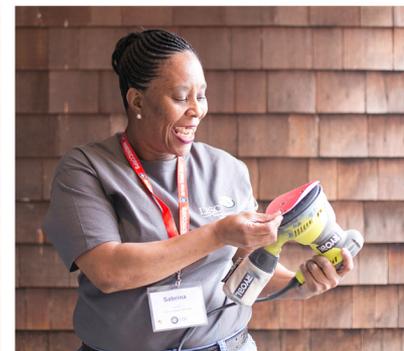




Overview of the New CNCS Office of Monitoring

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CNCS Office of Monitoring

- Deep-dive progress update on newly established Office
 - Key Functions
 - Structure
- Overview of action plan for deploying FY 2020 Monitoring Strategy
 - Risk-based
 - Continuous
- Input from participants related to initiatives underway that are impacted by monitoring functions; key considerations in training and development, information sharing and coordination
 - Experience and observations
 - Communication

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Key Planning Elements

- Identify Core Functions of Office
- Assess Human Capacity for Monitoring
- Develop Organizational Structure of Office
- Develop Monitoring Framework and Logic
- Identify Partnerships for Planning, Coordinating, and Managing the Monitoring Systems
- Promote Communication, Advocacy, and Culture for Monitoring



Identify Core Functions

- Independently monitors and tests CNCS funded grants, projects, and recipient organizations to ensure program activities are in compliance with Federal regulations and CNCS policies. The Office conducts various monitoring activities and strategies, and ensures that all non-compliance issues are resolved.
- Promote organizational effectiveness by standardizing and strengthening monitoring and oversight of CNCS grant portfolio within centralized unit
- Provide effective stewardship of public funds through a structured, risk-based monitoring framework that is outcome oriented and minimizes areas of noncompliance
- Provide routine program monitoring and evaluation to support information gathering and reporting on a continuous basis to show effectiveness of grant programs and to evaluate effectiveness of monitoring systems



Assess Human Capacity for Monitoring

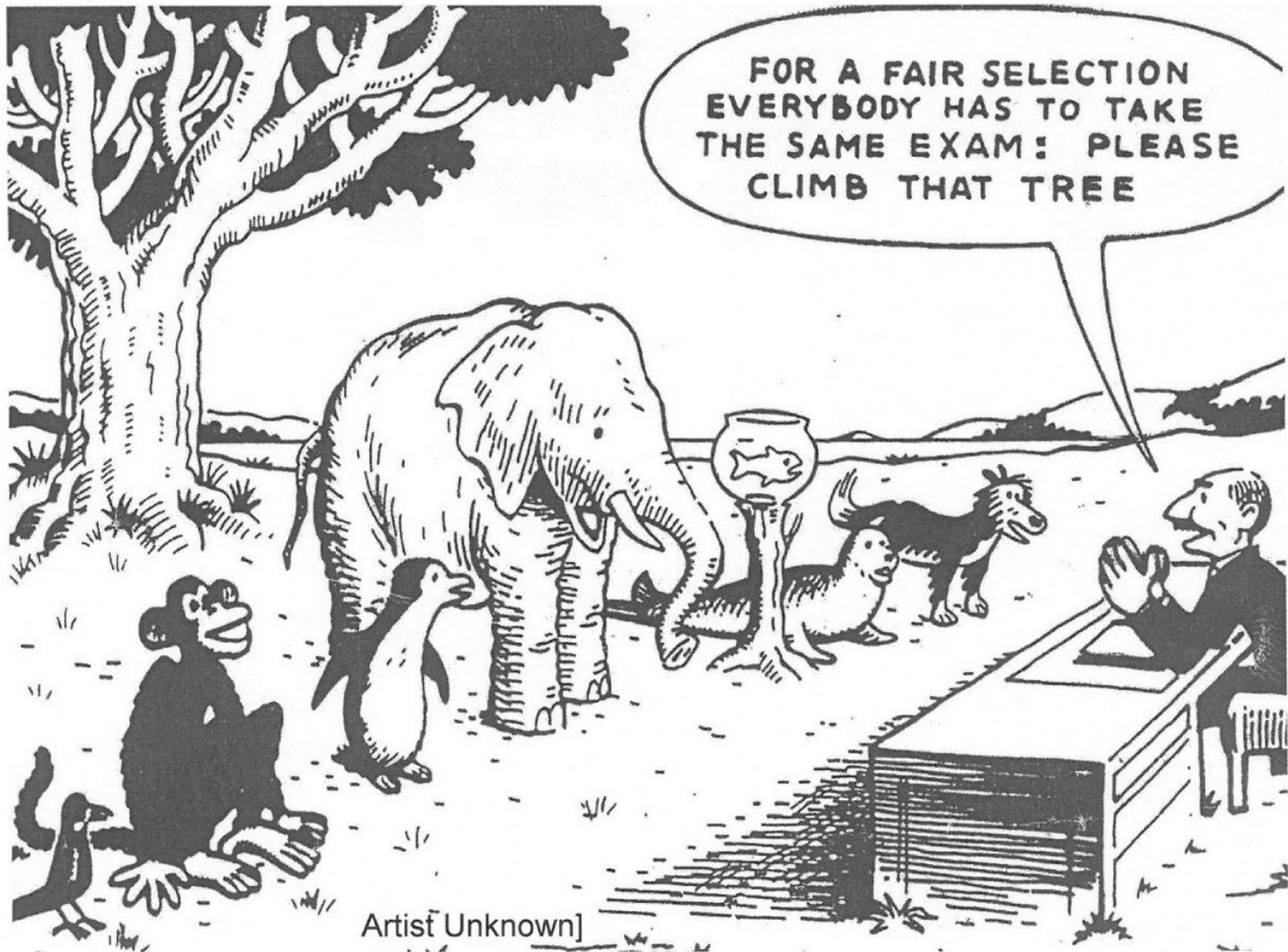
- Identify universe of active CNCS grant programs that require monitoring and oversight activity
- Learn historical context regarding CNCS monitoring and oversight activity, including priority objectives related to areas of enhancement
- Identify resources and technical expertise required to develop and enhance CNCS monitoring functions
- Ensure staff onboarding and development plan supports knowledge of full CNCS grant portfolio, knowledge of current and emerging trends in the field, and expands technical expertise in monitoring through training and other capacity building initiatives



Develop Organizational Structure

- The Office of Monitoring will consist of approximately 15 FTE that focus on the continuous monitoring of approximately 3,200 CNCS grant programs by way of an expansive menu of monitoring activities customized to specific risks
- Staff will be trained to utilize tested tools to conduct a combination of remote and on-site monitoring activities, with the goal of minimal to zero administrative burden on CNCS grant recipients and sponsors
- Staffing consists of the Director, Deputy Director, Senior Monitoring Officers (2), Monitoring Officers (8), Monitoring Analysts (2), and a Monitoring Support Assistant (1)





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Develop Monitoring Framework and Logic

- CNCS monitoring framework will consist of a wide range of routine monitoring and oversight activities to verify grant recipients are in compliance with all financial and operational reporting requirements, as prescribed by programmatic regulations
- Monitoring framework will link the CNCS grant program objectives with the monitoring process and enables monitoring officials to know what to measure and how to measure it. It outlines the indicators that will be used to monitor CNCS grant programs.
- Monitoring framework and logic aims to assess the following elements: Process, Financial, Technical, Assumption, Impact
- The monitoring strategy should be in alignment CNCS's modernization and enhancements of technology systems and will allow for standardized reporting and longitudinal data to support a systematic evaluation of grant monitoring results



Identify Partnerships for Planning, Coordinating, and Managing the Monitoring Systems

- Office of Monitoring strategy is aligned to support other CNCS offices with key functions related to grant program monitoring and evaluation:
 - Newly established regional hubs responsible for oversight of program operations and the delivery of training and technical assistance to grant recipients
 - Office of Grants Administration, Office of the Chief Risk Officer, Office of Audit and Debt Resolution, and Office of Research and Evaluation
- A successful monitoring system requires partnerships with offices/service lines that complement CNCS's efforts to ensure compliance
- Partner offices can act as a source of verification for whether the monitoring functions align with the intended objectives of the CNCS grant programs
- Partnerships also support oversight and monitoring purposes where technical working groups, community partners, and other stakeholders are able to compare monitoring outputs with reported outputs



Promote Communication, Advocacy, and Culture for Monitoring

- If risks in the grant-making process are not identified and managed, it is less likely that the grant programs will achieve the desired outcomes. Given the large dollar value associated with the CNCS grant portfolio, it is critical to communicate the importance of monitoring tools and practices that will ensure grant recipients are good stewards of these funds.
- CNCS continues to implement policies and strategies within the organization to promote monitoring functions
- The adoption of the revised CNCS monitoring and oversight policy, together with the continuous use of monitoring system outputs on communication channels by CNCS, will support CNCS efforts for improving communication, advocacy and a culture for monitoring
- Continuous communication and advocacy initiatives will promote a monitoring culture within the organization and with grant recipients





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