



**Federal Grant Management Technical Assistance Training
Session 03: General/ Entity-Level Standards – Frequently Asked Questions (FAQ)**

Q1. Who within an organization is responsible for creating and maintaining a responsibility matrix?

A1. Organizational leaders are responsible for creating and maintaining a RACI matrix (Responsible, Accountable, Consulted, and Informed) within their functional areas. The specific roles may vary, but generally:

- **Financial Management:** The Chief Financial Officer (CFO) or senior financial leader develops and updates the responsibility matrix for financial operations, ensuring clear role assignments for financial integrity and transparency.
- **Procurement:** The Procurement Officer, CFO, or designated procurement leader establishes and maintains the matrix for procurement activities, ensuring compliance with standards and regulations.
- **Grant Program Management:** The Program Director, Division Director, or Grants Manager creates and maintains the responsibility matrix for program creation, implementation, and oversight, clarifying team roles and supporting effective program delivery.

While these leaders are accountable for the matrix, its creation and maintenance should be a collaborative process involving input from relevant stakeholders for accuracy and buy-in. Regular reviews and updates are essential to reflect organizational changes and evolving responsibilities.

Q2. Do entities need to develop both a monitoring plan and a monitoring policy, or are they considered the same thing?

A2. Recipients and subrecipients of State Fiscal Recovery Funds are required to develop and maintain a monitoring plan. As per [09 NCAC 03M .0102](#) of the North Carolina Administrative Code, a monitoring plan is defined as a: “documented system of educating, reviewing, tracking, and reporting on the use of grant funds designed to assure that public funds are spent in compliance with applicable rules and statutes, and that performance expectations are being achieved.”

At a minimum, monitoring plans should include the following sections:

- Program(s) covered
- Education/ technical assistance
- Risk assessment
- Monitoring procedure
- Subrecipient monitoring
- Non-compliance procedures
- Closeout of award procedures

Q3. Are there standardized risk assessment templates or frameworks available for use, or are entities expected to develop their own?

A3. Recipients and subrecipients of State Fiscal Recovery Funds are encouraged to develop risk assessments that reflect the unique characteristics of each program. When assessing risk of non-compliance with subrecipients, entities may refer to [2 CFR 200.332\(c\)](#) for a list of common risk assessment factors.



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These factors include, but are not limited to:

- The subrecipient's prior experience with the same or similar subawards
- The results of previous audits such as a Single Audit
- Whether the subrecipient has new personnel or new or substantially changed systems
- The extent and results of any federal agency monitoring

These factors are examples—each program is unique, and risk assessments should be adapted based on the nature, size, complexity, and risk profile of the specific program or subrecipient.