

List of Specific Promising Practices

Areas of Opportunity	Promising Practices
Internal Control Systems	<p>Preparing policies and procedures before issuing grants</p> <ul style="list-style-type: none"> • Prepare department-wide policies and make available on Internet • Develop Statewide manual for managing Federal grants • Prepare policies for developing new grant programs • Prepare policies for reviewing and selecting grants • Prepare policies for competing grants based on merit
	<p>Consolidating information systems to assist in managing grants</p> <ul style="list-style-type: none"> • Develop centralized information system for multiple programs • Use information system to track grant status • Have grantees submit reports electronically
	<p>Providing grant management training to staff and grantees</p> <ul style="list-style-type: none"> • Develop a long-term strategic approach to training • Use a team approach to training • Provide training through Statewide workgroups • Provide specific training courses to grantees
	<p>Coordinating programs with similar goals and purposes</p> <ul style="list-style-type: none"> • Develop procedures to avoid duplication • Create one-stop centers to coordinate and centralize programs • Require applicants to disclose similar grants applied for or received
Performance Measures	<p>Linking activities with program goals</p> <ul style="list-style-type: none"> • Use logic models to link agency activities with results • Use both output and outcome measures to evaluate performance • Link measures to agency goals
	<p>Working with grantees to develop performance measures</p> <ul style="list-style-type: none"> • Jointly develop goals and objectives • Coordinate performance plans across government and service levels • Align State plans with Federal goals
Pre-Award Process	<p>Assessing applicant capability to account for funds</p> <ul style="list-style-type: none"> • Require a uniform pre-award evaluation of applicant capabilities • Collect information on applicant capability as needed • Conduct pre-award audits • Use scoring system to evaluate technical capability
	<p>Competing grants to facilitate accountability</p> <ul style="list-style-type: none"> • Develop specific criteria for evaluating all competitive grants • Require funding announcements to include ranking criteria • Assemble merit panels to select grantees

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Pre-Award Process (continued)	Preparing work plans to provide framework for grant accountability <ul style="list-style-type: none"> • Look for viable and efficient applicant work plans • Require applicants to submit a detailed narrative as evidence of proper work planning • Require grant applications to include project objectives and impacts
	Including clear terms and conditions in grant award documents <ul style="list-style-type: none"> • Emphasize need to comply with grant award requirements • Incorporate statement on funding source • Standardize desired grant terms and conditions
Managing Performance	Monitoring the financial status of grants <ul style="list-style-type: none"> • Use an electronic system to monitor grant funds • Perform on-site reviews of financial systems
	Ensuring results through performance monitoring <ul style="list-style-type: none"> • Use electronic systems to track deliverables • Monitor achievement of outputs and outcomes • Use multi-disciplinary teams to assess performance
	Using audit to provide valuable information about grantees <ul style="list-style-type: none"> • Use audits to identify at-risk grantees • Use audit resolution process to address outstanding grant issues • Summarize audit results for management
	Monitoring subrecipients as a critical element of grant success <ul style="list-style-type: none"> • Develop guidance to assist subrecipients • Publish materials detailing subrecipient responsibilities • Coordinate agency efforts to monitor performance
Assessing and Using Results	Providing evidence of program success <ul style="list-style-type: none"> • Use surveys to determine program results • Inspect projects after completion • Train grantees to self-monitor and encourage accurate reporting
	Identifying ways to improve program performance <ul style="list-style-type: none"> • Engage outside experts to assess program performance • Conduct evaluations to identify factors affecting results

This report and related information are available online at www.epa.gov/oig/dwg/reports/