Managing Your Grant Portfolio

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What kind of grantmaker do you want to be?

> **Hands off**
>   - Receives application, sends check, no follow up

> **Knowledgeable**
>   - Receives application, asks questions, attends an event, requires reporting

> **Hands on**
>   - Receives application, asks questions and provides guidance and technical assistance, requires reporting, meets with grantees, attends events, serves on grantee's committee or board, etc.

Creating Good Grantmaker and Grantee Relationships

❯ Mutual priorities

❯ Trust

❯ Respect

❯ Empathy

❯ Recognition of power dynamics

❯ Appropriate candor

❯ Candid conversations about challenges

❯ Ongoing learning and adaptive leadership

❯ Thought partners

❯ Link grantee to technical resources, funders, and partners
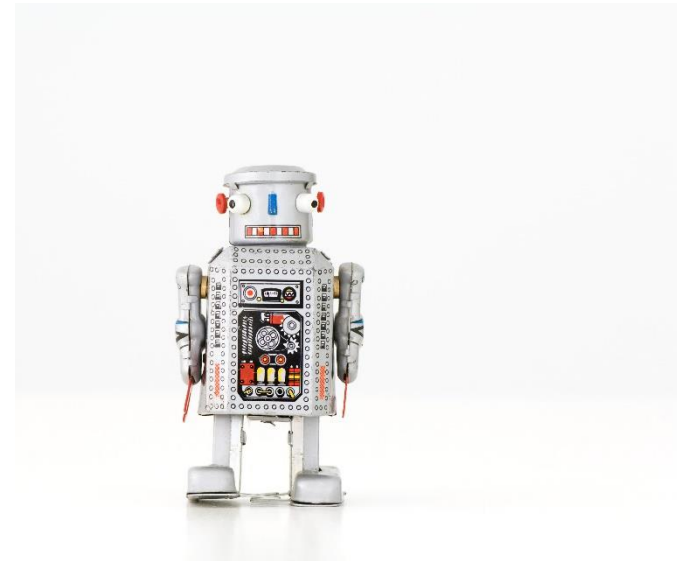
❯ Real impact and change in an issue

"Relationships"

90% of foundation leaders are white

7% of foundation dollars to communities of color

What tools can we use?

❯ **Software**

❯ Grant agreements

❯ Monitoring and reporting requirements

❯ Evaluation

❯ Closing grants

So many options!

- ❯ What do you need it to do?
  - Online applications
  - Track requirements
  - Contact grantees
  - Create award letters and grant agreements
  - Manage payments
  - Analyze data
  - Access for multiple staff/trustees

- ❯ Excel or Access databases

- ❯ Off the shelf

- ❯ Customized

- ❯ Cloud-based

GRANTS 2022

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Date

Dear (contact name)

Enclosed is the (name) Foundation's ("Foundation") check for $(amount) to (grantee's full name) ("Grantee"). This constitutes a grant to support Grantee's (describe activity or insert name of project).

This grant is made by the Foundation subject to the following terms and conditions:
a) Grantee will utilize the grant's proceeds only for charitable and educational activities consistent with its tax-exempt status. Grantee will not intervene in any election or in support of or opposition to any political party or candidate for public office, or engage in any lobbying not permitted by IRC section 5O1(c)(3) or, if applicable, IRC section 501(h) and 4911.
b) Grantee will inform Foundation immediately of any change in or IRS proposed or actual revocation (whether or not appealed) of its tax status.
c) Grantee will report in writing to Foundation by (date and year) and each subsequent (date and year) as to the uses it has put Foundation's grant and will provide promptly such additional information, reports and documents as Foundation may request.

Why Grant Agreements?

- Legal document that specifies the agreed-upon responsibilities of the grantmaker and grantee.

- It establishes a mutual understanding of the grant terms and conditions.

Effective Grant Agreements

❯ Are tailored to the specific grant

❯ Serve as blueprint for grantee's use of grant and, ultimately, the success of the grant

❯ Are clear, specific, and reflective of grantmaker's expectations based on approved grant proposal

❯ Include a cancellation/revocation clause

❯ Provide guidelines to ensure compliance with pertinent laws and regulations

❯ Clarify way in which grant contributes to grantmaker's mission and intentions

❯ Outline payment dates and reporting requirements

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Typical Requirements and Stipulations

❯ Project description and outcomes, and reporting schedule

❯ Notification of changes to the project or organization's operations

❯ Situations where the grantmaker can delay payment or request return of funds

❯ Grant funds to be used only for the purpose stated in the agreement

What tools can we use?

❯ Software

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❯ **Monitoring and reporting requirements**

❯ Evaluation

❯ Closing grants

What do you want to monitor?

❭ Autobiographical
- Grants are made because of a personal connection with the organization/region

❭ Relationship
- Grants are made because the relationship is important

❭ Strategic
- Grants are directly related to the Foundation's mission

  - Capital
  - Programmatic
  - General Operating Support
  - Challenge

Why monitor grants?

❯ Confirm that the project is in compliance with IRS regulations, laws, and the terms and conditions of the grant

❯ Assess the progress of the project being funded

❯ Ensure the success of the project: looking for impact and change

❯ Learn lessons to apply to future grantmaking

❯ Where there are challenges, how can the grantmaker support the grantee?

❯ Opportunity to develop relationships

How do you monitor grants?

❯ Grantee interim and final reports

❯ Phone and e-mail communication

❯ One-on-One meetings

❯ Attend their events and/or receive their communications

❯ Social media

❯ Site visits

❯ Field scan, participate in issue area coalitions

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Considerations When Monitoring

❯ The grantee is not the only one with responsibility for the success of the grant.

❯ Funders need to take responsibility for the quality of the expectation.

❯ Expectations evolve over time and many grantees are negotiating variables they cannot control.

❯ When you go into a grant, recognize that you do not know everything you think you do.

Reporting Requirements

❯ Guidelines are generally communicated to the grantee with the award letter/grant agreement

❯ Clearly state the grantee's reporting duties

❯ Interim reports—challenges, progress, revision of objectives, explanation of changes in plan, timeline, staff or finances.

❯ Final reports—what was accomplished, lessons learned, how the organization learned from challenges, budget-to-actual

Will you accept a grant report created for another grantmaker?

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Additional Reporting Documents

❯ Income/expenses as compared to the original budget

❯ Organization's financials, including the most recent audited financial statements.

Other Documents

- Photos of the project

- Letters from program beneficiaries

- Copies of press releases or press coverage

- Organizational Chart

- Publications generated with grant dollars

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Report Format

Instructions

A grant report seeks information on what was accomplished, what was learned, and what should be done in the future. The information presented should refer back to the original proposal or, if applicable, a letter of agreement with the grantmaker. The grant report includes both a written statement (1-3 pages) and a budget report addressing the following:

A. Summary Heading

Organization Name:
Amount Requested:
Activity Start/End Dates:
Purpose of the Grant:

B. Results

- Summarize the anticipated results (outputs and/or outcomes stated in the original proposal) and the degree to which they were achieved during the reporting period.
- If applicable, provide demographic and geographic information regarding the community or population that benefited from or was served by the grant.
- Highlight specific activities that contributed to success.
- Identify any unanticipated implementation challenges and how they were addressed.
- Include collaborations or partnerships with other organizations.
- Describe how the grant affected organizational capacity and sustainability, if applicable.

C. Lessons Learned

- Describe any lessons learned related to implementation, scope of activities, target population, collaborative relationships, measuring impact, or other factors.
- Give specific advice to other nonprofits seeking to do similar work.
- Give recommendations to the grantmaker to maximize the impact of funding in this area or better support grantees.

D. Future Plans

What tools can we use?

❯ Software

❯ Grant agreements

❯ Monitoring and reporting requirements

❯ **Evaluation**

❯ Closing grants

Why Evaluate?

"Evaluation should not be conducted simply to prove that a program works but also to improve the way that it works. Therefore, do not view evaluation only as an accountability measuring stick imposed on projects, but rather as a management and learning tool for projects, for the foundation, and for the practitioners in the field who can benefit from the experiences of other projects."

--*Evaluation Handbook*, W.K. Kellogg Foundation

What is Evaluation?

❯ The systematic collection of information about the activities, characteristics, and outcomes of programs used to assess the progress and effectiveness of the program.

❯ Also examine:

- Who is doing the work (Grantees)
- Why are you doing the work (Your portfolio)
- How you do the work (your process)

Evaluation Tells Us…

❯ Program's strengths and weaknesses

❯ Flawed theory or flawed implementation

❯ Improvements to the program model

❯ Is the program reaching desired outcomes?

❯ If the organization has the necessary capacity

❯ Whether the grants align with your mission

❯ Is your process efficient, does it need refinement?

❯ Overall lessons learned and best practices

Culturally Responsive and Equitable Evaluation (CREE)

❯ **CREE** requires the integration of diversity, inclusion, and equity in all phases of evaluation.

❯ **CREE** incorporates cultural, structural, and contextual factors (e.g. historical, social, economic, racial, ethnic, gender) using a participatory process that shifts power to individuals most impacted.

❯ **CREE** is not just one method of evaluation it is an approach that should be infused into all evaluation methodologies.

❯ **CREE** advances equity by informing strategy, program improvement, decision-making, policy formation, and social change.

Source: *https://expandingthebench.org/about-etb/understanding-terms-we-use/#CREE*

Types of Program Evaluation

❯ Process (Formative)
   o Collects information on how the program is delivered
   o Findings can be used to improve the program

❯ Outcome (Summative)
   o Determines if the program delivered the desired outcomes
   o Can require sophisticated techniques (e.g., experimental design research)

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Performance (program) Accountability is:

An approach to help us see the link between program activities and the results the program achieved

How much did they do (quantity)?

How well did they do it (quality)?

Who is better off (impact)?

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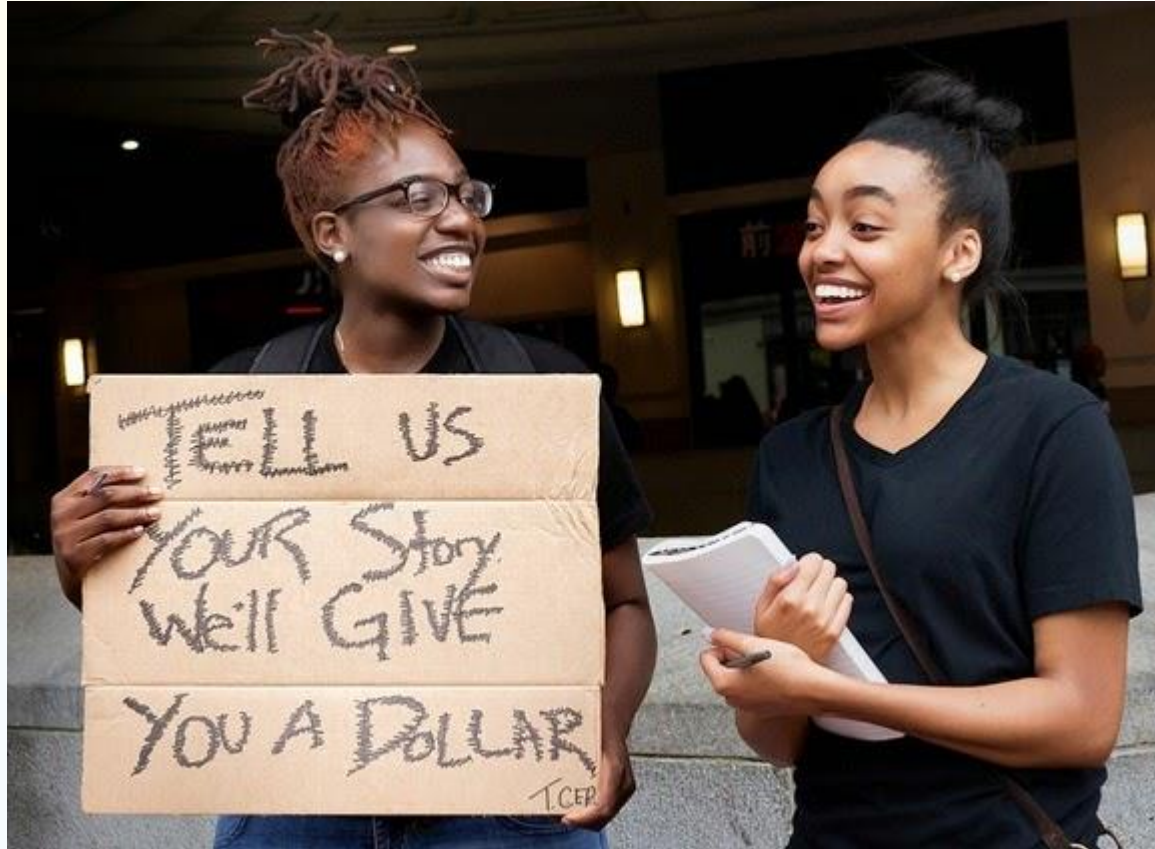
❯ **Closing grants**

Closing Grants

❯ Breaking Up

- Will they be eligible the next year?

- Is it their last and final?

- Did something go wrong?

❯ Administratively

- Obtain and file grant documentation required for fiscal, legal, and continuous improvement purposes prior to the conclusion of the grant

The Power of Storytelling

And finally…

❯ Celebrate successes!

❯ And always reflect on your process and learning

Questions and Answers

Thank you for Joining Us Today!