does the world look like if we solve the problem?

Issue Statement - one or two sentences that describe the problem using specific issues. It is not a "lack of a solution" statement. For example, our problem is that we don't have an ERP system.

Method - the process that will get followed to solve the problem. For example, DMAIC or Kaizen.

How to get started

The 5 'W's - Who, What, Where, When and Why - is a great tool that helps get pertinent information out for discussion. From the [poem] from Rudyard Kipling's "The Elephant's Child" which opens with:

I keep six honest serving-men

(They taught me all I knew);

Their names are What and Why and When

And How and Where and Who.

Who - Who does the problem affect? Specific groups, organizations, customers, etc.

What - What are the boundaries of the problem, e.g. organizational, work flow, geographic, customer, segments, etc. - What is the issue? - What is the impact of the issue? - What impact is the issue causing? - What will happen when it is fixed? - What would happen if we didn’t solve the problem?

When - When does the issue occur? - When does it need to be fixed?

Where - Where is the issue occurring? Only in certain locations, processes, products, etc.

Why - Why is it important that we fix the problem? - What impact does it have on the business or customer? - What impact does it have on all stakeholders, e.g. employees, suppliers, customers, shareholders, etc.? Each of the answers will help to zero in on the specific issue(s) and frame the Issue Statement. Your problem statement should be solvable. That is, it should take a reasonable amount of time to formulate, try and deploy a potential solution.

Example

Consider a software development and hosted data Services Company that supplies products and services to wireless carriers. They had issues deploying new software releases into the production environment. Deployment in this case is the work necessary for taking a production ready binary and installing, testing and releasing it into the production environment. The company failed to deploy the releases on-schedule over 50% of the time.

Problem Statement:

We want all of our software releases to go to production seamlessly, without defects, where everyone is aware and informed of the outcomes and status. (Vision).

Today we have too many release failures that result in too many rollback failures. If we ignore this problem; resources will need to increase to handle the cascading problems, and we may miss critical customer deadlines which could result in lost revenue, SLA penalties, lost business, and further damage to our quality reputation. (Issue Statement)

We will use our Kaizen Blitz methodology in evaluating the last release to help us improve our processes. (Method)

Conclusion

A problem well stated is half solved, Wally Davis taught me that one. And he's right, the better the clarity around what the team is attempting to fix, the more efficient they'll be in solving the problem, the solution will better 'fix' the issues, and the team can get back to executing the business versus fixing it.

Our experts are trained and well-seasoned in defining problem statements and keeping teams on track to deliver results. Let us help your team get better solving your problems. Contact us today. (Chris's blog, 2019)

1. Describe five benefits of HR planning in an organization.

The human resource planning helps in forecasting the future needs of the manpower and not only this, but it also helps in anticipating the vacancies arising in the near future.

It is cost effective, i.e. the enterprise can anticipate the shortage and surplus of manpower and can control the imbalance that may become unmanageable or expensive.

Better planning for the employee development. Through human resource planning, the skills of the existing employees can be improved by giving them timely training and development opportunities.

Training programs become more effective since the manpower gaps, arising out of shortage or surplus, can be determined through the manpower planning and the training can be imparted accordingly.

It helps to make the strategic decisions related to the hiring and training of the manpower, in the case of shortage and layoff, termination or replacement of the manpower, in a case of surplus.

Through Human Resource planning, the idle arising out of vacancy can be reduced and thus the overall performance of the business remains unaffected.

Thus, through human resource planning the firms can effectively manage the manpower requirements (both current and future) and also helps in reducing the lead time spent on searching the prospective candidate for the vacant position. (<https://businessjargons.com>)

1. ABC Ltd management had noted increased errors in employees work and poor performance for the last one year, until a consultant advised them to try a training programme for the employees. Describe to the management of ABC Ltd the benefits of training employee.

Training and development is simply defined as ‘the formal, ongoing efforts that are made within an organization to improve the performance of its employees’. Training and development can also be described as ‘an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. While new methods are under continuous development, several common training methods have proved to be highly effective. Some notable examples include orientations, class room lectures, case studies, role playing, simulations and computer based training. Training and development programs may be focused on individual performance or team performance. In order to maximize the effectiveness of training and development program, organizations must constantly assess and identify their employees’ current training and development needs to prepare them for their next positions to achieve higher growth. Organizations have to recognize that different employees will have different needs and these needs will change over the time as these workers continue in their careers. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. In nutshell Training is crucial for organizational development and its success which is indeed fruitful to both employers and employees of an organization. Here are some important benefits of training and development.

Increased productivity: Training and development directly improves efficiency and productivity of employees. Employees remain up to date with new technology and thus use existing ones in a better way. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources when employees are properly trained.

Less supervision: Training improves necessary skill sets in employees and empowers them to address tasks independently. In other words a well-trained employee will be well acquainted with the job and hence they need less of supervision.

Reduction of errors & accidents: Most of the errors occur because of many employees lack the desired knowledge and precise skills required for doing a particular job. Continuous Training and development ensures that employees get the right skills at right time .The more trained an employee is, the less are the chances of committing errors in job.

Talent pool: Creating a pool of cross-trained employees helps to bridge gaps when someone unexpectedly leaves the company - or if they accept a transfer or a promotion. Employees can be trained on a minor additional skill in sales, customer service, administration and operations. Cross-training also fosters team spirit, as employees appreciate the challenges faced by co-workers.

Uncover employee potential: Most of the companies overlook the hidden talent of their employees, Training and development provides a catalytic platform for employees to share their ideas with management. It has been proved that some employees might be yearning for a leadership role within the business, but because there is no leadership development program in place, these individuals don’t get the chance to prove their ability or further develop these hidden skills. Allowing employees to attend these programs helps to spot the leaders of tomorrow within current work force.

Job satisfaction: Training and development makes the employees feel more satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.

Reduction of turnover and absenteeism: Employee turnaround costs time and money. Training creates a feeling of confidence in the minds of the employees. It gives them a security at the workplace. As a result, labor turnover and absenteeism rates are reduced.

Address employee weaknesses: Most of the employees have certain weaknesses in their workplace, which hinder them from giving the best outputs. Training assists in eliminating these weaknesses, by strengthening workers skills and dissolving inner barriers. A well-organized development program helps employees gain analogous skills and knowledge, thus bringing them all to an advanced uniform level. This simply means that the whole workforce is reliable, so the company or organization doesn’t have to rely only on specific employees.

Increased consistency: A well-organized training and development program gives employees constant knowledge and experience. Access to regular training ensures that all employees have a consistent experience and consistent knowledge of tasks and procedures, something which is particularly important when it comes to basic company policies and procedures. Ensuring that all employees have consistent knowledge also helps to ensure that tasks are completed on time and without issues, and there are no questions to be asked about how things should be done. Safety, discrimination and administrative chores should be crucial tasks which require training. This mostly includes administrative procedures and ethics during execution of duty.

Reduction in learning time: Systematic training through trained instructors is essential to reduce the training period. If the employees learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work. Here training takes care of all these things in a compact manner and reduces the time frame of self-learning significantly.

Team spirit: Training and Development helps in instilling the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

Skills Development: Training and development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

Optimum resource utilization: Training and Development significantly helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization which ultimately results in optimum resource utilization, moreover it also helps the employees in attaining personal growth.

In addition to above scenarios training and development leads to improved profitability and more positive attitudes towards profit orientation, it also aids in organizational development i.e. organization gets more effective decision making and problem solving. Training and development helps in understanding and carrying out organizational policies thereby developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful employees and managers usually display. Training and development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice. (HAMID QURESH 2016).

1. Why is understanding Financial Management an asset to a Grant Management officer?

Lead the review of any new granting mechanisms to ensure adherence to donor requirements related to eligibility for the local sub grantees, budget presentation, acceptability of cost allocation and other proposal requirements.

Support timely agreement development/review/approval, both at the level of partners, ensuring adherence to both internal and donor requirements.

Support timely response to donor requests related to local grants agreements, budgets and spending

Anticipate and respond to sub-grantee questions related to local grants agreements, budgets and spending, and try to encourage information sharing that will allow them to become familiar with requirements and practices of enforcement of donor finance policy.

Review, communicate and monitor compliance with donor requirements related to staffing, purchasing, and asset management and reporting.

Identify compliance gaps and related solutions, including differences between donor and Community Based Organization internal policies and procedures, including cost allocation.

Take the lead in monitoring timely local grants closure – engaging both finance and program staff well in advance of closure deadlines and advising on issues related to staffing, disposition and reporting.

Review advances payments to CBOs; and also ensure that the advances to CBOs are liquidated in a timely manner.

Resolve grant compliance issues that arise with CBOs by arranging for technical support from the donor Grant and Compliance team

Internal Control Assessment

Lead site visits to CBOs to assess adequacy of internal controls, compliance with applicable laws

Perform on-going monitoring and assessment of partner capacity to accurately record and post all transactions.

Ensure adequate response and monitoring to implement recommendations of all financial audits and partner capacity assessments

Financial management and analysis

Review budget comparison reports to ensure adherence to restrictions on line item flexibility and stated restrictions on accepted costs. Support follow up actions to resolve any identified problems.

Monitor the budgets and expenses at least on a monthly basis and ensure that the commitments to local partners do not exceed the available budget.

Ensure timely receipt and review of monthly expenditure reports from CBOs/ Local partner organizations.

Ensure documentation of local partner liquidation reviews outlining justification of all rejected expenses and detailing improvements required.

Capacity Building.

Through formal training, on the job support and monitoring, build the capacity of local partner staff in grants/contract compliance.

Prepare and implement training and technical assistance as needed to address capacity needs and reinforce grant management, e.g., financial management, budget analysis, policies and procedures and basic accounting, etc.

Coordinate planning and implementation of institutional capacity assessment and periodic review of potential new partner organizations.

Conduct and coordinate with Project coordinators monitoring visits to local partner organizations to assess adequacy of internal controls and to provide onsite mentoring and technical assistance. Detail site findings and ensure implementation of recommendations/corrective action plan and follow-up requirements.

Actively participate in program meetings as appropriate to effectively plan and collectively coordinate financial and programmatic activities in conjunction with local partner capacity building initiatives.

References;

<https://www.arabellaadvisors.com/blog/four-more-reasons-to-evaluate/>

<https://impact-evaluation.net>

<https://businessjargons.com>