



Introduction to Grants Management and Evaluation



7 Core Competencies of Grants Management

Office of the State Superintendent of Education (OSSE)
Community-Based Organizations (CBOs)
Grants Management Conference

Tuesday, September 17, 2013
Marriott Wardman Park

Bryan DeBusk, Presenter

What is Grants Management?



Grants Management encompasses all the tasks required to implement and report on grant-funded activities *in compliance with terms set forth by the funding organization and Federal, State, and local laws.*



Why should I care about Grants Management?

Consequences of Noncompliance:



- Administrative sanctions (e.g., reduction in award amount or termination of award)
- Penalties and fines
- Special oversight and more intensive review requirements
- Corrective actions
- Ineligibility for future grant opportunities
- Negative reputation for the grantee

Common Compliance Issues



Source: National Science Foundation study of adverse audit findings

- Policies and procedures inadequate or absent: 24%
- Lack of source documentation to support costs: 18%
- Inadequate system to track, manage, or account for costs/assets: 14%
- Unallowable costs: 7%
- Lack of proper approval, certification, or authorization: 6%
- Inadequate or absent project or technical report: 6%
- Reconciliations inadequate or not performed: 4%
- Inadequate or absent financial report or proposal: 4%
- Costs claimed > amounts or rates allowed by award provisions or Federal regulations: 4%
- Lack of segregation of duties: 4%

Pathways to Problems



- Proposing to do more than is reasonable with available resources including time, funding, and expertise
- Failing to submit accurate, timely reports
- Failing to document activities and expenditures in detail
- Failing to obtain approval from the funder for any changes in the program, including changes that do not necessarily require changes to the budget
- Failing to communicate with the funder about implementation or budgeting challenges

7 Core Competencies of Grants Management



Source: Learn and Serve America Core Competencies for Effective Grants Management

- Understanding Funder and Federal Requirements
- Managing Risk
- Translating a Proposal into a Program Plan and Using It
- Managing Budget and Finances
- Using Management Systems
- Keeping Records and Documenting Progress (Including Program Evaluation)
- Addressing Weaknesses



1. Understanding Funder and Federal Requirements



I understand all funder and federal requirements that pertain to my grant and have taken steps to ensure they are addressed.

Understand grantee requirements outlined in an award notification



GRANT AWARD NOTIFICATION

<p>1 Recipient Name, Address and Telephone Number:</p> <p>Recipient Tax ID or EIN#:</p>	<p>2 Statutory Authority:</p> <p>Pre-K Enhancement and Expansion Amendment Act of 2008, D.C. Code Section 38-272.03 (as amended)</p>
<p>3 Program Title: Pre-K Facility Improvement Grant – Early Childhood Education</p> <p>Grant No.: DELFIG07102013-01</p> <p>OSSE Program Contact: Walter C. Lundy, Jr., Associate Director Office of Grants Management and Compliance (OGMC) Office of the Chief of Staff Office of the State Superintendent of Education (OSSE) Government of the District of Columbia 810 First Street, NE - 9th Floor Washington, DC 20002 202.442-4780 (direct)</p> <p>Email Address: Walter.Lundy@dc.gov www.osse.dc.gov</p>	<p>4 Catalogue of Federal Domestic Assistance (CFDA) Number: N/A</p> <p>N/A</p>
<p>5 Funding Amount:</p> <p>Original Award: \$25,000.00</p> <p>[Adjustment/Amendment]:</p> <p>Cumulative Award: \$25,000.00</p>	<p>6 OSSE Funding Information:</p> <p>One-hundred percent (100%) funding comes from District of Columbia local funding.</p>
<p>7 Timelines:</p>	

Understand grantee requirements outlined in an award notification



Award Period: August 01, 2013 – December 31, 2013
 First date for obligating funds: August 01, 2013
 Last date to obligate funds: December 31, 2013

8 Terms and Conditions of Award:

The Office of the State Superintendent of Education, Division of Early Learning (OSSE/DEL) has approved Pre-K Facility Improvement grant award to XXXXXXXXXX for the Pre-K Enhancement and Expansion Program.

This grant award is made subject to the terms, conditions, and provisions of the Pre-K Enhancement and Expansion Amendment Act of 2008, D.C. Code Section 38-272.03 (as amended), statutory authority described above, the terms of the approved application and budget submitted by the Grantee, the Grant Agreement and attached Assurances. Furthermore, the Grantee shall:

1. Perform and observe all program requirements as stated in Scope of Services (Attachment A).
2. Comply with the stated Performance Standards and Measures (Attachment B).
3. Observe and comply with the stated Reporting Requirements (Attachment C).
4. Retain and maintain all records related to this Grant, and provide access to such records to authorized representatives of the OSSE, as provided in Attachment J.
5. Observe, adhere to, and comply with all other requirements, standards, procedures, and processes as stated in the additional Attachments to this Grant Award Notification.
6. Report unusual incidents by submitting a written report of the unusual incident to the OSSE using the Unusual Incident Report form (Attachment C-1) within twenty-four (24) hours following the incident. An unusual incident is an event that affects the Grantee's employees, volunteers, or enrolled children and their parents, that is significantly different from their regular routine or established procedures. Examples include, but are not limited to: 1) death, injury, the elopement of an enrolled child or any circumstance under which a child is deemed missing or unaccounted for, 2) physical, sexual, or verbal abuse of any person by staff or any other persons, 3) staff negligence, fire, theft, destruction of property, or sudden serious problems in the physical plant, 4) complaints, 5) requests for information from the press, attorneys, or government officials outside OSSE involved with the grant, and 6) any other situation as defined by DCMR Title 29, Chapter 3, Section 322, or as may be updated.

Under no circumstances shall the Grantee have any authority to change or modify any of the terms and conditions of the grant. Any request to change or modify the scope of services (programmatic changes) may be submitted to the Grant Monitor, and shall not be effective until approved by OSSE and a properly executed grant modification has been issued. Any grant amendment(s) and modification(s) must be approved by the Interim Assistant Superintendent of Division of Early Learning or his/her designee.

Payment under this grant shall made as follows:

A. The Grantee shall prepare monthly progress reports to:

Office of the State Superintendent of Education
 Division of Early Childhood Education
 810 First Street, NE – 9th Floor
 Washington, DC 20002
 Email to: ece.invoice@dc.gov

B. The Grantee shall prepare the OSSE Invoice Form and submit the Invoice Form with support documentation specified by the OSSE to the following addresses:

Office of the State Superintendent of Education
 810 First Street, NE – Ninth Floor
 Washington, DC 20002
 Email to: ece.invoice@dc.gov

In order to receive timely payment, your invoice **MUST** be sent to the ece.invoice@dc.gov address listed above. The invoice shall contain the following information: (1) Grant Number, (2) Tax ID Number, (3) Billing Period, (4) documentation of services provided during the billing period; and (5) authorized signature(s).

C. The District shall make payments on invoiced amounts in accordance with the cost principles set forth in 27 DCMR Chapter 33. The amount of money paid by the District against an invoice shall not exceed the amount approved.

Approved:

 RaeShawn Crosson-Settles
 Chief Operating Officer/
 Interim Assistant Superintendent of Division of Early Learning

 Date



Understand additional grant provisions provided by the funder:

- Communicate with the program officer
- Review all printed and online materials provided by the funder (OSSE provides links to relevant local and federal requirements:
<http://osse.dc.gov/service/office-grants-management-and-compliance>)



Understand federal requirements for recipients of federal funds:

- Review the governing Federal Regulations
- Review the applicable OMB Circulars (establish principles to determine costs that are allowable under an award) <http://www.whitehouse.gov/omb/circulars/>
 - A-21 Educational Institutions
 - A-87 State and Local Governments
 - A-122 Non-profit Organizations
- Review guidance from the pass-through funder (e.g., OSSE)
- Seek clarification from your program officer when necessary

Are you prepared?



- Have I thoroughly reviewed my Notice of Grant Award? Do I understand its provisions?
- Am I familiar with the grant provisions, particularly those related to reporting requirements, allowable costs, and matching funds? Am I in full compliance?
- Have I familiarized myself with the relevant federal regulations that apply to my grant? Am I in full compliance?

Are you prepared?



- If I have questions or concerns, have I raised them in a timely manner to the appropriate local, state, or federal officials?
- Do I know which OMB circulars are applicable to my program and understand how to use them? Am I in full compliance with those requirements?
- Do I know who else in my organization is responsible for implementing parts of the grant provisions and is my work coordinated with theirs?



2. Managing Risk



I understand what constitutes financial and program risk as it relates to my grant and can characterize my program according to risk assessment principles.



Risk management is the process of identifying and developing a plan to address circumstances that may jeopardize your ability to carry out or pay for grant activities as described in your proposal and as agreed upon with the funder.



Identifying risks:

- Review proposed activities and available resources to identify potential problems
- Consult staff and other stakeholders to identify internal and external factors that may affect implementation and compliance
- Consult similar grantee organizations/programs to identify challenges they faced



Mitigating risks:

- Prioritize risks and document plans to address them.
- Develop and implement adequate training, supervision, documentation, and monitoring to prevent problems and to quickly identify challenges
- Implement periodic risk management review to identify and address near- and long-term challenges.

Are you prepared?



- Have I identified the potential risks in my program?
- Do I assess my programs' risks regularly and document them?
- Do I prioritize the risks to my program on a regular basis?
- How do I involve experts in every program area to assist in developing a plan to manage my risks?
- Does my risk management plan include strategies to mitigate my risk factors?
- Do I have a plan for monitoring implementation of my risk management plan?



3. Translating a Proposal into a Program Plan and Using It



I have a program plan for implementing my grant and a process to track its progress.



Elements of a Successful Program Plan:

- Mission statement
- SMART goals and objectives (Specific, Measurable, Attainable, Realistic, Timely)
 - Not SMART: Help kids do better in math.
 - SMART: Increase the percentage of our after-school tutoring program second-grade students who achieve proficient or better on the state mathematics assessment from 56% to 74% by providing each student at least 2 hours of one-on-one mathematics tutoring each week for 6 months.



Elements of a Successful Program Plan Continued:

- Measurable outcomes and performance measures
- Clearly defined roles and responsibilities
- Timeline
- Milestones
- Plans for formative and summative evaluation
- Detailed budget aligned with all program activities (including evaluation)



Formative evaluation is the process of documenting how you are implementing a program and its progress toward established milestones for the purpose of program review and improvement.

Summative evaluation is the process of analyzing program success as measured against expected program outcomes for the purposes of reporting, dissemination, and iterative improvement of subsequent programs.



The best program plans begin with stakeholder involvement and a guided planning process at the proposal development stage.

Are you prepared?



- Have I clearly defined the program's mission?
- Have I specified goals, objectives, intended outcomes, and timelines for meeting goals?
- Have I involved key stakeholders in the planning process?
- Have I developed a plan for implementing and monitoring my program?

Are you prepared?



- Have I developed a plan for measuring program outcomes and reporting on their progress?
- Have I clearly defined my budget, tied it to my program operations, and established a system for tracking it?
- Have I communicated my program goals and budget to the funding agency?



4. Managing Budget and Finances



I understand financial management principles and have a comprehensive system for organizing financial statements, managing and documenting costs, and ensuring internal controls.



Financial non-compliance is the most common issue identified in audits of federally funded programs—but non-compliance is usually negligent rather than intentional.

Minimum expectations:

- Budgeted expenditures are directly related to proposed activities
- Use Generally Accepted Accounting Principles (GAAP) <http://www.cpaclass.com/gaap/>
- Maintain a system of internal controls that is documented and reviewed annually



Minimum Expectations Continued:

- Proposal and negotiated project plan guide all direct and indirect cost expenditures
- Program managers should be aware of all planned and actual expenditures
- Program budgets should include all resources allocated to the project (regardless of source), but funds from different sources should be accounted separately
- Communicate early and often with program officers to discuss and receive approval for anticipated changes to the budget
- Expend grant funds only for allowable costs

Are you prepared?



- Does my annual budget allocate funding for support programs, administration, evaluation, and include funding from other sources?
- Is my annual budget tied to my objectives and goals?
- Can I readily obtain my organization's budget and my program budget?
- Do my accounting systems meet GAAP requirements and account for the separation of federal funds?
- Do I understand and follow principles pertaining to allowable, direct, and indirect costs?

Are you prepared?



- Do I document all program-related funds and costs, including systems for clearly tracking expenditures that should be allocated to the program?
- Do I have a monthly report that tracks expenditures against the budget to ensure I am not exceeding funder or federal caps?
- Does my system of internal controls include appropriate checks, balances, and review, including segregation of duties?
- Do I have a plan for program sustainability following the award period?



5. Using Management Systems



I have an organizational structure for managing my grant that produces results, ensures coordination, and builds accountability.



Programs do not manage themselves—grantees must select a group of people and processes to guide a program toward its goals and objectives.

Common characteristics of effective management structures:

- Clear delineation of roles and responsibilities that are communicated to all program staff (and other support or administrative personnel)
- Appropriate, documented training and ongoing professional development
- Has written policies and procedures



Common characteristics of effective management structures continued:

- Regular internal communication for planning, implementation, and evaluation
- Regular external communication with stakeholders, including funders
- Awareness of program fit within the organization and personnel fit within the program
- Comprehensive human resources plan to address financial risks associated with staff turnover (including training, staff evaluation, performance feedback, replacement plans, etc.)

Are you prepared?



- Does the organizational structure include a clear delineation of roles and responsibilities?
- Have I developed written policies and procedures to guide program management and communicated them to staff members?
- Have I created avenues for oversight and regular communication among different parts of the organization?
- Have I provided cross training and established systems that provide for back up in cases of staff absentees or other emergency situations?
- Have I provided sufficient staff training in the use of relevant technology?



6. Keeping Records and Documenting Progress



*I understand documentation needs and requirements
and am meeting them with regularity.*



Appropriate documentation of all grant activities and financial management makes it easy to demonstrate compliance, complete reports, evaluate program processes and outcomes, and make the case for continued or new funding.

Best practices in documentation:

- Maintain electronic and/or paper files of award notifications, grant amendments, the original proposal, the program plan, the original and revised budgets, expenditures, all correspondence with funders (including notes of phone calls), financial and program progress reports, audits, program policies, and other program documentation



Best practices in documentation continued:

- Include notes to justify expenditures including quotes, receipts, and descriptions of related activities, agendas, etc.
- Document all stakeholder involvement
- Prepare notes to document all meetings of program staff
- Maintain documentation of all participant involvement including outreach, correspondence, attendance, and data supporting analysis of expected outcomes

Are you prepared?



- Have I set up a system for organizing important grant-related documents?
- Can I easily access financial reports and program progress reports?
- Have I kept all budget and expenditure-related documents?
- Do I have documentation to support all policies and procedures?



7. Addressing Weaknesses



I have addressed prior programmatic and financial weaknesses, and I continue to review my program's performance and make mid-course corrections as needed.



Many organizations are subject to an annual independent financial audit (see OMB Circular A-133 for requirements based on annual expenditures and federal funding). If your organization is not subject to an annual independent financial audit, you should conduct an internal review.

Some funders also require a non-financial compliance review or audit.

Following an audit or review, document and implement an action plan to address any weaknesses.

Are you prepared?



- If my organization is required to do so, have I had or arranged for an independent financial audit?
- Have I reviewed and addressed my organization's prior audit findings? Are there recurrent findings that I have not addressed?
- Have I reviewed and addressed any audit findings that pertain to the larger organization or department to which my organization belongs or any partner organizations that we work with?

Are you prepared?



- Have I followed the relevant guidelines for public charities?
- Have I reviewed any other reports or assessments of my organization's fiscal or programmatic performance including reports from site visits?
- Do I regularly review my organization's performance and make mid-course corrections as needed?

7 Core Competencies of Grants Management



Summary

- Understanding Funder and Federal Requirements
- Managing Risk
- Translating a Proposal into a Program Plan and Using It
- Managing Budget and Finances
- Using Management Systems
- Keeping Records and Documenting Progress (Including Program Evaluation)
- Addressing Weaknesses