

The Contribution Of Participatory Grant Making To The Performance Of Projects In Local NGOs. A Case of Hivos Foundation in Tanzania

Emmanuel Sabayo Waisai^{a*}

Email: ^a emmanuelwaisai@gmail.com

Address: Kinondoni Municipal, Dar es salaam, Tanzania

Abstract

This study aimed to evaluate the impact of participatory grant-making on the performance of Partner Organization Projects. The research focused on the Hivos Foundation in Tanzania and examined the essence and nature of the participatory grant-making approach, as well as the processes involved and the impact on project sustainability. The study utilized a qualitative case study methodology, collecting data through document review, in-depth interviews, focused group discussions, and observations. Data analysis methods included content analysis and narrative analysis. The findings of the study revealed several key insights. Firstly, the participatory approach fostered shared responsibility and community engagement, leadership development, innovation, and trust. These factors contributed to effective project implementation, ultimately improving project performance and sustainability. Additionally, the study highlighted the importance of involving non-grantmakers in the grant-making process. The inclusion of external stakeholders at any stage of the process was found to be a crucial component of participatory grant-making, enhancing project performance. The study concludes that the participatory approach can lead to the sustainability of certain project elements, but only when it is used as both a means and an end. It emphasizes that Grantmakers should view recipients of grants not just as beneficiaries, but as agents of change in their communities. The participation of local people in the grant-making process at any stage is essential for fostering.

Keywords: Participatory grantmaking; Project; Local NGOs

1. Introduction

Participatory development methods have become more popular among funding agencies in the previous three decades. Participatory grantmaking began in the 1970s when charitable organizations and networks developed more inclusive ways that fit their interests and goals (Soskis, 2019). Participatory grantmaking was used by a 1979 nationwide network of social justice foundations to involve community activists in grantmaking decisions. The Community Foundation and Neighborhood Small Grants Programme of the Charles Stewart Mott Foundation facilitated grassroots participatory grantmaking in the early 1990s (Kobro et al., 2018). After more than 30 years, participatory grantmaking is becoming the standard. In 2016, the Case Foundation allowed the community to engage in grantmaking. Facilitating openness, inclusion, and collaboration while addressing top-down issues led to participatory grantmaking (Partson, 2020).

Participatory grantmaking is a core part of community development work to ensure the successful execution of development-funded projects. For decades, thoughtful democracy and community development have been used in other fields. Participatory grant-making focuses on who made the financing decision, for whom, and for what purpose to efficiently execute development-sponsored initiatives. Through participatory grantmaking, donors and those most affected by the issue share decision-making power (Choi, 2018).

Different social sector development agencies in Tanzania have used different techniques to address social and economic challenges. They're looking for alternatives because those methods failed. Participatory technique to regain credibility (Mansuri et al., 2018). A participatory approach is designed to improve development project quality and effectiveness. The participatory approach improved development project allocation, but decision-making without beneficiary input wasted funding (Aasen and Amundsen 2011). Kenya, Uganda, Rwanda, South Africa, and Tanzania also showed that funding decisions on grantmaking shift power between donors and recipients on budget allocation (Stoudt et al., 2017). Traditional top-down grantmaking has shifted to bottom-up participatory grantmaking to support development projects (RCPLA, 2017). This grant-making process promotes bottom-up solutions, or community philanthropy, where donors and communities mobilize social, human, political, and intellectual capital to improve community wellbeing over time.

This framework's strengths included shared responsibility, community due diligence, transparency and accountability, advanced democratic practice, civic engagement, accessibility, innovation and trust, bridges across communities and issues, leadership development, self-determination, and collaborative learning (Engen and Holen, 2014). Participatory grantmaking creates variety, enhances decisions, and boosts grassroots funding (Sappington et al., 2010). Humanist ideas influenced Hivos' 1968 founding. Hivos founders believed development work should be secular since meaningful cooperation requires respect for other faiths. Our founders declared in our inaugural pamphlet that "necessary changes should spring from communities themselves – from people at the base of society." Hivos' art reflects these beliefs. With 50 years of experience partnering with pioneers in bold, inventive, and impactful development programmes, Hivos seeks unique solutions to global issues produced by people taking charge. Hivos counteract discrimination, inequality, power abuse, and unsustainable resource use (Hivos, 2018).

1.2 Background of the Problems

As a strategy to increase project performance, accountability and relevancy for more than 30 years Hivos has been using the participatory grantmaking approach to award and provide grants to its grantees. According to Hivos annual report of 2017, following the adoption of the participatory grantmaking approach in 2017 there were more than 178 projects implemented across twelve countries under Hivos Open Society program, consequently resulting in delivering a great number of innovations and positively impacting the communication between citizens and governments. Furthermore, through a participatory approach and partnership Hivos East Africa Hub has given grants to more than 40 Tanzanian Non-governmental organizations, Co-operative Societies and community-based organizations within the four years under the Voice program in Tanzania.

Despite the observed achievements, there are observations that the participatory grantmaking approach has been equally facing a number of challenges. Including but not limited to a lack of safety and risk management conflicts of interests, resource intensiveness and the reluctance of a few organizations to take part in this process because of unequal power relations and bureaucratic procedures. This study therefore intends to assess the contribution of participatory grantmaking approaches on the performance of NGOs development projects, the case of Hivos in Tanzania.

1.3 Research Objectives

The objective of this study was to assess the contribution of participatory granting making on the performance of projects in local NGOs. Specifically, this study aimed to:

- Explore the nature of the participatory grant-making approach at Hivos Foundation in Tanzania.
- Examine the processes involved in the participatory grant-making approach
- Investigate the impact of participatory grant-making approach on the performance of projects in local NGOs

2. Literature Review

Participatory grant-making is likely new to development. From the 1970s through the turn of the century, community foundations grew. Several donors used inclusive policies in the 1970s to promote economic equality, racial justice, and civil and human rights (NadzriMohamad et al., 2015). Before, foundation programmes were moulded by community feedback, which helped the foundation identify the most pressing community needs. Community mapping was designed to enable locals to advocate for reform, a function previously unheard of among foundations (Okinda, 2013). For instance, a 1979 financing exchange institution incorporated community activists in grantmaking decisions but is still used by its networks. Participatory grantmaking was rare in the 1970s, but the social justice zeitgeist inspired new philanthropic organizations and networks. This included the Ms Foundation for Women, National Committee for Responsive Philanthropy, Funders for LGBTQ Issues, and Tides Foundation (Karim, 2013). The Charles Stewart Mott Foundation's Community Foundations and neighborhood Small Grants Programme in the early 1990s created Grassroots Grantmakers, a network of place-based funders in the US and Canada that includes non-grantmakers in grantmaking (Platz et al., 2014). Another organization, Annie E. Casey, allowed non-grantmakers to participate in money awarding before project implementation in 1999. Knight Foundation urged locals to share their experiences and submit their unique concept for gathering local news and information, as well as remark on them, as part of their participatory grantmaking process.

2.1 Nature of Participatory Grantmaking

Participatory grant-making processes in civil society organizations involve the active involvement of regular citizens and grassroots efforts to fulfil societal missions (Lentfer, 2015). Civil society plays a crucial role in supporting community development projects and ensuring a democratic process (Oddanem, 2017). In African countries like Kenya, Uganda, Rwanda, and Southern Africa, community participation is emphasized in the grant-making process (Mabeteni, 2014). Grantmakers prioritize qualified organizations that can enhance project efficiency and implementation (Bond, 2020). They need specific competencies, experience, and knowledge in grant management for civil society (Paterson, 2020). Grantmakers should earn the trust and respect of NGOs, demonstrate a genuine interest in community development, and uphold democratic values (Zareba, 2016). Independence, knowledge, and management capacity are important characteristics of grant-making approaches in civil society organizations (Zareba, 2016). Independence allows for allocation based on project focus and quality, free from political influences (MacDonough, 2020). Grantmakers should have knowledge of the NGO sector and respond to its needs (Zareba, 2016). Management capacity involves addressing stakeholders' feedback, integrating ideas, and establishing transparent assessment procedures (Oddanem, 2008). Effective communication, publicity tools, and adherence to principles of good governance are also important (Zareba, 2016).

Establishing a genuine connection and access to the lived experiences of the people being served is crucial for donor legitimacy and impact (Gaebee, 2018). Participatory grant-making promotes equity, inclusivity, and

impactful philanthropy (Gibson, 2017). Grantmakers should adhere to certain qualities for successful participatory grant-making (Gibson, 2018). Collaboration among grantmakers, donors, NGOs, government, and the community is important for successful development projects (Moulaert et al., 2005). This approach fosters trust, openness, and honest communication (Primeau, 2016).

2.2 Strategies Involved In The Grant-Making Approach.

Philanthropic institutions prioritize community participation in their grant-making processes (Gaynor, 2017). They aim to involve individuals directly and indirectly affected by the issues they address (Moulaert et al., 2015). To ensure full participation, many grantmakers operate at the local or national level and require face-to-face meetings for decision-making (Romy, 2019). Romy (2019) outlines the steps involved in participatory grant-making, which include collaboration between donors and individuals with lived experience to evaluate and analyze project proposals. The donor committee, including other stakeholders, reviews and finalizes the proposed ideas for funding. The board of directors from the donor committee makes the final decision on which grant to award (Romy, 2019). Baker and Hennessy (2013) describe a participatory grant-making process involving various stakeholders, senior leadership, and the investigator team. This process includes individuals from the community or with expertise who have firsthand experience. They come together to discuss and make decisions regarding the conditional approval of grant funding. The initial stage is typically brief, lasting one to two weeks and requiring no input from the potential grantee (Lentfer, 2015). If the grant is accepted, the investigator will notify the potential grantee and connect them with the internal team to process the funding proposal (Henon, 2014). The involvement of grant seekers in the grant-making process is determined by the strategy used by the grant maker (Musundi, 2015). Musundi (2015) emphasizes the importance of strategic planning and the involvement of leaders and networks in grant-making processes to enhance accountability, legitimacy, and effectiveness. Overall, participatory grant-making involves collaboration, evaluation, and decision-making processes that prioritize community participation and involvement throughout the grant-making cycle.

2.3 The Impact Of The Participatory Grant Making Approach On The Performance Of Project In Local NGOs

The report by the Ford Foundation (2020) emphasizes the importance of stakeholder participation in grantmaking within philanthropic institutions. It suggests that involving those affected by the issues being addressed leads to successful project implementation and sustainability. The foundation encourages other donors to adopt a participatory approach that is equitable and inclusive. Soskis (2019) adds that participatory grantmaking is a values system that includes transparency, equity, inclusion, and power. Daly (2012) highlights that participatory grantmaking not only improves grantmaking effectiveness but also changes the traditional dynamic between grantmakers and communities. It gives power to the community in decision-making and allows them to prioritize their own needs. This approach also redefines who qualifies as a grantmaker and challenges traditional power dynamics (Adhikari et al., 2017). Participatory grantmaking strengthens trust and credibility between grantmakers and communities (Wolcheck et al., 2017) and ensures sustainability and community ownership of funded projects (Sriskandarajah, 2015). The involvement of those with lived experience in the grantmaking process leads to better decision-making and outcomes (Koob, 2018). Participatory grantmaking involves steps such as information sharing, consultation, involvement, and decision-making (Steiner, 2017). However, the reality is that power dynamics within philanthropic institutions often hinder the adoption of participatory grantmaking (Cynthia, 2019). In the process of participatory grantmaking, the decision-making power is handed over to the beneficiaries. For example, if the project aims

to support a youth community, the youth community takes the lead in grantmaking decisions without the involvement of paid staff or trustees from the donor community (Sriskandarajah, 2015). Donors and staff still play a role in providing grants-management support, but the review and decision-making process involves both donors and those with lived experience (Koob, 2018).

2.4 Conceptual Framework

The conceptual framework for this study is built and modified from Gibson (2018). According to the framework, the participatory grant-making approach is determined by a number of factors. Firstly, the Nature and essence of funding will likely to determine the process involved in both the negotiation and availing. On the other hand, as noted by Gibson (2018) the process of grant-making and availing will depend and affect the level and extent of stakeholder engagement before during and after grant availing. Thus, the combined effects of the nature of funding the process involved and the degree of stakeholder's engagement will have an impact on the performance and sustainability of donor-funded projects.

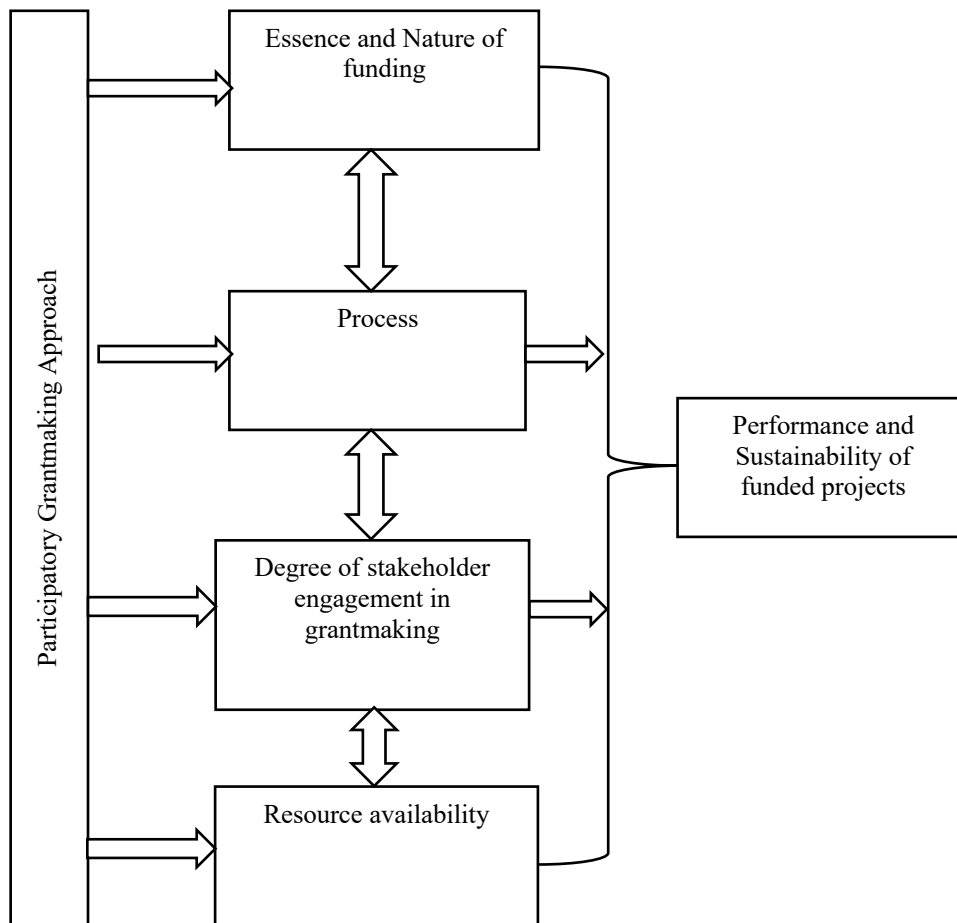


Fig. 1. Conceptual Framework underpinning the study.

3. Methodology

The study employed the interpretivism paradigm, which is based on a naturalistic approach to data collection such as interviews and observations (McLeod, 2018; Kengera, 2016). This paradigm was deemed suitable for the qualitative nature of the study, as it allows for the exploration of people's subjective experiences and the understanding that reality is socially constructed. The research design used in this study was a qualitative case study approach, which allows for an in-depth exploration of complex phenomena within a specific context (Kothari, 2008). This approach was chosen to gain an understanding of the underlying reasons, opinions, and motivations related to the participatory grantmaking approach.

The study organization selected for this research was Hivos and its subsequent grantees, including ICCAO, Voice of Encouragement Tanzania, YEMCO, JENGA, and DID. Hivos was chosen because it is a major donor for development projects in the NGO sector in Tanzania, and there has been limited research conducted on grantmakers in this area. The sample frame for this study included Hivos employees from the grantmaking department, such as program and finance officers, grant coordinators, grant officers, linking and learning amplifier officers, and monitoring and evaluation officers. From the grantee side, the sample frame included program and finance officers, managers, program coordinators, executive directors, and monitoring and evaluation officers from organizations such as YEMCO, ICCAO, DID, VET, and JENGA.

The sample size for this qualitative study was determined at the saturation point, which is the point at which additional data do not lead to any new emergent themes (Kengera, 2016). In total, 47 people were interviewed, including program officers, finance officers, grant officers, monitoring and evaluation officers, and executive directors. The sampling procedures used in this study included purposive sampling, convenient sampling, and saturation sampling. Purposive sampling was used to select key informants who had the relevant information for the research questions. Convenient sampling was used when time and cost constraints limited the availability of respondents. Saturation sampling was used to determine when there was adequate data to develop a robust understanding of the study phenomenon.

The data collected for this study included qualitative and sometimes quantitative data, both primary and secondary sources. Primary qualitative data was obtained through interviews and focus group discussions with the respondents. Secondary data was collected through document review and reviewing published materials on the subject. The data collection methods used in this study included document review, in-depth interviews, focus group discussions, and observation. These methods were chosen to collect information from multiple sources and ensure convergence and corroboration of the data.

4. Findings

Some of the respondents during the interview revealed that there are many grantmaking institutions that still hesitate to employ a participatory approach which requires them to share their power when it comes to fund decisions. The study revealed that the nature of the participatory approach in grantmaking requires the involvement and inclusion of rightsholders especially those who are directly affected by the project or issue to be addressed. Face-to-face meetings and rightsholders themselves decide about who receives funding in order to achieve effectively the intended funding goal. In order to ensure effective grantmaking there is a need for grantmakers to design unique mechanisms for knowledge exchange and co-creation. This helps the grantmaker through a participatory approach to design strategic solutions to support grant seekers to address issues that affect them in their community. Because it allows intense knowledge sharing by some people who

have more experience with the issue. Consequently, it helps to reduce the power imbalances of traditional grantmaking. Last but not least participatory grantmaking is not new and it has full potential in grantmaking as described above but few grantmakers use it.

It was declared by staff from the Grantmaker organization that,

“Within the Voice program for instance in Tanzania, voice rightsholders groups and other interested stakeholders are involved and take part in the context analysis exercise which is conducted as a guide on how to design and prioritize the grantmaking process in Tanzania. (Key informant interview, Program Finance officer, October 2020)”

It was pointed out that, the process of inviting non-grantmakers to participate at any point in the grantmaking process is among the important components of the participatory grantmaking process. Although there are other Grantmakers who still make sole decision such as setting priorities, geographical location, goals and strategies to be executed by grantees i.e. non-grantmakers there is a manifestation of a participatory approach in the grantmaking process to some other funders as well which invite non-grantmakers to sit at funder's board and some are being part of advisory committee help the Grantmaker organization to set priorities, goals, share information about the people in needs since they normally from the community and conduct research as well as help to set strategies. The main aim is to ensure that all voice is heard and action is taken collectively.

On another hand, the executive director of one of the organizations that participated in this study interview revealed that;

“Most grantmaking institutions if not all normally visit the society or community they seek to support, ask them about their priority's issues, and once communities share that information about their priorities, ultimately grantmaking institution decides what to be done and proposal approach or method to respond to those issues identified. This is because a majority of these grantmaking institutions have expertise and believe if the issue is addressed in a certain way can get it done faster and more efficiently. However, that may not reflect the real definition of participatory approach in grantmaking, and may not always lead to sustainability and address the intended result (Key informant interview, Executive Director, DID, September 2020).”

The findings of this study revealed that grant-seekers and other interested stakeholders have been invited to take part in various baseline surveys and context analysis studies that guide Grantmakers in setting priorities, developing strategies and setting criteria in their grantmaking process. It was reported that before the Grantmaker launch the call for proposals or provides a grant to the grant-seeker they conduct an analysis of the context as well as baseline study either through primary or secondary method whereby, the primary method involves interaction between the Grantmaker and grant-seeker as well as other different local people who are affected by the issues to be addressed.

One of the program officers at local NGOs during the interview revealed that;

“Our organization is focused on addressing issues that affect youth, women and people with disabilities, through funds that we receive from different donors we are able to support our community. There are some Grantmakers for instance, Hivos invited its grantees to send representatives to attend a joint meeting between Hivos management, grantees and other stakeholders as part of working together on setting priorities, providing feedback and comment on the grantmaking process and management. Also, I received a survey from Hivos in the section that talked about the grantmaking process whereby I was able to

provide feedback and share my opinion. (Key informant interview, Program officer, YEMCO, October 2020)”

The study revealed that local people's contribution at any stage of the grant-making process is very important, however, the participation of local people or people who are affected by the project both directly or indirectly during the planning phase is the key to project performance. This finding agrees with the observation by Watson (2012) who pointed out that whenever there is the absence of government intervention, philanthropic leaders fill the void by working together with the grant-seeker to determine strategic priorities and act in local communities with an eye towards addressing various global challenges.

It was declared that,

“Within the Voice program for instance in Tanzania, voice rightsholders groups and other interested stakeholders are involved and take part in the context analysis exercise which is conducted as a guide on how to design and prioritize the grantmaking process in Tanzania. (Key informant interview, Program Finance officer, Hivos Staff-Voice in Tanzania, October 2020)”

It was noted that there are four (5) general processes that grant-seekers go through before receiving funds from Grantmakers. These processes include the design stage, appraisal, conditional approval, final approval and Closure. Despite these processes, some grantmaking institutions are hesitant to embrace a participatory approach because they feel that there is no specific rule when it comes to participatory grantmaking. On another hand, some grantmakers argued that participatory grantmaking has no specific rules or right way to employ it because it's inherently iterative and relational. Because participatory grantmaking can be completely peer-led that mean all people who are making funding decision are those from the community the fund intends to support. On another hand, it can include both peer and donor that is peer involved during grantmaking decisions while the donor plays the role of grant management support. Given the above, perhaps the grantmaking institutions can encourage and create a mechanism to receive more feedback and listen which are an essential part of the participatory approach then move toward two-way communication, collaboration, and action which creates a sense of power balance between grantmaking institutions and the rightsholders (grant seeker).

It was declared by staff from the local non-governmental organization that,

“Normally after a donor launches a call for proposal, we prepare a grant application based on the requirements of a call for proposal launched. The next step if the grant application is successful, a donor reaches out and starts their due diligence thereafter the process goes to conditional approval where a donor sets various conditions to be followed this includes responding to queries raised by a donor, organizational assessment etc. and last before the least, if everything goes well a donor provides an agreement and initiate the fund which normally comes in instalment, depends on donor's requirements. (Key informant interview, Program Manager, JENGA, September 2020)”

The study revealed that grantmaking institutions may apply several different processes towards granting. The incorporation of a participatory approach in the grantmaking process is another issue that the funder may not just completely hand over the grantmaking decision to the community member rather than employ different strategies to ensure meaningful participation in the grantmaking process during and after grant decisions are made. In order to ensure meaningful participation of the rightsholders, some of the grantmaking institutions establish policies and strategies that emphasise participatory experience for instance hiring policy,

encouraging staff to collaborate across programs and institutions, involving different staff within and outside the organization during program design or policy discussions, allow for community members/peers to sit at the board or advisory committee.

A participatory approach in grantmaking among other things builds community capacity, especially in project leadership which in turn leads to project sustainability. Since the participatory approach involves moving influence, power and input into community decision-making over one or more spheres within a project cycle it helps to strengthen project sustainability. A sphere within a project cycle may include a feasibility, design, planning or implementation phase in which community members including grantees take part before project funding by a donor.

It was declared by staff from a local Non-governmental organization that,

“As a stakeholder participation in grantmaking should start during the planning phase so as to accommodate the contributions and/or input from local people in project design, by doing so, community members are automatically empowered, this may lead to some element of project sustainability. (FDG, Project officer, DID, October 2020)”

Collaboration is one of the project sustainability elements. When grantees and Grantmakers collaborate through a participatory approach it gives room for effective decision-making in project implementation since it involves all voices and incorporates inputs from all parties. Collaboration empowers grantees to play a vital and dominant role in planning and decision-making and, consequently, find ownership of implementation solutions. This finding corroborates with study done by Sriskandarajah (2015) which states that, project success and sustainability result from time and money savings generated by combining efforts i.e., collaboration. The more companies within the same sector or area of interest work together, the better the results. Another study pointed out that a participatory approach in grantmaking is seen to potentially bring in more and additional resources not available to purely community projects.

Staff from local Non-governmental organizations noted that,

“Project can only be sustainable if all parts affected by the project are involved and engaged in all levels, because when only a few voices are represented at any point in the project cycle, especially at the design stage there is a high possibility of losing the potential solutions that might emerge from all voices that would have participated. (FDG, Executive Director, YEMCO, October 2020)”

Project sustainability among other things can be achieved through the participation of all people affected by the project. In order to achieve the long-term effect sought by the project team by ensuring efficiency and effectiveness in project implementation, the project should not be externally driven or expert-led when tackling complex social problems but rather community-led service. In order to achieve this, physical improvements should be valued and maintained locally, and necessary long-term changes in individual people within the community and social structure should be materialized.

It was declared by staff from a local non-governmental organization that,

“We recognize the vital role played by all people who are affected by the project, so we involve and encourage them to participate so as to ensure the value for money in community services. We believe that delivering service to a community without their input is very risky and it could lead to wasting public money because they will be underused if they are not what local people need. (FDG, Executive Director, DID, October 2020).”

Where grant seekers and the local community in general have a greater say and access in an issue, they are more likely to get informed about important issues. When the impact of grant seeker participation in the grantmaking process is uncertain and small, then it is simply not worthwhile becoming informed about the relevant fund goals or objectives. Thus, their participation reduces the incentive towards rational ignorance and may lead to project sustainability.

In this context, staff from local Non-governmental organizations commented that,

“I was involved in the setting up priorities area that need to be focused on the project implementation....it was a part of project design by donor thereafter they launched a call for proposal with our input call upon different NGOs with create solution to respond to those social issues.... By doing so it helps weed out any unfeasible option at an early stage by both donor and grant seeker, thus improving the likelihood of project success. (Key informant interview, Executive Director, VET, October 2020)”

5. Conclusion

In conclusion, the study highlights that there is still hesitation among grantmaking institutions to employ a participatory approach in their funding decisions. This approach requires the involvement and inclusion of rightsholders, face-to-face meetings, and allowing rightsholders to decide who receives funding. However, it is found that participatory grantmaking has the potential to be effective in achieving funding goals and reducing power imbalances. The study identifies five general processes that grant-seekers go through before receiving funding: design stage, appraisal, conditional approval, final approval, and closure. However, some grantmaking institutions are hesitant to embrace participatory grantmaking due to the lack of specific rules. It is argued that participatory grantmaking is inherently iterative and relational, and can be completely peer-led or involve both peers and donors.

To encourage meaningful participation, grantmaking institutions can establish policies and strategies that emphasize a participatory experience. This can include hiring policies, staff collaboration, involving different staff within and outside the organization, and allowing community members or peers to sit on boards or advisory committees. Overall, the study suggests that participatory grantmaking has the potential to be effective in addressing issues and empowering rightsholders. However, there is a need for more grantmakers to embrace this approach and create mechanisms for feedback and two-way communication to ensure a sense of power balance between grantmakers and rightsholders.

6. Recommendation

Based on the study findings and conclusions, it is recommended that grant-making institutions should consider local NGOs as agents of change and involve them in the grant-making process. This is important for improving project ownership and fostering democratic participation, which ultimately leads to project sustainability. Transparency and accountability in the grant-making process can be improved by involving local people at all stages. This will contribute to transparency and accountability in the granting process, ensuring that funds are used effectively and efficiently.

To strengthen the knowledge of local people in project management, it is recommended to involve them at all stages of the grant-making process. This will help build capacity among those involved and enable the sharing of knowledge and experience, ultimately doubling the impact on the community. In order to increase project sustainability, grant-making institutions need to readjust their participation policy, attitudes, and ways

of working throughout the implementation of the program. This will ensure that projects are sustainable in the long term and have a lasting impact on the community. Overall, the study recommends that grant-making institutions should prioritize the involvement of local NGOs, promote transparency and accountability, and strengthen local knowledge.

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