

Grant Implementation

Objectives

- The Partner will understand their core responsibilities for grant implementation
- The Partner will have an improved sense of what tools are available to implement grants



Course Content

1. What is Grant Implementation?

Grant Implementation refers to the middle stage of a grant when the activities are ongoing, the Partner is monitoring the grant and offering technical assistance as needed, and ADF staff are disbursing funds and reviewing grant progress.

2. What are Implementation Responsibilities?

- Grantee:** The grantee is responsible for carrying out the project activities, working towards the objectives in the Appendix A, respecting the terms and conditions of the Grant Agreement, accounting for the use of grant funds, and cooperating with the Partner and ADF staff.
- Partner:** The partner is responsible for providing technical assistance to the grantee assisting them to identify and resolve problems, to improve their financial and organizational systems, to fulfill the terms of the grant, and to move the project along to a successful conclusion.
- Field Office Staff:** The ADF field staff are responsible for verifying Grantee compliance, confirming Partners are providing good customer service, and assisting with administrative tasks for ADFW (e.g. collecting funds due to ADF, planning for ADFW staff visits, etc.)
- ADFW Staff:** ADF staff in the U.S. are responsible for monitoring grant performance and compliance, for managing the ADF/Partner relationship, for processing grant actions, and for managing the Field Office staff.

3. What Grant Actions are Included?

- Disbursements
- Quarterly Reporting
- Shifts
- Amendments
- Grant Audit

For more information see: Course Outlines for these topics ⓘ

4. What Partner Monitoring Actions are Included?

- Annual Monitoring Plans
- Routine Contacts with the Grantees
- Site Visits to Grantees
- Disbursement Reviews
- Quarterly Report Reviews
- Collection of data: API
- Biannual Portfolio Reviews
- Remediation

For more information see: Course Outlines for these topics ⓘ

5. What Field Office staff Monitoring Actions are Included?

- Annual Monitoring Plans
- Site Visits
- Documentation Reviews

For more information see: Course Outlines for these topics

6. Participatory Monitoring

- All stages of the grant should be carried out using the participatory approach.
- Every grant action should be initiated by the grantee and completed according to their intention.
 - This is why forms for disbursements, quarterly reports, amendments, etc. all start with the Grantee.

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- The Partner will have a role in assisting the Grantee to stay on schedule, helping them plan for any potential problems, and facilitating problem resolution should issues arise, but actions/solutions should never be dictated to the Grantee.
- Make use of project participants using tools like a Project M&E committee or Management Committee.

For more information see: [Grant Startup Course Outline](#) ⓘ

7. Working with Small/Medium Size Enterprises (SME) and Cooperatives

Both of these types of organizations have unique characteristics that can benefit or hinder project development and implementation and should be taken into account.

A. SMEs- Common Traits

- Manager-owners playing multiple roles in the business
 - (1) Poor internal controls and lack of separation of duties
 - (2) Prone to delays because only one person can make decisions for the company
 - (3) Strong, goal oriented leadership keeps the business on track
- Company funds are not separated from personal funds
 - (1) Comingling of funds is common
 - (2) Planning cash flow is more challenging
- Market share is limited
 - (1) Ability to negotiate on prices can be limited
 - (2) Ability to break into new markets is challenging

B. Cooperatives/Association- Common Traits

- Many people are involved in management
 - (1) Reaching decisions can be slow

- (2) Coordinating activities can be a challenge
 - (3) Decisions have buy in from multiple stakeholders
- Their mission focuses on the members
 - (1) Benefits are widely distributed
 - (2) Changing mindsets to consider economic sustainability can be difficult
 - Professional staff are limited
 - (1) Illiteracy and lack of skills makes clear communication and training more challenging

8. Next Steps

- A. **6 months prior to Grant Expiration:** Visit the Grantee for a pre-closeout planning.

For more information see: [Grant Closeout Course Outline](#) ⓘ

9. Advice from the Experts

- Always keep your eye on the project goal. Use the Appendix A and corresponding project schedule as a guide to get there.
- Be proactive! Don't wait for problems to come up. Instead, use interactions with the Grantee to identify challenges and make adjustments before they become a problem.
- If problems begin to arise with the project or with the Grantee, discuss the situation with ADFW right away. The ADF program staff can help offer potential solutions, draw on experience of other Partners, or enlist the help of experts in DC to help. Problems often grow and when addressed at the later stages there are far fewer options for resolution.
- Don't be a stranger to the Grantee. Know the grant schedule and if you don't hear from the Grantee often, facilitate timely action by reminding them ahead of due dates or asking them if they need assistance.

Handouts

Grant Implementation Course Notes