

Report On
IMPACT OF BUDGET VARIANCE ON DONOR FUNDING IN
NGOs: Case Study on “Stichting BRAC International”

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration (BBA)

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BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Submission of Internship Report.

Dear Madam,

I am submitting herewith my internship report entitled “IMPACT OF BUDGET VARIANCE ON DONOR FUNDING IN NGOs: Case Study on Stichting BRAC International” to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA).

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Rokaiya Iftekhhar

ID: 15104079

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01.08.2019

Non-Disclosure Agreement

This agreement is made and entered into by and between Stichting BRAC International and the undersigned student Rokaiya Iftekhar.

Executive Summary

The reason for this study was to explore the impacts of budget variance on the level of donor funding in BRAC International, a non-governmental organization. Organizations have a general objective or vision that they are built up to accomplish. An organization must guarantee that every one of its sections moves in the direction of a shared objective. Since the presentation of the different fragments will be interrelated from multiple points of view, each section supervisor must know his/her own job yet in addition how it communicates with the remainder of the organization. Something else, wastefulness and inadequacy will create in the distribution and use of assets. Budgeting is tied in with making arrangements for the future, actualizing those plans and checking exercises to see whether they adjust to the arrangement.

Primary and Secondary information was effectively gathered from BRAC International. The discoveries from the study uncovered that BRAC have set up experts (accountants and Finance managers) who handle all their budgetary exercises. Budgeting was fundamental and instrumental among the NGO since it empowers them to design, decide, organize exercises, control tasks, and accomplish straightforwardness and responsibility just as acquire funding. A variety was seen in the quantity of old and new donors among the entities of BRAC International from the year 2017 to the year 2019. Obviously there was a connection between the level of donor funding and budget variance in the NGO. A noteworthy bit (25.7%) of the difference on the level of donor funding was clarified by the budget variance. A solid positive connection was built up between the level of donor funding and budget change. The respondents recommended that long term relation with donors will help diminish the change on old and new donors consistently. It would likewise be critical to complete appropriate observing and assessment to diminish wastage of assets.

Keywords: Budget variance, Donor funding

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CHAPTER 1: INTRODUCTION

1.1 Background of the study

Budgets are an estimation of the income and costs over a predefined future period of time. A budget in an organization goes about as a component for successful arranging and controlling. The primary motive behind a budget in any organization is for arranging and controlling so as to accomplish organizational objectives and destinations. At the core of capable money related administration is the budget. Budget is a standard against which the real execution of an organization can be looked at and estimated. A budget stipulates which projects and exercises ought to be sought after. A budget is a quantitative explanation, for a while which may incorporate arranged incomes, resources, liabilities and cash flows.

Budgeting procedure is significant on the grounds that it apportions assets, thus uncovering the program preferences of the parties engaged with budgeting. Budgeting in non-governmental organizations is utilized as an arranging instrument. Organizations utilize a budget as a controlling apparatus of its exercises. The brilliant principle for money related arranging and budgeting is to approach it as a vital procedure. In NGO, it is critical to comprehend that the eventual fate of the organization and its ability to influence the lives of recipients relies upon organization's capacities to verify funding all together to create projects. Every one of the individuals from the organization should co-take part in the arranging, sorting out, and checking of the financial assets of the organization what's more, not just individuals legitimately in control. If organizations neglect to give genuinely exact expectations in activities and capital tasks, at that point question is thrown on the exhibition of that organization.

1.2 Donor Funding

Donor funding indicates to funds from global or multi-lateral aid agencies, for example, DFID, USAID or UN agencies which is the primary concentration for most NGO' funding plans. These assets can either be-

Restricted or unrestricted- a indicator of adaptability

Short-or longer-term—a indicator of continuity

Unlimited funds are reserves that gone to the NGO without confinement on how they are utilized, if they are utilized to satisfy the NGO's goals. When all is said in done, awards from donor offices are limited assets since they normally accompany terms and conditions about what the assets could conceivably be utilized for. The salary an NGO creates through its own endeavors that will in general be in the unhindered classification for example, enrollment expenses, party pledges occasions, general gifts and bank premium. This 'free cash' brings more noteworthy self-governance, adaptability and security for a NGO and is along these lines vital to a funding procedure.

Transient assets are moderately confined salary, by and large from institutional donor offices. Being venture explicit, these assets by and large keep going for 1-3 years and are hard to stretch out further prompting lost undertaking congruity. This is the most regular type of NGO funding. Longer term donor funding with a few limitations, these are assets given by funding accomplices where a solid working relationship has been built up and where awards depend on program topics.

There is unreasonable interest for outside funding over the globe. Simultaneously, donor governments are encountering expanding interest for utilization of assets for local issues. Assets accessible already might be changed to different recipients at short see, reflecting

changing strategy activities. They will in general reflect outside socio-political patterns for example the needs of the donor nation are highest and may meddle with nearby techniques. Outside funding will in general support huge NGO who are considered (appropriately or wrongly) to be a more secure wagered for the viable utilization of the rare reserves. Outside funding is frequently subject to two-sided understandings that direct terms to recipients for instance just for use with explicit target parties or districts. Political strains have come about where outer donors have directed assets to NGO as opposed to national governments. Reliance on outer fund may realize political reliance: 'pawns of outside interests'. Outer funding is more often than not in the type of time-constrained venture explicit awards there will consistently be a need to come back to donors for extra funding. Outside fund can likewise prompt an absence of expense productivity and over-goal-oriented projects, specifically reliance on donor assets can bring about absence of consideration paid to alternatives for cost recuperation, cost viability and supportable projects.

Viable budgeting frameworks help the arranging of an organization in a deliberate and coherent way that sticks to the long haul system. A budget is characterized as the board's quantitative articulation of designs for an expected timeframe.

1.3 Budget and Budget Variance

A budget is a definite arrangement for the future that portrays in formal, quantifiable terms how funds will be obtained and utilized during a particular timeframe. A budget is a significant device for coordinating how assets are spent to accomplish an organization's objectives since it communicates the plans of the management in money related terms by coordinating exercises with accessible assets. An essential utilization of a budget is to control consumptions. Budgets ought to be dissected normally to screen usage and to feature differences and irregularities. At the point when the budget and genuine uses contrast, it is

important to explore the reason. This data is useful not exclusively to modify existing budgets yet in addition to all the more likely arrangement for what's to come. Keep in mind, the financial backing isn't a "straitjacket" that ties the management to spend just what was planned. It ought to be surveyed and balanced as new data winds up accessible and as needs change after some time

A budget variance is the contrast between the planned or benchmark measure of cost or income, and the genuine sum. The planned sum is a seat mark for example a point of reference from which correlations might be made. Variances help managers gain bits of knowledge into why the genuine outcomes vary from the arranged exhibition and by so doing help them in their arranging and control choices. A variance can be good or ominous. It is good on the off chance that it expands the working salary in respect to the sum planned and the other way around on the off chance that it diminishes the working pay of the organization (Lucey, 2005).

A ton of consideration is outfitted into budget drafting arrangements and plans. In any case, it is the real portion of assets for these plans that permit the usage of exercises and their change into advancement results (Kavoi, 2001). Budget execution is about change of numbers in the budget books into real conveyance of yields and fruitful accomplishment of organization goals.

The way to fruitful execution of tasks is loaded with difficulties that must be survived. One essential issue is that most project managers find out about project definition than execution. They are prepared to design not to actualize plans. The trouble could happen in the method for imparting their considerations and plans to others, in order to empower them accomplish wanted targets (Garrison, 1985). A past survey of the donor extends by Muleri uncovered that; most NGO strategies and projects are target situated, their usage is procedure based

instead of execution and result based; the management of NGO is to a great extent not founded on execution or results.

The key utilization of variance study is in deciding execution assessment. Execution is ascribed by productivity and viability. The most significant undertaking of variance study is to comprehend why changes emerge and afterward to utilize the information to advance learning and improve execution. The NGO use variance study additionally to answer to the donors the explanations behind the deviations. Some level of deviation from the financial backing is permitted generally difference should be researched.

Budget changes can result from two sources - the things that can be controlled and things that can't. An ill-conceived budget, for instance, is a controllable factor. In like manner, things like work expenses can be constrained by taking estimates, for example, precluding extra time. Wild factors are frequently outside and emerge from events outside of the organization, for example, a cataclysmic event.

1.4 Donor Funding and Budget Variance

Financial reports are created for internal utilize, for example, observing costs inside the organization and furthermore for outer utilize, for example, for submitting reports to donor organizations. As a rule, the donors will utilize these reports to assess the organization execution which will have a result on the ensuing funding. It is significant that the budget variances are appropriately clarified. A Monthly Expenditures also, variance Report that mirrors the consumptions brought about during the month for each detail and the absolute consumption acquired for the month is an a significant device for budget variance checking. It additionally gives the combined uses brought about to date also, the accessible parity on the budget, where there is a budget variance, especially over budget on a budget detail, or

presentation of another arrangement of exercises in a budget segment, the report should state if the change is allowed under the terms of the understanding or it is unexpected and requires approval.

There are various potential funding sources, for example, government services, multilateral organizations (UNICEF, UNDP, EU, and UNFPA), respective organizations (USAID, DFID, and CIDA), and universal nongovernmental organizations. In any case, only one out of every odd donor will give funding in a specific programming territory. Some portion of the raising support procedure incorporates knowing the donor network and what programming regions they subsidize.

It is significant that organizations altogether comprehend the funding organization's detailing and authoritative necessities before they start the application procedure. The payment of assets is generally founded on account and financial detailing in an organization required by the donor. On the off chance that the organization can't meet a portion of these prerequisites, it ought not to have any significant bearing for funding from that specific donor.

The funding proposition should thoroughly introduce the data in the organization determined by the funding organization, including every single required connection. Your proposition ought to mirror the majority of your arranging and vision and ought to plainly clarify the need or issue your proposition addresses. In spite of the fact that this will fluctuate to some level as indicated by the prerequisites of the donor, as organization increases involvement in raising support, it becomes familiar with the procedure of project plan and proposition composing, as well as about donor desires and necessities. This experience helps with structure organizations with donor organizations and will improve the accomplishment in acquiring outside funding. Fundraising is a significant factor in guaranteeing organization's long term supportability, yet it's anything but an end in itself. Raising support is a way to acquire the

assets expected to do the key arrangement and guarantee that organization meets its key goals.

Fundamental elements adding to time and cost invades in tasks have the capability of repeating in future projects and in this way there is have to envision their event and constantly configuration fitting systems and systems to survive or limit their potential effects (Kagiri, 2005). Budget holders are doing audits and make vital changes in accordance with the financial allowance to provide food for the substances on the ground which are just acknowledged during execution period. As indicated by Karani (2007), under estimation of project length is one among the procedure related variables causing delays and affecting adversely on conveyance unwavering quality of the development business.

Since the financial backing is an impression of the organization's arrangement of how to best accomplish its objectives during the year, the budget variance is an instrument for keeping managers on objective and for estimating their presentation against built up benchmarks. The budget variance can help assess the presentation of managers utilizing standard, acknowledged pointers. Managers need to realize what markers will be utilized to assess their presentation so they realize how best to coordinate their efforts. For instance, in numerous for-profit organizations, the compensation of ranking staff individuals is connected to their presentation as evaluated by budget performance.

1.5 Statement of the problem

Service perfection is requested of the present organizations as donors and recipients are progressively requesting best utilization of assets what is alluded to as an incentive for cash through the undertakings they embrace. This offers an exceptional test to NGO since they are not in the matter of making benefits and their accentuation is on adhering to the necessities

and guidelines of their donors while simultaneously meeting the desires for their recipients with constrained assets. In his study on budgeting rehearses among the significant NGO, Muleri looked to build up assuming great budgeting practices can be utilized as financial administration instrument by NGO. He found that budgeting procedure can moderate money related misappropriation and defilement among the NGO (Muleri, 2001).

As indicated by Premchand (1994), execution of budgets requires progressed projects of activity and most astounding nature of administration. The test of donor reserves decrease in NGO can be ascribed to poor budget usage. Right off the bat, the budgetary procedure isn't reliable and the budget works counterproductive due to the ridiculous targets. Furthermore, the presentation culture is inadmissible and thirdly, the unpredictability of the framework can't make one adaptation of the realities. In this manner, collaborations from running effective procedures and responsibility are completely missed, and the budget misses its motivation as a control instrument for the organization.

The desires are never met either through none or halfway culmination of activities, cost invades or unacceptable activities. This circumstance has been driven by elements that influence budgeting, NGO go into legally binding concurrence with donors to attempt improvement take a shot at their sake (Muleri, 2001). The condition is that the NGO will actualize the task according to the settled upon budget with certain donors permitting 5-10% deviation. Regardless of all the exertion, NGO are on occasion unfit to embrace the exercises as arranged coming about to reserves not spent or overspent. Unspent assets come back to the donor and overspent are not discounted to the NGO. It is in this manner a region of concern why NGO can't actualize the budget yet they get ready it and there is a lot of improvement work to be finished.

This study along these lines will pay enthusiasm on the budget changes. The purpose behind leading a study of NGO is to comprehend the impact of budget variance on the donor funding and difficulties confronting them in the executives of budget. The research goes for distinguishing the current holes in the NGO budgeting process by assessing three zones to be specific budget execution, budget change and donor funding Yins (1989) accepted that the reason for directing field research was not to discover connections or causal elements among factors, however to decipher and portray the training.

1.6 Objective of the Study

The target of this study is to set up the impact of budget variance on the level of donor funding in BRAC, a non-governmental organizations.

1.7 Value of the Study

Organizations budget structures a significant piece of its arrangement. It is hence that most extreme consideration must be taken to guarantee compelling and proficient budget execution. Compelling and productive budget usage can prompt altruism among donors. This concentrate might be valuable to the accompanying.

The outcomes of this study will instruct the administration of non-legislative organizations on the significance of proficiency and viability in budgeting. The study will add to a superior comprehension of good budget observing procedure in an all-encompassing path and to clarify the shortcomings of budgetary control that have been found in the writing. The study will likewise add to the current collection of learning. NGO committee will profit by this study, since the study will illuminate on the most ideal methods for budget execution and guaranteeing productive use of assets and furthermore what advises donors in their choices to

store ventures. NGO chamber can exhort its individuals. This can prompt improved execution of NGO.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This part gives an outline of the study from different specialists who have conveyed out their exploration in a similar field of study. The particular zones secured was the foundation of budget difference, determinants of budget variance and budgeting methodologies, and exact study in budgeting process. This study inspects how budgets are adjusted because of budget variances and builds up a model to test for the deciding components of these variances. The part will likewise feature the advantages of budgeting and in the end finish up by recognizing holes and territories that need further think about.

2.2 Theoretical Literature Review

The theoretical survey is a summary of the theories in regards to the study issue that is created through a survey of recently tried learning of the factors included. It recognizes an arrangement for study and understanding of the discoveries. The hypothetical survey includes a well-upheld reason and is sorted out in a way that enables the reader to comprehend and survey the point of view. The reason for existing is to exhibit that the proposed connections are not founded on close to home senses or surmises, but instead shaped from certainties acquired from creators of past research.

2.3 Background of Budget variance

One of the aims of budget variance is to give a base against which real execution can be estimated. This is just worth doing if move will be made as a result. budgets are utilized to propel workers, dispense assets and assess execution (Walker and Johnson, 1999).

As indicated by Zimmerman (2003), a budget performs two significant functions, decision management and decision control. The exchange off between choice management and choice control is frequently seen as an exchange off between bottom up and top-down budgeting. Bottom up budgets are put together by lower levels of the organization to higher administration and infer bigger decision management. Top down budgets are made by senior administration and are executed by lower level management. Bottom up budgeting suggests that the individual considered in charge of meeting the objectives really makes the underlying budget.

In an excessive number of organizations the creation of results contrasted with budget is viewed as the end of the procedure. In the event that no move is made based on the executives accounts, at that point there is little point in delivering them and even less point in squandering the board time examining them. The budget variance is the distinction among planned and real execution. The budget change is frequently used to compensate administrators regarding rewards. Organizations use execution conspires that think about administrators' execution and the budget and thus remunerate them as per their execution in respect to the budget. This makes a motivation for supervisors to perform as planned or to beat the budget since this builds their pay.

To begin with the administration of budget differences begins at the budgeting procedure. The keys to a fruitful budgeting process as given by NAF money related organization in its handbook on handy financial data for NGO are that first unmistakably distinguish automatic destinations that are lined up with the mission and vital arrangement, decide the money related assets required and accessible to accomplish program objectives, include staff and board individuals in the process to improve exactness of data furthermore, responsibility to

the arrangement, archive showing the presumptions and equations and at long last modify the procedure to suit your organization.

David A Palmer 2012 in his paper Financial Management Development, he refers to that there are four key purposes behind budget change and it is significant that great supervisors perceive the distinctions, in light of the fact that the activity required might be totally unique in each case. The four reasons are: Faulty Arithmetic in the Budget Figures, Errors in the Arithmetic of the Actual Results, Reality isn't right and the Differences between Budget Assumptions and Actual Outcome.

Budget slipping by happens when unspent assets don't extend from one budgeting period to the following (Zimmerman, 2003). Budget slipping by makes motivations for administrators to burn through the entirety of their budget in such a case that they don't, one year from now's budget may be decreased by the sum unspent. Budget slipping by conquers chance loath chiefs' motivating forces to develop saves that range different years or budgeting cycles (Balakrishnan et. al. 2007). This happens frequently in NGO and government organizations.

2.4 Determinants of Budget Variance and Budgeting Approaches

Budget budgeting Prepare detail budgets and recognize budget avocation to effectively arrange budget endorsement. Income Management Monitor, dissect and alter the program cash flows. Play out an income study and income estimating. Budget Management and Reporting Analyze execution, screen differences, and take restorative activities. Get ready budget reports and present them adequately. Money related Control and Management Establish strong interior controls, and certainly audit budget reports. Translate and break down the importance and ramifications of key money related reports.

Budget variances could be a consequence of an estimation mistake, a budgetary predisposition, as well as genuine wastefulness and incapability (Lukka, 1988). The budgetary inclination can be further partitioned into an upward inclination and budgetary leeway. Genuine wastefulness and ineffectualness is thought to be the most noteworthy in financial terms. Be that as it may, as per past writing, a significant explanation behind budget differences is the making of budgetary leeway. Budgetary leeway is the deliberate over-estimation of consumptions or under-estimation of profitable capacities of an administrator. An over estimation of consumptions would prompt an over-estimation of gainful abilities also. Higher administration could never concur with an over-estimation of uses in blend with an under-estimation of consumptions. There are real troubles in the assurance of the measure of leeway supervisors make in the budgeting process. Past writing tests slack creation fundamentally in lab tests.

Budget variances are much of the time present, however the extent relies upon a few elements counting financial conditions, the quarter of the year, and supervisors' estimation of execution abilities. For higher administration of an organization it is critical to know whether this variance comes from an estimation blunder as a result of absence of data or from a purposeful under-or overestimation of execution. The purposes behind budget variances are generally talked about in the board bookkeeping writing. Since great asset portion is a basic factor for the accomplishment of a firm, it is significant for higher administration to see how to settle on the best choices during the budgeting procedure.

Incremental theory is characterized regarding consumption increments and contends that it rely upon financial development. This is a budget arranged utilizing a past period's budget or genuine execution as a premise with gradual sums included for the new budget period. The

portion of assets depends on distributions from the past enough said. Under steady budgeting, these additions can emerge out of financial development or from an amplification in t

Redistribution implies that a few budgets must psychologist with the goal that others may develop. A procedure that prompts this result must focus in any event as much on the base as it does on the addition.

2.5 Empirical Review

Muleri (2001) completed a study on budgeting rehearses among the real British NGO. The point of the study was to find out budgeting rehearses among British NGO and to analyze the level to which budgets are utilized in the board what's more, control of the British NGO. The researcher focused on four worldwide NGO and twelve nearby NGO they subsidized. A survey and field study was utilized to gather information which was dissected through outline, measurements, tables and rates. The analyst found that most organization utilized current practices as zero based and ways of thinking to diminish money related blunder. The study uncovered that budgets are typically arranged utilizing such techniques as zero based or need based budgeting. Budgets structure a fundamental piece of the arranging procedure and have turned into a standard practice in NGO. The study noticed that, there is over accentuation on adjustment to budgets and donor parameters which will in general consign legitimate financial administration to the fringe. Numerous organization endeavor to go through with no respect to an incentive for cash what's more, effect of their work. The study further uncovered that parts of cost viability are not considered in the budget the board and once budgets are endorsed close to nothing exertion is made to utilize them to control the exercises or measure execution of the budget holders. The analyst prescribes that budget the board ought to be embraced as the measuring stick to quantify execution in NGO.

Kiringai and West (2002) completed a study on budget changes and the Medium Term Use Framework (MTEF). The study evaluated different budget frameworks and assessed the qualities of MTEF process and the dangers to its continued usage with regards to creating nations. The study distinguished various shortcomings in the arranging and budgeting process that had kept on adding to its horrible showing in particular, poor estimating capacity, need of medium-term viewpoint, inability to cost future asset prerequisites, over the top political obstruction in budgeting, detachment of the arranging and budgeting process, disappointment of arranging partys to coordinate vital arranging worries into the budget cycle, disappointment of consumption controls by detail, steady repetitive budgeting particularly on-going system bringing about repetitive and rising project execution costs, crisis consumptions and impromptu exercises, insufficient arrangement for the intermittent ramifications of improvement ventures; funding of repetitive exercises through the improvement budget to draw in donor funding to the detriment of responsibility and straightforwardness, now and again absence of checking and assessing frameworks what's more, inability to create the board data frameworks.

The paper inferred that, MTEF was an amazing asset if completely actualized and received as the best practice. Anyway the asset portion and execution is defective referring to the accompanying reasons, there was absence of a complete advancement procedure that depended on sensible national asset limitations, over the top size of the administration, inability to accomplish total financial control and low quality of open consumption.

This survey of existing writing endeavors to analyze the distributed material accessible in the open space on the issue of budgeting and its job in execution the board of organizations, divisions and workers. budgeting developed as an significant administration bookkeeping and the board control device in the early long stretches of the twentieth century and structures a

staple thing of all course books on money related administration also, the executives bookkeeping. The budgeting procedure went under serious analysis in the 1980s. The next years have seen the rise of more up to date budgeting procedures like adaptable budgeting, moving budgets, the decent score card approach, also, past budgeting strategies. budgeting frameworks are widespread and have been considered a fundamental apparatus for money related According to Abernethy and Brownell (1999) these frameworks are intended to arrange and empower the presentation of organizations.

Peter (2001) completed an exploration on budget controls in NGOs. The target of the exploration was to think about how precisely budget foresees the level and course of real outcomes and what variables impact budget precision. The number of inhabitants in the study was all help and advancement ventures and information was gathered utilizing primary and secondary information.

2.6 Literature Review Summary

The procedure of budgetary readiness and control is a test to numerous organizations what's more, this may affect pulling in donor funding. A budget is an administration apparatus utilized by organization to improve execution, convey the needs of an organization, a wellspring of data for basic leadership, a method for staff inspiration, and a method for assessment and control.

This study presumes that, it's all around concurred that the procedure of legitimate budget usage and control has numerous advantages to the organization, donors and recipients. Organizations which can adequately use their budgets are supported by donors and in this manner compelling and effective budget use of extraordinary Significance

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This section diagrams the system embraced to help with collecting information, examining information and announcing results. The study technique refers to the exploration plan to be utilized, population, sample, information gathering and study. The study design will address the reason for the study which is donor funding in connection to budget variance in non-governmental organizations, information was gathered through a questionnaire from inspected NGO. In this section, the researcher determined the research structure, information accumulation strategies and information study.

3.2 Research structure

This is the technique and methodology that was utilized to gather data that was required to address the study questions. A research design is a structure indicating the relationship among the study's factors and it begins with an arrangement for choosing the sources and kinds of data used to respond to the research question. A study design is a general plan or procedure for leading a study concentrate to inspect explicit testable research inquiries of intrigue. The exploration was directed through a clear report. An expressive study empowers exact profile of people, occasions or circumstances to be gathered. It helps answer the what, why, how, when, by who, and the where.

3.3 Data and Data Collection instruments

The study utilized both primary and secondary information. Surveys were organized as the primary information gathering instrument. Self-directed drop and pick surveys will be appropriated among the target respondents. This empowered the researcher to get sufficient

and precise data from individuals with experience. Primary information was gathered utilizing questionnaires and up close and personal meeting while secondary information sources utilized the past budgets, budgetary records and budget strategies to supplement the information got from essential sources.

3.4 Research Population

The study contained the NGO in the course of the most recent three years 2017-2019. This organization was spread everywhere throughout Asia and Africa region and fluctuated from little organizations working locally, to global ones with territorial programs. They go from organizations kept running by little groups of volunteers to super organizations with several completely paid staff of various callings and complex frameworks and procedures. They reflected assorted variety in their exercises from welfare, to condition, human rights,

3.5 Sample Size and Selection

The example size is a significant element of any observational study where the objective is to make derivations about a population from a sample. The sample size utilized in a study is resolved dependent on the cost of information accumulation, and the need adequate factual power. The population contained 233 foreign NGO working in Bangladesh. Since the population was isolated into a few commonly selected subpopulations, stratified random sampling was utilized. Stratified testing is where the parent population is isolated into totally unrelated and comprehensive subset furthermore, a simple random sample of units is picked autonomously from every subset. Totally unrelated implies that individuals are pretty much equivalent as for a few qualities. The sample size was 20 based on a 95% confidence level and 25% confidence interval.

3.6 Data Analysis Method

Prior to preparing the responses, the finished questionnaires were altered for precision, fulfillment and consistency. The information was coded to empower the analyst bunch it in different classes. Information in this study was both qualitative and quantitative. A substance study and enlightening study was utilized. A substance study is to break down the respondents' perspectives about the impact of budget change on donor's funding while enlightening study for the most part is to outline the information gathered. SPSS was used to examine the information. The descriptive statistics included; mean value, standard deviation, simple percentages and frequency counts. Descriptive measurement tools was used to demonstrate the impact of the budget variance on donor's funding. Proper tables and other graphical introductions were utilized to show the information gathered for simplicity of comprehension and study. Regression analysis was utilized to test the impact of budget usage and budget variance on donor's funding. Regression is a method for portraying how one variable, the result, is numerically identified with indicator factors. The dependent variable is likewise referred to as Y, dependent or response. The indicator factors are likewise referred to as X, autonomous, independent or explanatory factors. A regression model will be used to set up if there are impacts of budget variances on the level of donor funding.

The model will appear as;

$$Y = a + bx$$

Where:

Y= Level of donor funding

a = level of donor funding at year zero when there is no budget variance

x = Budget variance

3.7 Data legitimacy and Reliability

Allen and Yen (1979) characterized unwavering quality as the level to which a survey, test, perception or any estimation system creates similar outcomes on repeated trials. Legitimacy is the level to which the instrument estimates what it indicates to measure. Legitimacy shows how much the instrument measures the constructs under examination.

CHAPTER 4: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

The motive behind this study was to explore the connection between donor funding and budget variance in nongovernmental organizations. Secondary information was effectively gathered from a sum of 14 entities of BRAC International out of a sample of 20. This is a sign that the study figured out how to accomplish a reaction rate of 70% which was considered adequate to empower the researcher sum up the discoveries on the NGO. The after effects of the study are exhibited and talked about hereunder.

4.2 Demographic information

The respondents were asked various inquiries that were gone for setting up their reasonableness in giving applicable information that could educate this study. The outcomes are introduced net.

4.3 Functional position

Table 1: Demographic information results

Response	Frequency	Percent
Financial/project/ Accountant	7	50
Project manager	1	2
Finance manager	6	48
Total	14	100

The respondents were required to express their practical position in the organization they worked with. The outcomes in Table 1 uncover that half of the respondents were accountants with the NGO; 48% were finance managers and 2% were project managers. This meant the general population who were giving the information utilized in this study had significant learning and were in this manner ready to give dependable and certifiable information since they were legitimately associated with the money related issues of the NGO.

4.4 Reasons for Budgeting

The respondents were asked to show the explanations behind what reason they do the budgeting process in their organizations. A few shifting reactions were gotten from the respondents. It was built up that the NGO complete the budgeting procedure in request to get money related assessments of the exercises and assets required so as to accomplish certain destinations imagined in our undertakings. The discoveries additionally uncover that the NGO complete budgeting to guide out their tasks and the different exercises that must be actualized. A portion of the NGO additionally demonstrated that to them the financial backing is significant for yearly arranging and choice making in their organizations. It was additionally settled that the budget was made in light of the fact that it guarantees sound financial administration for straightforwardness, proficiency and viability in the utilization of assets inside the district.

The study likewise settled that a few NGO complete budgeting so as to give them with a rule on the motivation behind the assets sort structure donors, and accordingly guaranteeing the equivalent are exclusively utilized for the proposed reason. They demonstrated that the financial backing was so significant that it empowers their organizations to be progressively engaged and take part in what they have effectively arranged. A portion of the respondents

additionally uncovered that the budget was such a significant apparatus since it manages their consumption designs.

4.5 Person Responsible for Budget preparation

The outcomes on the individual charged with the responsibility of setting up the financial budget are displayed in Table 2.

Table 2: Person Responsible for Budget preparation

Response	Frequency	Percent
Financial/Project/ Accountant	11	78.6
Project Administrator	3	21.4
Total	14	100

On the individual in charge of budget making process, it was set up that in 78.6% of the NGO the budget was created by the accountant. It could be the financial or project accountant who arranged the budget estimates in the interest of the organization. This suggests the budget was created by individuals who were qualified and along these lines giving validity of the information got for this study.

4.6 Budget approval

The outcomes on the individual in charge of favoring the budget assessments are introduced in table 3.

Table 3: Person responsible for budget approval

Response	Frequency	Percent
Director Finance	8	57
Program Officer/Director	4	29
Finance Manager	2	14
Total	14	100

The outcomes appeared in Table 3 uncover that the approval of the budget was completed by high positioning representatives in the NGO. It was built up that in 57% of the budget was affirmed by the Director of Finance; 29 % of the budget appraisals affirmed by the Program Officer or Director and 14% have their budget approval by the Finance Manager. This infers in a large portion of the cases there is a second individual who goes through the budget and approves it for usage.

4.7 Budget Implementation

In this area, the study looked for information on execution of the budget by the NGO. Among the information looked for incorporated the quantity of leaving donors and new donors individually. The discoveries on existing and new donors are introduced in Table 4.

Table 4: Results on existing and new donors

Donor	Descriptive statistics	
Existing donors	Year	Mean
	2016-2017	270
	2017-2018	293
	2018-2019	414
New donors	2016-2017	52
	2017-2018	57
	2018-2019	113

The outcomes in table 4 uncover that in the year 2017, there was a normal of 270 existing donors and 52 new donors; in the year 2018 there was a normal 293 existing donors and 57 new donors; in 2019 there was 414 existing donors and 113 new donor; The outcomes affirm that there is variance in the quantity of existing donors also, the quantity of new donors. The change isn't uniform and does not have an explicit example. This means the NGO have a similar pattern to the extent their budget variance is concerned. Thus the budget variance will be resolved by the quantity of donors accessible at a specific year.

4.8 Donor Funding and Budget Variance

The study tried to build up the impacts of budget differences on the level of donor funding in nongovernmental organizations. A regression study was completed with level of donor funding being the needy variable and budget variance being the explanatory variable. The outcomes are discussed next.

4.9 Model Summary

Table 5: Donor Funding and Budget Variance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.862(a)	.743	.610	1.56	.257	5.151	5	9	.000

The regression brings about Table 5 demonstrate that the coefficient of determination (R Square) had an estimation of 0.257. This meant 25.7% of the level of donor funding was clarified by the budget variance. This is an affirmation that the variance in the financial backing created by the NGO is disclosed to an incredible rate by the level of donor funding. Be that as it may, 74.3% of the variance on the level of donor funding isn't clarified by the budget variance. This difference is clarified by different elements that are not part of this study. The outcomes uncover that the criticalness F. change worth was .000. This worth is under 0.005 and this implies that there is a critical connection between the level of donor funding and budget variance.

4.10 Analysis of Variance

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.138	5	.027	4.254	.000
Residual	.423	9	.008		
Total	.551	14			

Predictors: (Constant), budget variance

Dependent Variable: Level of donor funding

The outcomes on study of difference as delineated in Table 6 above demonstrate that the significance value was .000. This value was beneath the acknowledgment furthest reaches of 0.005. This means that there is a significant connection between the predictor variable and the dependent variable.

4.11 Model Coefficients

Table 7: Model coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(constant)	2.042	.216		2.604	.003			
Budget variance	23.032	.010	.975	1.309	.000	.864	.205	.302

a. Dependent Variable: Level of donor funding

The outcomes in Table 7 uncover that the constant B. value was 2.042, the standard error was .216 and the regression coefficient for budget variance was 23.032. This suggests that the regression model that will clarify the impacts of budget variance on the level of donor funding can be gotten from the outcomes. The model will in this way be:

$$Y = 2.042 + 23.032x.$$

4.12 Correlations

A correlation study was additionally led to build up the heading and nature of the relationship that exists between the independent and dependent variable. The outcomes are appeared in Table 8.

Table 8: Correlation Matrix

	Variable	Level of donor funding	Budget variance
Pearson's Correlation	Level of donor funding	1.000	.864
	Budget variance	.864	1.000
N	14	14	14

The outcomes on the correlation study as appeared in Table 8 uncover that there was a solid positive connection between the level of funding and budget variance. This is a sign that when the budget variance rises, the level of donor funding rises also. The turnaround additionally occurs if there is a reduction in the budget variance.

4.13 Summary of Analysis

It was obvious from the discoveries that the financial issues of the NGO were being taken care of for the most part by accountants and somewhat the finance managers. The accountants additionally assumed a huge job being developed of budget estimates. It was likewise obvious from the study discoveries that approval of the budget was affirmed generally by the finance directors and to constrained levels the Finance managers. The concentrate additionally settled that budgets are essential to the NGO since it empowers them

to get ready for their exercises and settle on educated choices. The budget likewise empowers the NGO to rehearse straightforwardness and responsibility in their exercises.

The discoveries further uncovered that there exists a difference in the quantity of old donors also, that of new donors starting with one year then onto the next somewhere in the range of 2017 and 2019. The changes had no particular pattern however demonstrated that the quantity of donors continued fluctuating starting with one year then onto the next. The relationship results built up that there was a solid positive relationship between the level of donor funding and budget variance among the NGO. From the regression study results it was uncovered that budget variance clarifies 25.7 percent of the variance on the level of donor funding.

As we have divided our total work into 3 segments. First of all, we selected our rest 6 over data set and we have implemented the algorithm over it. Then we have analyzed the data visually and cure out the distribution of values. The following metrics were used to determine the performance of our model: Time taken to build the model, Kappa statistics, mean absolute Error, Root Mean Squared Error, Relative Absolute Error, Prediction accuracy.

CHAPTER 5: FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

A study was completed to decide the impacts of budget variance on the level of donor funding in BRAC NGO. This section introduces the summary of the discoveries, the conclusions, suggestions and recommendations for further research.

5.2 Summary of Findings and Interpretation

The analysis set up that a large portion of the employees who participated in this study were accountants and finance managers who were legitimately associated with the budgetary exercises of the NGO. It was additionally obvious that the NGO completed the budgeting process for various reasons. The most widely recognized among the reasons was to empower them to discover estimates for the different tasks and exercises they were doing. The other motivation behind why budgeting was done by the NGO was to guarantee that they arranged satisfactorily and have estimates for funding purposes. The other motivation behind why the NGO do budgeting is to guarantee straightforwardness and responsibility in their tasks. It was additionally settled that a budget was significant in coordinating and managing the activities of the NGO.

The study additionally settled that accountants were the ones charged of the duty of building up the budget in the NGO. The approval of the budget was anyway done basically by the finance or Program Director. The study further built up that there was a change in the quantity of existing donors from the year 2017 to 2019. The difference did not mirror any predictable example but rather there were eminent variances in the quantity of old and new

donors among the NGO that took part in this study. The changes were a sign of potential varieties in the budgets of the NGO. There were a couple of situations where the project managers moreover assumed the liability of supporting the budget that had been created by the accountants.

The regression study showed that 25.7% of the difference on donor funding was clarified by the budget variance in the NGO. This affirmed the level of donor funding was to a great extent dictated by the budget variance that existed. In any case, 74.3% of the level of donor funding did not rely upon budget variance but rather on different elements that were excluded in this study. The significance estimation of .000 (which was inside the acknowledgment furthest reaches of 0.005) uncovered that there was a huge connection between the level of donor funding and budget variance among the NGO.

From the correlation study that was led to decide the nature and course of the connection between the dependent and independent variable, it was built up that there was a solid positive connection between the level of donor funding and budget variance. This implies when the budget variance rises, the level of donor funding likewise rises and when the budget change diminishes the level of donor funding diminishes also. Accordingly, there exists an immediate connection between the two factors.

Various proposals were additionally made by the respondents concerning the conceivable upgrades to be made by the NGO on budget usage and change. It was clear that the vast majority of the respondents proposed that long term cooperation is needed with the donors to maintain a strategic distance from continuous variances in the quantity of old also, new donors starting with one year then onto the next. Another proposal was likewise to guarantee that there was appropriate observing and assessment of the way toward executing the budget to keep away from wastage of assets.

5.3 Conclusion

Non-Governmental Organizations have set up experts (accountants and finance managers) who handle all their financial exercises. Budgeting was essential furthermore, instrumental among the NGO since it empowers them to design, decide, organize exercises, direct tasks, and accomplish straightforwardness and responsibility too as acquire funding. A variety was seen in the quantity of old and new donors among the NGO from the year 2017 to the year 2019. Unmistakably there was a critical connection between the level of donor funding and budget change among the NGO. A huge part (25.7%) of the difference on the level of donor funding was clarified by the budget variance.

A positive connection was seen between the level of donor funding and the budget variance among the Non-Governmental Organizations. This inferred that an expansion in the budget variance prompts a practically equal increment in the level of donor funding. Proposals were made concerning potential enhancements that will help with improving budget execution and variance. They incorporate building long term cooperation with donors and furthermore guaranteeing appropriate observing and assessment to lessen wastage of assets.

5.4 Policy and Recommendations

The study results uncovered huge changes in the quantity of new and old donors among the NGO. These variances may not be solid for the supportability of the activities they embrace. It will be significant for the NGO to look for long haul organizations with the donors. The study uncovers that 25.7% of the variance on the level of donor funding is clarified by the budget difference. It will be fundamental for the NGO to audit this position to such an extent that one single factor does not decide a huge portion of the level of donor funding.

It will be vital for Non-Governmental Organizations to practice better observing and assessment of their projects during usage. This will aid guaranteeing proficient and powerful utilization of assets along these lines diminishing wastage.

5.5 Limitation of the study

This study was subject to the accompanying limitations:

The majority of the respondents were reluctant to react to the surveys inferable from the quantitative nature of the information that was required. The majority of the respondents were accountants and they are known to be exceptionally occupied. The researcher needed to make diligent follow up to guarantee that a critical number of them reacted.

The time was insufficient to complete a study that would include a bigger sample than 20. It would require more opportunity for one to complete a study that would include a bigger test or even an evaluation of the considerable number of NGO. In this manner the sample must be less because of time deficiency.

The other restriction of this study concerns the assets for doing the study. For example the funds required for help all the more particularly for doing reliable follow up to guarantee the respondents coordinated. The researcher could in this manner not manage the cost of an increasingly concentrated study that could require tremendous assets since there was a budget requirement related with the study.

The questionnaire bias: The researcher depended on essential information through the administration of questionnaire. All things considered, a few respondents misconstrued the questions or gave one-sided feelings. Further, the outcomes are constrained to a sample of 20 NGO.

5.6 Suggestions for further Studies

The study built up that 75.3% of the change on the level of donor funding isn't clarified by budget variance. It will be essential to complete a study that will examine the elements that clarify this change.

It was additionally clear that there were prominent variances in the quantity of old and new donors among the NGO. There is need to do a study to discover the principle reasons for the pitiful variety and the potential answers for the variety.

It was apparent that there was a critical connection between the level of donor funding and budget variance among the NGO. It will be imperative to convey out a near report to think about the circumstance in another nation. This will help with finding out certain similitudes and contrasts.

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Appendix: Questionnaire

This Questionnaire is divided into two parts. All the information provided shall be treated with strict confidence and only used for academic purposes.

Part A: GENERAL INFORMATION

1) Which organizations do you work for?

2) What is your functional position

3) What is the main reason for budgeting in your organization?

4) In your organization:

a) Who prepares proposal budgets (tittle) -----?

b) Who approves proposal budgets (tittle) -----?

Part B: SPECIFIC QUESTIONS ON BUDGET IMPLEMENTATION

Definition: New donors means a donor who had not funded the organization prior to 2017

5. Kindly fill in the below table regarding your Donors

Key issue	2017	2018	2019
Total Number of Donors			
Number of New Donors			

6. For the years below, kindly mention your organization donor funding proposal and actual donor funding from new donors (in USD)

Key issue	2017	2018	2019
Proposal (New Donor)			
Actual Funding (New Donor)			

7. For the years below, kindly mention your organization donor funding for both existing donors and new donors (in USD)

Key issue	2017	2018	2019
Total Donor Funding			
Funding from New Donors			

8. For the years below, kindly mention your total organization donor funding and actual spending both existing donors and new donors.

Financial Year	Budgeted amount USD \$	Actual USD \$
2019		
2018		
2017		

9. For the following financial years, kindly indicate your organization's budgeted and actual expenditure in amount.

Financial Year	Budgeted amount USD \$	Actual USD \$
2019		
2018		
2017		