



## **Results Oriented Accountability for Grants**

### **Goal Leaders**

**Fred Nutt**, Senior Advisor, Office of Management and Budget

**Tim Soltis**, Deputy Controller, Office of Management and Budget

**Sheila Conley**, Deputy Chief Financial Officer, Department of Health and Human Services



## Goal Statement

- Maximize the value of grant funding by applying a risk-based, data-driven framework that balances compliance requirements with demonstrating successful results for the American taxpayer.



## Challenge

- The Federal government uses grants to invest approximately \$700 billion each year in mission-critical needs for American taxpayers, but managers report spending 40% of their time using antiquated processes to monitor compliance instead of analyzing data to improve results.



## Opportunity

- Standardize the grants management business process and identify, open, standardize, and link data. Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience. Leverage data, including data produced by annual audits, to assess and manage recipient risk. Hold recipients accountable for good performance practices that supports achievement of program goals and objectives and streamline burdensome compliance requirements for those that demonstrate results.



## Leadership

### Executive Steering Committee

The Executive Steering Committee holds the primary responsibility for developing a governance structure for the CAP goal. It will also act as an overarching governing body for all governmentwide work groups related to grants and reports to the Chief Financial Officers Council.

### Goal Leaders

The Office of Management and Budget (OMB) will provide overall leadership, oversight, and project management to support this goal

### Goal Leaders

The U.S. Department of Health and Human Services will partner with OMB as a key member of the Executive Steering Committee to provide agency leadership in support of this goal

### Participating Agencies

All major grant making agencies are encouraged to participate and contribute to the execution of this goal. Leads will be identified for each of the work groups reflected on the governance slide





# Goal Structure

## Strategy 1: Standardize the Grants Management Business Process & Data

Standardize the grants management business process and identify, operate, standardize, and link data

## Strategy 2: Build Shared IT Infrastructure

Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience.

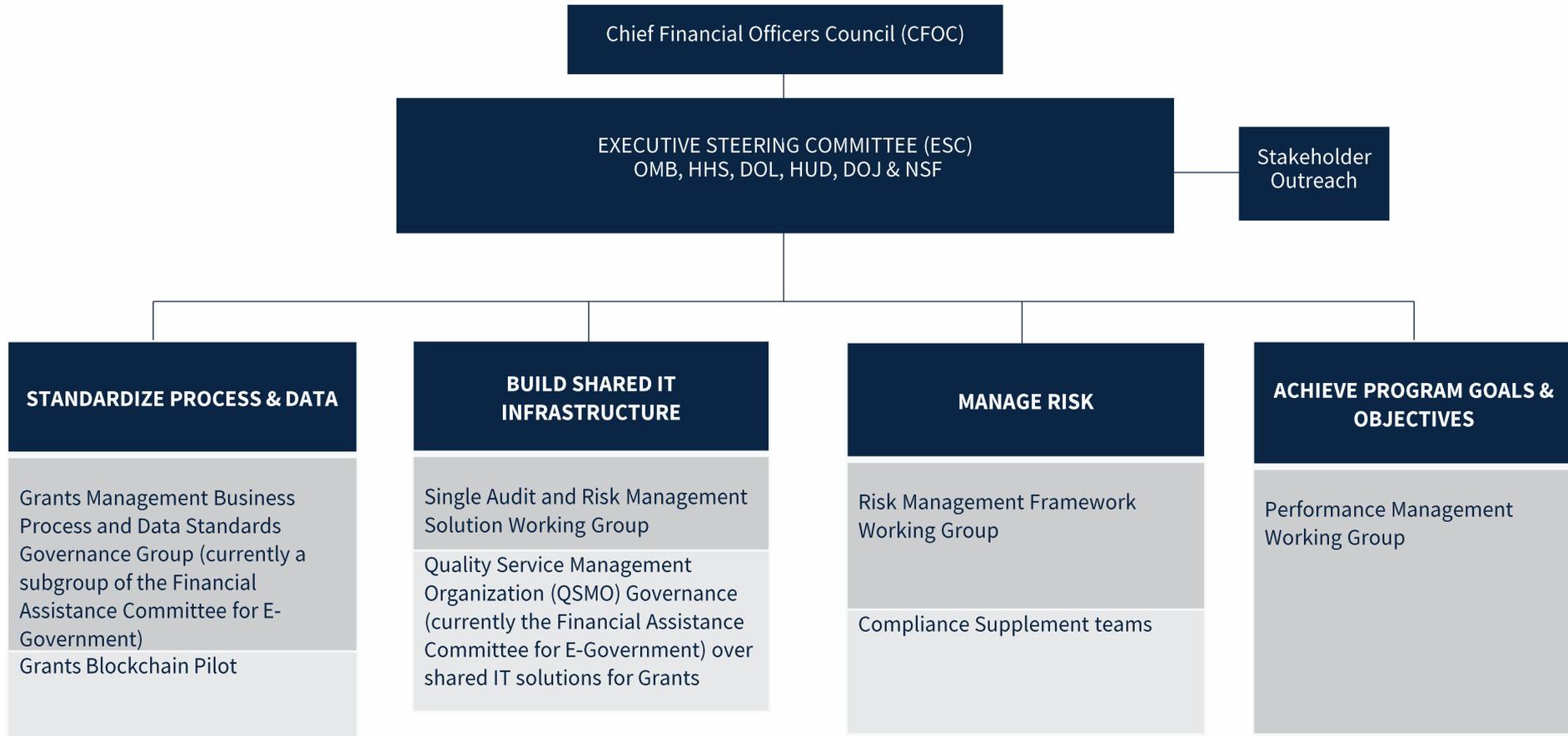
## Strategy 3: Manage Risk

Leverage data, including data produced by annual audits, to assess and manage recipient risk.

## Strategy 4: Achieve Program Goals and Objectives

Hold recipients accountable for good performance practices that supports achievement of program goals and objectives and streamline burdensome compliance requirements for those that demonstrate results.







### Key Milestones for September – December 2018

- Issued OMB M-18-24, Strategies to Reduce Grant Recipient Reporting Burden
- Released draft of core Grants Management Data Standards
- Completed The Opportunity Project sprint which included two new tools to connect spending to performance
- Completed framework for FY19 Compliance Supplement
- Released a survey to Federal agencies to solicit information on promising performance practices





# Strategy 1: Standardize the Grants Management Business Process and Data

This strategy recognizes that recipient burden (such as excessive compliance requirements) can be reduced if the Federal government standardizes the grants management business process. In addition, recipient burden could be reduced if data is standardized and access to and collection of data is digitized. This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government and Leveraging Data as a Strategic Asset CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Leverage Federal Integrated Business Framework (FIBF) to develop comprehensive map of core capabilities for grants management	FY2018 Q3	Complete	No change	CFOC	
Based on FIBF capabilities, standardize data elements to inform comprehensive taxonomy for core grants management data standards	FY2018 Q4	Complete	No change	CFOC	
Develop a draft plan for stakeholder outreach	FY2018 Q4	Complete	No change	CFOC	
Release of core grants management data standards	FY2018 Q4	Complete	Change	OMB	
Implement stakeholder outreach plan strategy	FY2019 Q1	Ongoing	Change	OMB, CFOC	
Solicit public feedback on the draft core data standards	FY2019 Q1	In progress	Change	OMB	
Reconcile public feedback on the draft core data standards	FY2019 Q2	On track	Change	CFOC	
Develop a draft plan for governance and maintenance of data standards (aligned with CAP Goal 5)	FY2019 Q2	In progress	No change	CFOC	
Receive agency input on opportunities to implement standardized information collections for grants management in accordance with OMB memorandum M-18-24	FY2019 Q2	On track	No change	CFOC	
Update OMB Guidance, as needed	FY2020 Q4	On track	No change	OMB, CFOC	





## Strategy 2: Build Shared Infrastructure

Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience. Future shared solutions will increase access to and use of data to support powerful analytics, setting the stage for risk-based performance management.

This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government, Leveraging Data as a Strategic Asset, and Modernizing IT to Increase Productivity and Security CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop draft business capabilities for single audit resolution common solution	FY2018 Q4	Complete	No change	CFOC	
Draft Risk Management Business Capabilities	FY2018 Q4	Complete	No change	CFOC	
Launch government-wide readiness assessment to evaluate agency system baselines against the Grants Management FIBF capabilities and data standards	FY2019 Q1	In progress	Change	OMB	
Solicit public for information on opportunities to build a standardized single audit and risk management solution for grants management	FY2019 Q1	In progress	Change	CFOC	
Develop single audit and risk management common solution prototype	FY2019 Q4	On track	Change	CFOC	
Identify agency lead to oversee development of single audit and risk management solution (aligned with CAP Goal 5)	FY2019 Q2	In progress	Change	OMB	
Draft plan for implementation of standardized single audit and risk management solution for grants management	FY2019 Q2	On track	No change	Designated agency lead	
Update OMB Guidance, as needed	FY2020 Q4	On track	No change	OMB, CFOC	





## Strategy 3: Manage Risk

A comprehensive risk management tool for determining Federal funding awards that are low-risk and high value must include consideration of past performance results, financial risk, and an applicant’s capabilities to deliver the proposed results. In order to do this, agencies need to have ready access to performance data and have the data infrastructure to include performance in risk modeling. The recent updated guidance on grants included requirements for performance reporting in grants, however there is much more that can be done to identify practices and data tools to enable agencies to incorporate performance into their grant award operations. This strategy includes an assessment of current capabilities, piloting promising strategies, and developing a framework so that other agencies can leverage these practices. This strategy also supports the Moving from Low-value to High-value Work CAP Goal.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Issue 2018 ‘skinny’ Single Audit Compliance Supplement	FY2018 Q3	Complete	No change	OMB	
Draft Risk Management Framework	FY2018 Q3	Complete	No change	CFOC	
Develop draft 2019 Single Audit Compliance Supplement framework	FY2018Q1	Complete	Change		
Issue streamlined 2019 Single Audit Compliance Supplement with an increased focus on compliance requirements that inform performance	FY2019 Q2	In progress	No change	OMB	
Completion of sprint for The Opportunity Project which connects spending to performances	FY2019 Q1	Complete	Change	Various Owners	
Collaborate with stakeholders to assess input received for risk management framework	FY2019 Q4	On track	No change	OMB	
Update OMB Guidance, as needed	FY2020 Q4	On track	No change	OMB, CFOC	





## Strategy 4: Achieving Program Goals & Objectives

To demonstrate achievement of grant program goals and objectives, recipients need to be held accountable for good performance practices. Once recipients can successfully demonstrate strong performance practices, there may be an opportunity to leverage the risk management framework developed in Strategy 3 to alleviate select compliance requirements. Recognizing this is a long term vision, initial efforts focus on surveying and piloting promising performance practices that may be scaled in the future.

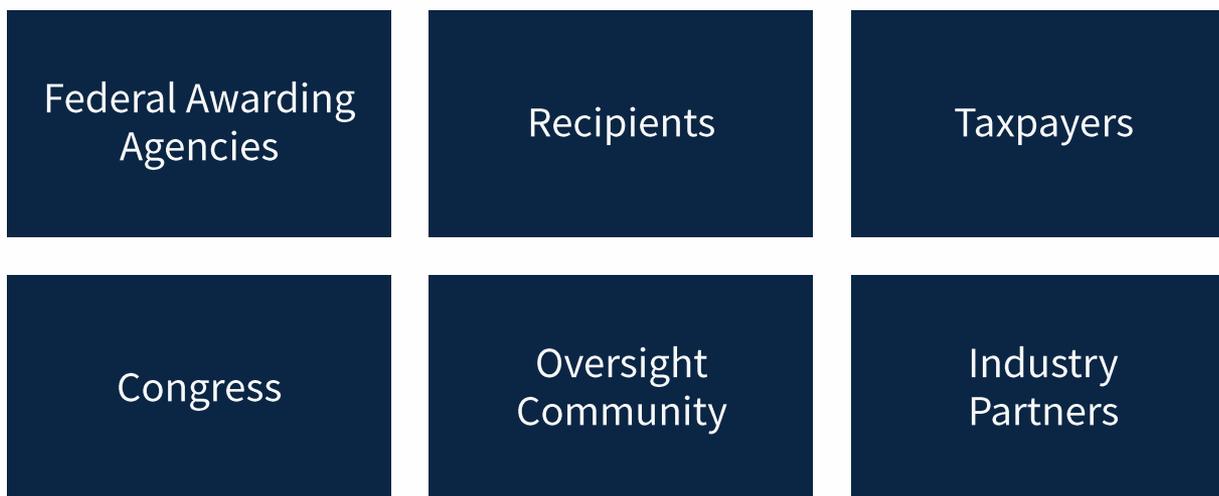
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Solicit information from agencies on current grants performance management practices	FY2019 Q1	In progress	Change	OMB, CFOC	
Identify emerging and innovative practices that are ripe for pilot testing	FY2019 Q2	In progress	Change	OMB, CFOC	
Design pilot and the evaluation strategy	FY2019 Q3	On track	No change	OMB, CFOC	
Begin pilot and assess performance at key milestones	FY2019 Q3	On track	Change	OMB, CFOC	
Analyze pilot results and develop key recommendations	FY2020 Q3	On track	No change	OMB, CFOC	
Update OMB guidance, as needed based on pilot results and recommendations	FY2021 Q4	On track	No change	OMB	





## Key Stakeholders

**This initiative will require extensive engagement with key grants management stakeholders, including the following internal and external communities:**



**Stakeholders are integral to the success of this effort. Goal leaders are reaching stakeholders through various events throughout the community to learn from best practices.**





### **Results Oriented Accountability for Grants Community of Practice Website:**

**<https://digital.gov/communities/grants/>**

Visit the community of practice website to:

- Join the listserv to learn about exciting updates to the CAP goal
- View the stakeholder outreach strategy
- Read and provide feedback to work products as they become available
- Stay up to date on the latest speaking engagements
- Much more!





Indicators will be developed to monitor progress towards standardizing data; leveraging digital tools and streamlining requirements to reduce recipient and agency burden; and improved risk-based performance management. Such as:

- Number of agency OMB approved information collection requests for grants reporting
- Number of recipient burden hours attributed to agency information collection requests
- Use of self-assessment data, such as percentage of Federal agency and recipient time dedicated to administrative and financial compliance requirements as compared to analyzing data to monitor results





The following organizations are supporting the accomplishment of the CAP goal:

- National Association of Public Administration (NAPA)
- Federal Demonstration Partnership (FDP)
- Association of Government Accountants (AGA)
- American Institute of Certified Public Accountants (AICPA)
- National Association of State Auditors, Comptrollers and Treasurers (NASACT)
- Council of the Inspectors General on Integrity and Efficiency (CIGIE)
- Data Foundation
- Center for Open Data Enterprise (CODE)
- Over 500 members of the Results-Oriented Accountability for Grants Community of Practice

