

A whitepaper by Geni Whitehouse

Gantt Versus Grant

**A grant manager's guide to
selecting the right software**





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What is a Gantt Chart?

According to www.ganttchart.com, "Gantt charts are the creation of Henry Laurence Gantt (1861-1919) a mechanical engineer, management consultant and industry advisor. He developed Gantt charts in the second decade of the 20th century as a visual tool to show scheduled and actual progress of projects." A Gantt chart is just one of the tools used by project managers to keep their projects on time, under budget, and within scope.

What is a Grant?

According to www.wisekeep.com, "Each year, the U.S. government along with private foundations and public corporations offer billions of dollars in funding to individuals and organizations to be used for specific projects. This funding, which is called a grant, requires no repayment as long as it is used to fund the project for which it was allocated. Grants can be given to individuals, nonprofit or not-for-profit companies, charitable organizations, or educational facilities. In order to receive a grant, however, the prospective recipient must submit a formal request to the organization. This request is called a grant proposal."

It's a wonder more grant managers aren't paranoid. They've got not only Big Brother watching their every move, but they also have to answer to his Sister Sarah at the AIP (American Institute of Philanthropy), Aunt Edna, who serves on their board, and of course, Uncle Sam. They have to track every expenditure down to the lowest level, slice and dice information in a myriad number of ways, and then manage to create a riveting narrative that tells the story of what they've been able to accomplish. In any given day, a grant manager might be dealing with government agencies, private foundations, and charitable organizations, each of whom impose their own set of rules, reporting, and compliance burdens. So how can we expect them to get by with software that kind of/sort of meets their needs?

The Problem

Abraham Maslow said, "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail." Apparently, many software companies are easily tempted.

No one would dream of using the same shovel to clear land on a construction site and serve up meals at a soup kitchen. Rather, they would use one piece of equipment for the construction project and different equipment to accomplish their charitable objectives. So why is it that project managers and grant managers have historically been expected to share the same software to meet the needs of their very different stakeholders?

The answer might lie in the fact that projects and grants share two unique operational requirements.

First, both projects and grants require the creation of separate fiefdoms within their respective organizations. In the case of projects, separately identifiable buckets allow the project manager to associate the costs of completing a project with the price of the job. Information gleaned from a single project is used to determine profitability but is also used to determine the bid price of the next job. For grant managers, separate buckets by grant allow the manager to monitor the funds expended in fulfillment of grant objectives. Information gleaned from individual grant expenditures is shared with the grantor organization and others who have strict requirements for how those funds can be used. Associating costs with a discrete set of activities is a common headache shared by both project and grant managers.

Secondly, both projects and grants have a tendency to cross over multiple fiscal years, which can play havoc with many accounting systems. A project is designed to run over a discrete period of time with a defined beginning and end. In most cases, the time period has nothing to do with the organization's accounting periods or period end. Projects, therefore, require their own system of tracking that allows costs to be associated with the organization's accounting and reporting periods. Grants begin on the date of an award and end based on agreement with the grantor. They may last for a specified time period or end when a result-based milestone is reached. Grants also cross fiscal years and must provide reporting across the individual grant time period, the fiscal period of the recipient's organization, and the fiscal period of the grantor organization. The ability to report across different time periods is a necessity for both project and grant managers.

That's where the similarities end.



The Solution

Unfortunately, these two similarities have been enough to lead many not-for-profit software vendors to address the needs of both camps with what is essentially the same shovel. In many cases, this decision was made because they had no other choice; historical limitations of their software design forced them to handle both functions in a single application. But we're not in the Dark Ages anymore. Software has evolved to meet the unique requirements of non-profit organizations and their grant managers, making the frustration of trying to manage grants with project management software a thing of the past.

However, before you can determine which software best meets your needs as a grant manager, **it is important to understand the critical differences between grant management and project management.** We've already discussed the similarities; now it's time to concentrate on the differences so you can be sure you're making the best choice in a nonprofit solution.

In this whitepaper, we will compare these two functions across each of the following areas:

- Role
- Stakeholders
- Pre-Award
- Award
- Funding
- Tracking Costs
- Sources
- Internal Reporting
- Progress Indicators
- Restrictions
- Revenue
- External Reporting
- Revisions

Role

What is the primary responsibility of the manager in each of these functions?

Project Management	Grant Management
<p>Role: To ensure that the triple constraints—schedule, cost, resources—are managed properly for each project while also delivering the level of quality expected by the customer.</p>	<p>Role: To ensure that money allocated to a particular cause is expended as specified by the Grantor on activities related to a given cause.</p>
<p>Critical indicator: Project completion date.</p>	<p>Critical Indicator: Use of funds in accordance with stated purpose – number of constituents served.</p>

For grant managers, the key function of software is to provide real-time visibility into the flow of funds from award through to service provided and across all field locations regardless of language or currency.

"Habitat for Humanity International (HFHI) is seeking an experienced professional to fill the role of Grant Manager for our Asia/Pacific (AP) office. Key responsibilities include:

- Monitor grant compliance in the Asia/Pacific region by working closely with area and national office staff on grant finance issues
- Develop policies and procedures to manage multilateral and bilateral grants according to donor requirements
- Review grant proposals and budgets to ensure appropriate costs are included and to determine the level of financial support and capacity needed for implementation
- Oversee the reporting on all grants in the area to ensure compliance with approved policies and procedures including allocations and allowances
- Design, develop and maintain grants management database and filing system for all grant agreements, modifications and financial reports
- Design, develop and maintain monitoring systems which will provide timely and periodic reports to HFHI and which will be able to identify problems that grantees are encountering in implementing their grant activities
- Prepare training and resource materials related to grant finance accountability for use by field staff and coordinate related training of finance staff within the region
- Work on initiatives to build up the number of qualified grant finance staff/grant accountants in the region
- Coordinate with national organizations' audit functions, regional finance functions and HFHI grant finance officers to ensure there is follow-up and implementation of grant audit recommendations
- Work on initiatives to address most frequent audit findings and accountability issues related to USAID and other grants"

From Job Posted on Monster.com
Habitat for Humanity International
Grant Manager (Asia/Pacific)
11.13.09

Stakeholders

Other than the manager, who else is interested in the outcome of the activities being monitored?

"Interim performance reports serve as a measure of progress achieved on a project and help to identify programmatic and administrative problems that may need to be resolved. Final performance reports become a permanent record of project accomplishments."

From National Endowment for the Humanities
Grant Management
Performance Reporting Requirements
Formerly ENCLOSURE 2 - Revised July 1998
OMB No. 3136-0134, expires 6/30/12

Project Management	Grant Management
<ul style="list-style-type: none"> • General contractor • Subcontractors • Customer • Company management • Site workers 	<ul style="list-style-type: none"> • Grantor • Grantor's board • Executive director of grantee organization • Grantee's board • Field service workers • Constituents being served
<p>Key Question: Are we on time and under budget?</p>	<p>Key Question: Are funds being used in service of our stated objectives? How many constituents have we been able to reach?</p>

For grant managers, software should provide real-time information regarding the use of the funds for specified purposes, including timely updates from the field. The system should capture statistical data so that detailed reports can account for constituents served. Information needs to be secure but easily accessible based on roles and the rights assigned to individual stakeholders. Account structures need to be flexible, not rigid or hard-coded so that managers can comply with the diverse requirements of individual grantors.

Not-for-profit software must be able to meet the tracking and reporting needs of both grantor organizations and grantees

"How to Submit a Grant Proposal"

1. *"Contact our staff. Every applicant is required to contact our program officer before submitting an application. We will review your proposed project or program with you to make sure it is eligible for funding, will answer any questions you have and will provide the required "application number" you will need to complete the application.*
2. *Create your application by following the directions below. Follow the directions carefully, answering ALL of the questions. Be clear and concise in your responses. Use the headings provided, and use 12-point, single-spaced text."*

- From Midland Area Community Foundation
www.midlandfoundation.org/GrantPropRequirements.htm

Pre-Award

How is a project or grant initiated?

Project Management	Grant Management
<p>The process begins with a bid for a job.</p> <p>A project cost estimate is created with high-level costs by phase. Once the job is accepted, total dollars and schedule end dates become more important than strict adherence to the detailed budget.</p>	<p>The process begins with a grant application to a qualified grantor organization.</p> <p>A detailed line item budget is created in conformity with the requirements of the grantor organization. This budget must be closely followed once the grant is awarded.</p>

The grant manager needs a detailed budgeting solution with a flexible account structure that can exist outside of the general ledger.

Award

How is a project or grant awarded?

"Grant funds can be expended after the grant application is submitted and prior to receiving the notice of award. The request must contain a commitment by the Dean of the School to cover the expenditures in the event the actual grant award is never actually received."

From the Grant Management Manual
The Gerontological Nursing Interventions Research Center and The John A. Hartford Center of Geriatric Nursing Excellence Regional Training Core
The University of Iowa College of Nursing
The University of Missouri-Columbia
Sinclair School of Nursing

Project Management

The project is either accepted or not. If the job price is negotiated, it will result in a revised project.

Most projects require an upfront deposit before work begins, which helps minimize the cash flow burden on the organization

Grant Management

A grantor may make a partial award against a given grant proposal. The original proposal will have to be maintained intact, with any additional sources of funds being associated but also separately monitored.

A grantee may receive notification of an award and then wait months or years to receive the cash. Funds are typically received via reimbursement, which creates cash flow pressure on the organization.

When a proposal is awarded, it may also fund field offices, which will need to track funds in their own currency

The grant manager needs to keep a close eye on cash flow, manage multiple funding sources, and get funds to field offices in their native currency.

Funding

How are the funds disbursed over time?

Project Management

Customers are billed as costs are incurred. Often projects include an overhead allocation or pre-defined burden rate.

Grant Management

Grantors are billed for actual costs incurred by the Grantee and are reimbursed after the fact. Overhead rates, if allowed, are dictated by the grantor.

For the grant manager, flexibility in allocations and alignment with the original award document is crucial for timely reimbursement.

"After a grant proposal is approved, the proposer will receive copies of the form entitled, NNGA Research Grant Request for Funds. The initial request for funds is made by filling out this form and sending it back to the chair of the Research Grant Committee. This form is signed by the chair and forwarded to the NNGA treasurer. The treasurer then sends a check to the grant recipient. The amount of the initial request may vary depending on the project duration and budget time-line, but it should never exceed 85% of the total grant amount approved."

From Guidelines for proposers,
Northern Nut Growers Association, Inc.



Tracking Costs

How are expenditures monitored?

"Monthly Grant Expenditure and Accounting Reports. The university sends these reports to the Principal Investigator. The reports contain the amounts budgeted, actual expenditures, amounts encumbered, and the balance available. These reports are often difficult to reconcile depending upon the system used by the university. Usually there is a lag in the accounting and quite often there are mistakes, such as debiting the wrong grant account. For this reason it is advised that the PI and Project Director maintain their own spreadsheet of budgeted amounts and expenditures so that this accounting can be compared with the university monthly reports and to avoid spending in excess of the grant funds that are available."

From the Grant Management Manual
The Gerontological Nursing Interventions Research Center and The John A. Hartford Center of Geriatric Nursing Excellence Regional Training Core
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Project Management	Grant Management
Budgets are prepared by phase, which tends to be fairly standard by industry.	A budget is prepared showing costs by expenditure category, which varies by grant.
Many project accounting tools offer two levels of coding – project and cost code—plus some sort of resource identifier– generally labor, materials, equipment.	Detailed cost coding and tracking is critical to showing adherence with award terms; any variations must be reported to the grantor.
Alternatively, for certain types of projects, costs are recorded based on a defined Work Breakdown Structure (WBS), which is basically a hard-coded outline used for many government projects.	Each grant might require a separate reporting structure.
Work is often divided between technical or functional disciplines such as engineering, manufacturing, testing, and procurement.	Requirements for categories and coding can be virtually unlimited.
Overhead costs might be allocated to activities, phases, or projects.	Cost allocations are made at the detailed level and might include cross-fund and cross-grant items.
	For a non-profit organization, allocating indirect costs to a given grant is not only complicated, it is often key to insuring that the organization can cover operating costs.

The grant manager needs a solution that provides nearly unlimited coding options plus the ability to allocate costs across line items, funds, and grants.

"In a narrative report, you answer a series of questions to inform RWJF about how your project is meeting its established goals, activities you have engaged in to date to meet those goals and any that have not been completed on schedule, and other issues you are addressing. We expect you to report to us any changes from the planned activities that were described in your proposal. Upon reading your answers to these questions, your program officer may contact you for additional information. At the end of your grant, we also ask you to submit a bibliography of any materials produced during the grant. For more information, please refer to the Grantee Reporting Instructions."

From Robert Wood Johnson Foundation website

Sources

How are awards from multiple sources managed?

Project Management	Grant Management
Projects are typically billed to a single customer, although a general contractor may work with multiple subcontractors.	In some cases, a grantor will require matching from another source, which will need to be identified.
Cost-plus projects might require detailed monitoring, but generally, summary reports are acceptable.	Gifts in-kind also need to be tracked in compliance with award requirements.

The grant manager needs a solution that not only supports both detailed tracking of individual expenditures, but also helps him associate matching funds and in-kind awards with a given project.

Internal Reporting

What reports does the manager need?

"The Grant Reporting Form has been developed to help you report the progress of your grant. Reports assist the Foundation in tracking the progress of programs and projects and they also help maintain the required fiscal and programmatic oversight. Reports are intended to provide the grantee an opportunity to reflect on program activities and plans."

The George Gund Foundation

Project Management	Grant Management
<p>Mission Critical :</p> <ul style="list-style-type: none"> • Billed versus unbilled • Critical path activities • Actual costs as a percentage of estimate • Project percentage of completion • Estimated revised completion date • Resource availability • Subcontractor scheduling 	<p>Mission Critical:</p> <ul style="list-style-type: none"> • Expenditures by award line item • Expenditures by CFDA (Catalog of Federal Domestic Assistance) number or other local or governmental reporting requirements • Reimbursed and unreimbursed expenditures • Restricted versus non-restricted fund expenditures • Results of expended funds – statistics and numbers of constituents served
<p>Focus: Managing the schedule</p>	<p>Focus: Managing the flow of funds</p>

The grant manager needs flexible, timely reporting that allows him to go from detailed line items to summary information as needed. In addition, he needs to be able to show evidence of compliance with all applicable rules and regulations, in conformity with all audit standards including Federal A-133 requirements.

"It is a good idea to give careful thought to the organization and filing of grant records. The grant files should include the grant proposal, the grant award, the research instruments and measurement protocols used for the research, progress reports, manuscripts in progress and published, presentations on the research, the structure of the database and a data dictionary, grant personnel records, records of purchases, and grant accounting records."

Grants Management Module
 The Gerontological Nursing Interventions Research Center and The John A. Hartford Center of Geriatric Nursing Excellence Regional Training Core
 The University of Iowa College of Nursing
 The University of Missouri-Columbia
 Sinclair School of Nursin

Progress Indicators

What are interim indicators of success?

Project Management	Grant Management
<p>Schedule milestones indicate completed steps in a project. Often the timing of billing is tied to milestone completion.</p>	<p>Progress is measured by number of constituents served. Evidence of adherence to stated terms and conditions is more important than schedule.</p>

The grant manager must show evidence of compliance with a grantors terms and conditions via interim reporting and on-going communication.



Restrictions

How are funds restricted or allocated?

"In some cases a project may receive both restricted and unrestricted funds. In these cases the funds will be treated as two separate grants, with distinct grant numbers and agreements. It is critically important for the integrity of the Commission's bonds that project expenses be submitted under the proper grant."

Grant Management Issues and Information for Grantees
- Virginia Tobacco Commission rev. 2/08

Project Management	Grant Management
<p>There may be construction loans that are tracked separately from other operating funds.</p> <p>Track costs versus budget – summary information is usually sufficient.</p>	<p>In addition to restricted and un-restricted funds, grantees might need to differentiate fully obligated from committed funds. When funds are fully obligated, a grantee will also need to manage and report against any imposed restrictions.</p>

The grant manager needs to be able to quickly associate grant funds with detailed award line items as well as individual field locations and discrete projects. He also needs to view totals for award estimates, obligations, and amounts by line item.

Revenue

How is revenue recognized by each function?

Project Management	Grant Management
<p>Completed contract or percentage-of-completion methods are widely used in the construction industry. Percentage-of-completion is normally determined by the project manager. Funding advances and actual-to-budget cost variances are calculated using the project budget adjusted to percent-of-completion.</p>	<p>The grant is earned as costs are incurred or as the milestones are completed.</p>

Accurate tracking of costs in conformity with budget is crucial to the grant manager's ability to receive timely reimbursement. At the same time, the manager needs to stay on top of outstanding funds via rules that he can use to generate invoices that are tracked in a receivables system.



External Reporting

What information needs to be shared?

"A Final Report is required for each grant. Interim Reports are required for multi-year grants. An organization must be in compliance with any previous grant report requirements and/or conditions in order to be eligible to submit a new application. An application from an organization that has received previous funding will only be considered if significant progress on previous grants has been made and demonstrated to the Foundation. The Foundation may also delay a scheduled grant payment (Section 5 of the Grant Agreement) until completed narrative and financial grant reports have been reviewed. Please refer to your grant payment letter for the scheduled due date of your report."

From Gulf Coast Community Foundation

Project Management	Grant Management
Interim reports of costs incurred and revised schedule might be delivered to customers along with an invoice.	Detailed interim reports are required by grantors at specified periods. They typically include: <ol style="list-style-type: none"> 1. Financial reports – comparing expenditures to the budget 2. Progress reports – explaining in detail the activities, accomplishments, and difficulties that have occurred since previous reports Final reports are required in support of grant expenditures and typically include narratives describing an organizations expected and achieved results.

Flexible reporting across a number of different time-periods is a key requirement for any successful grant manager.

"We request that each Progress Report explain in detail the activities, accomplishments and difficulties that have occurred since your last Progress Report. We use these reports to communicate new information to our Communications Department, Program Staff and Trustees."

Financial Reports ensure that the grantee adheres to the budget approved by the Foundation. The Foundation requests that you submit a Financial Report that highlights what you have spent to date against the line items outlined in your approved budget."

From the John Templeton Foundation

Revisions

How are changes handled?

Project Management	Grant Management
When a change to a project is required, the project manager submits a change order to the customer. Approved change orders can result in changes to the project scope or modifications to the overall project cost.	Grants can be modified as requirements change. A manager must keep track of the additional grant and any subsequent revisions. Grants may also have sub-awards that are associated with the original grant.

The grant manager needs to be able to track expenditures against both the original grant and any subsequent revisions.

Summary

Once you take a closer look at projects and grants, it becomes clear that the two disciplines are very different. From the purpose of their role, to the stakeholders they serve, to the process of bidding and receiving an award, grant managers have some unique requirements to meet. What's more, grant managers have strict accountability and tracking requirements, specialized reporting and measurement needs, and complex revision tracking requirements. It should be no surprise, then, that grant managers need special tools to support them.

It is no longer acceptable for grant managers to use tools that are not perfectly designed for the task at hand. It is crucial for grant managers to have access to solutions that can simplify reporting and compliance so they have more time to facilitate solutions in support of a cause.

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