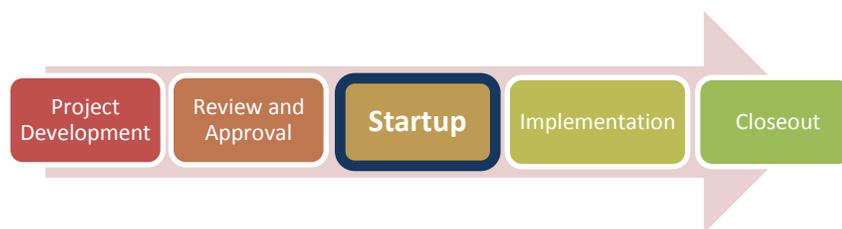


Grant Startup

Objectives

- Partner has a clear understanding of expectations for beginning a grant
- Grantee begins grant with a clear understanding of grant terms and expectations
- Grantee has tools in place to assist them in fulfilling their grant obligations
- Grant starts timely with initial training received and first disbursement submitted within 45 days



Course Content

1. What is Grant Startup?

Grant Startup refers to the first visits to the Grantee after the project has been approved. It prepares the Grantee to receive and report on ADF funds; to implement the project; and to monitor, evaluate, and report on the progress of the project.

2. Timing for Grant Startup

- A. Once the approved grant has been sent from ADF to the Partner, grant startup should begin
- First: Explain terms of the grant, have the Grantee sign the grant documentation immediately, return the signed documents to ADFW
 - Second: Conduct ADF training as soon as the Grantee leadership can come together

3. What Activities are Included?

- A. Explain grant documents and have Grantee sign: Grant Letter, Appendix A, Budget, Drug Notice, and CRG schedule
- B. Review any conditions precedents (CP) with the Grantee
- C. Open a project bank account
- D. Review the Appendix A in detail discussing the expected results and activities for the grant (this should be a review since the contents are all coming out of the project development process)
- Include a discussion of relationships:



- (1) The Grantee is in charge of carrying out the project and accounting for all grant funds
- (2) The Partner plays a support role offering assistance and training on ADF requirements, monitoring progress against the grant plan, and providing technical advice to improve project performance
- (3) The Country Program Coordinator (CPC) is a resource for the grantee and carries out ADF administrative functions including project identification, monitoring, and closeout reconciliation
- (4) ADF Staff monitor grants and Partner performance, disburse funds to Grantees, approve any changes to the grant, and provide support and advice to the Partner

E. Explain the quarterly report (QR) form and submission requirements

For more information see: Quarterly Reports Course ⓘ

F. Discuss how the Grantee will track progress against the objectives in the Grant Agreement.

- Most successful grants set up a monitoring and evaluation (M&E) committee. The committee should represent the beneficiaries and stakeholders in the project. Their task is to track or review progress against the grant objectives and activities, watch for potential problems, and

Grant Startup

- provide ideas for improvements to grant implementation.
 - The project M&E committee is a good way to ensure that the project is implemented with a focus on the participatory approach and that key stakeholders remain active and invested in the project.
- G. Assist the Grantee to setup data tracking tools required to complete the QR
- The QR should be the primary tool, but the partner should help the Grantee determine the easiest, most reliable way to keep track of required information and create some supplemental tracking sheets if needed
 - Sometimes this means tracking multiple sources of information and combining them into one indicator
- H. Review the grant activities plan with particular focus on the tasks to be completed in the first 60 days and the people responsible for each task
- If the discussion reveals a need to add detail or revise the project activity schedule so that it can be tracked on the QR, this is the best time to request ADFW to revise the QR.
- I. Create a plan to resolve CPs
- J. Discuss any issues raised during the grant approval process and create a plan to resolve them
- K. Plan for 1st and 2nd disbursement requests (DR)
- For more information see: Disbursement and Procurement Course* ⓘ
- L. Get a bank letter for the new account
- M. Discuss expectations for how the Partner or ADF staff will interact with the Grantee including: frequency of site visits, reasons for site visits, QR follow up and feedback, DR assistance, mid-project audit, possible additional data collection (API, evaluation, or other ADF requirements), remediation, closeout, etc.
- Explain that most grant processes (DR, QR, Amendment, etc.) start with the Grantee, are agreed with the Partner, and then reviewed and processed by ADF staff.
 - No need to discuss each interaction in detail, just share the types of interactions so that the Grantee knows generally what to expect from ADF and what level of cooperation is expected from them.
- N. Conduct financial training
- For more information see: Financial Training Course* ⓘ
- O. Create a plan and schedule for Grantee to receive full financial certification

4. Next Steps

- A. **Within 1 week**- Complete a site visit report and submit to ADFW
- Note any project plan updates
- B. **As Soon As Possible**- Assist Grantee to clear CPs
- C. **Within 40 days**- Follow through on plan to prepare the 1st DR and submit to ADFW within 40 days of grant approval
- The grant approval date is noted as the day the grant letter is signed by the ADF President
- Note: allows 5 days for processing at ADFW to reach foundation goal of 45 days to 1st DR*
- D. **Within 2 weeks of 1st DR**- Visit the Grantee to confirm implementation of financial systems improvements and use of funds within two weeks of the 1st DR having been received by the Grantee.
- E. **Within 115 days**- Follow through on plan to prepare the 2nd DR and submit to ADFW within 115 days of grant approval
- Note: allows 5 days for processing at ADFW to reach foundation goal of 120 days to 2nd DR*
- F. **Before the deadline stated in the Financial Assessment**- Assist the Grantee to address financial systems weaknesses and conduct a follow-up Financial Assessment Review for full financial certification

For more information see: Financial Assessment Course ⓘ

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- G. **On-going-** Assist Grantee with carrying out project activities

5. Advice from the Experts

- Grant signing ceremonies can be a nice way to mark the significance of receiving a grant and bring all stakeholders together to renew their commitments to the project
- Do not let scheduling delay the grant start-up! If needed, consider separating out the initial activities with a quick trip to get the grant explained and signed, followed by initial training when the group can assemble, and then a signing ceremony where a copy of the grant can be signed when all stakeholders are available.
- Grant startup shouldn't happen in isolation. Use the project development period to set grantee expectations and plan ahead. Use grant startup to build good habits for the rest of implementation.
- Submit items as they are completed to improve timeliness. If you have a bank letter, documentation to clear a CP, or other items that involve paperwork for

ADFW, submit each item right away so that ADFW can process them as received and improve turnaround time on DRs.

- Communicating clearly at the grant start can save a lot of trouble later on! The more you share with the Grantee, the less likely they are to accidentally break the terms of the grant agreement and the more likely you are to have a good working relationship with the grantee and avoid resentment.
- Group trainings can be a good use of resources and a great opportunity for collaboration. If you have several grants beginning at the same time, consider hosting the grantees at a single grant startup training. If you use this approach, be sure to plan a short follow-up trip to each Grantee to help them apply the lessons to their own project.
- Include as many members of the Grantee staff or membership in the process of explaining the project details to encourage wide ownership of the project and its objectives.

Handouts

Grant Startup Course Notes

Grant Startup Site Visit Report Form