



Why monitor grants?

- » To confirm that the project is in compliance with IRS regulations, laws, and the terms and conditions of the grant
- » To assess the progress of the project being funded
- » To ensure the success of the project

Ways to Monitor

- » **Primary**
 - Grant reports (interim, final)
 - **Grants management software**
 - Site visits
- » **Secondary**
 - Phone and e-mail communication
 - Formal written requests

Reporting Processes

- » Frequency and requested information varies from foundation to foundation.
- » If doing “**expenditure responsibility**” per IRS guidance because grantee is not an IRS public charity, detailed information on grant expenditures needs to be collected.

Grant Monitoring Activities

- » **Serve as the blueprint** for a grantee’s use of the grant and, ultimately, the success of the grant.
- » **Are clear, specific,** and reflective of the foundation’s expectations based on the approved grant proposal.

- » **Provide guidelines** to ensure compliance with pertinent laws and regulations
- » **Clarify** the way in which the **grant will contribute** to the foundation's mission and intentions
- » **Do not saddle grantees** with frivolous actions and requirements
- » Are **both** a Purpose and a People Strategy!

Identifying Problems

- » Program design or implementation plan
- » Organizational or management problems
- » Differing values between grantor and grantee

Intervention

- » Some foundations are proactive in their support. They don't wait until a problem arises. Others wait until a problem arises and then take steps to provide support.
- » Don't go it alone. Involve colleagues, superiors, other funders, etc.
- » Technical assistance – of some kind – is the most common form of support provided.
- » Make it institutional, not personal.
- » Engage the grantee's board.
- » Use your power judiciously. Be aware of the power imbalance.
- » Create opportunities for learning.