Code Of Practice For
GRANTMAKING AGENCIES

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For every grants program,

• **The program should arise from community needs.**

- The objectives of the program should be based on continuing consultation with the target communities.

- The program should respect the contribution and consider the interests of all stakeholder communities.

• **The program should be properly resourced.**

- The program should be adequately funded at a level sufficient to achieve its designated objectives.

- The program should take full advantage of computerised management systems such as SmartyGrants, and should have adequate technical support.

- The program should seek to employ standardised formats for grant submission, monitoring, reporting, and acquittal.

• **The program should be properly recorded.**

- All aspects of the justification and rationale of every grants program should be articulated, documented, and made publicly available.

- Policies and processes covering all aspects of the grantmaking program should be documented and publicised.

- The risk profile of the grants program should be analysed, documented, and reviewed periodically.

• **The program should be just.**

- The awarding of grants should be fair and free from bias, conflict of interest, or any influence inconsistent with the stated decision criteria.

- Recognised procedures should be in place to manage conflict of interest (and the appearance of conflict of interest).

• **The program should be a partnership.**

- Program funding should cover the full cost of the project, including overheads.

- Where necessary and possible, the grantmaking agency should provide non-monetary assistance to the grantee.

- Program funding should consider the long-term sustainability of the grantee organisation.

• **The program should generate knowledge.**

- The program should be monitored and evaluated at a level of detail appropriate to the resources employed.

- The program evaluation should cover the degree to which the program has achieved its stated objectives, any advances achieved in the grantmaking processes, any other significant gains or detriments of the program, and any other significant findings emerging in the course of the evaluation.

- Lessons learned by grantees should be collected and disseminated in an appropriate format to the appropriate audiences.

- Evaluations should be honest, direct, and free of bias.

- Evaluation outcomes should be made publicly available through appropriate media and open and available repositories such as data warehouses or knowledge bases such as *Grants Management Quarterly*.

• **The program should be staffed by professionals.**

- Adequately qualified and compensated professional grants program officers should be nominated to be responsible for all aspects of grantmaking, including policymaking, governance, the application process, the decision-making process, grant monitoring, and review and evaluation.

- The grantmaker/s entrusted with overseeing the program should at the conclusion of the process be required to sign a certificate certifying that due process had been observed throughout all aspects of the grants program.

- The agency should support adequate professional development programs for its grants officers.