Grantee Perception Report®

PREPARED FOR
C&A Foundation

December 2016

THE CENTER FOR
EFFECTIVE PHILANTHROPY

The online version of this report can be accessed at cep.surveyresults.org.

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Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.
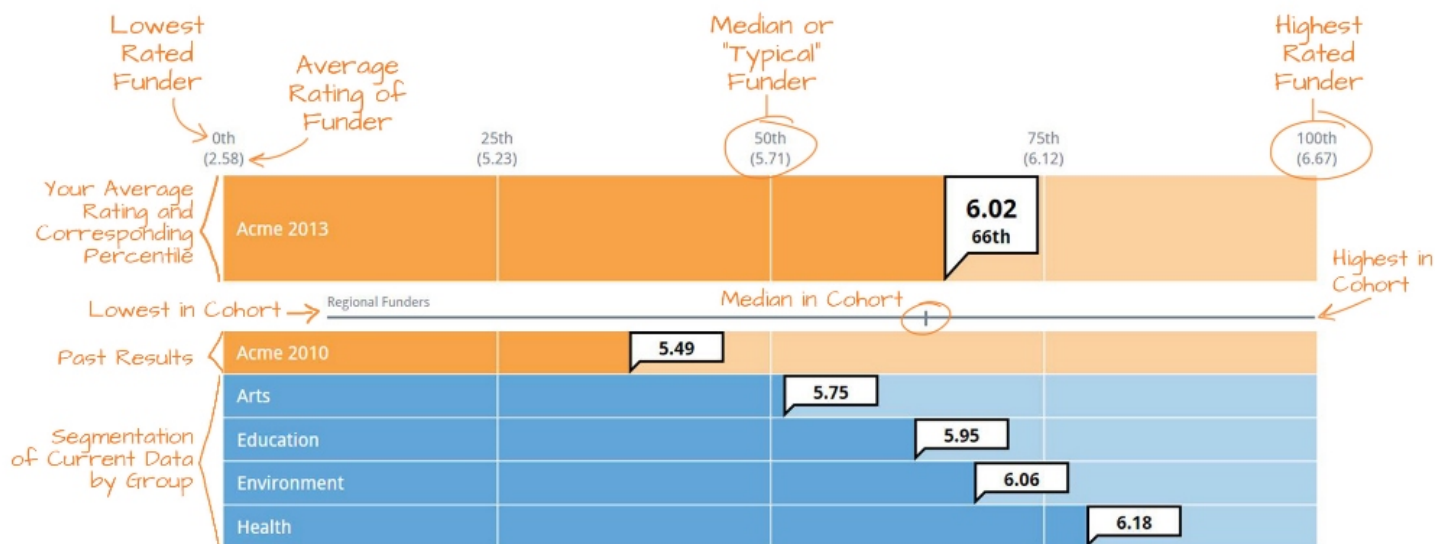
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.

5.81*
60th

Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.

Key Measures	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields	5.39	21st Custom Cohort
Community Impact Impact on Grantees' Communities	4.71	13th Custom Cohort
Organizational Impact Impact on Grantees' Organizations	5.71	16th Custom Cohort
Relationships Strength of Relationships with Grantees	5.80	10th Custom Cohort
Selection Process Helpfulness of the Selection Process	4.98	55th Custom Cohort
Reporting/Evaluation Process Helpfulness of the Reporting and Evaluation Process	4.55	55th Custom Cohort

Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Three grantees each described C&A as either "ambitious" or "supportive," the most commonly used words.

Expanding Kind
Committed Growing
Leadership Catalyst
Responsabilidad Transparent
Involved Forward-Leaning Innovative
Allies Flexible Proactive
Strategic Efficient
Solidarity Ambitious
Enabling Intelligent
Supportive Progressive
Donor
Well-Intentioned Philanthropic
Professional Sustainability
Organic Circumspect
Caring Commitment Visionar
Pioneering
Confusing

This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. http://www.componentace.com.

Survey Population

Survey	Survey Fielded	Number of Responses Received	Survey Response Rate
C&A 2016	September and October 2016	47	76%

Survey Year	Year of Active Grants
C&A 2016	May 2015 - May 2016

Throughout this report, C&A Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at http://www.effectivephilanthropy.org/assessments/gpr-apr/.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than five responses to a specific question.

Comparative Cohorts

Customized Cohort

C&A selected a set of 14 funders to create a smaller comparison group that more closely resembles C&A in scale and scope.

Custom Cohort
Bill & Melinda Gates Foundation
C&A Foundation
Energy Foundation
Ford Foundation
Humanity United
Levi Strauss Foundation
Nike Global Community Impact
Oak Foundation
Omidyar Network
Sea Change Foundation
Tata Trusts
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	41	Funders with median grant size of $20K or less
Large Grant Providers	58	Funders with median grant size of $200K or more
High Touch Funders	24	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	29	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	52	Funders that make at least 90% of grants proactively
Responsive Grantmakers	54	Funders that make at most 10% of grants proactively
International Funders	39	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	51	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	51	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	128	All private foundations in the GPR dataset

Family Foundations	52	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversation foundations in the GPR dataset
Corporate Foundations	18	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	47	Funders that were established in 2000 or later

Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

Median Grant Size

0th ($2K)	25th ($36K)	50th ($75K)	75th ($189K)	100th ($2142K)

C&A 2016   **$473K** 91st

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** None ▼

Average Grant Length

0th (1.1yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (5.3yrs)

C&A 2016   **2.5yrs** 69th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** None ▼
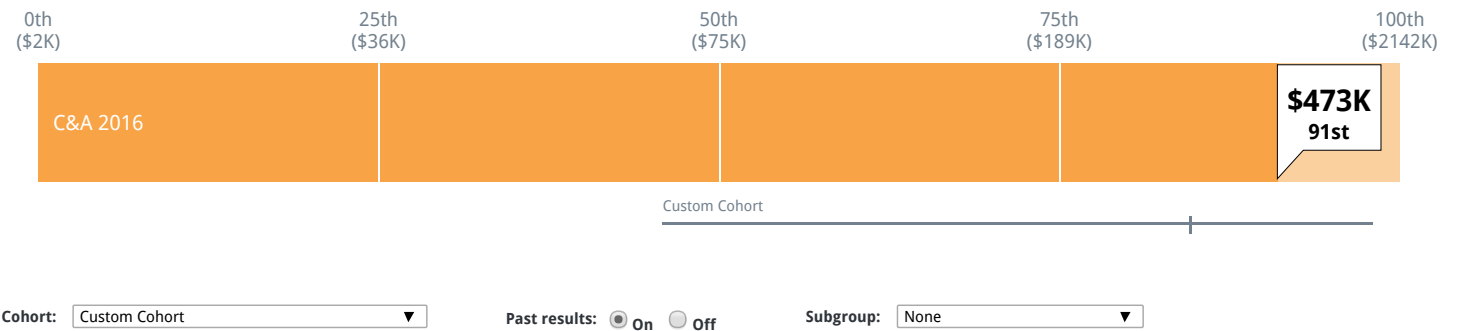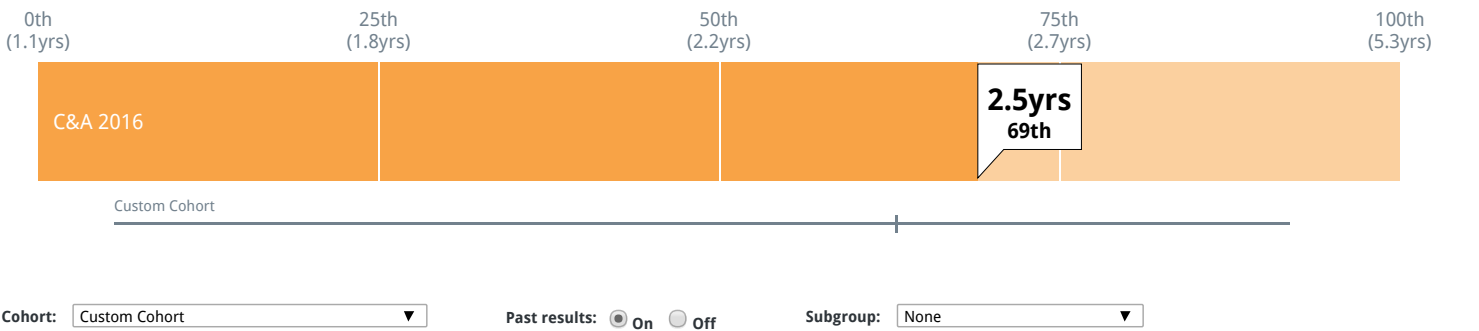
Typical Organizational Budget

0th	25th	50th	75th	100th
($0.0M)	($0.8M)	($1.5M)	($2.5M)	($36.5M)

C&A 2016

$2.5M
75th
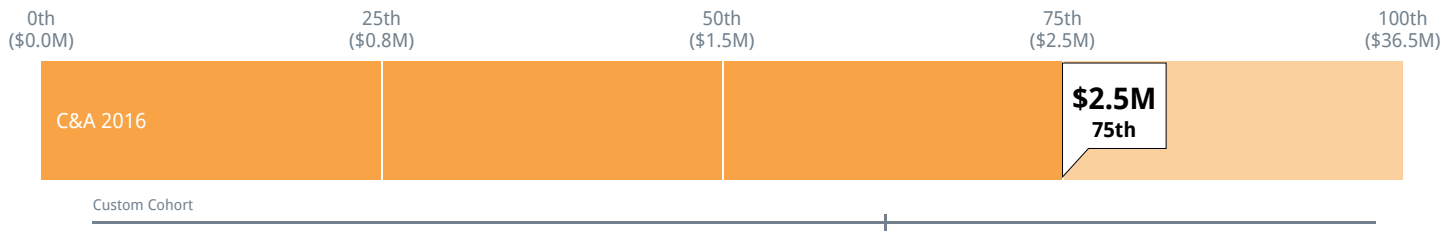
Custom Cohort

Cohort:	Custom Cohort ▼	Past results: ● On ○ Off	Subgroup:	None ▼

> **Behind the numbers:** Grantees with organizational budgets of less than $1M rate the Foundation significantly higher for its impact on their organization, fairness, and their overall satisfaction with the Foundation.

Type of Support (Overall)	C&A 2016	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	15%	21%	18%
Percent of grantees receiving program/project support	77%	64%	74%
Percent of grantees receiving other types of support	9%	15%	8%

Grant History (Overall)	C&A 2016	Average Funder	Custom Cohort
Percentage of first-time grants	70%	29%	35%

Program Staff Load (Overall)	C&A 2016	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$1.1M	$2.7M	$3.3M
Applications per program full-time employee	10	29	11
Active grants per program full-time employee	6	34	17

Impact on and Understanding of Grantees' Fields

"Overall, how would you rate the Foundation's impact on your field?"

| **1** = No impact | **7** = Significant positive impact |

| 0th
(4.15) | 25th
(5.47) | 50th
(5.73) | 75th
(5.94) | 100th
(6.46) |

C&A 2016 — **5.39** **21st**

Custom Cohort

| **Cohort:** Custom Cohort ▾ | **Past results:** ⦿ On ⚪ Off | **Subgroup:** None ▾ |

"How well does the Foundation understand the field in which you work?"

| **1** = Limited understanding of the field | **7** = Regarded as an expert in the field |

| 0th
(4.17) | 25th
(5.43) | 50th
(5.67) | 75th
(5.92) | 100th
(6.39) |

C&A 2016 — **5.65** **49th**

Custom Cohort

| **Cohort:** Custom Cohort ▾ | **Past results:** ⦿ On ⚪ Off | **Subgroup:** None ▾ |
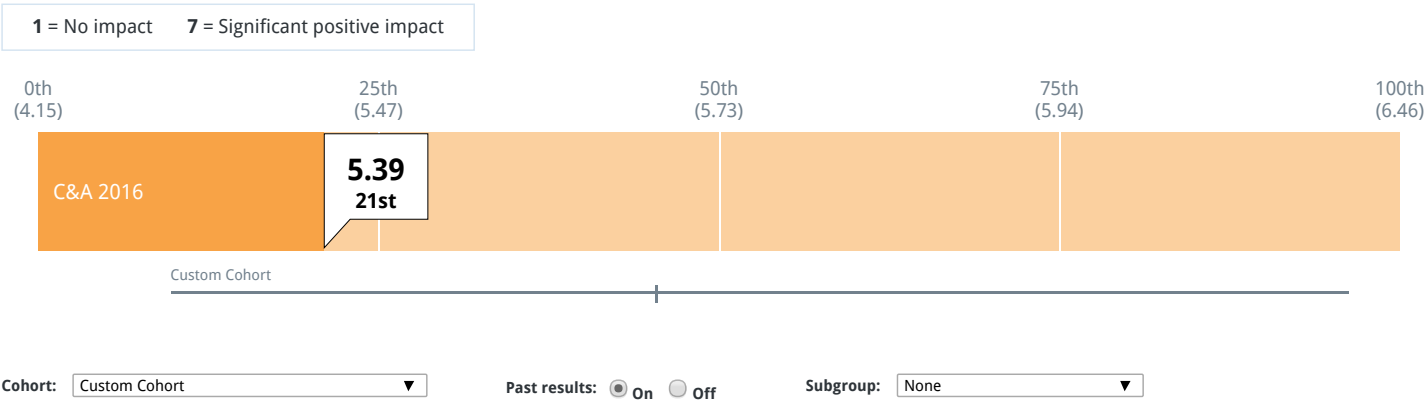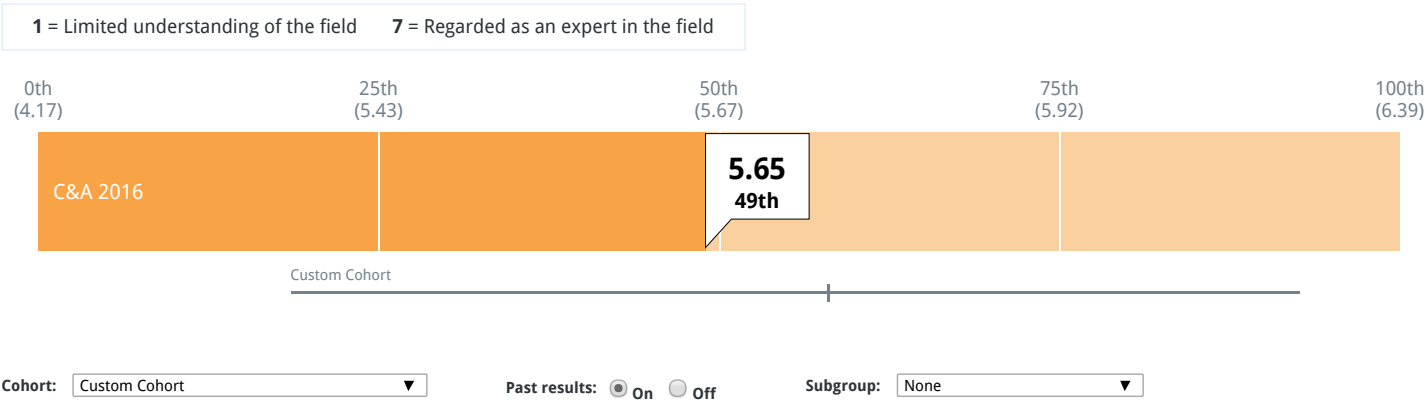
Advancing Knowledge and Public Policy

"To what extent has the Foundation advanced the state of knowledge in your field?"

1 = Not at all   **7** = Leads the field to new thinking and practice

0th (2.69)	25th (4.68)	50th (5.08)	75th (5.40)	100th (6.30)

C&A 2016

5.05
48th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** None ▼
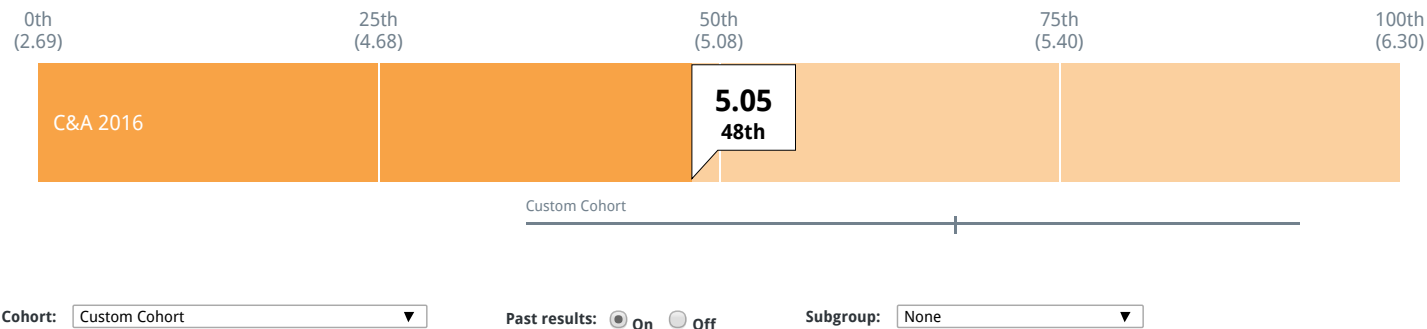
"To what extent has the Foundation affected public policy in your field?"

1 = Not at all   **7** = Major influence on shaping public policy

0th (1.82)	25th (4.19)	50th (4.60)	75th (5.01)	100th (5.99)

C&A 2016

4.25
29th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** None ▼
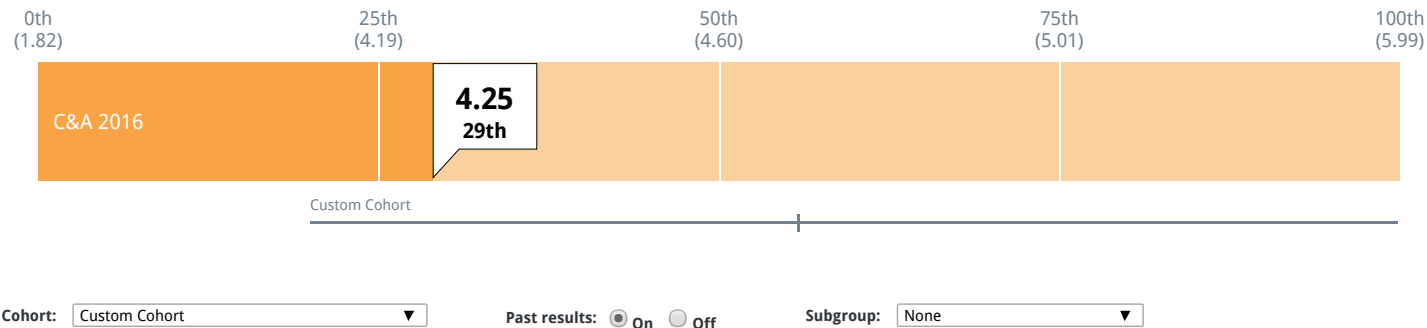
Impact on and Understanding of Grantees' Local Communities

To protect grantees' confidentiality, subgroups with less than five respondents for a particular question are not displayed.

"Overall, how would you rate the Foundation's impact on your local community?"
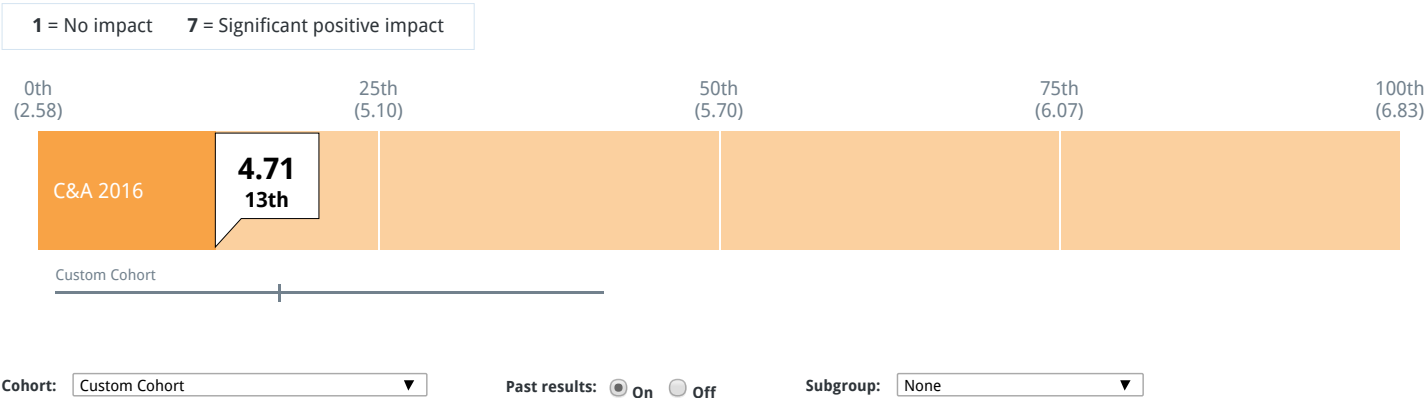
1 = No impact   **7** = Significant positive impact

0th (2.58)	25th (5.10)	50th (5.70)	75th (6.07)	100th (6.83)

C&A 2016 — **4.71** — **13th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

"How well does the Foundation understand the local community in which you work?"

1 = Limited understanding of the community   **7** = Regarded as an expert on the community

0th (3.78)	25th (5.16)	50th (5.65)	75th (5.99)	100th (6.83)

C&A 2016 — **4.94** — **15th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼
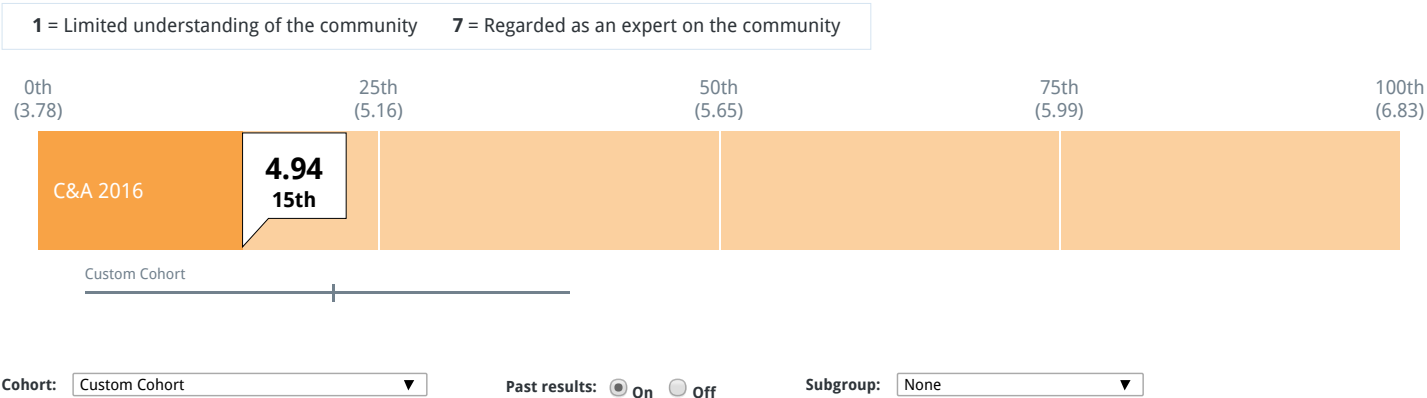
Impact on and Understanding of Grantees' Organizations

"Overall, how would you rate the Foundation's impact on your organization?"
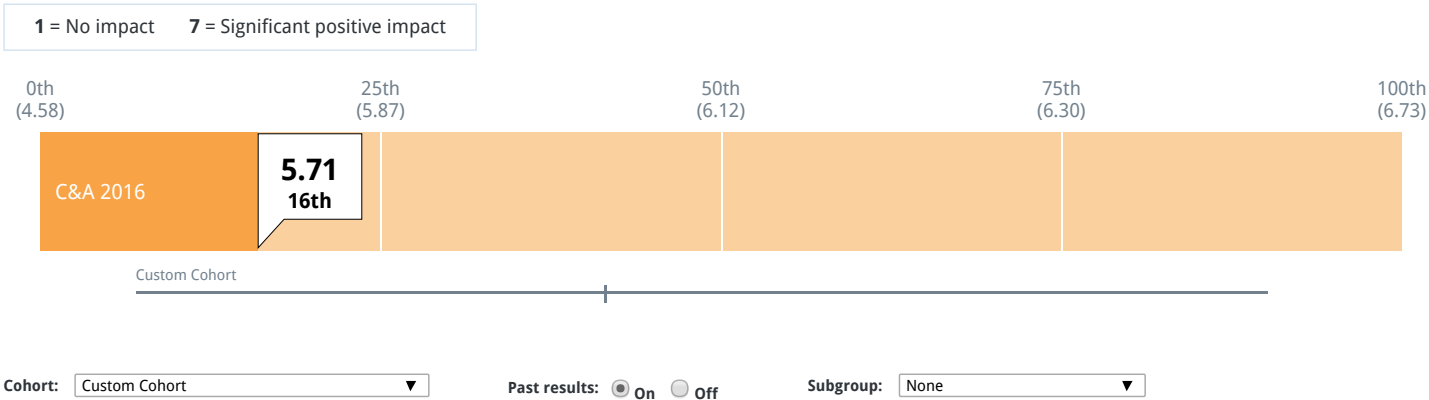
1 = No impact   **7** = Significant positive impact

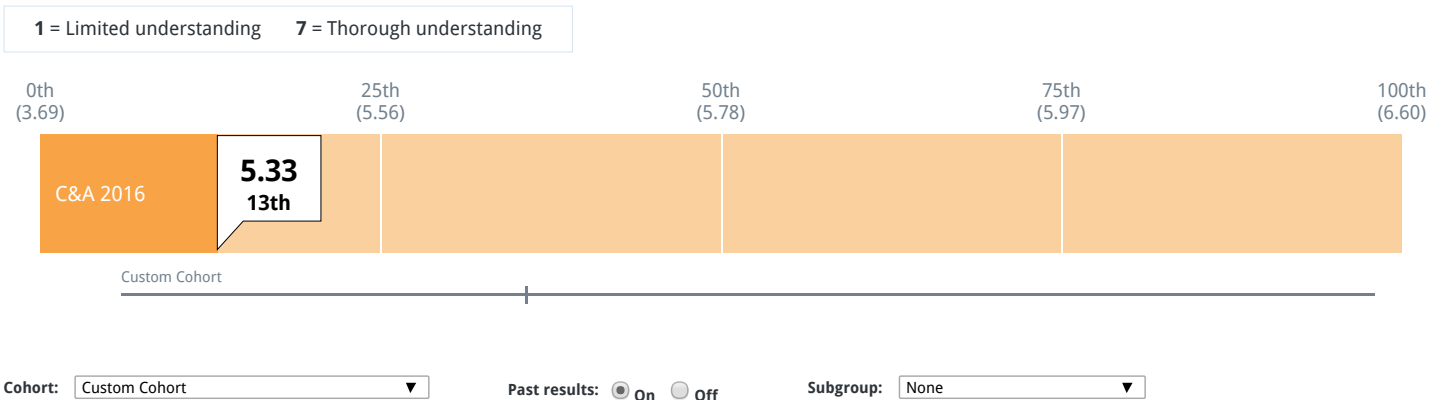| 0th (4.58)	25th (5.87)	50th (6.12)	75th (6.30)	100th (6.73)

C&A 2016   **5.71** **16th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

"How well does the Foundation understand your organization's strategy and goals?"

1 = Limited understanding   **7** = Thorough understanding

0th (3.69)	25th (5.56)	50th (5.78)	75th (5.97)	100th (6.60)

C&A 2016   **5.33** **13th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

"How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?"

1 = Limited understanding   **7** = Thorough understanding

0th (4.24)	25th (5.41)	50th (5.68)	75th (5.90)	100th (6.58)

C&A 2016   **5.41** **25th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

14
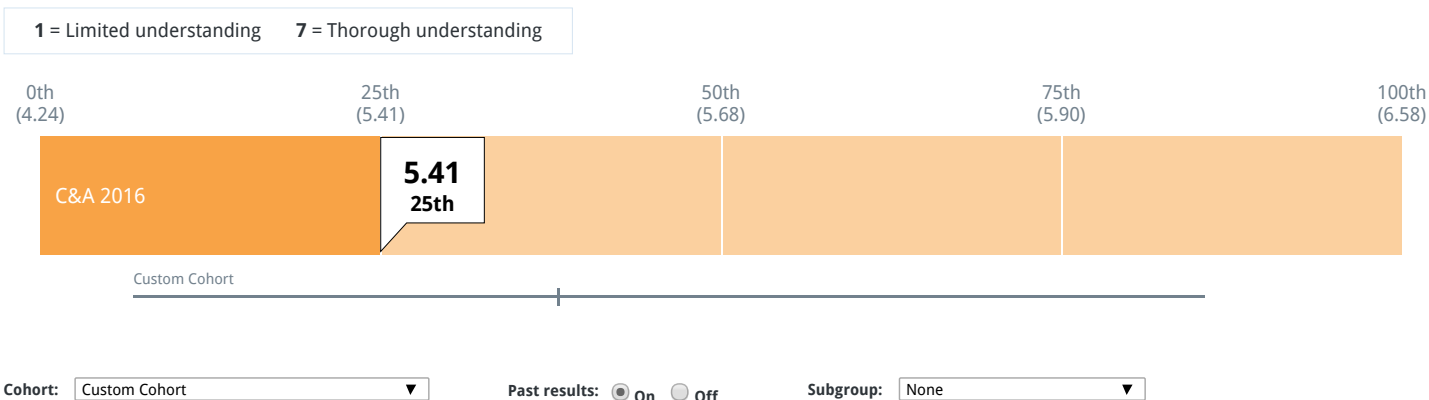
"How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?"

1 = Did not improve ability   **7** = Substantially improved ability

0th (4.07)	25th (5.21)	50th (5.48)	75th (5.71)	100th (6.31)

C&A 2016

5.19
23rd

Custom Cohort

Cohort: [Custom Cohort ▼]   Past results: ⦿ On   ○ Off   Subgroup: [None ▼]
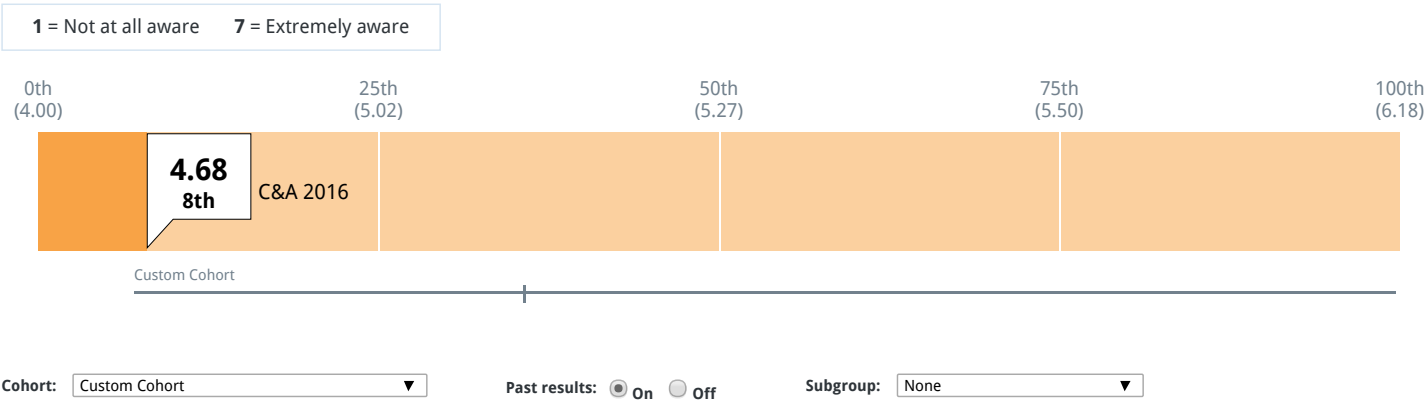
Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

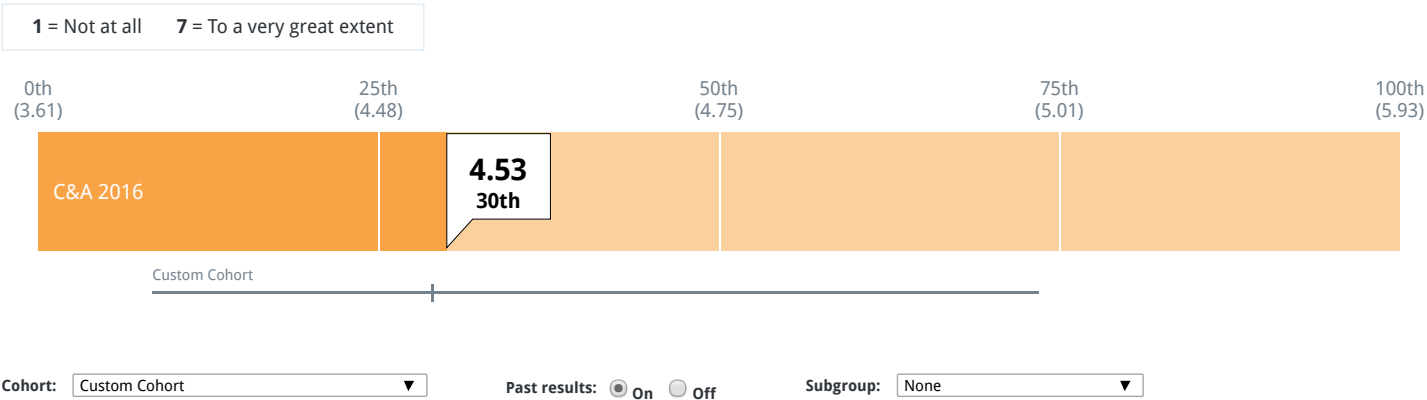| Primary Effect of Grant on Grantee's Organization (Overall)	C&A 2016	Average Funder	Custom Cohort
Enhanced Capacity	11%	29%	24%
Expanded Existing Program Work	30%	26%	28%
Maintained Existing Program	11%	20%	18%
Added New Program Work	48%	25%	29%

Behind the numbers: Grantees that received funding that enhanced capacity or maintained an existing program rate the Foundation significantly higher for its overall transparency, openness to ideas, and effect on public policy.

Grantee Challenges

"How aware is the Foundation of the challenges that your organization is facing?"

1 = Not at all aware	**7** = Extremely aware

0th (4.00)	25th (5.02)	50th (5.27)	75th (5.50)	100th (6.18)

4.68
8th C&A 2016

Custom Cohort

Cohort: [Custom Cohort ▼]   Past results: ⦿ On ◯ Off   Subgroup: [None ▼]

"To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?"

1 = Not at all	**7** = To a very great extent

0th (3.61)	25th (4.48)	50th (4.75)	75th (5.01)	100th (5.93)

C&A 2016

4.53
30th

Custom Cohort

Cohort: [Custom Cohort ▼]   Past results: ⦿ On ◯ Off   Subgroup: [None ▼]
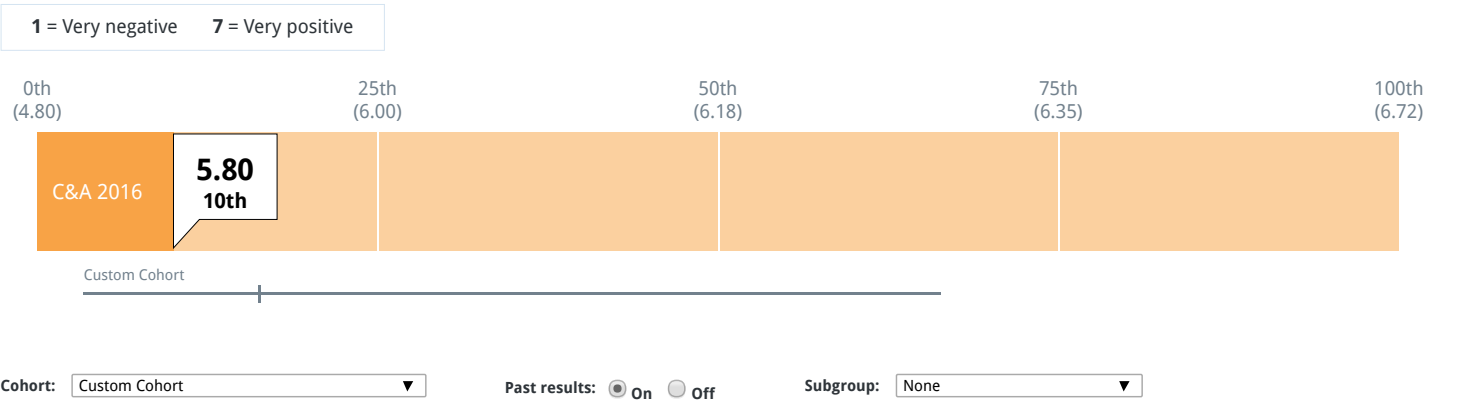
Funder-Grantee Relationships

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as "relationships." The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation's goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative	**7** = Very positive

0th (4.80)	25th (6.00)	50th (6.18)	75th (6.35)	100th (6.72)

C&A 2016 **5.80** 10th

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: None ▼

Quality of Interactions

"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly	**7** = Extremely fairly

| 0th
(5.38) | 25th
(6.35) | 50th
(6.53) | 75th
(6.66) | 100th
(6.90) |

C&A 2016 — **6.15** 9th

Custom Cohort

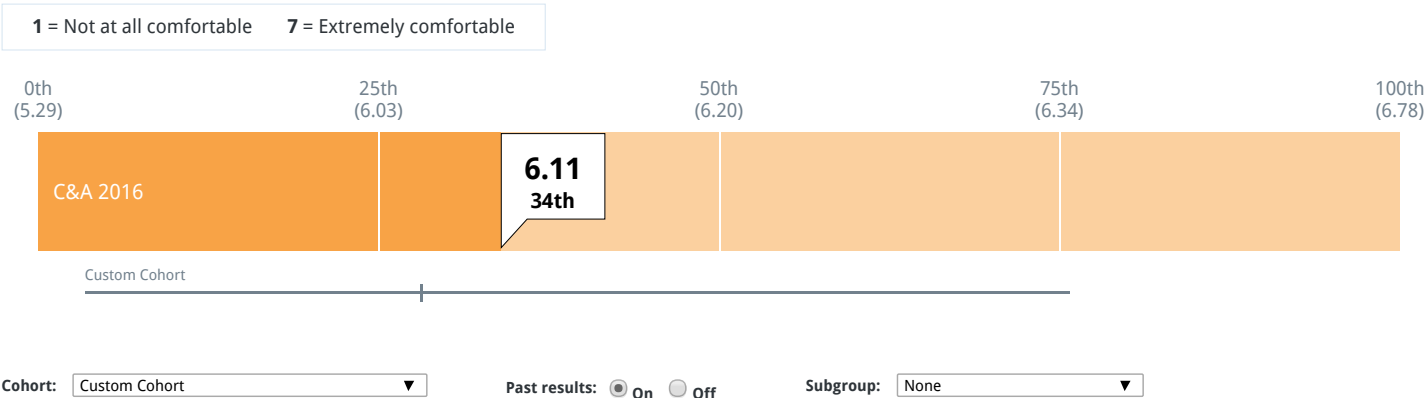Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼
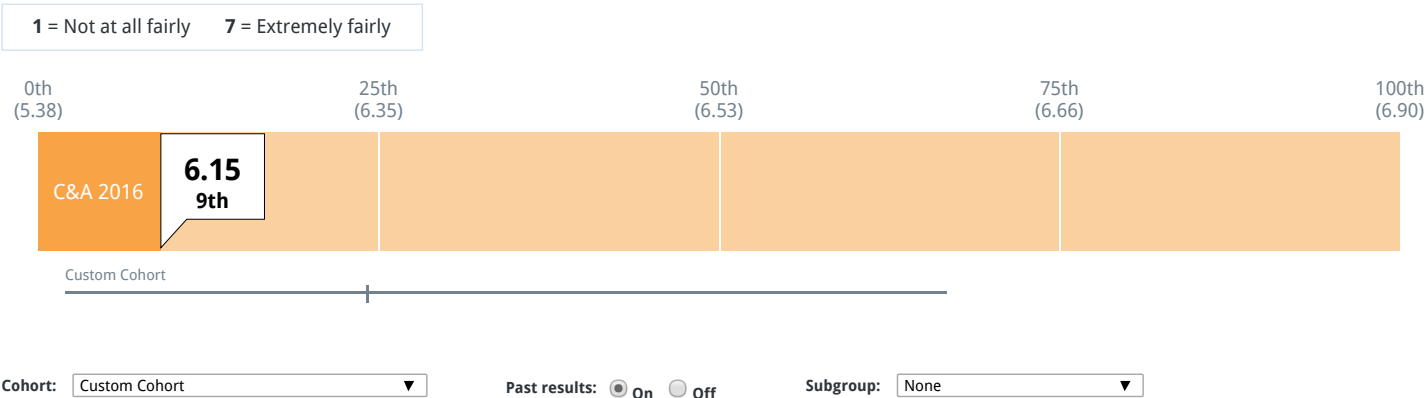
"How comfortable do you feel approaching the Foundation if a problem arises?"

1 = Not at all comfortable	**7** = Extremely comfortable

| 0th
(5.29) | 25th
(6.03) | 50th
(6.20) | 75th
(6.34) | 100th
(6.78) |

C&A 2016 — **6.11** 34th

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼

"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive	**7** = Extremely responsive

| 0th
(4.90) | 25th
(6.10) | 50th
(6.35) | 75th
(6.54) | 100th
(6.89) |

C&A 2016 — **6.09** 23rd

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼

19
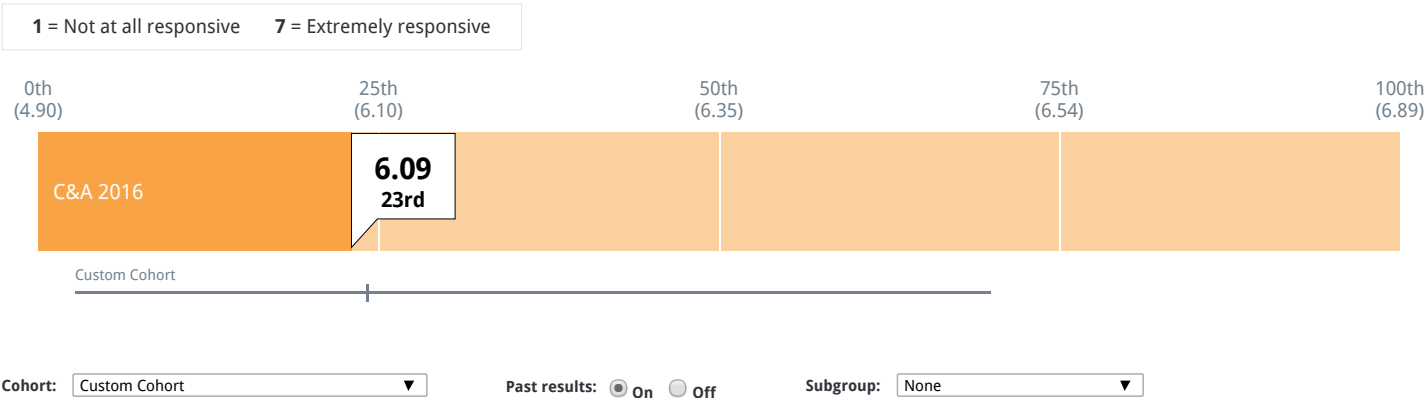
Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

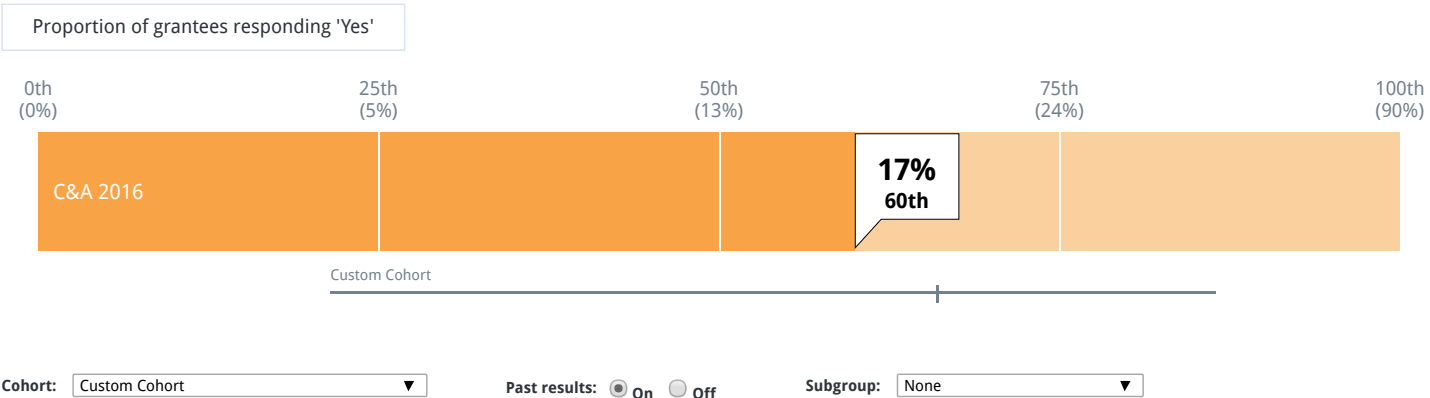| Frequency of Contact with Program Officer (Overall)	C&A 2016	Average Funder	Custom Cohort
Weekly or more often	9%	3%	6%
A few times a month	43%	11%	19%
Monthly	26%	15%	21%
Once every few months	21%	52%	48%
Yearly or less often	2%	19%	6%

Behind the numbers: Grantees that report interacting with the Foundation monthly or more often rate the Foundation significantly more positively for its impact on their ability to continue the funded work, awareness of and helpfulness addressing challenges, and its overall transparency.

"Who most frequently initiated the contact you had with your program officer?"
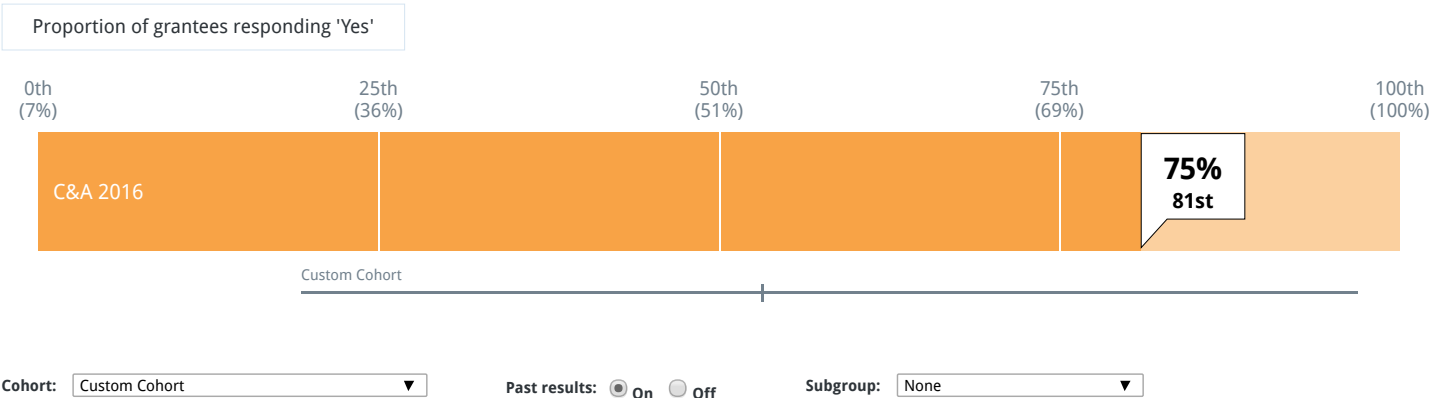
Initiation of Contact with Program Officer (Overall)	C&A 2016	Average Funder	Custom Cohort
Program Officer	9%	15%	10%
Both of equal frequency	59%	49%	59%
Grantee	33%	36%	31%

Contact Change and Site Visits

"Has your main contact at the Foundation changed in the past six months?"

Proportion of grantees responding 'Yes'

0th (0%)	25th (5%)	50th (13%)	75th (24%)	100th (90%)

C&A 2016

17%
60th

Custom Cohort

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [None ▼]

"Did the Foundation conduct a site visit during the course of this grant?"

Proportion of grantees responding 'Yes'

0th (7%)	25th (36%)	50th (51%)	75th (69%)	100th (100%)

C&A 2016

75%
81st

Custom Cohort

Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [None ▼]

Foundation Communication

"How clearly has the Foundation communicated its goals and strategy to you?"

1 = Not at all clearly   **7** = Extremely clearly

0th (3.65)	25th (5.48)	50th (5.73)	75th (6.00)	100th (6.57)

C&A 2016   **5.35** **15th**
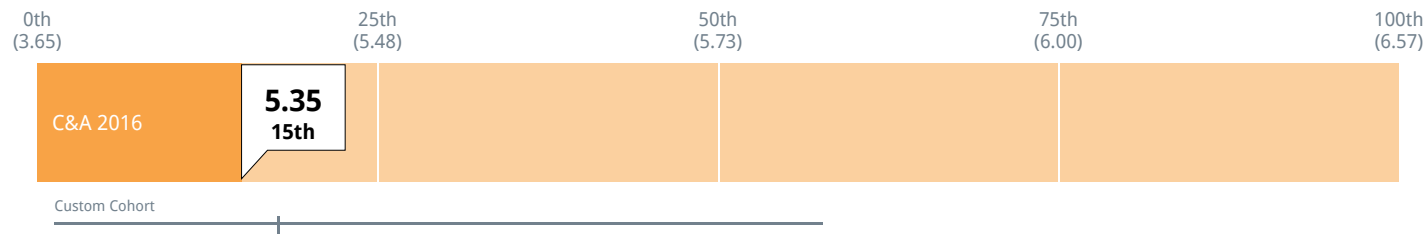
Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

"How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?"

1 = Not at all consistent   **7** = Completely consistent

0th (3.89)	25th (5.81)	50th (6.03)	75th (6.21)	100th (6.69)

5.36 **5th**   C&A 2016
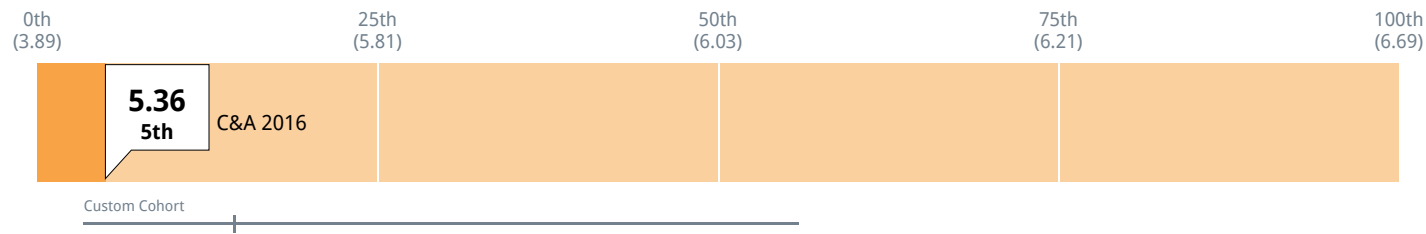
Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

Communication Resources

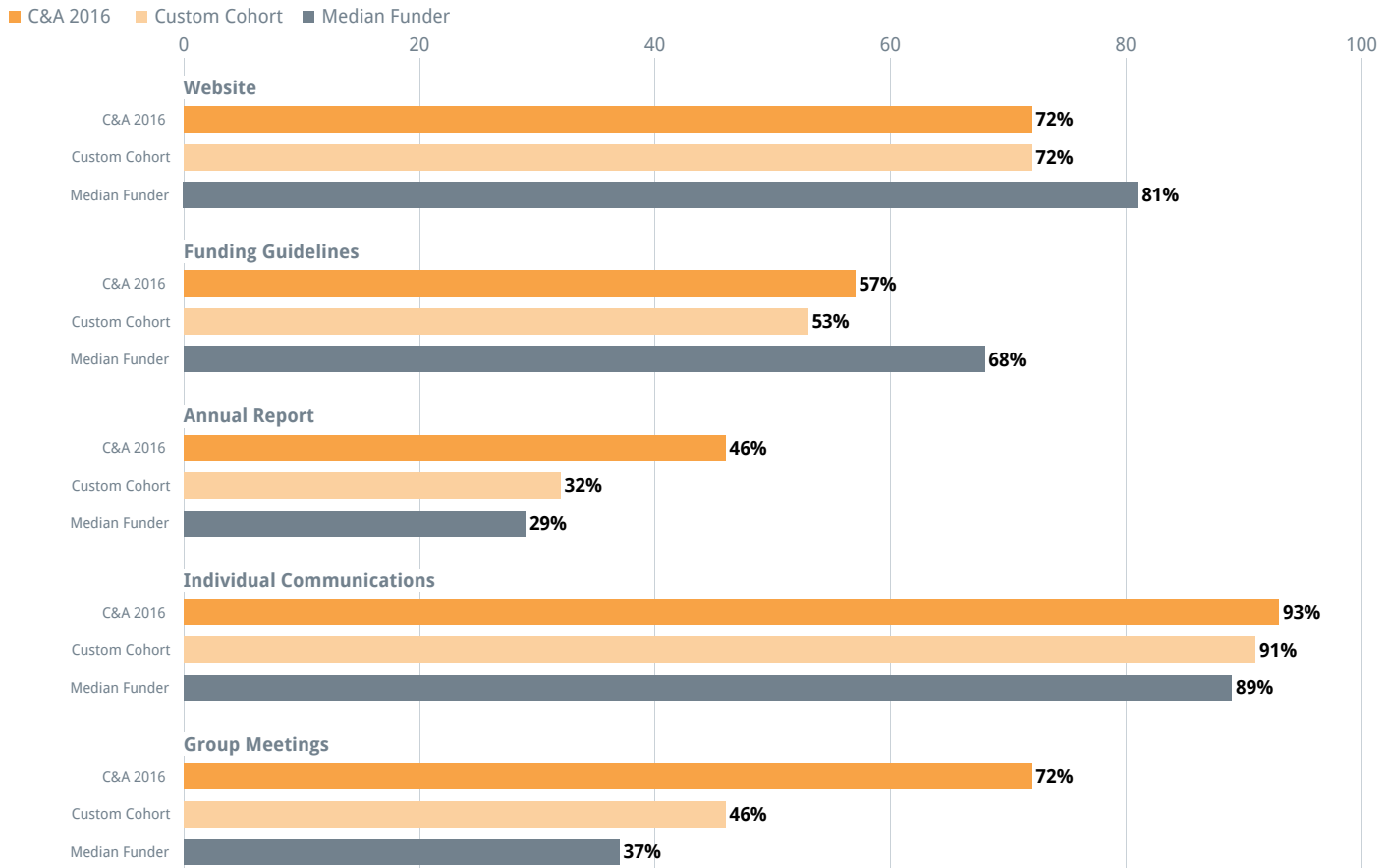Grantees were asked whether they used each of the following communications resources from C&A and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall

■ C&A 2016　■ Custom Cohort　■ Median Funder

Website

C&A 2016	72%
Custom Cohort	72%
Median Funder	81%

Funding Guidelines

C&A 2016	57%
Custom Cohort	53%
Median Funder	68%

Annual Report

C&A 2016	46%
Custom Cohort	32%
Median Funder	29%

Individual Communications

C&A 2016	93%
Custom Cohort	91%
Median Funder	89%

Group Meetings

C&A 2016	72%
Custom Cohort	46%
Median Funder	37%

Helpfulness of Communication Resources - Overall

1 = Not at all helpful   **7** = Extremely Helpful

■ C&A 2016   ■ Custom Cohort   ■ Median Funder

Website

C&A 2016	4.88
Custom Cohort	5.07
Median Funder	5.65

Funding Guidelines

C&A 2016	5.27
Custom Cohort	5.54
Median Funder	5.96

Annual Report

C&A 2016	4.81
Custom Cohort	5.18
Median Funder	5.29

Individual Communications

C&A 2016	6.42
Custom Cohort	6.49
Median Funder	6.55

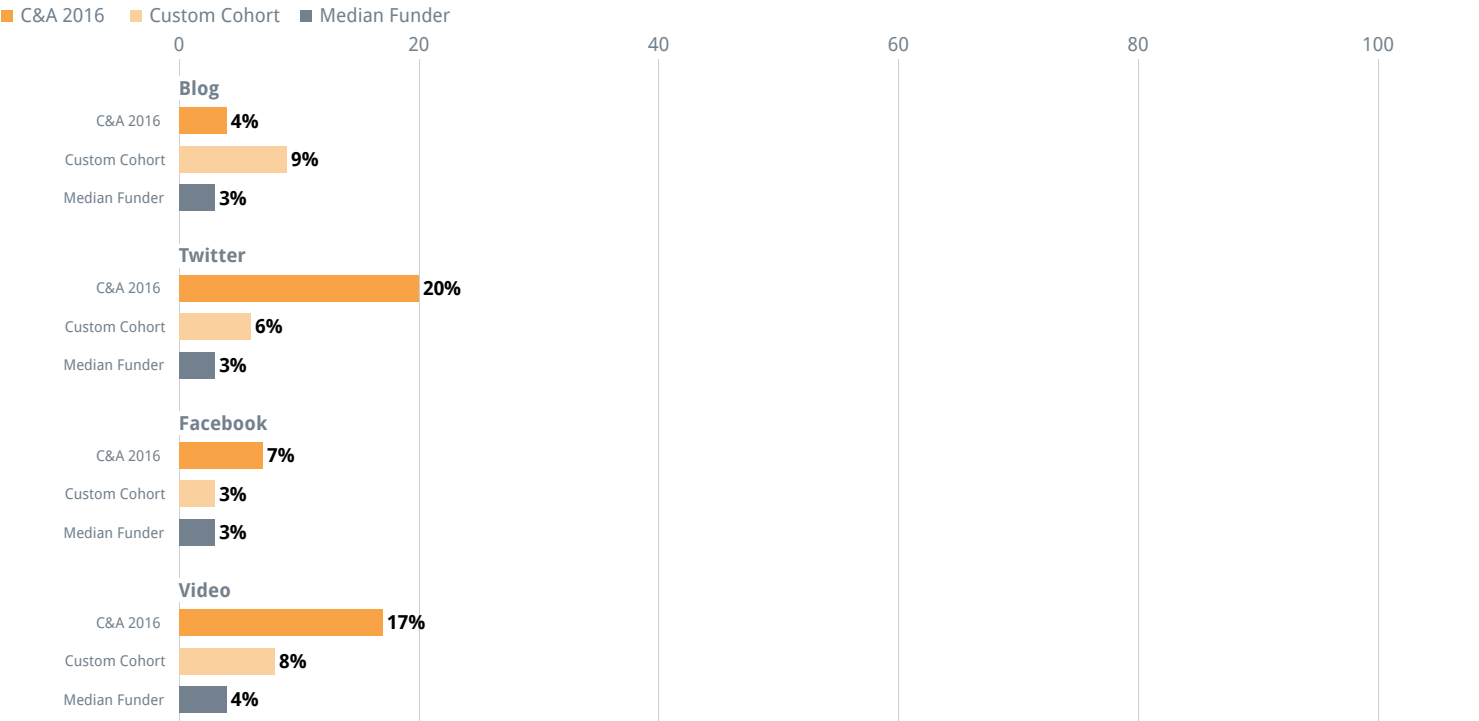**Group Meetings**

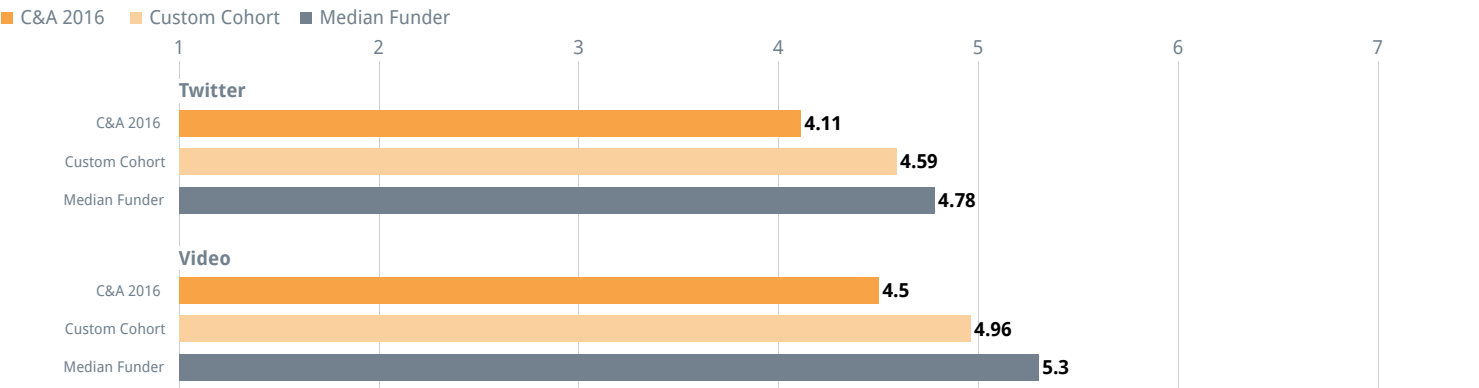|	
C&A 2016	6.47
Custom Cohort	6.21
Median Funder	6.31
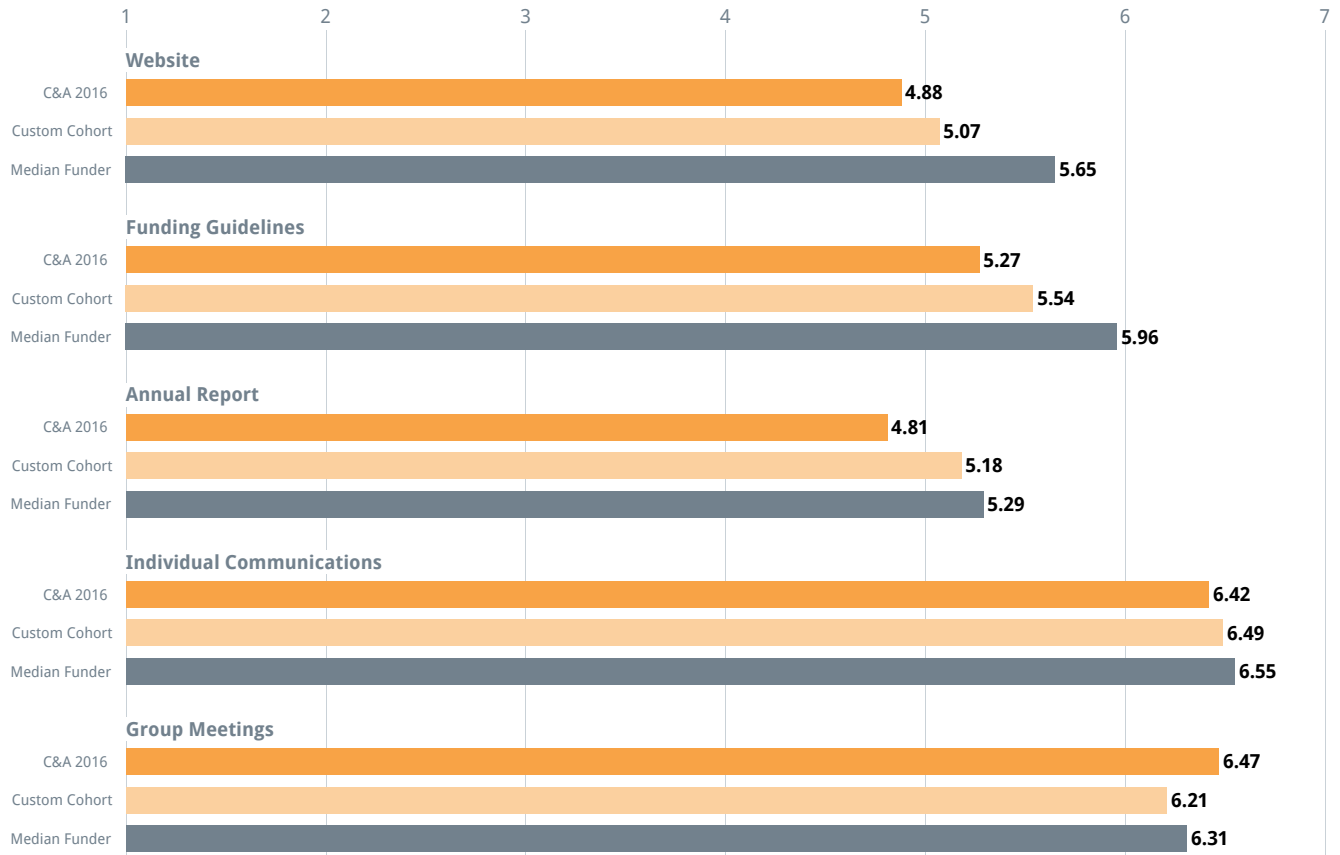
Social Media

Grantees were asked whether they used each of the following communications resources from C&A and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Social Media Resources - Overall

■ C&A 2016　■ Custom Cohort　■ Median Funder

Blog
- C&A 2016: **4%**
- Custom Cohort: **9%**
- Median Funder: **3%**

Twitter
- C&A 2016: **20%**
- Custom Cohort: **6%**
- Median Funder: **3%**

Facebook
- C&A 2016: **7%**
- Custom Cohort: **3%**
- Median Funder: **3%**

Video
- C&A 2016: **17%**
- Custom Cohort: **8%**
- Median Funder: **4%**

Helpfulness of Social Media Resources - Overall

1 = Not at all helpful　　**7** = Extremely helpful

■ C&A 2016　■ Custom Cohort　■ Median Funder

Twitter
- C&A 2016: **4.11**
- Custom Cohort: **4.59**
- Median Funder: **4.78**

Video
- C&A 2016: **4.5**
- Custom Cohort: **4.96**
- Median Funder: **5.3**

25

Funder Transparency

"Overall how transparent is the Foundation with your organization?"

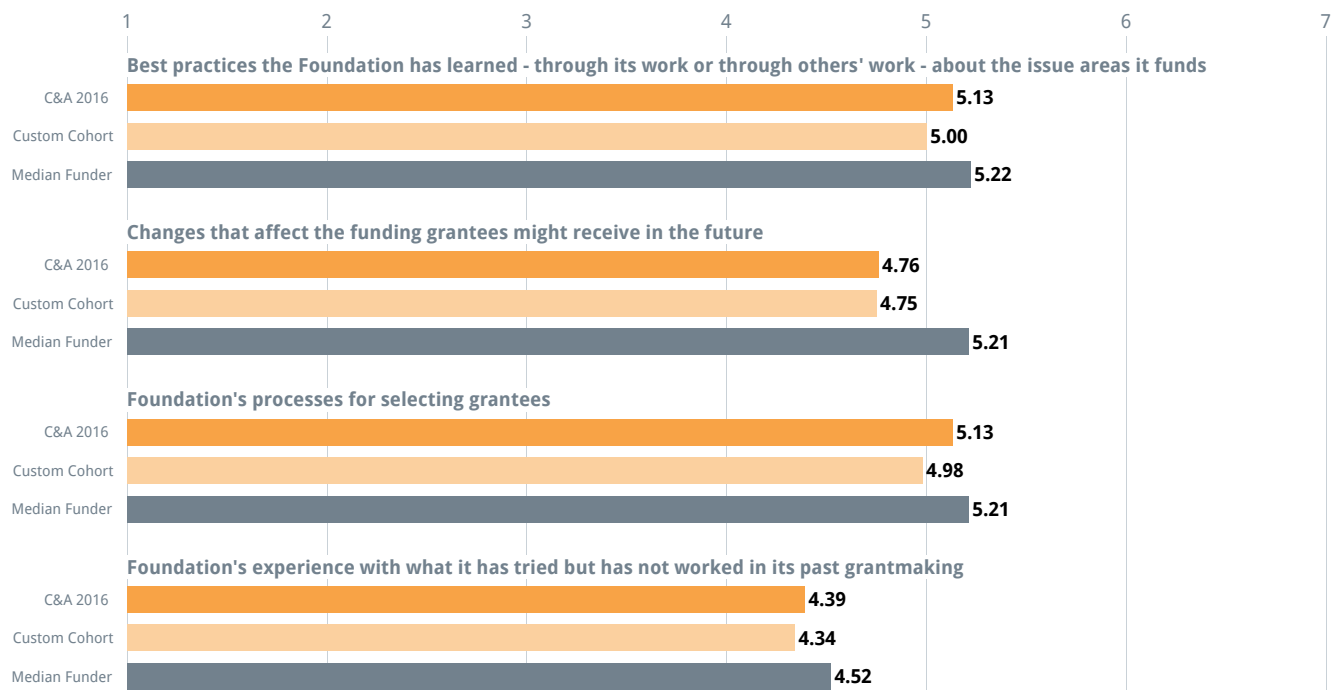| **1** = Not at all transparent | **7** = Extremely transparent |

| 0th (3.69) | 25th (5.43) | 50th (5.61) | 75th (5.88) | 100th (6.29) |

C&A 2016

5.45
28th
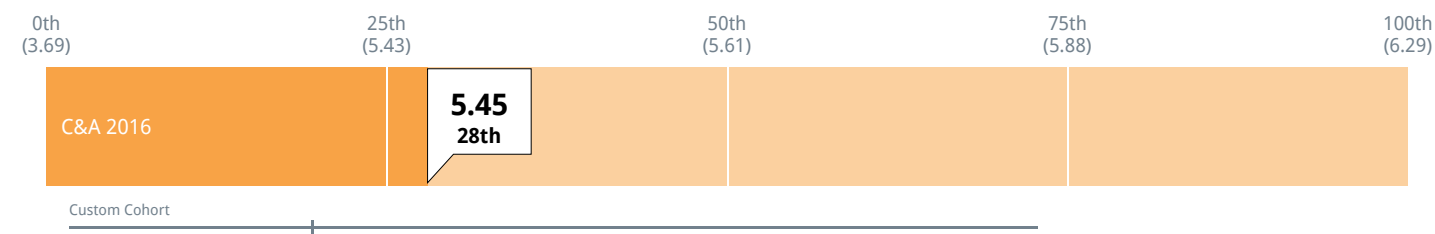
Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** None ▼

Foundation Transparency - Overall

| **1** = Not at all transparent | **7** = Extremely transparent |

■ C&A 2016   ■ Custom Cohort   ■ Median Funder

1   2   3   4   5   6   7

Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

C&A 2016	5.13
Custom Cohort	5.00
Median Funder	5.22

Changes that affect the funding grantees might receive in the future

C&A 2016	4.76
Custom Cohort	4.75
Median Funder	5.21

Foundation's processes for selecting grantees

C&A 2016	5.13
Custom Cohort	4.98
Median Funder	5.21

Foundation's experience with what it has tried but has not worked in its past grantmaking
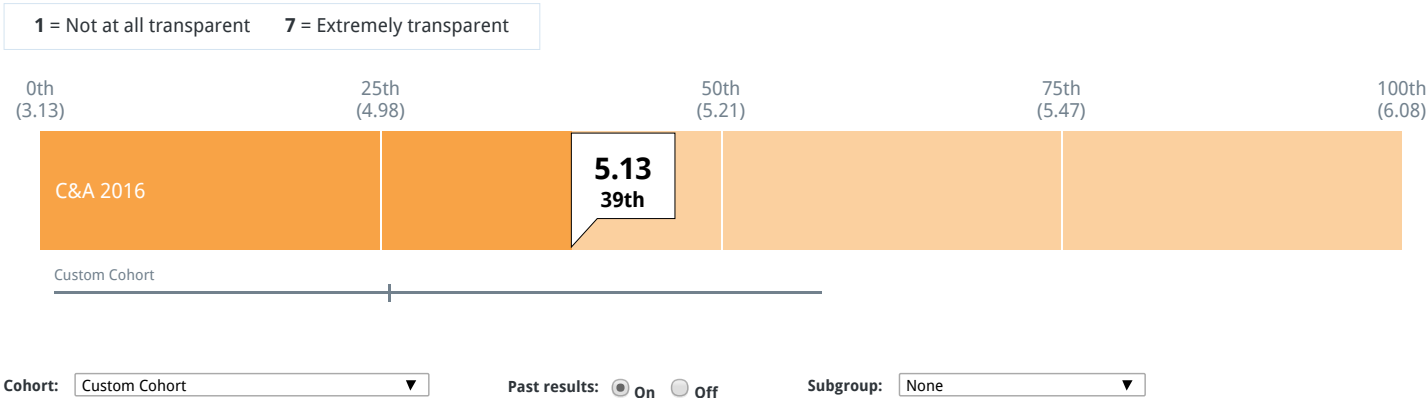
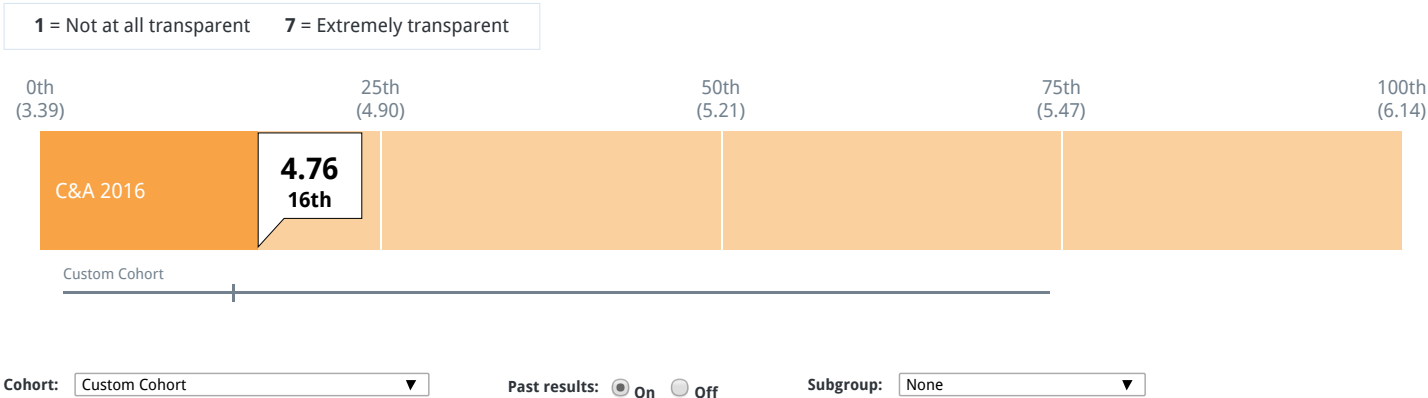| C&A 2016 | 4.39 |
| Custom Cohort | 4.34 |
| Median Funder | 4.52 |

Aspects of Funder Transparency

The charts below show grantee ratings of C&A's transparency in specific areas of its work.
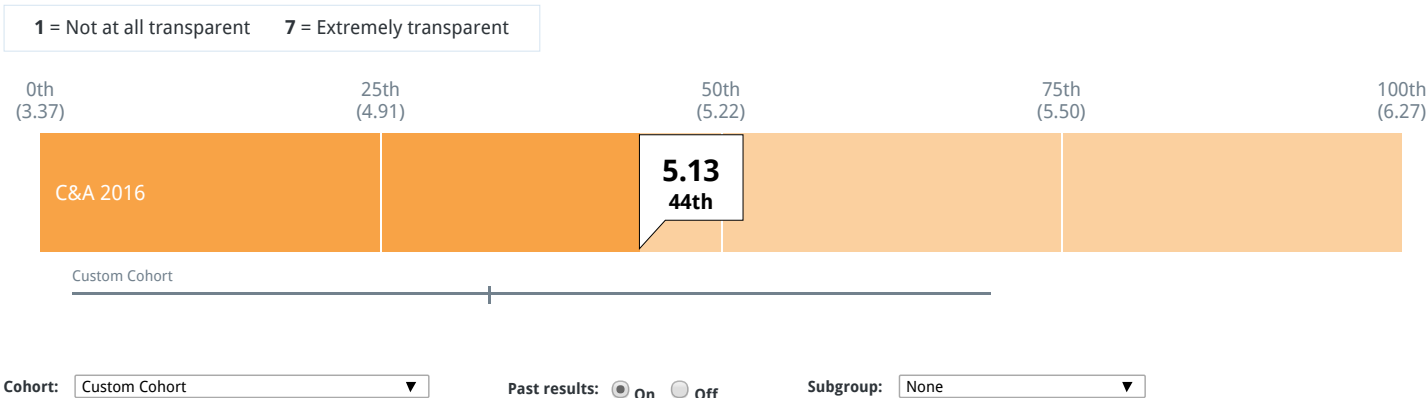
The Foundation's processes for selecting grantees

1 = Not at all transparent   **7** = Extremely transparent

0th (3.13)	25th (4.98)	50th (5.21)	75th (5.47)	100th (6.08)

C&A 2016 — **5.13** **39th**

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: None ▼

Any changes that affect the funding your organization might receive in the future

1 = Not at all transparent   **7** = Extremely transparent

0th (3.39)	25th (4.90)	50th (5.21)	75th (5.47)	100th (6.14)

C&A 2016 — **4.76** **16th**

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: None ▼

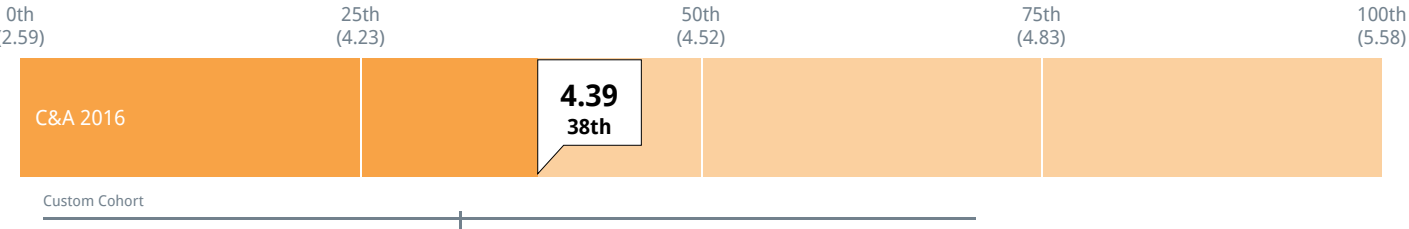## Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

1 = Not at all transparent   **7** = Extremely transparent

0th (3.37)	25th (4.91)	50th (5.22)	75th (5.50)	100th (6.27)

C&A 2016 — **5.13** **44th**

Custom Cohort

Cohort: Custom Cohort ▼   Past results: ⦿ On ◯ Off   Subgroup: None ▼

The Foundation's experiences with what it has tried but has not worked in its past grantmaking

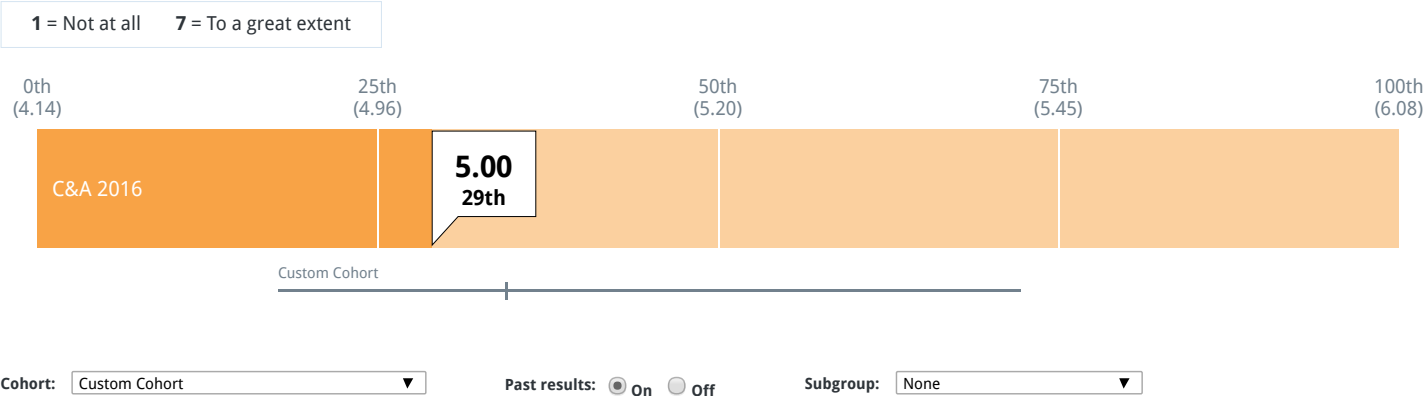| **1** = Not at all transparent	**7** = Extremely transparent

0th (2.59)	25th (4.23)	50th (4.52)	75th (4.83)	100th (5.58)

C&A 2016

4.39
38th

Custom Cohort

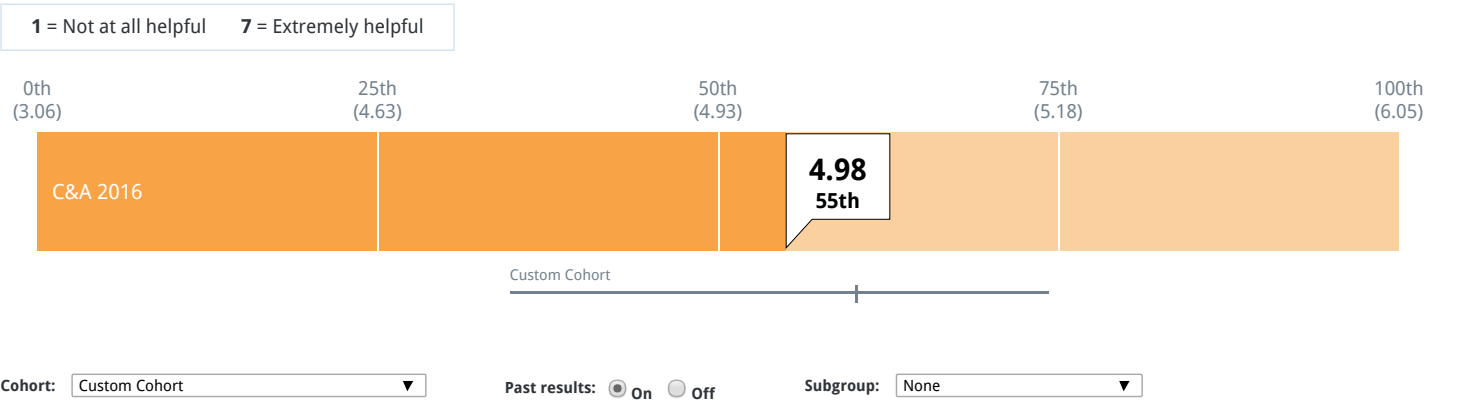Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [None ▼]

28

Openness

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

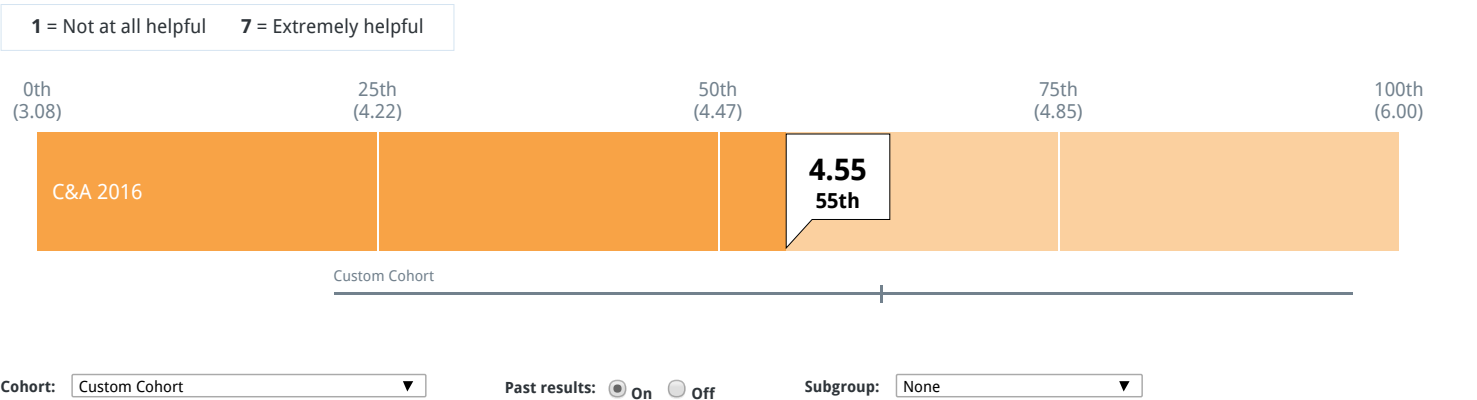## "To what extent is the Foundation open to ideas from grantees about its strategy?"

1 = Not at all   **7** = To a great extent

0th (4.14)	25th (4.96)	50th (5.20)	75th (5.45)	100th (6.08)

C&A 2016

5.00
29th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** None ▼

Grant Processes

"How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?"

1 = Not at all helpful   **7** = Extremely helpful

0th (3.06)	25th (4.63)	50th (4.93)	75th (5.18)	100th (6.05)

C&A 2016

4.98
55th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ **On** ○ **Off**   **Subgroup:** None ▼

To protect grantees' confidentiality, subgroups with less than five respondents for a particular question are not displayed.

"How helpful was participating in the Foundation's reporting/evaluation process in strengthening the organization/program funded by the grant?"
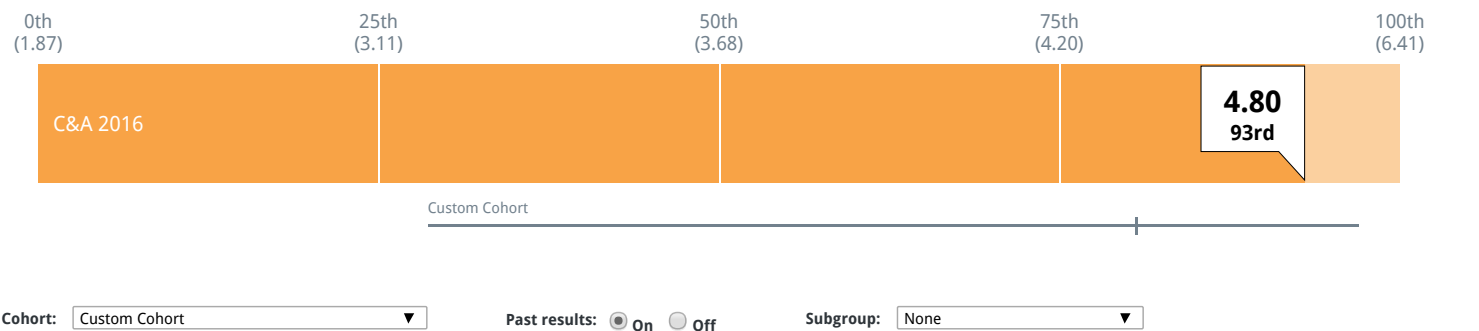
1 = Not at all helpful   **7** = Extremely helpful

0th (3.08)	25th (4.22)	50th (4.47)	75th (4.85)	100th (6.00)

C&A 2016

4.55
55th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ **On** ○ **Off**   **Subgroup:** None ▼

Selection Process

Did you submit a proposal for this grant? (Overall)	C&A 2016	Average Funder	Custom Cohort
Submitted a Proposal	96%	94%	96%
Did Not Submit a Proposal	4%	6%	4%

### "How involved was the Foundation staff in the development of your proposal?"

1 = No involvement   **7** = Substantial involvement

0th (1.87)	25th (3.11)	50th (3.68)	75th (4.20)	100th (6.41)

C&A 2016

4.80
93rd

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** None ▼

"As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?"

1 = No pressure   **7** = Significant pressure
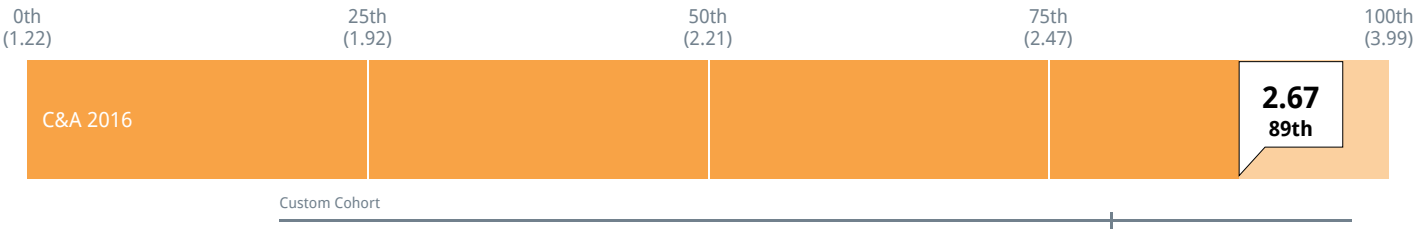
0th (1.22)	25th (1.92)	50th (2.21)	75th (2.47)	100th (3.99)

C&A 2016

2.67
89th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** None ▼

Behind the numbers: Grantees that report experiencing moderate or high pressure during the selection process to modify their organization's priorities rate significantly lower for the overall quality of their relationships with the Foundation, overall satisfaction with the Foundation, and perceptions of the Foundation's understanding of their fields and organization's goals and strategies.
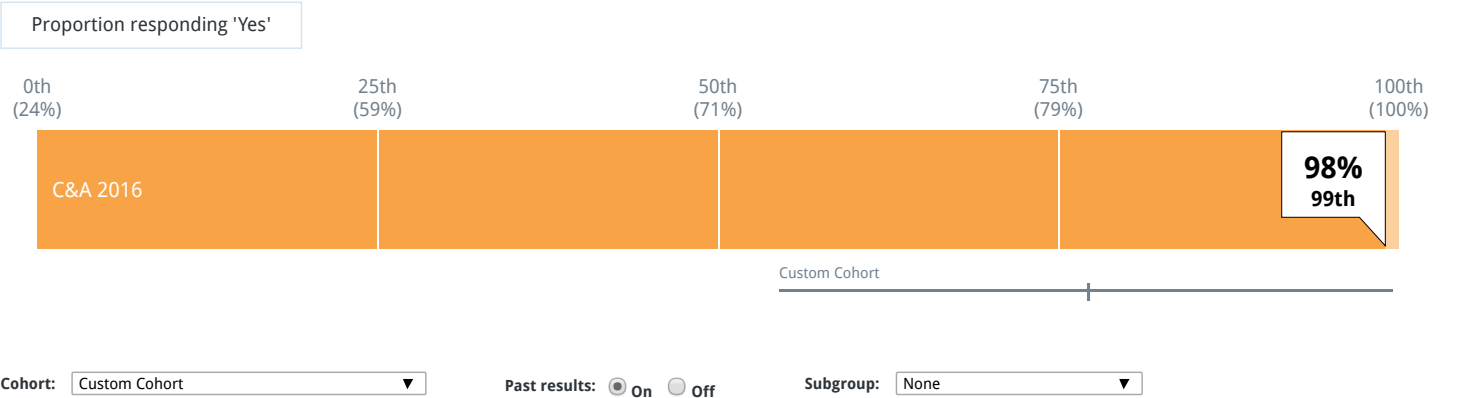
Time Between Submission and Clear Commitment

"How much time elapsed from the submission of the grant proposal to clear commitment of funding?"

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	C&A 2016	Average Funder	Custom Cohort
Less than 1 month	9%	6%	7%
1 - 3 months	66%	55%	52%
4 - 6 months	16%	30%	25%
7 - 9 months	5%	5%	7%
10 - 12 months	0%	2%	4%
More than 12 months	5%	2%	4%

Reporting and Evaluation Process

> **"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"**

Proportion responding 'Yes'

0th (24%)	25th (59%)	50th (71%)	75th (79%)	100th (100%)

C&A 2016 — **98%** **99th**

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** None ▼

Participation in Reporting and/or Evaluation Processes (Overall)	C&A 2016	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	64%	57%	62%
There will be a report/evaluation but it has not occurred yet	34%	35%	33%
There was/will be no report/evaluation	2%	5%	3%
Don't know	0%	3%	2%

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

Was an external evaluator involved in your reporting/evaluation process? (Overall)	C&A 2016	Average Funder
Yes, chosen by the Foundation	3%	15%
Yes, chosen by our organization	20%	9%
No	77%	76%

"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

Proportion responding 'Yes'

0th (7%)	25th (36%)	50th (50%)	75th (65%)	100th (100%)

C&A 2016
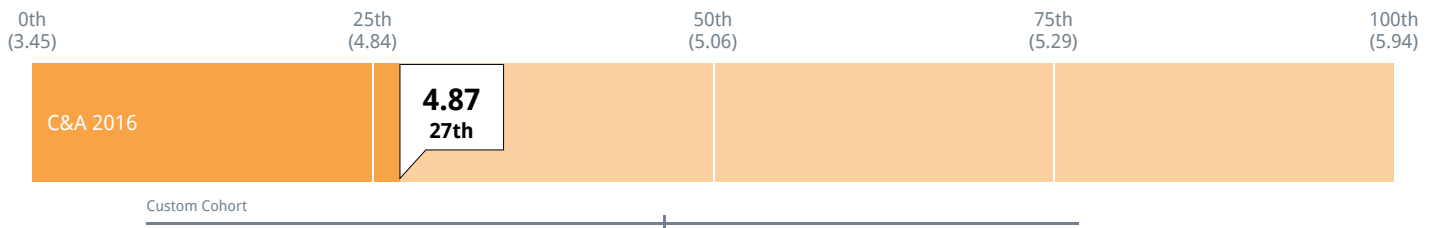
71%
82nd
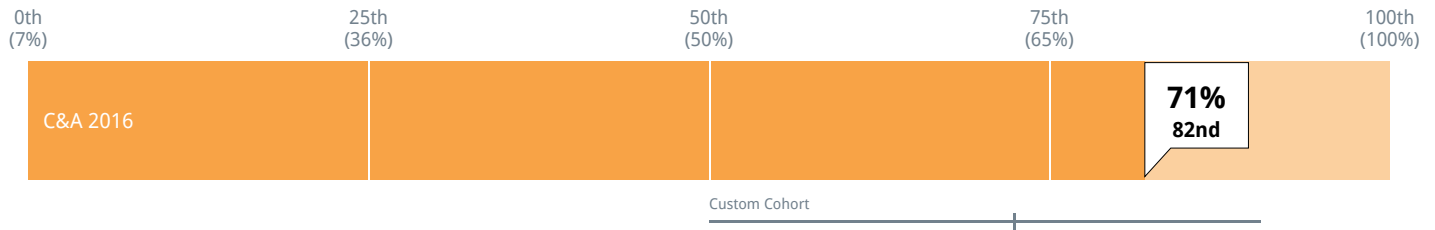
Custom Cohort

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼

"How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?"

1 = Not at all helpful   **7** = Extremely helpful

0th (3.45)	25th (4.84)	50th (5.06)	75th (5.29)	100th (5.94)

C&A 2016

4.87
27th
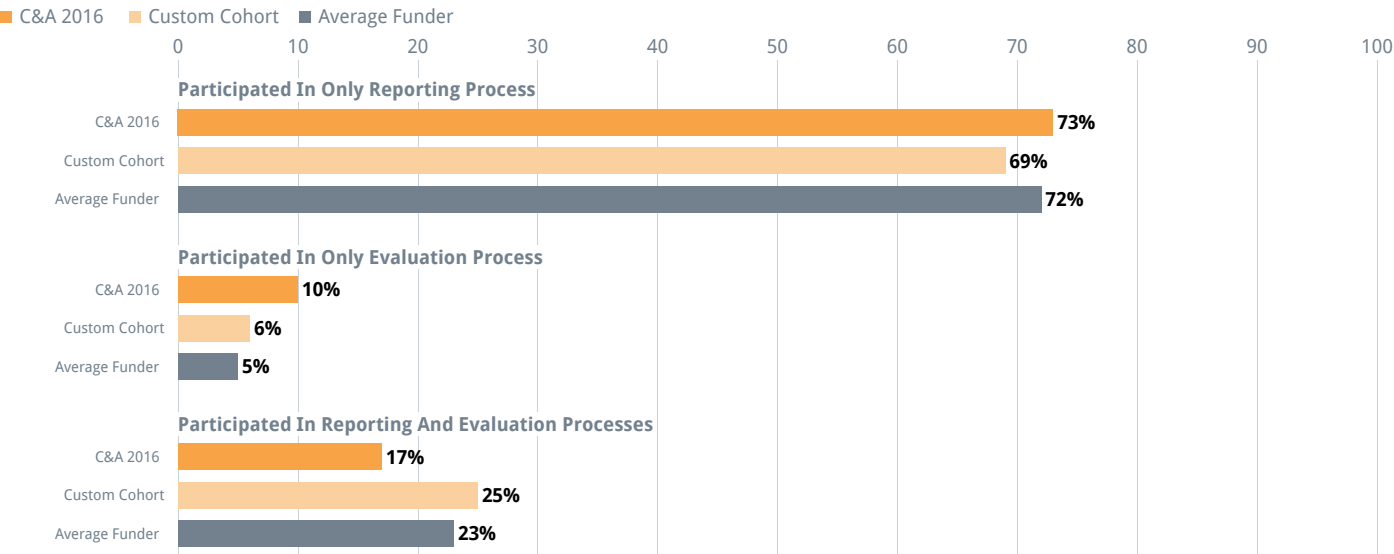
Custom Cohort

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼

Reporting and Evaluation Process Activities

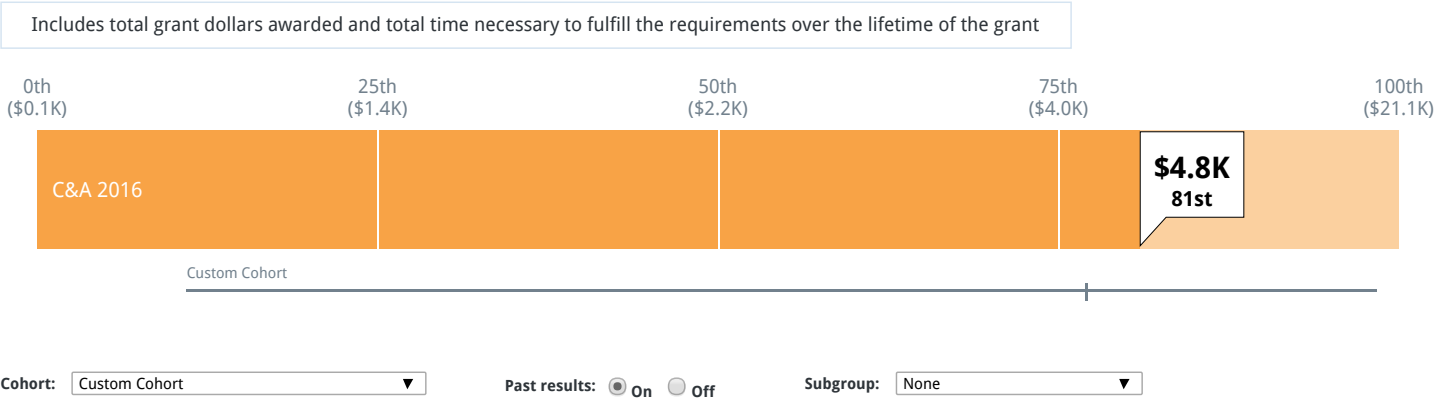**"Which reporting/evaluation process activities were a part of your process?"**
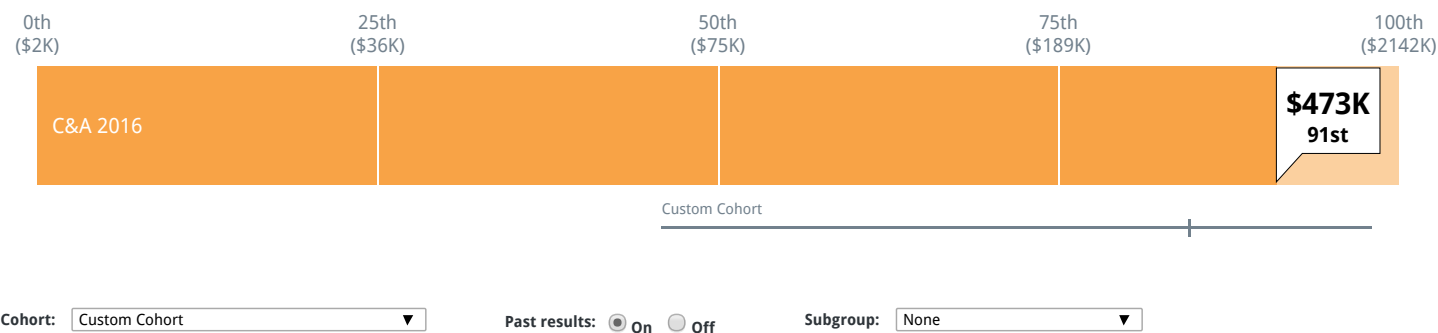
Reporting and Evaluation Process Activities

■ C&A 2016 ■ Custom Cohort ■ Average Funder

Participated In Only Reporting Process

C&A 2016	73%
Custom Cohort	69%
Average Funder	72%

Participated In Only Evaluation Process

C&A 2016	10%
Custom Cohort	6%
Average Funder	5%

Participated In Reporting And Evaluation Processes

C&A 2016	17%
Custom Cohort	25%
Average Funder	23%

Dollar Return and Time Spent on Processes

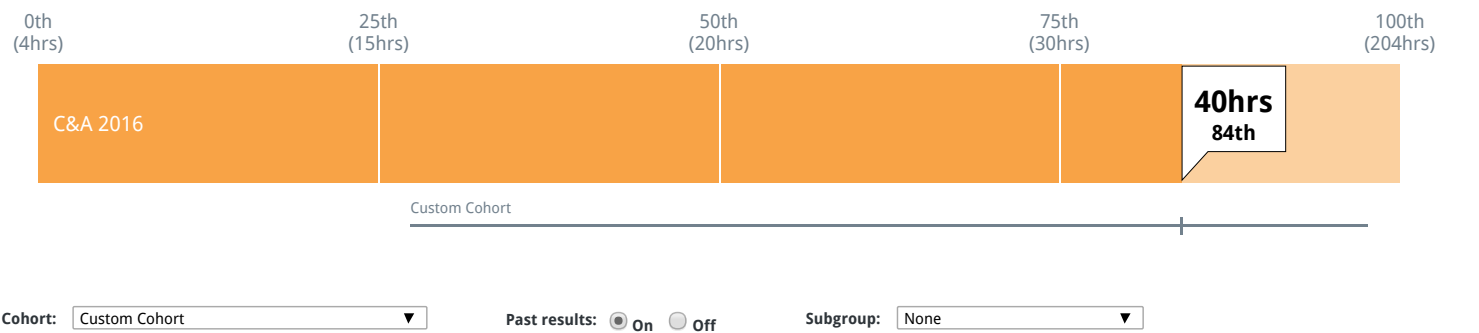## Dollar Return: Median grant dollars awarded per process hour required

Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant

0th ($0.1K)	25th ($1.4K)	50th ($2.2K)	75th ($4.0K)	100th ($21.1K)

C&A 2016

$4.8K
81st

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

Median Grant Size

0th ($2K)	25th ($36K)	50th ($75K)	75th ($189K)	100th ($2142K)

C&A 2016

$473K
91st

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼

Median hours spent by grantees on funder requirements over grant lifetime

0th (5hrs)	25th (22hrs)	50th (32hrs)	75th (58hrs)	100th (325hrs)

C&A 2016

70hrs
83rd

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** None ▼
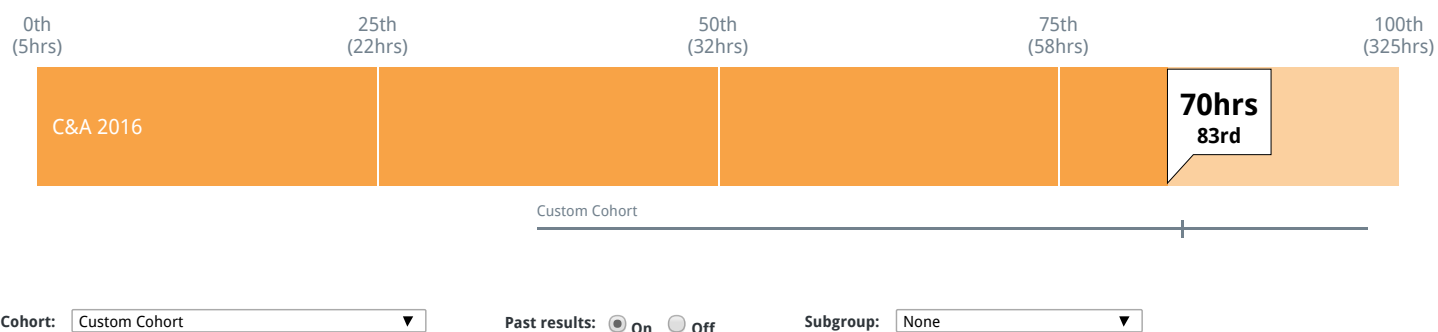
Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

0th (4hrs)	25th (15hrs)	50th (20hrs)	75th (30hrs)	100th (204hrs)

C&A 2016

40hrs
84th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** None ▼

Time Spent On Proposal And Selection Process (Overall)	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	2%	20%	7%
10 to 19 hours	7%	21%	13%
20 to 29 hours	17%	18%	14%
30 to 39 hours	10%	8%	8%
40 to 49 hours	24%	12%	15%
50 to 99 hours	12%	11%	19%
100 to 199 hours	14%	6%	12%
200+ hours	14%	3%	10%

Time Spent on Reporting and Evaluation Process

## Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year

0th (2hrs)	25th (5hrs)	50th (8hrs)	75th (12hrs)	100th (90hrs)

C&A 2016

23hrs
96th

Custom Cohort

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** None ▼
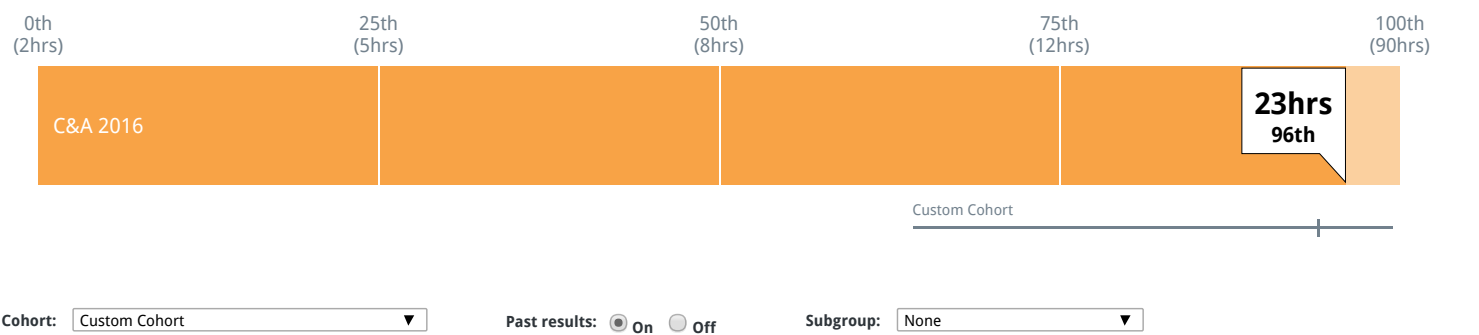
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	27%	53%	28%
10 to 19 hours	8%	20%	21%
20 to 29 hours	22%	10%	15%
30 to 39 hours	11%	4%	7%
40 to 49 hours	5%	4%	6%
50 to 99 hours	11%	5%	11%
100+ hours	16%	4%	11%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by the Foundation.

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation facilities
	Provided seminars/forums/convenings	Staff/management training

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.
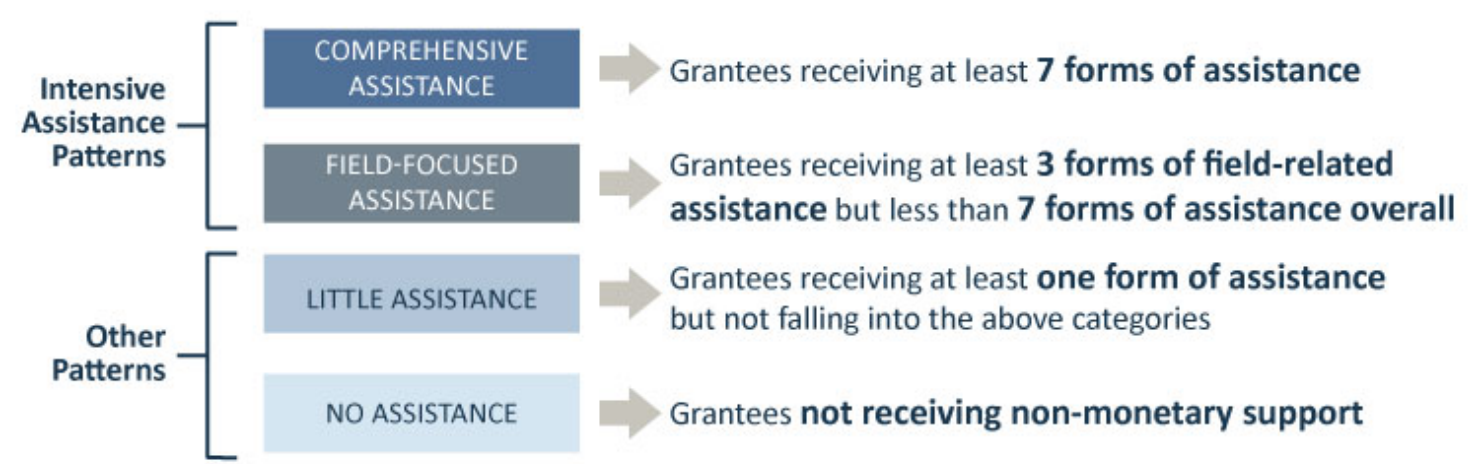
Non-Monetary Assistance Patterns (Overall)	C&A 2016	Average Funder	Custom Cohort
Comprehensive	4%	6%	8%
Field-focused	21%	10%	14%
Little	57%	39%	47%
None	17%	45%	30%

Proportion of grantees that received field-focused or comprehensive assistance
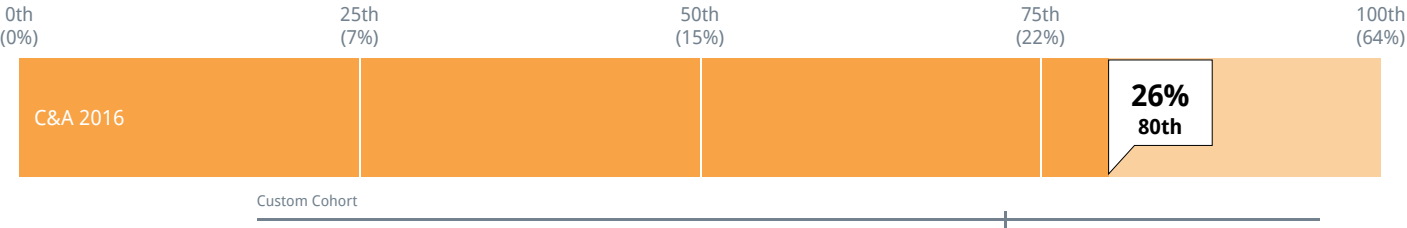
0th (0%)	25th (7%)	50th (15%)	75th (22%)	100th (64%)

C&A 2016 — **26%** 80th
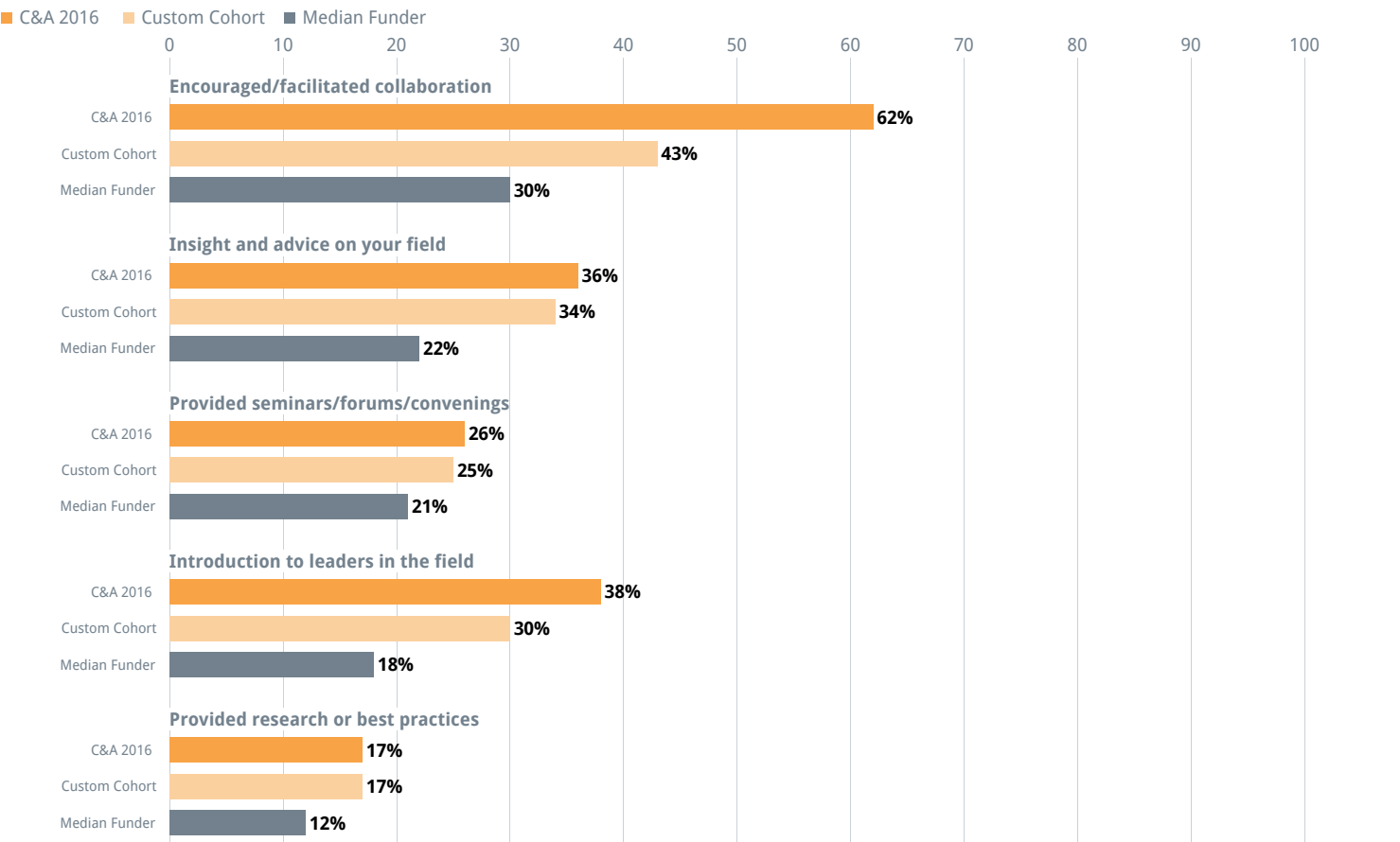
Custom Cohort

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: None ▼

Behind the numbers: Grantees that report receiving field-focused or comprehensive non-monetary assistance rate the Foundation significantly more positively for its impact on their fields, communities, and organizations, the overall quality of their relationships, and their overall satisfaction with the Foundation.

Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."
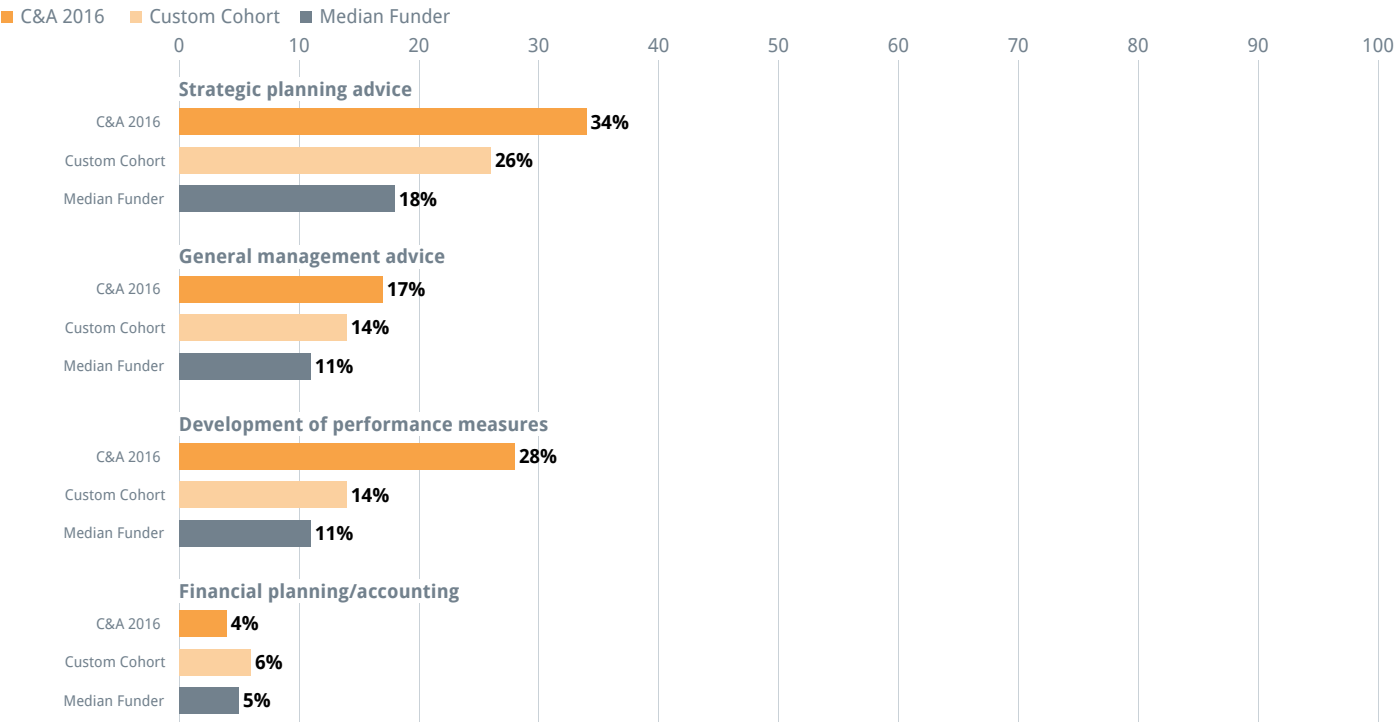
Percentage of Grantees that Received Field-Related Assistance

■ C&A 2016　■ Custom Cohort　■ Median Funder

Encouraged/facilitated collaboration

C&A 2016	62%
Custom Cohort	43%
Median Funder	30%

Insight and advice on your field

C&A 2016	36%
Custom Cohort	34%
Median Funder	22%

Provided seminars/forums/convenings

C&A 2016	26%
Custom Cohort	25%
Median Funder	21%

Introduction to leaders in the field

C&A 2016	38%
Custom Cohort	30%
Median Funder	18%

Provided research or best practices

C&A 2016	17%
Custom Cohort	17%
Median Funder	12%

Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."
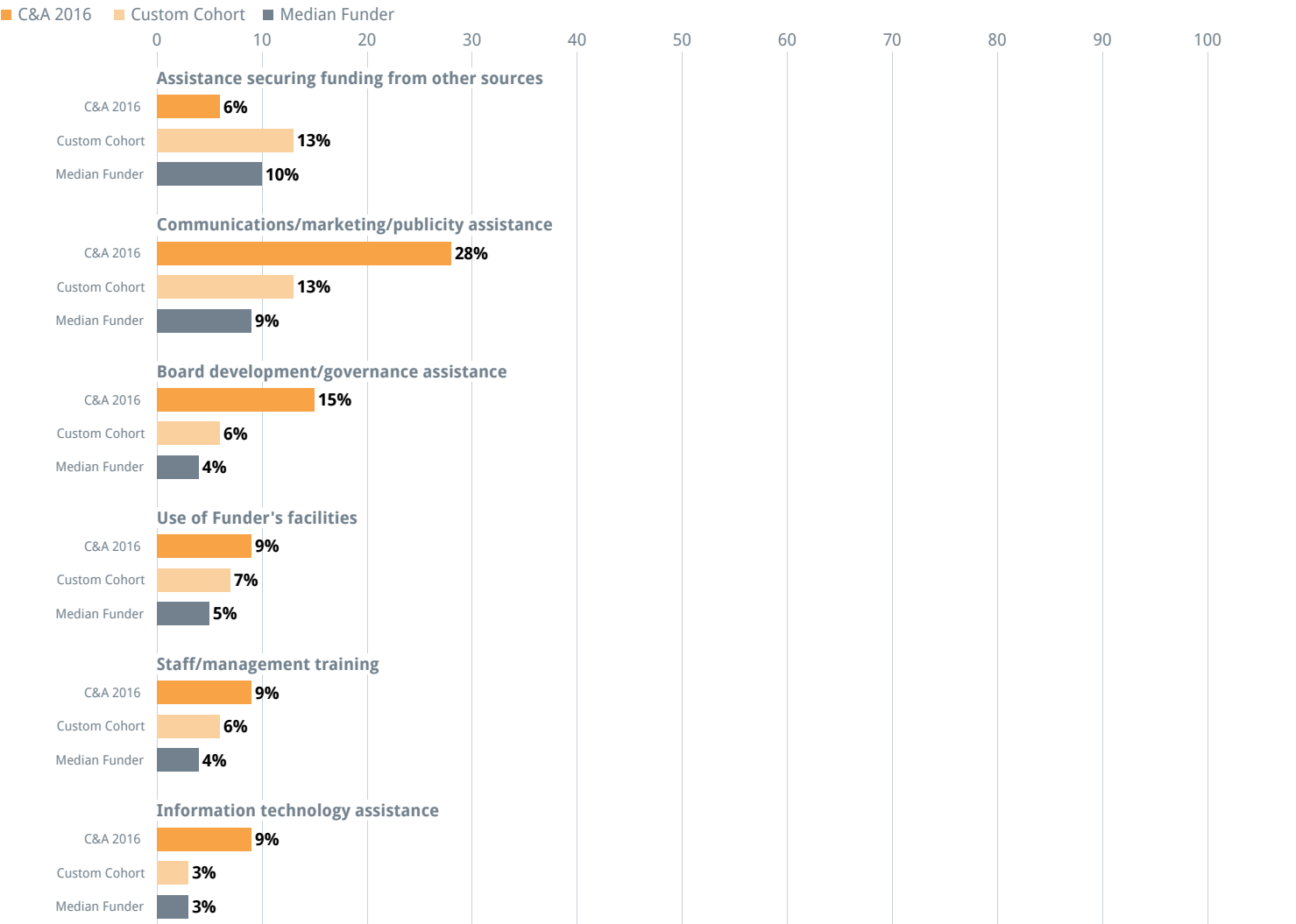
Percentage of Grantees that Received Management Assistance

■ C&A 2016　■ Custom Cohort　■ Median Funder

Strategic planning advice

C&A 2016	34%
Custom Cohort	26%
Median Funder	18%

General management advice

C&A 2016	17%
Custom Cohort	14%
Median Funder	11%

Development of performance measures

C&A 2016	28%
Custom Cohort	14%
Median Funder	11%

Financial planning/accounting

C&A 2016	4%
Custom Cohort	6%
Median Funder	5%

Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."
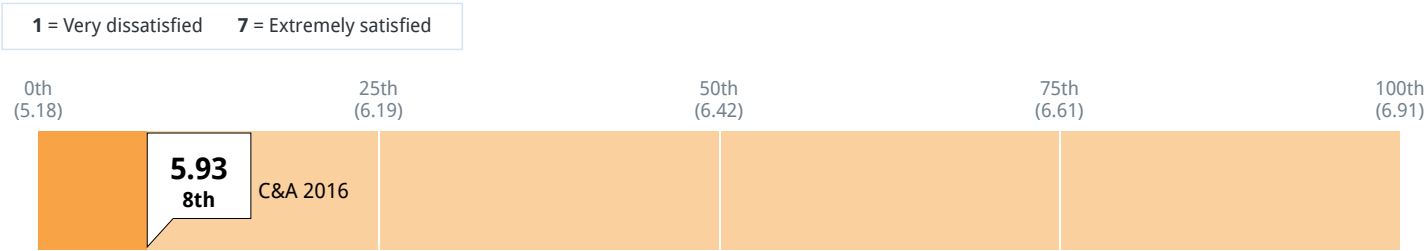
Percentage of Grantees that Received Other Assistance

■ C&A 2016   ■ Custom Cohort   ■ Median Funder

Assistance securing funding from other sources
- C&A 2016: **6%**
- Custom Cohort: **13%**
- Median Funder: **10%**

Communications/marketing/publicity assistance
- C&A 2016: **28%**
- Custom Cohort: **13%**
- Median Funder: **9%**

Board development/governance assistance
- C&A 2016: **15%**
- Custom Cohort: **6%**
- Median Funder: **4%**

Use of Funder's facilities
- C&A 2016: **9%**
- Custom Cohort: **7%**
- Median Funder: **5%**

Staff/management training
- C&A 2016: **9%**
- Custom Cohort: **6%**
- Median Funder: **4%**

Information technology assistance
- C&A 2016: **9%**
- Custom Cohort: **3%**
- Median Funder: **3%**

C&A-Specific Questions

Satisfaction

"Overall, how satisfied are you with your experience with the Foundation?"

1 = Very dissatisfied   **7** = Extremely satisfied

| 0th (5.18) | 25th (6.19) | 50th (6.42) | 75th (6.61) | 100th (6.91) |

5.93
8th   C&A 2016

Cohort: [None ▼]   Past results: ( ) On ( ) Off   Subgroup: [None ▼]

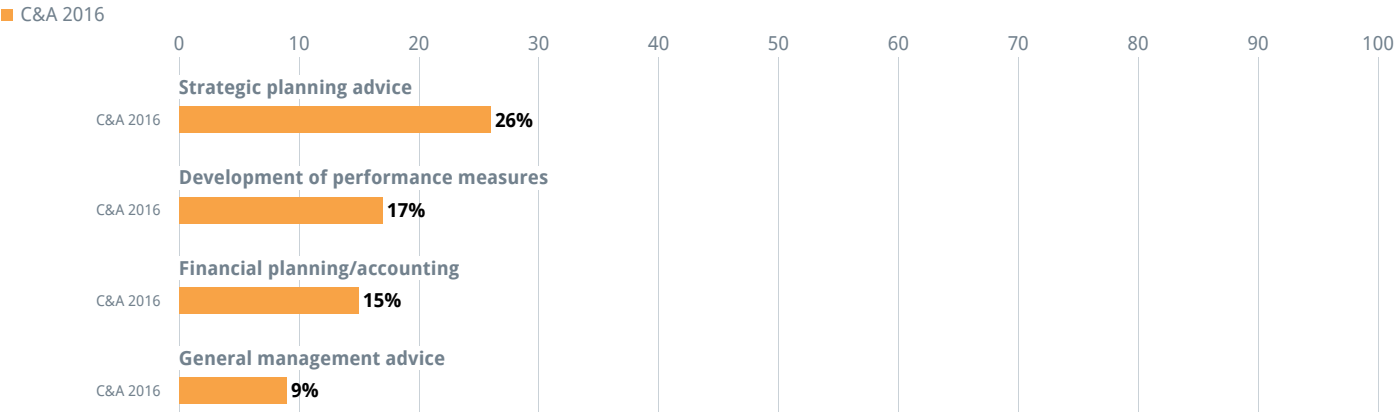**"Did you submit a log frame and/or a theory of change as part of your application?"**

Submission material(s) (Overall)	C&A 2016
A log frame only	20%
A theory of change only	18%
Both	48%
Neither	14%

"Which of the following best describes the amount of assistance you would like to receive when completing your log frame/theory of change?"

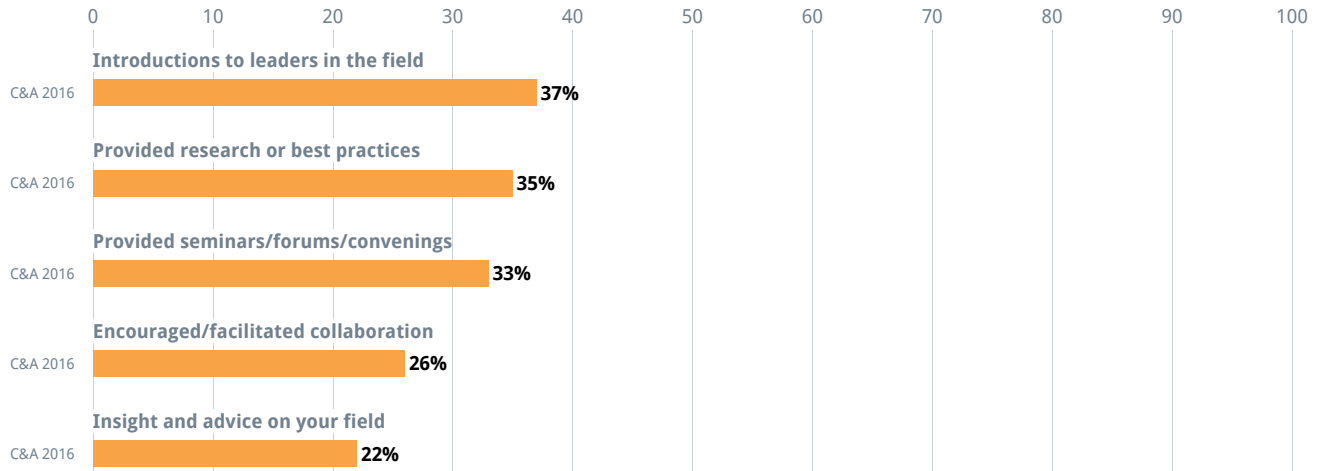| Level of assistance (Overall)	C&A 2016
I am able to complete the log frame/TOC independently	29%
The current level of assistance I receive from the Foundation is adequate	63%
I would like to receive more assistance	8%

"The C&A Foundation would like to understand whether the non-monetary support you received during the implementation of your project/program was sufficient, and what kind of additional assistance might be most helpful. Which of the following forms of assistance would you have liked to receive more of?"
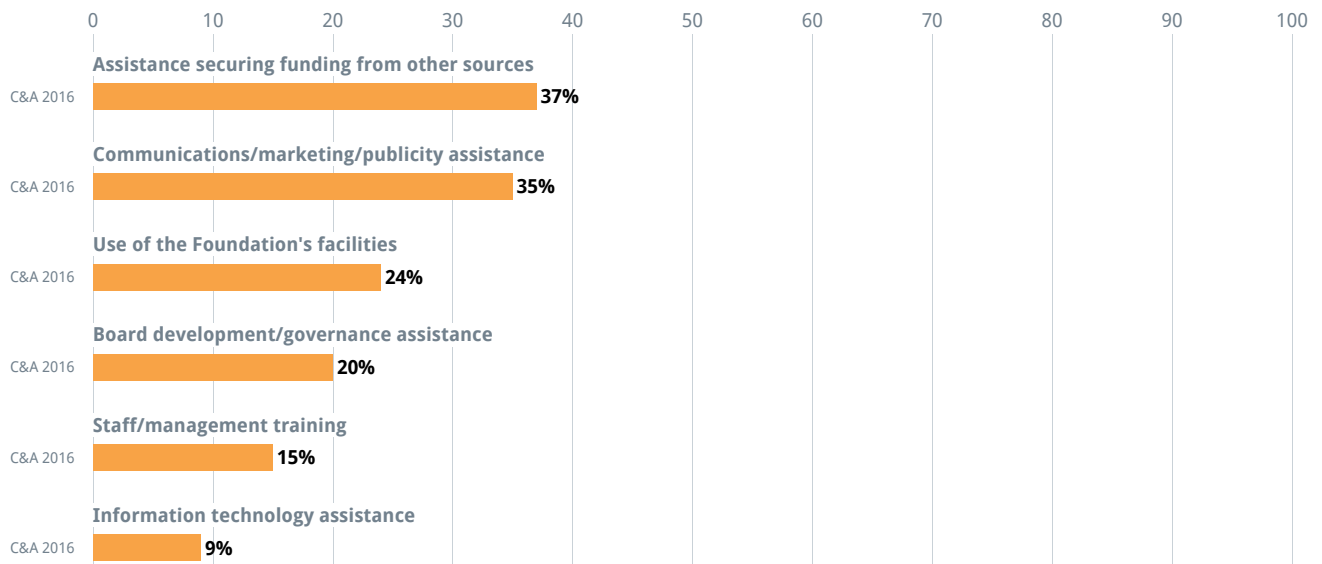
Management Assistance - Overall

■ C&A 2016

Strategic planning advice
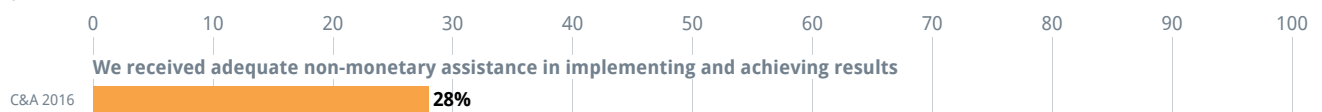C&A 2016 — 26%

Development of performance measures
C&A 2016 — 17%

Financial planning/accounting
C&A 2016 — 15%

General management advice
C&A 2016 — 9%

Field-related Assistance - Overall

0 10 20 30 40 50 60 70 80 90 100

Introductions to leaders in the field

C&A 2016 — **37%**

Provided research or best practices

C&A 2016 — **35%**

Provided seminars/forums/convenings

C&A 2016 — **33%**

Encouraged/facilitated collaboration

C&A 2016 — **26%**

Insight and advice on your field

C&A 2016 — **22%**

Other Assistance - Overall

0 10 20 30 40 50 60 70 80 90 100

Assistance securing funding from other sources

C&A 2016 — **37%**

Communications/marketing/publicity assistance

C&A 2016 — **35%**

Use of the Foundation's facilities

C&A 2016 — **24%**

Board development/governance assistance

C&A 2016 — **20%**

Staff/management training

C&A 2016 — **15%**

Information technology assistance

C&A 2016 — **9%**

Adequate assistance? - Overall

0 10 20 30 40 50 60 70 80 90 100

We received adequate non-monetary assistance in implementing and achieving results

C&A 2016 — **28%**

"Have you collaborated with the C&A business through the work of your grant?"

Collaborated with the C&A business? (Overall)	C&A 2016
Yes	48%
No, was not necessary	35%
No, but would have liked to	17%

Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Communications	26
Non-monetary Assistance	15
Quality of Interactions	15
Field Impact and Understanding	8
Proposal and Selection Process	8
Grantmaking Characteristics	5
Administrative Process	3
Community Impact and Understanding	3
Other	18

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded (Overall)	C&A 2016	Median Funder	Custom Cohort
Average grant length	2.5 years	2.2 years	2.4 years

Length of Grant Awarded (Overall)	C&A 2016	Average Funder	Custom Cohort
1 year	22%	47%	38%
2 years	37%	23%	25%
3 years	28%	18%	25%
4 years	4%	4%	5%
5 or more years	9%	8%	7%

Type of Grant Awarded (Overall)	C&A 2016	Average Funder	Custom Cohort
Program / Project Support	77%	64%	74%
General Operating / Core Support	15%	21%	18%
Capital Support: Building / Renovation / Endowment Support / Other	2%	6%	2%
Technical Assistance / Capacity Building	4%	4%	4%
Scholarship / Fellowship	0%	2%	1%
Event / Sponsorship Funding	2%	2%	2%

Grant Size

Grant Amount Awarded (Overall)	C&A 2016	Median Funder	Custom Cohort
Median grant size	$473K	$75K	$291K

Grant Amount Awarded (Overall)	C&A 2016	Average Funder	Custom Cohort
Less than $10K	2%	10%	1%
$10K - $24K	7%	13%	3%
$25K - $49K	2%	13%	5%
$50K - $99K	11%	16%	12%
$100K - $149K	7%	9%	11%
$150K - $299K	9%	15%	17%
$300K - $499K	15%	8%	16%
$500K - $999K	24%	7%	15%
$1MM and above	24%	8%	20%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	C&A 2016	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	10%	4%	10%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	C&A 2016	Median Funder	Custom Cohort
Median Budget	$2.5M	$1.5M	$1.9M

Operating Budget of Grantee Organization (Overall)	C&A 2016	Average Funder	Custom Cohort
<$100K	3%	9%	5%
$100K - $499K	23%	20%	17%
$500K - $999K	7%	14%	12%
$1MM - $4.9MM	30%	29%	30%
$5MM - $24MM	23%	18%	20%
>=$25MM	15%	11%	15%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	C&A 2016	Average Funder	Custom Cohort
First grant received from the Foundation	70%	29%	35%
Consistent funding in the past	17%	52%	49%
Inconsistent funding in the past	13%	19%	16%

Funding Status and Grantees Previously Declined Funding (Overall)	C&A 2016	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	82%	80%	81%
Percent of grantees previously declined funding by the Foundation	7%	32%	18%

Grantee Demographics

Job Title of Respondents (Overall)	C&A 2016	Average Funder	Custom Cohort
Executive Director	38%	47%	41%
Other Senior Management	23%	15%	19%
Project Director	21%	12%	18%
Development Director	2%	9%	6%
Other Development Staff	4%	7%	8%
Volunteer	0%	1%	0%
Other	11%	9%	9%

Gender of Respondents (Overall)	C&A 2016	Average Funder	Custom Cohort
Female	57%	64%	53%
Male	43%	36%	47%

Funder Characteristics

Financial Information (Overall)	C&A 2016	Median Funder	Custom Cohort
Total assets	N/A	$226.2M	$2.0B
Total giving	$38.0M	$14.5M	$78.2M

Funder Staffing (Overall)	C&A 2016	Median Funder	Custom Cohort
Total staff (FTEs)	42	14	63
Percent of staff who are program staff	81%	40%	42%

Grantmaking Processes (Overall)	C&A 2016	Median Funder	Custom Cohort
Proportion of grants that are proactive	90%	45%	98%
Proportion of grantmaking dollars that are proactive	90%	60%	99%

Additional Measures

In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, or participants.

The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

"How well does the Foundation understand your intended beneficiaries' needs?"
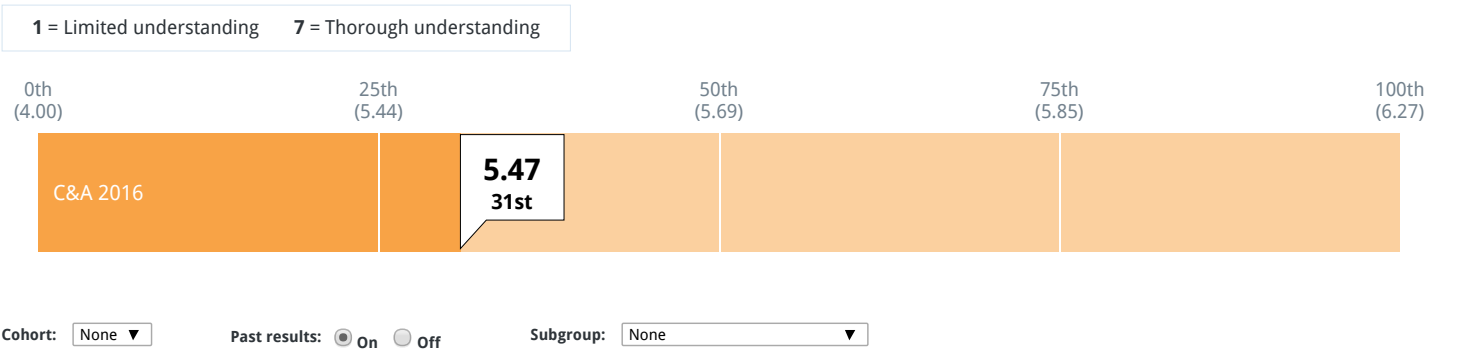
1 = Limited understanding	**7** = Thorough understanding

0th (4.00)	25th (5.44)	50th (5.69)	75th (5.85)	100th (6.27)

C&A 2016

5.47
31st

Cohort:	None ▼	Past results: ◉ On ○ Off	Subgroup:	None ▼

"To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?"

1 = Not at all	**7** = To a great extent

0th (3.77)	25th (5.34)	50th (5.50)	75th (5.76)	100th (6.38)

C&A 2016

5.40
35th

Cohort:	None ▼	Past results: ◉ On ○ Off	Subgroup:	None ▼
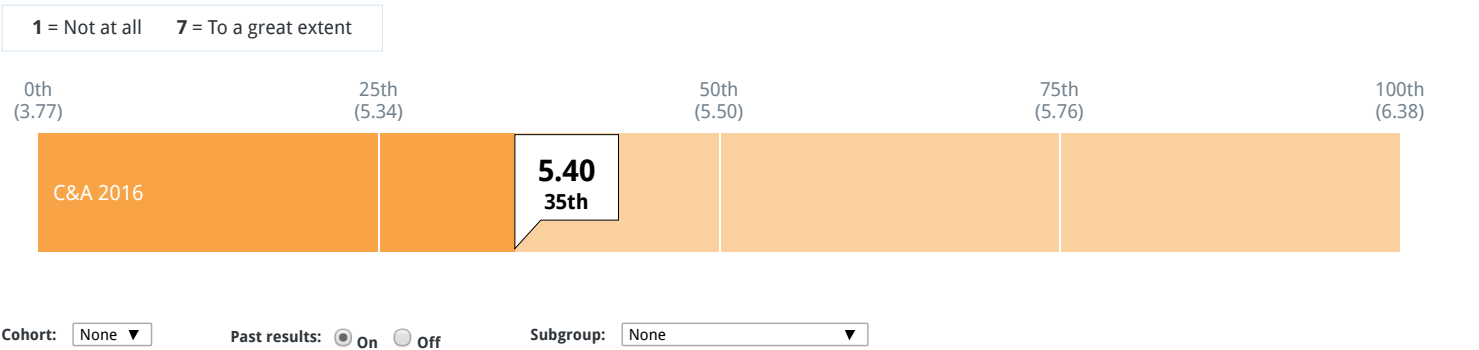
Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select "don't know" or "not applicable" if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to C&A's grantee survey was 47.

Core Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	41
How well does the Foundation understand the field in which you work?	46
To what extent has the Foundation advanced the state of knowledge in your field?	41
To what extent has the Foundation affected public policy in your field?	28
Overall, how would you rate the Foundation's impact on your local community?	28
How well does the Foundation understand the local community in which you work?	36
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	46
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	42
How well does the Foundation understand your organization's strategy and goals?	46
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	44
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	44
Who most frequently initiated the contact you had with your program officer during this grant?	47
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	44
Has your main contact at the Foundation changed in the past six months?	47
Did you submit [a proposal] to the Foundation for this grant?	47
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	45
How involved was Foundation staff in the development of your grant proposal?	45
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	44
Was there or will there be a reporting/evaluation process?	47
Was an external evaluator involved in your reporting/evaluation process?	30
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	28
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	46
Have you ever been declined funding from the Foundation?	46
Are you currently receiving funding from the Foundation?	45
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	47
How well does the Foundation understand your intended beneficiaries' needs?	45
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	45
Have you collaborated with the C&A business through the work of your grant?	46

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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