

Assessing the How of Grantmaking

Basic Questions and Critical Indicators

www.gmnetwork.org/howofgrantmaking

Grantmaking includes three primary components: what, who, and how. As grantmakers, most of us pay attention to what we fund—grantmaking strategy and impact—and who we fund—the grantees we support. But what about how we fund? Grants Managers Network contends that grantmakers should pay equal attention to how grants are made—evaluating and continually improving the practices used to make grants.



GMN's mission is to improve grantmaking by advancing the knowledge, skills, and abilities of grants management professionals and by leading grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. Grants Managers Network is a leader in identifying and promoting effective grantmaking practices through field-wide change efforts. Using GMN's shared knowledge, grants management professionals can learn about, appreciate, and implement practices that make grantmaking more efficient and effective.



PROJECT STREAMLINE is a collaboration focused on decreasing administrative burdens on grantseekers by streamlining application and reporting practices.

www.projectstreamline.org

Practices That Matter explores streamlining trends, successes, barriers, and perceptions. Most importantly, it prescribes the way forward for grantmakers that want to match their practices to their values in supporting nonprofit missions.

www.projectstreamline.org/practicesthatmatter

Grantmaker Assessment Tool is an online survey that generates a comparative report about your grantmaking processes and enables grantmakers to compare processes to those of other funders, as well as to the principles described in the seminal report, *Drowning in Paperwork, Distracted from Purpose*. www.projectstreamline.org/tools

Making More Time for Mission provides an overview of how grantmakers stack up in their efforts to improve processes, decrease costs, and increase efficiency.

bit.ly/moretimeformission



GMNSIGHT: ADVANCING GRANTMAKING is a professional journal written for and by grants management professionals, grantmakers, and subject area experts. The journal presents topics of increasing importance to the field of grantmaking and strives to begin and sustain diverse conversations about how grants management is evolving. www.gmnsight.org

To learn more about GMN or to join our network of more than 2,500 grants management professionals focused on how grants are made, visit us online at www.gmnetwork.org/join.

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Why Focus on the How?

Practices matter. Your grantmaking practices are one of the most public—and sometimes one of the only—expressions of your organizational values that grantseekers experience. How do you want the world to see you?

Efficient and effective practices ensure that you direct the maximum amount of resources to mission—both yours and your grantees'. And sound practices and controls increase the public's confidence in private sector philanthropy, enabling the field to continue its good work.

Five Core Questions

Every grantmaker should be able to answer the following questions about how it makes its grants:

1. Does our grantmaking align with our intentions?
2. Are our grants structured to be successful?
3. Are we efficient in our internal processes?
4. Are we communicating effectively?
5. Does our process strengthen and support grantees?

Your organization can answer these questions with relatively minor effort using existing data sources and by focusing on a few key indicators. The indicators described in this guide reflect the best and most current thinking on this topic. They were created at a convening of experienced grants management practitioners, whose work focuses on collecting, tracking, analyzing, and using data to ensure effective practices.

How to Use This Guide

This guide is designed to help you—grantmaking leaders and grants management professionals—begin to use data to answer questions about whether you are making the types of grants you want to make, structuring them for success, and doing so efficiently and effectively. This guide focuses on the basics, acknowledging this process as a first step toward developing a larger framework for assessing how grants get made.

This resource identifies core questions that every grantmaking organization should be able to answer about how its grantmaking works. Within each core question, we suggest sub-questions that further define the type of data to collect and provide guidance for how grantmakers might place the answers in context. We also suggest examples of specific data that your organization can collect and track in order to answer the core questions.

This guide does not address longer-term evaluation questions about the ultimate impact of grantmaking on beneficiary populations. However, we believe that understanding how grants are made is an important precursor to asking deeper evaluation questions, because intentional and effective grantmaking is a fundamental platform for strategic impact.

Refer to the Appendix beginning on page 17 for recommended visualizations of the data pointed to in this guide.

Where to Get the Data

Your organization's grants management system already collects much of the information that this guide points to. Your software vendor should be able to advise you on how to most easily access the specific information you want to analyze.

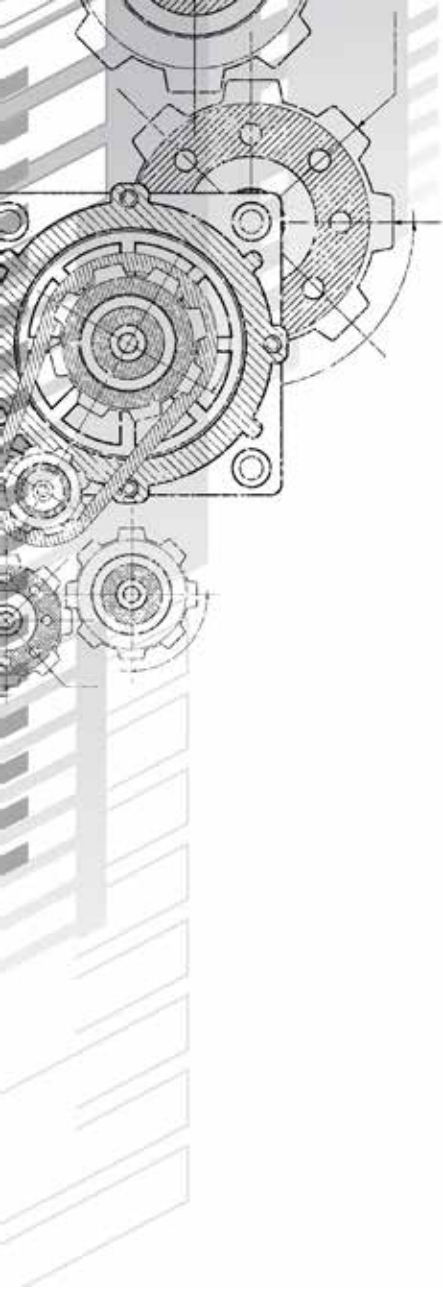
Some of these questions require a survey of grantseekers or grantees to gather necessary data. Grantmakers can administer anonymous surveys themselves or work with third-party consultants or organizations such as the Center for Effective Philanthropy. In cases where data need to be gathered via a special process, we've noted this. At times, the same piece of data might be relevant to more than one question.

Making Meaning from Data

To answer the questions posed in this guide, your organization will need to make meaning of the data by placing it into context. Your current practices can be compared with peer data, with accepted 'good practice' in the field, and with your own aspirations.

As a first step, we suggest that you look internally. You probably have a good sense of how your organization believes grantmaking should work. You can use the questions, indicators, and data described in this guide to help determine whether your actual practices align with your desired grantmaking practices. If you are in the process of changing strategy or systems, looking at your data over time can help identify trends or changes in your practices and give internal context to your results.

An important caveat: in nearly all cases, this guide points to grants management data that informs the answer to a complex question but that will not entirely answer it without additional data points. For example, this guide focuses on grants, yet many grantmakers use grants as only one of many tools to achieve impact. We hope that these questions and data will contribute to a larger conversation within your organization.



Every Grantmaker Should Be Able to Answer Five Core Questions

1. Does our grantmaking align with our intentions?

To know whether grantmaking aligns with strategy, you first need to answer some very basic questions about grantmaking: Where does the money go? Who gets grants? What types of grants go out the door? How competitive is our process compared with how competitive we want it to be?

2. Are our grants structured to be successful?

Success for grantmakers is based on expectations. Are your expectations of what can be accomplished with your funds in the timeframe allotted reasonable for grantees and for staff?

3. Are we efficient in our internal processes?

If you look closely at your grantmaking practices, are they as efficient and professional as desired, both internally and for the benefit of grantseekers?

4. Are we communicating effectively?

How does your organization convey its grantmaking goals and procedures? Are your written and verbal communications with grantseekers and grantees clear, intentional, appropriate, and courteous?

5. Does our process strengthen and support grantees?

An effective grantmaking process ensures that grantee time, energy, and money go toward the mission-based work that your organization most wants to support, rather than to the administrative demands of applying and reporting. Does your grantmaking process have the positive impact you want for your grantees?

Core Question 1

Does our grantmaking align with our intentions?

To know whether grantmaking aligns with strategy, you first need to answer some very basic questions about grantmaking: Where does the money go? Who gets grants? What types of grants go out the door? How competitive is our process compared with how competitive we want it to be?

1a) Are we making the types of grants we intend to make?

You first need to think about what kind of grants you want to make and match the actual results to your intentions.

This requires clear intentions about the size and length of the grant, type of support, and length of the relationship planned. If you have not articulated this yet, looking at grant data over the past 3-5 years may help you define your intentions for future grantmaking.

INDICATORS

- Median grant size
- Median grant term
- Percentage of grants made by type of support (general operating support, project support, capacity building, etc.)
- Percentage of new versus repeat grantees

WHERE TO FIND THE DATA

Grants management system

1b) Are we funding the types of organizations and programs we say we want to fund?

A grantmaker first needs to think about what kind of grantees it wants to support and match those results to the grantmaking plan.

INDICATORS

- Percentage of grants by programmatic focus
- Percentage of grants by geographic focus
- Statistics from funded organizations on diversity of board, staff, beneficiaries, etc.

WHERE TO FIND THE DATA

Grants management system

1c) Is our process appropriately competitive?

The appropriate number of declines depends on what your organization is trying to accomplish. Different funders have different expectations for how grantees come to them and how many new organizations approach them for funding. For some, an open RFP process is part of their desire to cast a wide net for potential partners. For others, a policy to not accept unsolicited proposals allows them to strategically identify and get to know only organizations that meet specific criteria.

A high percentage of overall declines might suggest a number of things. If you receive many inappropriate LOIs, your guidelines may not be clear.

A high percentage of declined full proposals suggests that your process is draining resources from both the denied grantseekers and from your organization, creating a wid-

ening group of grantseekers with potentially negative views about your organization. You may consider alternative ways for your program staff to identify new grantee prospects, e.g., connecting with grantmaker colleagues (including government grantmakers) to learn about their grantees; reaching out to thought leaders in your space; and connecting with the community you are trying to serve directly to identify the strongest organizations serving them.

INDICATORS

- Percentage of LOIs declined versus those that advance to full proposal stage (if applicable)
- Percentage of full proposals funded versus declined

WHERE TO FIND THE DATA

Grants management system

1d) Is our organization taking the right amount of risk in our grantmaking?

There is no right or wrong answer to this question, and the appropriate level of risk is a decision to be made by your board. Answering this question requires a deeper analysis, but these indicators can help you determine whether your grantmaking aligns with your board's intentions. Are all of your grants safe bets or do some take risks with new organizations or less certain efforts?

Your organization might also consider how you are learning from the risks you take.

INDICATORS

- Percentage of unsuccessful grants or grants with outcomes very different from what was anticipated.
- Percentage of new organizations/ initiatives funded
- System in place to learn from risks (such as “after action review” or other formal process)

WHERE TO FIND THE DATA

- Grants management system
- Tracking grants that don't achieve their projected outcomes

1e) How do our grants decisions today affect our future grantmaking?

The appropriate level of future commitments will depend on what your organization is trying to accomplish. Grantmakers addressing large, systemic challenges may make many multiyear grants to achieve their goals. Other grantmakers may prefer to maintain flexibility in future years to respond to new challenges.

INDICATORS

Percentage of future year budgets already committed

WHERE TO FIND THE DATA

Grants management system

Core Question 2

Are our grants structured to be successful?

Success for grantmakers is based on expectations. Are your expectations of what can be accomplished with your funds in the timeframe allotted reasonable for grantees and for staff?

2a) Are grantees accomplishing the outcomes they set out to achieve?

When determining whether or not a grant was successful, grantmakers tend to view a “no” answer as a failure and too simplistic an answer to a complicated question. Grantmakers’ natural inclination is to jump immediately into the reasons for the “no” and explain them. While this is a critical analysis to inform future strategy, it generally takes significant time to review reports at that level.

This simple indicator is intended to be just one data point and the very first step in this analysis, not the final one. It can give you a quick look at how your grants are doing and serve its intended purpose of focusing on the structure (not outcomes) of the grant.

A high percentage of grants that achieve expected results might indicate that you are aligning your expectations and level of support appropriately.

A low percentage might indicate that:

- your grantees are overestimating their capacity (if they established expected results)
- you are overestimating your grantees’ capacity (if you established the expected results)
- your grants aren’t large enough to achieve the results you’d like
- your grants aren’t given for a long enough time period to achieve the results you’d like

INDICATORS

Percentage of grants achieving expected results

WHERE TO FIND THE DATA

A grants manager can review reports as they are received and record whether the grantee reported achieving the desired results.

2b) Do our grants require substantial modification or are they correctly structured from the onset?

Mid-course changes to grants aren't necessarily problematic, but if a high percentage of grants require modification, you may not be structuring your grants properly or providing adequate support to meet goals.

A high percentage might indicate that:

- your grantees are overestimating their capacity (if they established expected results)
- you are overestimating your grantees' capacity (if you established the expected results)
- your grants aren't large enough to achieve the results you'd like
- your grants aren't given for long enough time periods to achieve the results you'd like

INDICATORS

Percentage of grants requiring modification (e.g. time extension, change in expected outcomes, or increased support)

WHERE TO FIND THE DATA

Grants management system

2c) Are our grants at the level of significance that we intend?

If your grants are a high percentage of the budget of the organizations and projects you fund, then you are providing a significant amount of support to your grantees. Therefore, your expectations and reporting requirements for your grants might be relatively high.

A low percentage indicates that your support is not generally critical to the project or organization being funded and your expectations and reporting requirements should be "right-sized" to your level of support.

INDICATORS

- Median percentage of organizational budget funded
- Median percentage of project budget funded

WHERE TO FIND THE DATA

Grants management system

2d) To what extent are our grant periods timed appropriately?

If a high percentage of reports are overdue, it might mean that your grant terms do not align with actual project timelines or that your requirements aren't "right-sized" to the level of support you are giving. It might also point to a need for a new process, including reminders to grantees to support compliance.

A low percentage of overdue reports might indicate that your reporting requirements are timed correctly, your process supports grantee compliance, and your requirements are "right-sized" to your level of support.

INDICATORS

- Percentage of overdue reports
- How far overdue are reports?
- Grant payments made on schedule versus those delayed

WHERE TO FIND THE DATA

Grants management system

2e) Are we paying multi-year grants as planned?

Often multiyear grants are not paid as expected due to late reports, grant modifications, etc. Delays in paying expected grants can have important repercussions on a grantmaker, creating avoidable “fire drills” as you scramble to find a replacement grant to meet payout requirements and/or your annual budget targets.

INDICATORS

Scheduled versus actual payments

WHERE TO FIND THE DATA

Grants management system

2f) Do our grants support our grantees' articulated needs?

If your grants are generally a high percentage of what is requested, it might indicate that you can set your expectations to match grantseekers' proposals. It may also be evidence that your organization does a good job of discussing proposals and setting expectations for appropriate funding in advance of applications.

A low percentage might indicate that you need to carefully adjust your expectations—for results and time—to match the actual financial support you are granting.

INDICATORS

Funds granted versus funds requested

WHERE TO FIND THE DATA

Grants management system

Core Question 3

Are we efficient in our internal processes?

If you look closely at your grantmaking practices, are they as efficient and professional as desired, both internally and for the benefit of grantseekers?

3a) How much does each grant cost us to make?

It costs your organization money to process each grant, but many funders haven't calculated this cost. Doing so can help you determine whether you want to make changes to increase internal efficiency.

INDICATORS

The cost to make each grant

WHERE TO FIND THE DATA

Project Streamline Assessment Tool

projectstreamline.gmnetwork.org/assessment_tool

3b) What is the elapsed time from application (or LOI) to grant payment?

The length of time it takes from receipt to payment is the ultimate indicator of the efficiency of your internal process.

Looking into specific phases of the process can help you find room for additional efficiencies. For steps that take a long time, what is happening there? How many people need to touch a grant? Does anyone touch it more than once? Where are the bottlenecks?

INDICATORS

Average processing time per grant:

- LOI to proposal
- proposal review to notification
- notification to funding

Compare to prior years to see if your process is speeding up or slowing down

WHERE TO FIND THE DATA

- Grants management system
- Grant flow chart

3c) Are portfolio sizes appropriate for diligence, efficiency, and reasonable workload?

Tracking the number of proposals managed by each grants manager and program officer can give insight into whether workload is appropriately balanced and whether demands on staff are reasonable. Naturally, grant complexity can add further proposal review or grants management time as well.

There are strategies for balancing portfolio size. If you can't increase staff in a particular area, look at ways to decrease proposals. Can you design more efficient filter mechanisms so staff review only the most competitive full proposals? Can you "right-size" grant requirements to decrease the amount of work each one takes? Can you make more multiyear grants?

INDICATORS

- Minimum, maximum, and median number of LOIs and proposals managed by each grants manager
- Minimum, maximum, and median number of LOIs and proposals managed by each program officer

Compare to prior years to see if volume is increasing or decreasing.

WHERE TO FIND THE DATA

Grants management system

Core Question 4

Are we communicating effectively?

How does your organization convey its grantmaking goals and procedures? Are your written and verbal communications with grantseekers and grantees clear, intentional, appropriate, and courteous?

4a) Are we clear about our funding priorities and criteria?

If your organization consistently has a high percentage of declined proposals, it might indicate that:

- you aren't clear enough about your funding priorities and funding criteria, allowing non-competitive organizations to believe they have a chance at support, draining their resources
- your materials may not state clearly enough that you accept proposals by invitation only
- you may be casting too broad a net and should consider a different system of soliciting proposals (see Question 1c)

A low percentage might indicate that your information, guidelines, and filtering mechanisms are clear and you are reaching your intended grantseeker audience.

INDICATORS

- Percentage of declined proposals
- Grantseeker perception
- Inventory of information available to grantseekers and grantees

WHERE TO FIND THE DATA

- Grants management system
- Survey of grantseekers

4b) Do we communicate clearly about the size of our usual grant?

A large difference in the amount of money requested versus money given might indicate that you aren't effectively setting expectations about grant size. This could also suggest that the size of grant you give isn't sufficient for the types of organizations and projects that you attract for funding.

To increase clarity, you can include your average or median grant size in your application guidelines or post a list of all grants funded (with amounts) on your website.

INDICATORS

Size of grants given versus the size of grants requested

WHERE TO FIND THE DATA

Grants management system

4c) Does our application process make sense and work well for grantseekers?

If you receive a high volume of calls from confused grantseekers on the same topic or find that a high percentage of grantseekers require assistance, you may need to clarify your guidelines and instructions or offer grantseeker training.

If questions pertain to your online system, the system may have bugs and glitches and need to be user-tested and refined.

INDICATORS

- Number of calls/emails received
- Types of questions asked
- Percentage of grants requiring assistance in applying

WHERE TO FIND THE DATA

- Grants manager and program officer tracking
 - Grants management system
-

4d) Is our customer service prompt, courteous, and helpful?

Grantmakers committed to being good partners should assess whether staff interactions with grantee partners are respectful and effective.

INDICATORS

- Average response time to inquiries
- Grantee perception of your staff

WHERE TO FIND THE DATA

- Email
- Call log
- Grantee survey

Core Question 5

Does our process strengthen and support grantees?

An effective grantmaking process ensures that grantee time, energy, and money go toward the mission-based work that your organization most wants to support, rather than to the administrative demands of applying and reporting. Does your grantmaking process have the positive impact you want for your grantees?

5a) Is our net grant as high as possible?

A low net grant (the funds granted minus the cost of applying for and reporting on the grant) indicates that your application and reporting practices are too burdensome for the size of your grants.

Funders can best gauge the net grant by surveying grantees to know how much time it takes to apply for and report on funding.

INDICATORS

- Time costs of application and reporting to grantees
- Average net grant

WHERE TO FIND THE DATA

- Project Streamline Assessment Tool
projectstreamline.gmnetwork.org/assessment_tool/
- Grantee survey – questions asking about how long the application and reporting process take.

5b) To what extent are unsuccessful applicants spending time on our requirements?

Tracking how far an unsuccessful request makes it through your system tells you a lot about the effectiveness of your practices.

If your organization requires and declines many full proposals, you are causing many nonprofits to do significant work without reward. An LOI stage or other filtering mechanism can help ensure that only the nonprofits with the best chance of receiving funding do the work of a full proposal.

If you have an LOI, but a high percentage of LOIs advance to the full proposal stage only to be declined, you may need a better filtering mechanism to vet the LOIs, only allowing those that truly have funding potential to move forward.

INDICATORS

- Percentage of declined LOIs
- Percentage of declined full proposals
- Time costs of application process

WHERE TO FIND THE DATA

- Grants management system
- Grantseeker survey to determine time required to apply for a grant.

5c) Are we supporting the infrastructure and true costs of the organizations we fund?

Strong and sustainable nonprofits require support beyond program grants. Otherwise, they struggle to find funds to pay for basic needs, such as fundraising expenses, professional development, good financial systems, salaries, and other overhead expenses.

INDICATORS

- Percentage of funds that go toward general operating
- Percentage of grants that pay for indirect costs
- Percentage of grants that go toward capacity building expenses

WHERE TO FIND THE DATA

- Grants management system
- Third party grantee survey, such as the CEP Grantee Perception Survey

5d) Are reports helping us and grantees to learn and grow?

There are two reasons to require reports 1) compliance and 2) evaluation for learning or to understand impact. Confirming compliance with grant terms is a quick and easy match between what you expected to happen and what actually happened. Using reports to build field knowledge, assess whether your organization is pursuing effective strategies, or evaluate whether grants have the intended impact on the world is a much more difficult and time-consuming process. Being clear about your reasons for requiring reports is critical to ensuring you have the appropriate reporting requirements, frequency, and internal capacity to manage the incoming reports.

If reports are not being used to help grantees, inform internal strategy, or build field knowledge, then the requirements should focus on compliance with your terms only.

If reports are habitually not read or not responded to, they may be too frequent and/or too long. It is also possible that staff priorities or workload prohibit a careful review and use of reports.

INDICATORS

- Average number of reports required per grant
- Median length of time between receipt and completed review if you are tracking these indicators annually
or
- Current number of reports under review by age of report (e.g., 0-3 months, 4-6 months, more than 6 months) if you are tracking these indicators more frequently (quarterly or monthly)
- Qualitative assessment of report usefulness and relevance by citing examples of how reports were used to inform internal decisions and help grantees.

WHERE TO FIND THE DATA

- Grants management system
- Monitoring usage of reporting data, stories, and information

A Deeper Dive

The grants management professionals who provided insight and input into this guide also discussed additional, higher-level questions and indicators. GMN will continue this work within our membership and throughout the field to dive more deeply into the best way to assess grantmaker practices.

The higher-level questions raised to date are:

How do our grants contribute to lasting impact?

- Do our grants help organizations or programs become more sustainable?
- Does our grantmaking and other support help grantees leverage funds in addition to our grant?
- Do we have an appropriate exit strategy for long term grants?

How effective are we at learning from our work and our failures?

How can we best assess the risk within our grant portfolio?

How effective is the training and development of staff involved in the grantmaking process?

Can we show a more direct link between efficient internal systems and process and effective grantmaking?

How do we assess our compliance work (e.g., expenditure responsibility, equivalency determination, funding for advocacy)?

Appendix: Indicator Suggested Visualizations

1. Does our grantmaking align with our intentions?

a	Median grant size	Grant size distribution	Vertical Bar Chart
	Median grant term	Grant term distribution	Vertical Bar Chart
	% of grants made by type of support	Type of support distribution	Horizontal Bar Chart
	% of new vs. repeat grantees	New vs. repeat grantees	Simple Horizontal Chart
b	% of grants by programmatic focus	Programmatic distribution	Horizontal Bar Chart
	% of grants by geographic focus	Geographic distribution	Horizontal Bar Chart
	Diversity stats of funded organizations	Diversity stats	Horizontal Bar Chart
c	% of LOIs that advance to full proposal stage	LOIs advanced vs. not	Simple Horizontal Chart
	% of full proposals funded vs. declined	Proposals funded vs. declined	Simple Horizontal Chart
d	% of unsuccessful grants	Successful vs. unsuccessful	Simple Horizontal Chart
	% of new organizations/initiatives funded	New vs. not new	Simple Horizontal Chart
	System in place to learn from risks	Description	Text
e	% of future year budgets committed	Total vs. committed budget	Vertical Bar Chart

2. Are our grants structured to be successful?

a	% of grants achieving expected results	Achieving results vs. not	Simple Horizontal Chart
b	% of grants requiring modification	Requiring mod vs. not	Simple Horizontal Chart
c	Median % of organizational budget funded	Org budget distribution	Vertical Bar Chart
	Median % of project budget funded	Project budget distribution	Vertical Bar Chart
d	% of overdue reports	Overdue vs. not	Simple Horizontal Chart
	How far overdue are reports?	Overdue distribution	Vertical Bar Chart
	Grant payments made on schedule vs. delayed	On schedule vs. delayed	Simple Horizontal Chart
e	Scheduled vs. actual payments	Scheduled vs. actual	Simple Horizontal Chart
f	Funds granted vs. funds requested	Granted funds vs. requested	Simple Horizontal Chart

Appendix: Indicator Suggested Visualizations

3. Are we efficient in our internal processes?

a	Cost to make each grant	Grant cost distribution	Vertical Bar Chart
b	Average processing time per grant:	Processing time distribution	Vertical Bar Chart
	LOI to proposal	Processing time distribution	Vertical Bar Chart
	Proposal review to notification	Processing time distribution	Vertical Bar Chart
	Notification to funding	Processing time distribution	Vertical Bar Chart
	Compare to prior years to see if process is speeding/slowing	Processing time distribution	Multi-Series Vertical Bar Chart
c	Min, max, median # of LOIs and proposals managed by each grants mgr	LOI distribution - grants mgr	Vertical Bar Chart
	Min, max, median # of LOIs and proposals managed by each program mgr	LOI distribution - prog mgr	Vertical Bar Chart
	Compare to prior years to see if volume is increasing/decreasing	LOI distribution	Multi-series Bar Chart

4. Are we communicating effectively?

a	% of delined proposals	Declined vs. not	Simple Horizontal Chart
	Grantseeker perception	Description	Text
	Inventory of information available to grant seekers/grantees	Description	Text
b	Size of grant given vs. requested	Given vs. requested distribution	Multi-Series Vertical Bar Chart
c	# of calls/emails received	Call/email distribution	Vertical Bar Chart
	types of questions asked	Description	Text
	% of grants requiring assistance applying	Grants requiring assistance vs. not	Simple Horizontal Chart
d	Average response time to inquiries	Response time distribution	Vertical Bar Chart
	Grantee perception of your staff	Description	Text

Appendix: Indicator Suggested Visualizations

5. Does our process strengthen and support grantees?

a	Time costs of application and reporting to grantees	Time cost distribution	Vertical Bar Chart
	Average net grant	Net grant distribution	Vertical Bar Chart
b	% of declined LOIs	Declined vs. not	Simple Horizontal Chart
	% of declined full proposals	Declined vs. not	Simple Horizontal Chart
c	% of funds that go toward general operating	Purpose of funds/grant distribution	Horizontal Bar Chart
	% of grants that pay for indirect costs	Purpose of funds/grant distribution	Horizontal Bar Chart
	% of grants that go toward capacity building expenses	Purpose of funds/grant distribution	Horizontal Bar Chart
d	Average # of reports required per grant	Reports required distribution	Vertical Bar Chart
	Median length of time between receipt and completed review	Length of time distribution	Vertical Bar Chart
	OR current number of reports under review by age of report	Reports by age distribution	Vertical Bar Chart
	Qualitative assessment of report usefulness & relevance	Description	Text

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