

**Figure 5: Grantee Stakeholders and Sample Questions**

Stakeholder and Stake	Interview Question Examples
<b>Senior Management</b>	
<ul style="list-style-type: none"> <li>■ Achieving grantee’s objectives and objectives of beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>■ How do you plan to meet the objectives of the grantor?</li> <li>■ How will you document that objectives are met?</li> <li>■ Is there a plan to ensure that objectives not being met are brought to the attention of stakeholders for remedial action?</li> </ul>
<b>Grant Management</b>	
<ul style="list-style-type: none"> <li>■ Sufficiency of systems and processes to search for and document grant opportunities.</li> <li>■ Sufficiency of systems and processes to prepare and submit proposals.</li> </ul>	<ul style="list-style-type: none"> <li>■ How do you search for potential grants and awarding organizations?</li> <li>■ How do you apply for grants and track grants for which you have already applied?</li> <li>■ How do you track success rates in obtaining the award?</li> <li>■ Do you evaluate unsuccessful applications to determine what caused the failure; how do you implement improvements to avoid similar failures?</li> </ul>
<b>Financial Reporting</b>	
<ul style="list-style-type: none"> <li>■ Accuracy of accounting related to grant expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>■ How do you track a grant’s expenditures?</li> <li>■ How do you approve and document to approve resource expenditures?</li> <li>■ What financial information do you report?</li> <li>■ How often do you distribute the information and how do you report to the grantor?</li> <li>■ How do you report expenditures incurred by delivery partners?</li> </ul>
<b>Legal Counsel</b>	
<ul style="list-style-type: none"> <li>■ Grantee’s ability to fulfill grant agreement stipulations and to remain in compliance with applicable laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>■ Who is responsible for authorizing the grant application and acceptance of the grant offered?</li> <li>■ How do they check your ability to meet key legal and regulatory conditions, such as accounts and audit; environmental and sustainability issues; safeguarding, health and safety; and any planning/building consents?</li> <li>■ How do you ensure that projects are in compliance with applicable laws and regulations (e.g., financial, environmental, land and real estate, planning consent, human resources, health and safety, and safeguarding) before the application is approved – and again when the project is live?</li> </ul>
<b>Compliance Management</b>	
<ul style="list-style-type: none"> <li>■ Compliance with grant contract terms and applicable laws.</li> </ul>	<ul style="list-style-type: none"> <li>■ Do you have an internal process for assessing compliance with terms and conditions of grants?</li> <li>■ How do you assess compliance of delivery partners?</li> </ul>
<b>IT Management</b>	
<ul style="list-style-type: none"> <li>■ Configuration and maintenance of grant opportunities database; systems to prepare and submit proposals and to track resource utilization.</li> </ul>	<ul style="list-style-type: none"> <li>■ What tools do you use to prepare and track proposals?</li> </ul>