



PERFORMANCE PROBLEMS

2016 TABLE HOTSPOT RESOURCE: HOW TO MANAGE A GRANT THAT HAS GONE OFF THE RAILS



Many grantmakers have had to steer an out-of-control grants program back onto the road or, at the very least, endeavour to improve a misfiring program.

“Building meaningful relationships with grantees can help everyone deal with performance issues.”

“Clear policy documents should lay out how performance issues will be approached and dealt with.”

TOP TAKEAWAYS

- Have a clear policy document that states how performance issues will be anticipated and dealt with. Grantmakers and grantees alike need to understand the document.
- Consider staging activity, contract and reporting workshops with successful applicants just after signing contracts. There grantmakers can get the reporting, monitoring and performance management message across to all funded bodies.
- Stage a couple of community consultation or information workshops throughout the year with all funded bodies.
- Stay in touch with grantees through personal and tailored emails.
- Complete risk management analysis on all successful applicants at the contract stage, and set up monitoring and reporting arrangements that match the organisation's risk level.
 - Low risk = standard reporting.
 - High risk = regular face-to-face contact and mentoring or monitoring arrangements.
- Keep your antennae up. If something doesn't seem right with a funded organisation or project, follow up in a sensitive way. Be proactive.
- Promote and use contract variations as a positive way to keep projects on track. They recognise changes can happen and encourage a culture of openness.