PARTNER PERCEPTION REPORT®

PREPARED FOR

C&A Foundation

MAY 2019

THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.

Lowest Rated Funder

Average Rating of Funder

Median or "Typical" Funder

Highest Rated Funder

| | 0th (2.58) | 25th (5.23) | 50th (5.71) | 75th (6.12) | 100th (6.67) |

Your Average Rating and Corresponding Percentile

Acme 2013 — 6.02 / 66th

Lowest in Cohort — Regional Funders — Median in Cohort — Highest in Cohort

Past Results — Acme 2010 — 5.49

Segmentation of Current Data by Group:
- Arts — 5.75
- Education — 5.95
- Environment — 6.06
- Health — 6.18

Missing data: Selected partner 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	Trend Data	Average Rating	Percentile Rank
Openness Openness to Partners' Ideas		5.58	77th Custom Cohort
Transparency Transparency		5.77	53rd Custom Cohort
Field Impact Impact on Partners' Fields		5.21	12th Custom Cohort
Relationships Strength of Relationships with Partners		6.06	29th Custom Cohort
Selection Process Helpfulness of the Selection Process		5.09	63rd Custom Cohort

Word Cloud

Partners 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 partners. The color of each word is stylistic and not indicative of its frequency. Seven partners described C&A as "partner," the most commonly used word.

Openness Engaged Daring
Transition Influencer Strategic Evolving
Thoughtful Excellent Efficiency Feminine
Interested Demanding Creative
Good Sustainable
Collaborative
Impact
Correct Partner Learning Tree
Attentive
Participative Innovation Dignity
Big Dialogic
Forward-Thinking Supportive
Leadership Enthusiastic Cooperative
Transforming Innovative Exciting
Commitment Diverse Systemic
Great Generous Committed
Insertion Transitioning Ambitious
Focused Philanthropy
Competence Transformation Goal-Oriented
Coherence Cooperation Comprehensive
Catalyst Changemaker
Helpful Everywhere
Proactive

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
C&A 2019	February and March 2019	116	86	74%
C&A 2016	September and October 2016	62	47	76%

Survey Year	Year of Active Grants
C&A 2019	December 2017 - December 2018
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://cep.org/gpr-participants.

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

Subgroups

In addition to showing C&A's overall ratings, this report shows ratings segmented by Signature Program. The online version of this report also shows ratings segmented by Geographic Area Served.

Signature Program	Number of Responses
Circular Fashion	9
Forced & Child Labor and Gender Justice	19
Sustainable Cotton	15
Working Conditions	32
Effective Philanthropy[1]	7

Geographic Area Served	Number of Responses
Asia	40
Europe, Middle East, and North America	8
Multiple regions	14
South America [Brazil]	24

[1]Effective Philanthropy is a cross-cutting impact enabling function that (in part) provides core and field building support to partners. The seven (7) responses only come from the Brazil – Organisational and Network Effectiveness (ONE) pilot. It is included in the Signature Program list for ease of analyses only.

Subgroup Methodology and Differences

Subgroup Methodology

Signature Program: Using data from C&A's partner list, and in consultation with the Foundation, CEP tagged partners' responses according to which Signature Program they belonged. Four respondents were not tagged as belonging to a Signature Program. Further, CEP only received three respondents from partners in the Humanitarian Relief Program -- fewer than the minimum of five needed to display a subgroup. Accordingly, these seven partners are excluded from this segmentation.

Geographic Area Served: Using data from the survey, CEP tagged partners' responses according to the geographic region their grant project primarily took place. Per the Foundation's partner list, CEP added the additional tag of "Brazil," to those grantees who reported primarily serving South America, since this was their locus of operation.

Differences by Subgroup:

Signature Program: No group consistently rated significantly higher or lower than others when partners were segmented by Signature Program. Due to small group sizes (N=9 and N=7 respectively), statistical testing could not be conducted for Circular Fashion or Effective Philanthropy partners. However, the ratings of Circular Fashion partners trend higher than the ratings of partners of in other Signature Programs on a number of measures throughout the report, and the ratings of Effective Philanthropy partners trend higher than those of other partners on a few relationship-related measures.

Geographic Area Served: No group consistently rated higher or lower than others when partners were segmented by Geographic Area Served. That said, South America [Brazil] partners rated the Foundation significantly more positively than Asia partners for the extent to which it exhibited trust in their organizations' staff, candor about its perspectives on their work, and respectful interaction.

Comparative Cohorts

Customized Cohort

C&A selected a set of 15 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
Citi Foundation
Energy Foundation
Ford Foundation
Humanity United
Johnson & Johnson Corporate Contributions
Levi Strauss Foundation
Nike Global Community Impact
Oak Foundation
Omidyar Network
Sea Change Foundation
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	35	Funders with median grant size of $20K or less
Large Grant Providers	82	Funders with median grant size of $200K or more
High Touch Funders	34	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	32	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Invitation-Only Grantmakers	71	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	88	Funders that make at most 10% of grants by invitation only
International Funders	48	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	52	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	59	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	145	All private foundations in the GPR dataset
Family Foundations	69	All family foundations in the GPR dataset
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset

| Corporate Foundations | 17 | All corporate foundations in the GPR dataset |

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	29	Funders that are primarily based outside the United States
Recently Established Foundations	67	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 ($40K)	50th ($92K)	75th ($209K)	100th ($1680K)

C&A 2019	**$398K** 88th

Custom Cohort

C&A 2016	**$473K**
Circular Fashion	**$311K**
Forced & Child Labour and Gender Justice	**$500K**
Sustainable Cotton	**$643K**
Working Conditions	**$213K**
Effective Philanthropy	**$67K**

Cohort: [Custom Cohort ▼]   **Past results:** ⦿ On ◯ Off   **Subgroup:** [Signature Program ▼]

Average Grant Length

0th (1.0yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (7.9yrs)

C&A 2019	**2.3yrs** 53rd

Custom Cohort

C&A 2016	**2.5yrs**
Circular Fashion	**2.1yrs**
Forced & Child Labour and Gender Justice	**2.9yrs**
Sustainable Cotton	**2.7yrs**
Working Conditions	**2.0yrs**
1.3yrs Effective Philanthropy	

Cohort: [Custom Cohort ▼]   **Past results:** ⦿ On ◯ Off   **Subgroup:** [Signature Program ▼]

Median Organizational Budget

0th ($0.0M)	25th ($0.8M)	50th ($1.5M)	75th ($3.0M)	100th ($30.0M)

C&A 2019 — $3.1M 79th

Custom Cohort

C&A 2016			$2.5M	
Circular Fashion				$4.5M
Forced & Child Labour and Gender Justice				$10.5M
Sustainable Cotton				$4.0M
Working Conditions		$1.1M		
Effective Philanthropy	$0.8M			
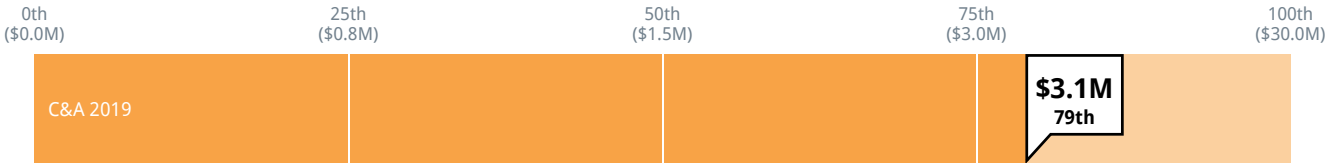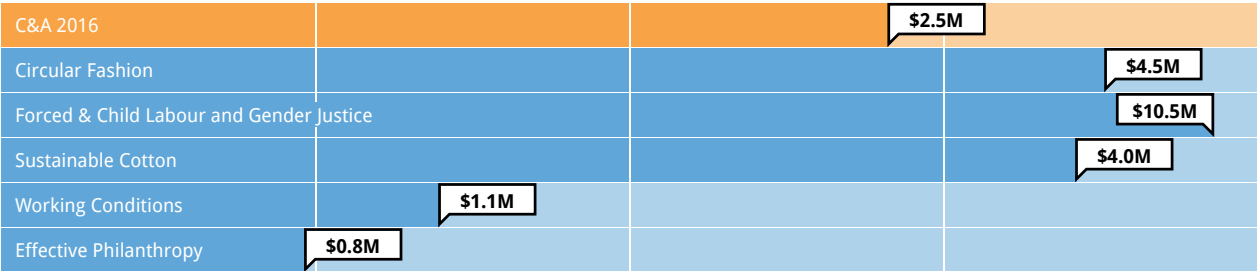
Cohort: [Custom Cohort ▼]   Past results: ◉ On ○ Off   Subgroup: [Signature Program ▼]

Grant History	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Percentage of first-time grants	62%	70%	29%	31%

Program Staff Load	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$2.4M	$1.1M	$2.7M	$4M
Applications per program full-time employee	12	10	29	15
Active grants per program full-time employee	8	6	33	17

The following question was recently added to the grantee survey and depict comparative dataset from 23 funders in the data.

Was the funding you received restricted to a specific use?	C&A 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	7%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	93%	71%

Impact on and Understanding of Partners' Fields

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

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

0th (4.21)	25th (5.49)	50th (5.77)	75th (5.97)	100th (6.70)

C&A 2019 — **5.21** 12th
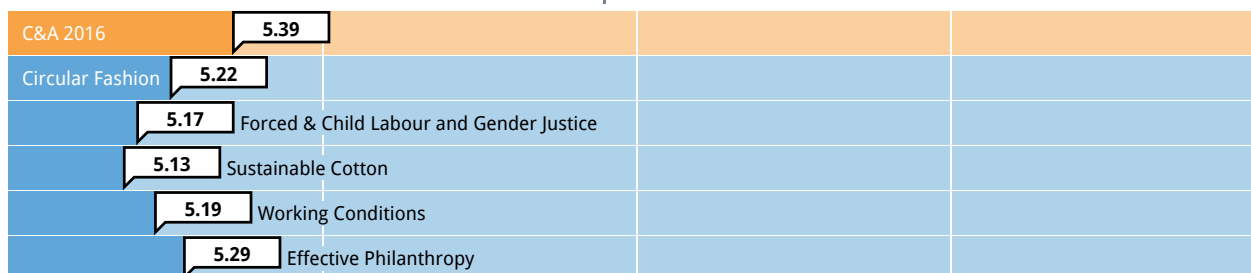
Custom Cohort

C&A 2016 — 5.39
Circular Fashion — 5.22
Forced & Child Labour and Gender Justice — 5.17
Sustainable Cotton — 5.13
Working Conditions — 5.19
Effective Philanthropy — 5.29

Cohort: Custom Cohort   **Past results:** ● On ○ Off   **Subgroup:** Signature Program

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 (4.60)	25th (5.46)	50th (5.70)	75th (5.93)	100th (6.56)

C&A 2019 — **5.67** 45th

Custom Cohort

C&A 2016 — 5.65
Circular Fashion — 6.00
Forced & Child Labour and Gender Justice — 5.44
Sustainable Cotton — 5.93
Working Conditions — 5.63
Effective Philanthropy — 5.71
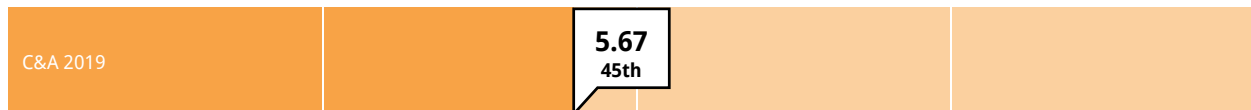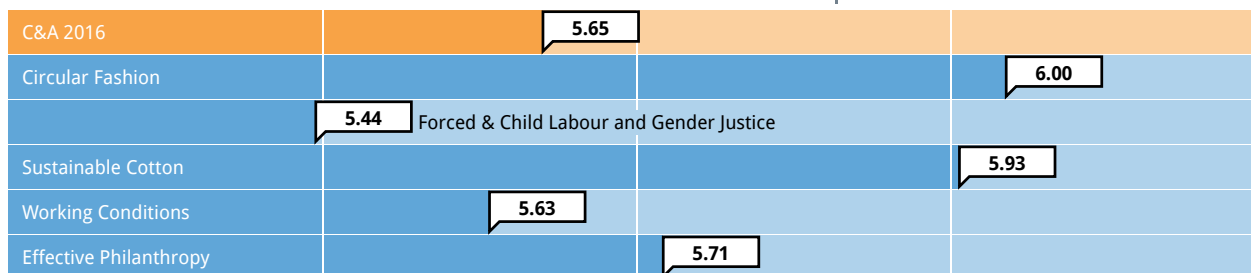
Cohort: Custom Cohort   **Past results:** ● On ○ Off   **Subgroup:** Signature Program

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 (3.45)	25th (4.68)	50th (5.13)	75th (5.46)	100th (6.44)

C&A 2019 — **5.23** / 58th

Custom Cohort

C&A 2016	5.05
Circular Fashion	5.33
Forced & Child Labour and Gender Justice	5.00
Sustainable Cotton	5.40
Working Conditions	5.33
Effective Philanthropy	5.00
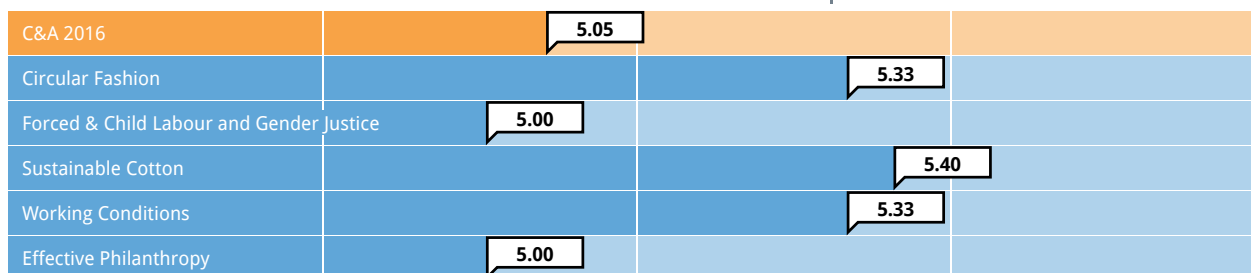
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

To what extent has the Foundation affected public policy in your field?

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

0th (2.54)	25th (4.12)	50th (4.60)	75th (5.11)	100th (5.99)

C&A 2019 — **4.05** / 22nd

Custom Cohort

C&A 2016	4.25
Circular Fashion	3.80
Forced & Child Labour and Gender Justice	3.94
Sustainable Cotton	4.08
Working Conditions	4.00
Effective Philanthropy	4.00

Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

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Impact on and Understanding of Partners' Local Communities

Overall, how would you rate the Foundation's impact on your local community?

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

0th (2.52)	25th (5.08)	50th (5.67)	75th (6.06)	100th (6.83)

4.19 6th C&A 2019

Custom Cohort

C&A 2016 **4.71**
3.33 Circular Fashion
4.13 Forced & Child Labour and Gender Justice
Sustainable Cotton **4.82**
3.82 Working Conditions
4.80 Effective Philanthropy

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

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 (5.15)	50th (5.60)	75th (5.96)	100th (6.83)

C&A 2019 **5.09** 21st

Custom Cohort

C&A 2016 **4.94**
Forced & Child Labour and Gender Justice **5.36**
4.67 Sustainable Cotton
Working Conditions **5.21**
4.83 Effective Philanthropy
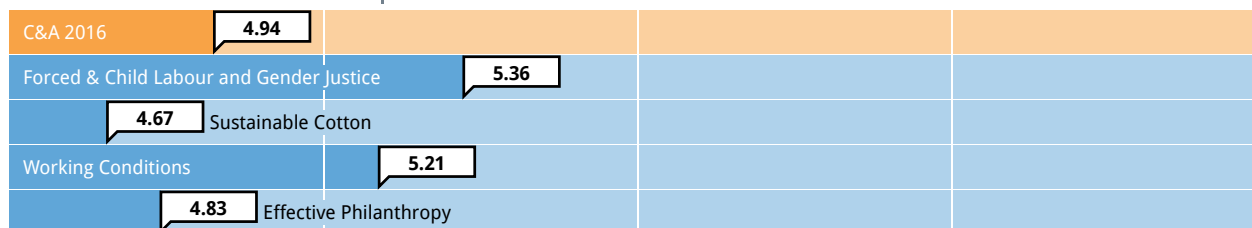
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Impact on and Understanding of Partners' Organizations

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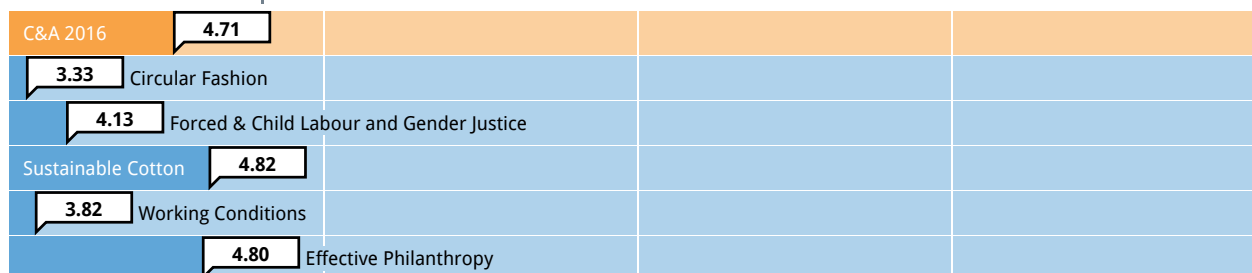
1 = No impact   **7** = Significant positive impact

	0th (4.37)	25th (5.89)	50th (6.17)	75th (6.32)	100th (6.80)

C&A 2019 — **5.64** 12th
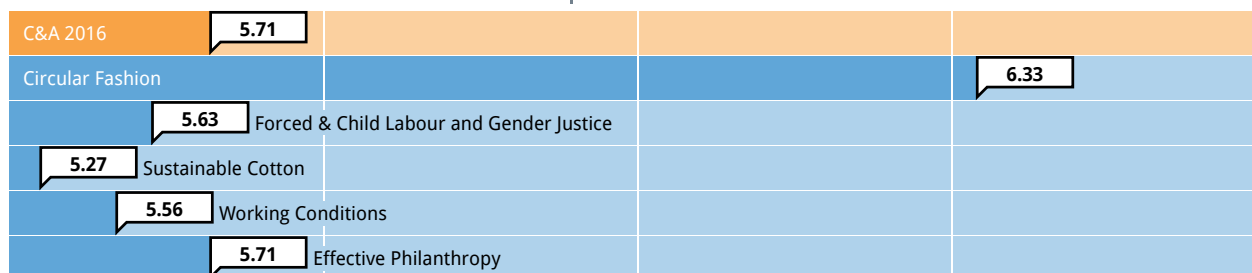
Custom Cohort

C&A 2016 — 5.71
Circular Fashion — 6.33
Forced & Child Labour and Gender Justice — 5.63
Sustainable Cotton — 5.27
Working Conditions — 5.56
Effective Philanthropy — 5.71

Cohort: Custom Cohort   Past results: ● On ○ Off   Subgroup: Signature Program

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

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

	0th (3.69)	25th (5.58)	50th (5.80)	75th (6.00)	100th (6.60)

C&A 2019 — **5.40** 14th

Custom Cohort

C&A 2016 — 5.33
Circular Fashion — 6.00
Forced & Child Labour and Gender Justice — 5.21
Sustainable Cotton — 5.40
Working Conditions — 5.22
Effective Philanthropy — 6.14

Cohort: Custom Cohort   Past results: ● On ○ Off   Subgroup: Signature Program

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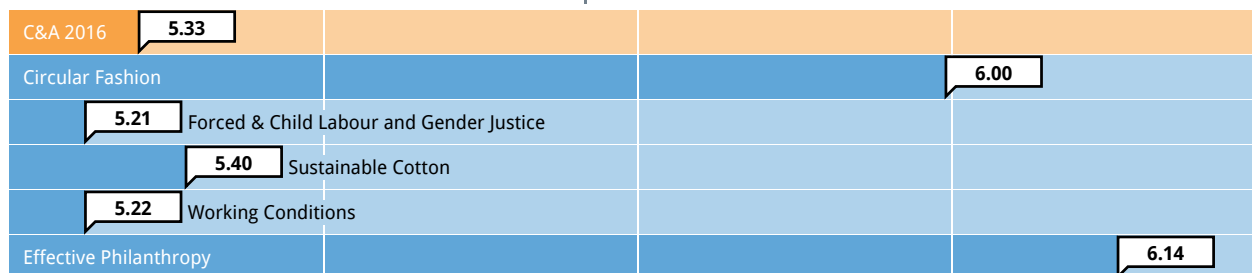
Grantee Challenges

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 (5.05)	50th (5.30)	75th (5.52)	100th (6.29)

C&A 2019 — 5.27* / 43rd

Custom Cohort

4.68 C&A 2016

Circular Fashion — 5.22

Forced & Child Labour and Gender Justice — 5.33

Sustainable Cotton — 5.27

Working Conditions — 5.06

Effective Philanthropy — 5.86
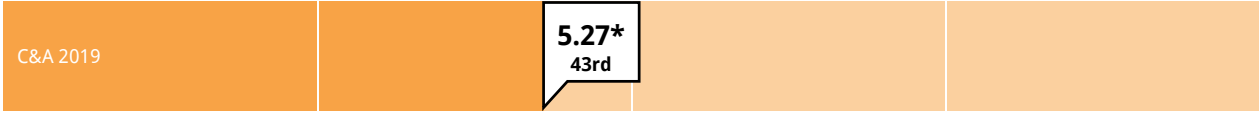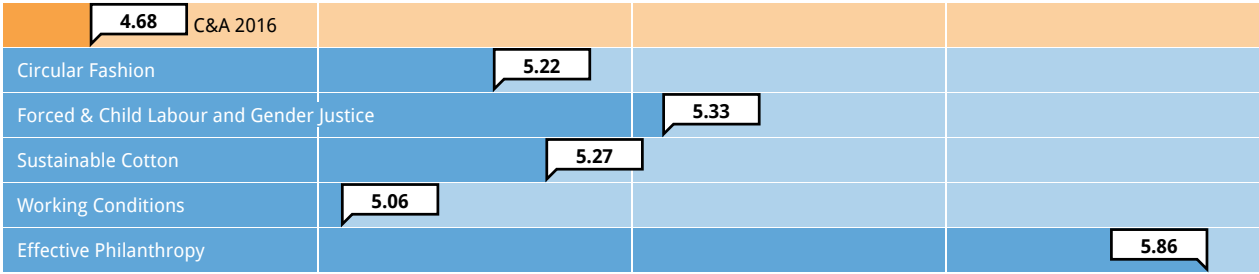
Cohort: Custom Cohort ▼   **Past results:** ◉ On ○ Off   **Subgroup:** Signature Program ▼

Funder-Partner Relationships

Funder-Partner 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 partner ratings on the following measures:

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

Funder-Partner Relationships Summary Measure

1 = Very negative	7 = Very positive

0th (4.80)	25th (6.02)	50th (6.20)	75th (6.37)	100th (6.72)

C&A 2019 — 6.06 — 29th

Custom Cohort

C&A 2016	5.80			
Circular Fashion			6.40	
	5.88 Forced & Child Labour and Gender Justice			
Sustainable Cotton	6.11			
Working Conditions	6.05			
Effective Philanthropy		6.30		

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ○ Off   **Subgroup:** Signature Program ▼
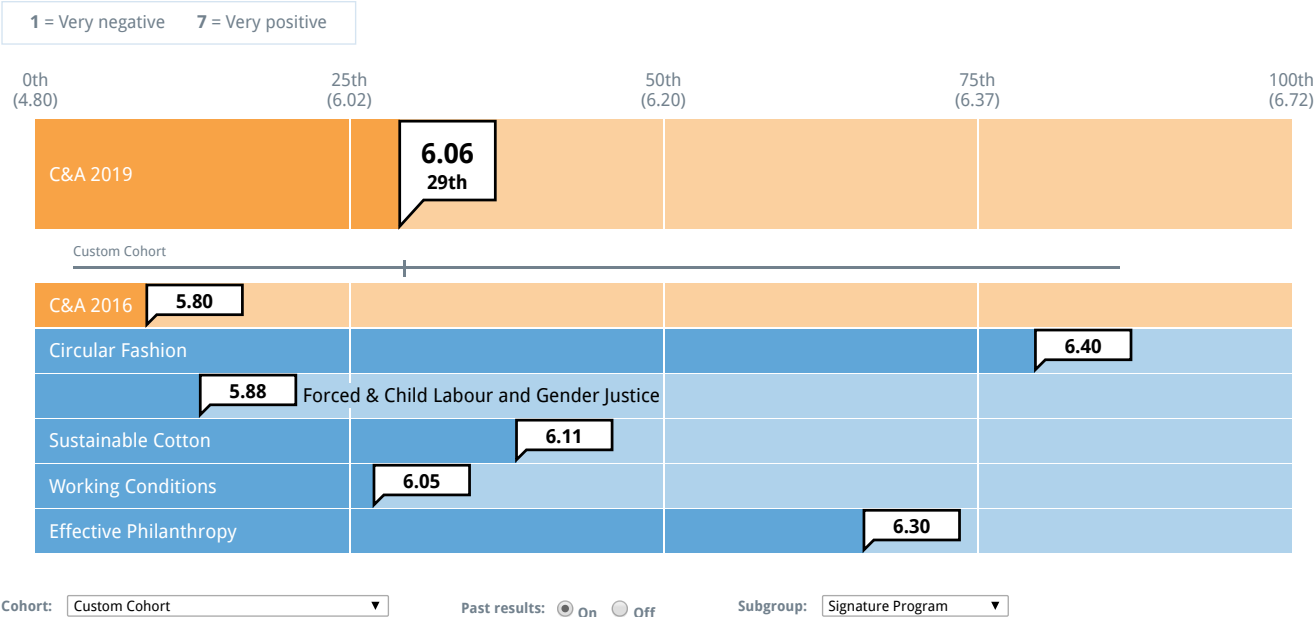
Quality of Interactions

Overall, how fairly did the Foundation treat you?

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

0th (5.12)	25th (6.38)	50th (6.54)	75th (6.68)	100th (6.90)

C&A 2019 — 6.26 13th

Custom Cohort

6.15 C&A 2016
Circular Fashion — 6.67
6.16 Forced & Child Labour and Gender Justice
Sustainable Cotton — 6.33
6.13 Working Conditions
Effective Philanthropy — 6.57
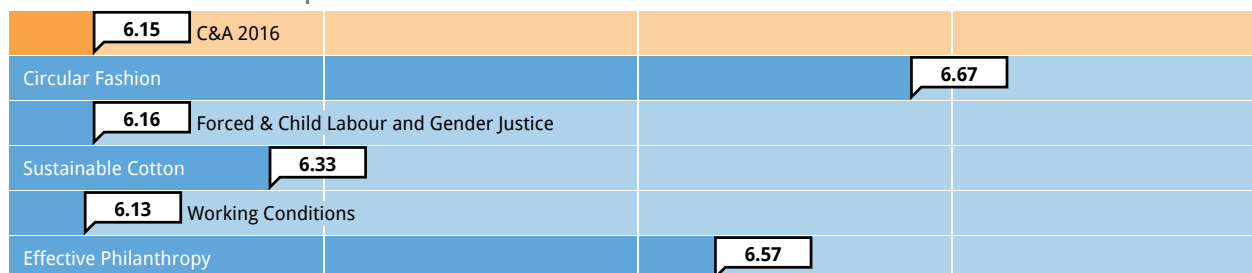
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

How comfortable do you feel approaching the Foundation if a problem arises?

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

0th (4.80)	25th (6.06)	50th (6.22)	75th (6.38)	100th (6.78)

C&A 2019 — 6.23 51st

Custom Cohort

C&A 2016 — 6.11
Circular Fashion — 6.33
5.89 Forced & Child Labour and Gender Justice
Sustainable Cotton — 6.33
Working Conditions — 6.28
Effective Philanthropy — 6.71

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

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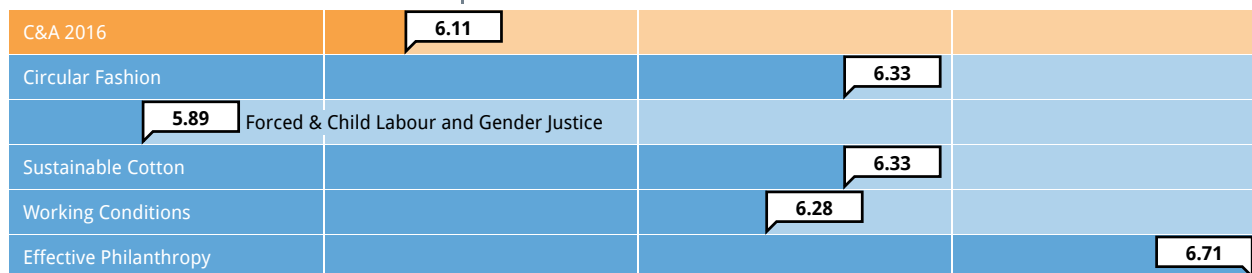
Overall, how responsive was Foundation staff?

1 = Not at all responsive   **7** = Extremely responsive
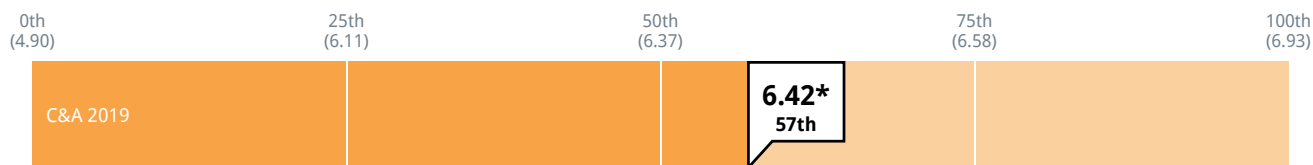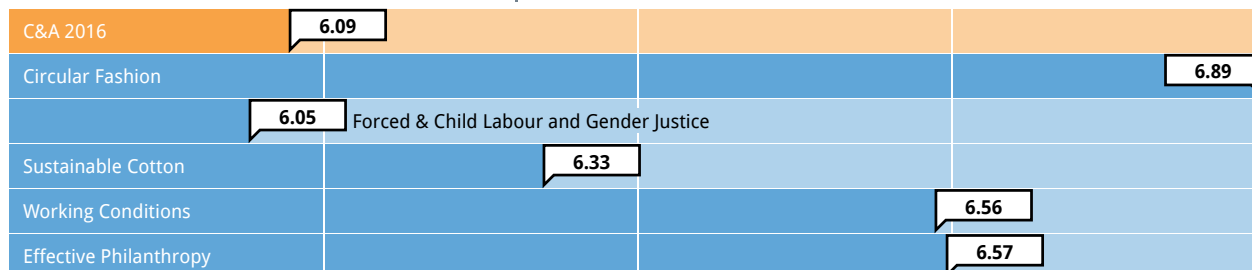
0th (4.90)	25th (6.11)	50th (6.37)	75th (6.58)	100th (6.93)

C&A 2019 — 6.42* 57th

Custom Cohort

- C&A 2016 — 6.09
- Circular Fashion — 6.89
- Forced & Child Labour and Gender Justice — 6.05
- Sustainable Cotton — 6.33
- Working Conditions — 6.56
- Effective Philanthropy — 6.57

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

The following questions were recently added to the grantee survey and depict comparative data from 23 funders in the dataset.

To what extent did the Foundation exhibit the following during this grant:

1 = Not at all   **4** = Somewhat   **7** = To a great extent

■ C&A 2019 ■ Median Funder

	1	2	3	4	5	6	7

Trust in your organization's staff
- C&A 2019 — 6.06
- Median Funder — 6.42

Candor about the Foundation's perspectives on your work
- C&A 2019 — 5.99
- Median Funder — 6.09

Respectful interaction
- C&A 2019 — 6.38
- Median Funder — 6.63

Compassion for those affected by your work
- C&A 2019 — 6.24
- Median Funder — 6.40
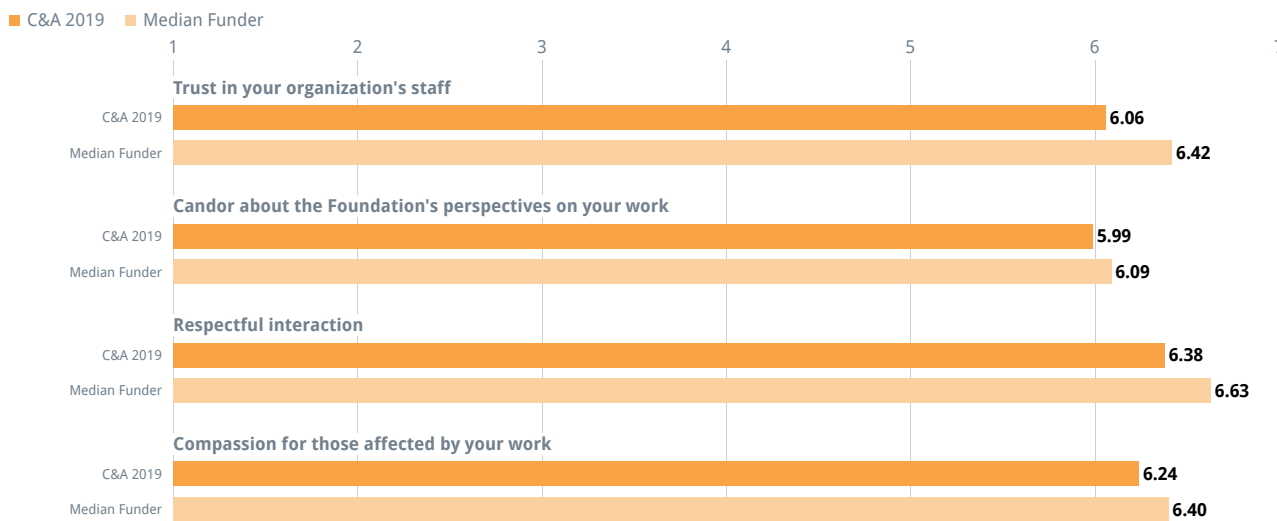
To what extent did the Foundation exhibit the following during this grant: - By Subgroup

1 = Not at all   **4** = Somewhat   **7** = To a great extent

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

Trust in your organization's staff

Subgroup	Score
Circular Fashion	6.33
Forced & Child Labour and Gender Justice	6.00
Sustainable Cotton	5.87
Working Conditions	5.97
Effective Philanthropy	6.57

Candor about the Foundation's perspectives on your work

Subgroup	Score
Circular Fashion	6.44
Forced & Child Labour and Gender Justice	5.63
Sustainable Cotton	5.53
Working Conditions	6.16
Effective Philanthropy	6.71

Respectful interaction

Subgroup	Score
Circular Fashion	6.89
Forced & Child Labour and Gender Justice	6.11
Sustainable Cotton	6.47
Working Conditions	6.22
Effective Philanthropy	6.86

Compassion for those affected by your work

Subgroup	Score
Circular Fashion	6.44
Forced & Child Labour and Gender Justice	6.16
Sustainable Cotton	6.13
Working Conditions	6.22
Effective Philanthropy	6.43

Interaction Patterns

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

Frequency of Contact with Program Officer	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Monthly or more often	67%	77%	29%	43%
Once every few months	33%	21%	53%	50%
Yearly or less often	0%	2%	18%	7%

Frequency of Contact with Program Officer (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Monthly or more often	67%	63%	87%	62%	71%
Once every few months	33%	37%	13%	38%	29%
Yearly or less often	0%	0%	0%	0%	0%

"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Program Officer	11%	9%	15%	12%
Both of equal frequency	76%	59%	50%	59%
Partner	13%	33%	34%	28%

Initiation of Contact with Program Officer (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Program Officer	0%	26%	13%	3%	14%
Both of equal frequency	89%	63%	60%	97%	43%
Partner	11%	11%	27%	0%	43%

Contact Change and Site Visits

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

Proportion of partners responding 'Yes'

	0th (0%)	25th (5%)	50th (13%)	75th (25%)	100th (90%)
C&A 2019					37%* 89th

Custom Cohort

C&A 2016			17%		
Circular Fashion	0%				
Forced & Child Labour and Gender Justice				56%	
Sustainable Cotton				47%	
Working Conditions				39%	
Effective Philanthropy			29%		
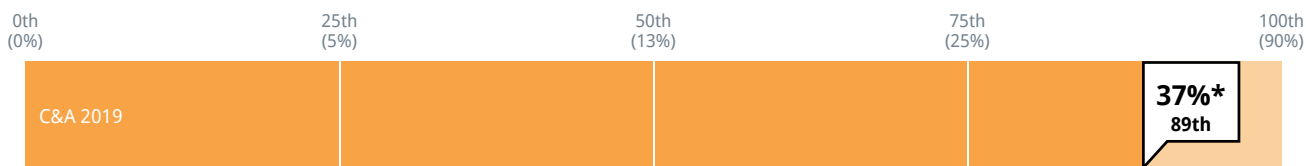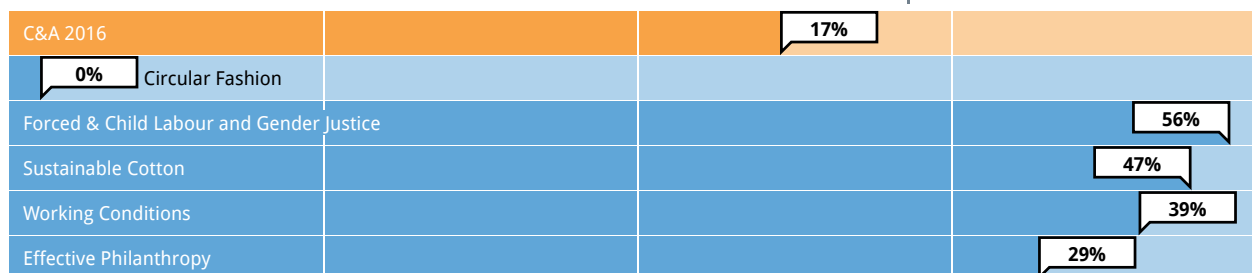
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

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

Proportion of partners responding 'Yes'
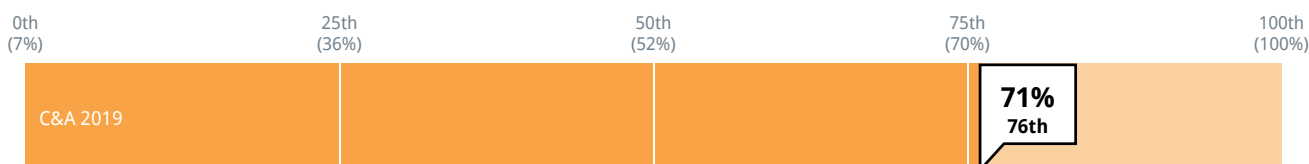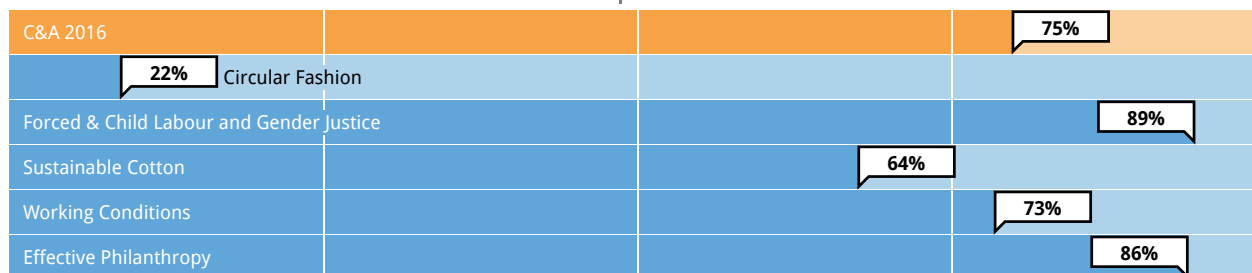
	0th (7%)	25th (36%)	50th (52%)	75th (70%)	100th (100%)
C&A 2019				71% 76th	

Custom Cohort

C&A 2016				75%	
Circular Fashion	22%				
Forced & Child Labour and Gender Justice				89%	
Sustainable Cotton			64%		
Working Conditions				73%	
Effective Philanthropy				86%	

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Communication

CONFIDENTIAL

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

1 = Not at all clearly   7 = Extremely clearly

	0th (3.65)	25th (5.51)	50th (5.76)	75th (6.00)	100th (6.48)

C&A 2019 — 5.62 / 38th

Custom Cohort

- C&A 2016 — 5.35
- Circular Fashion — 5.89
- Forced & Child Labour and Gender Justice — 5.32
- Sustainable Cotton — 5.87
- Working Conditions — 5.59
- Effective Philanthropy — 6.14
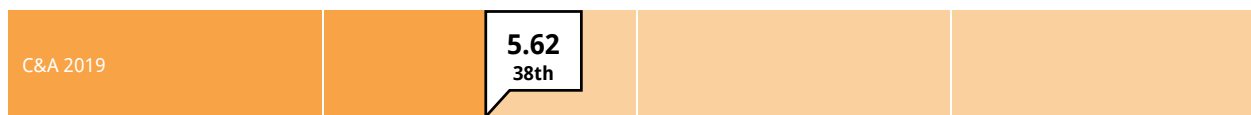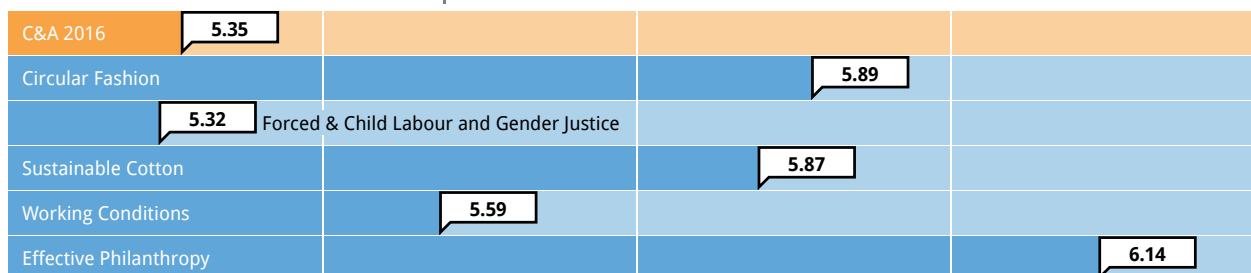
Cohort: Custom Cohort   Past results: ◉ On ○ Off   Subgroup: Signature Program

How consistent was the information provided by different communication 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 (5.79)	50th (6.02)	75th (6.21)	100th (6.69)

C&A 2019 — 5.64 / 13th

Custom Cohort

- C&A 2016 — 5.36
- Circular Fashion — 6.22
- Forced & Child Labour and Gender Justice — 5.65
- Sustainable Cotton — 5.50
- Working Conditions — 5.61
- Effective Philanthropy — 5.67
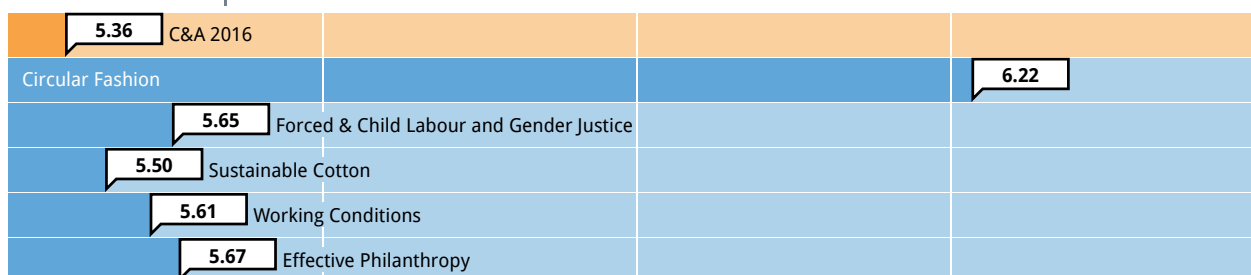
Cohort: Custom Cohort   Past results: ◉ On ○ Off   Subgroup: Signature Program

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

■ C&A 2019   ■ C&A 2016   ■ Custom Cohort   ■ Median Funder

Individual communication with Foundation staff

	%
C&A 2019	94%
C&A 2016	93%
Custom Cohort	93%
Median Funder	91%

The Foundation's funding guidelines

	%
C&A 2019	76%
C&A 2016	57%
Custom Cohort	62%
Median Funder	74%

The Foundation's website

	%
C&A 2019	64%
C&A 2016	72%
Custom Cohort	67%
Median Funder	80%

Helpfulness of Communication Resources

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

■ C&A 2019   ■ C&A 2016   ■ Custom Cohort   ■ Median Funder

Individual communication with Foundation staff

C&A 2019	6.51
C&A 2016	6.42
Custom Cohort	6.51
Median Funder	6.55

The Foundation's funding guidelines

C&A 2019	5.32
C&A 2016	5.27
Custom Cohort	5.60
Median Funder	5.89

The Foundation's website

C&A 2019	5.13
C&A 2016	4.88
Custom Cohort	5.12
Median Funder	5.60
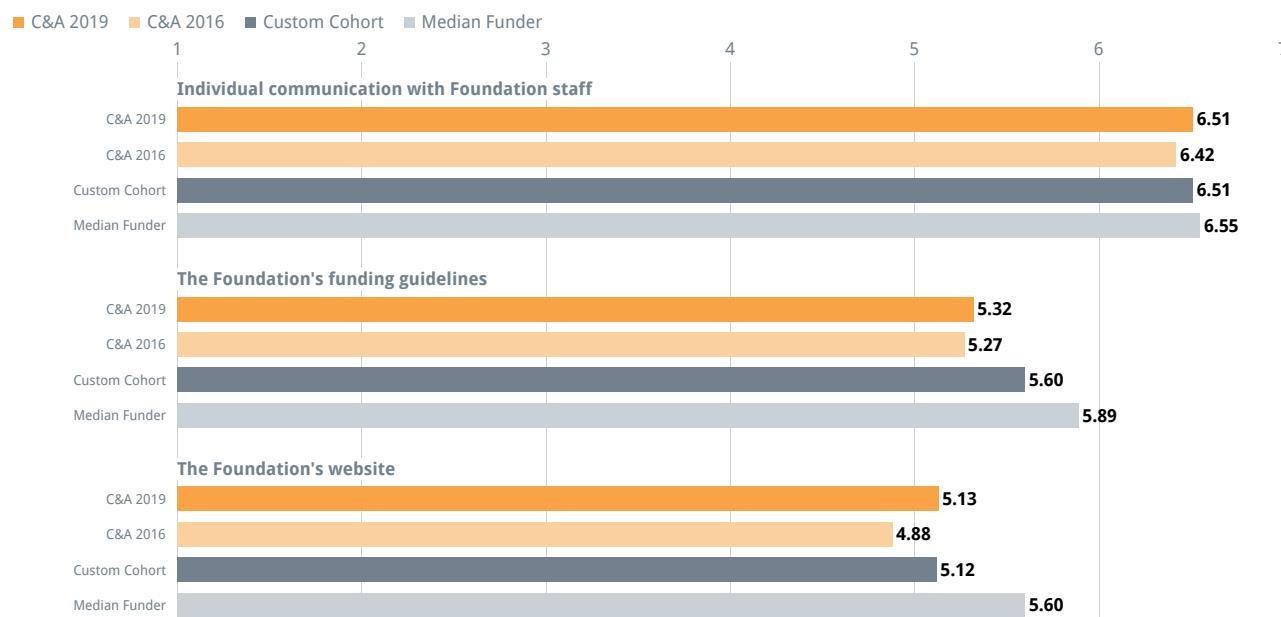
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

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

Usage of Communication Resources - By Subgroup

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

Individual communication with Foundation staff

Subgroup	Usage
Circular Fashion	100%
Forced & Child Labour and Gender Justice	95%
Sustainable Cotton	93%
Working Conditions	94%
Effective Philanthropy	86%

The Foundation's funding guidelines

Subgroup	Usage
Circular Fashion	78%
Forced & Child Labour and Gender Justice	95%
Sustainable Cotton	60%
Working Conditions	77%
Effective Philanthropy	71%

The Foundation's website

Subgroup	Usage
Circular Fashion	56%
Forced & Child Labour and Gender Justice	74%
Sustainable Cotton	73%
Working Conditions	58%
Effective Philanthropy	57%

Helpfulness of Communication Resources - By Subgroup

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

■ Circular Fashion ■ Forced & Child Labour and Gender Justice ■ Sustainable Cotton ■ Working Conditions ■ Effective Philanthropy

Individual communication with Foundation staff

Subgroup	Value
Circular Fashion	6.89
Forced & Child Labour and Gender Justice	6.39
Sustainable Cotton	6.64
Working Conditions	6.38
Effective Philanthropy	6.67

The Foundation's funding guidelines

Subgroup	Value
Circular Fashion	5.43
Forced & Child Labour and Gender Justice	5.06
Sustainable Cotton	5.33
Working Conditions	5.29
Effective Philanthropy	6.00

The Foundation's website

Subgroup	Value
Circular Fashion	5.00
Forced & Child Labour and Gender Justice	4.79
Sustainable Cotton	4.27
Working Conditions	5.61
Effective Philanthropy	N/A

Openness

To what extent is the Foundation open to ideas from partners about its strategy?

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

0th (4.14)	25th (5.05)	50th (5.30)	75th (5.57)	100th (6.26)

C&A 2019 — **5.58*** 77th

Custom Cohort

C&A 2016	5.00
Circular Fashion	6.00
Forced & Child Labour and Gender Justice	5.26
Sustainable Cotton	5.47
Working Conditions	5.68
Effective Philanthropy	5.86
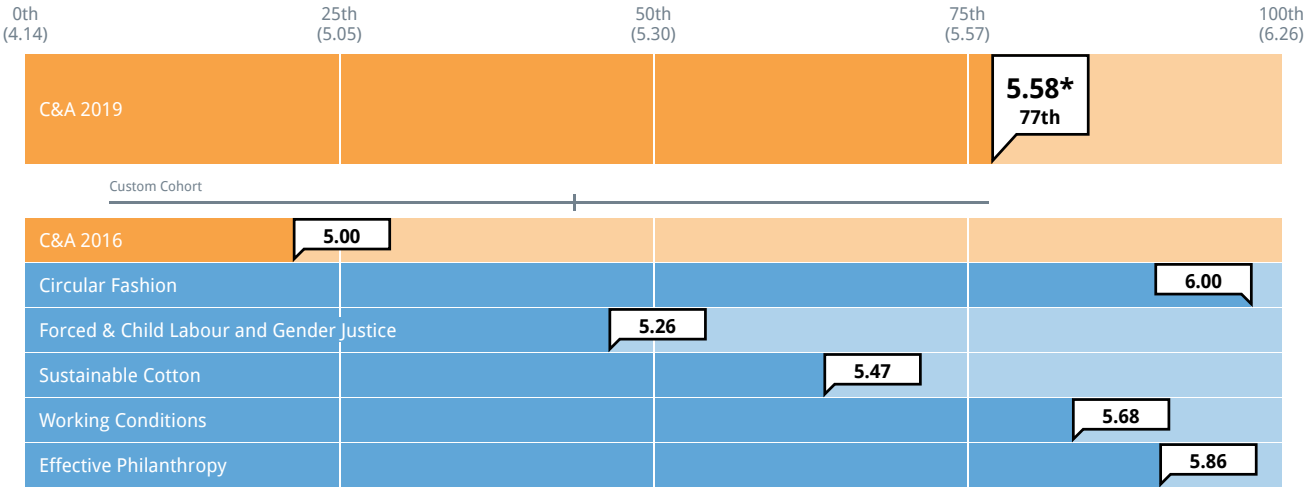
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Top Predictors of Relationships

CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding summary measure below is an average of ratings on the following measures:

- C&A's understanding of partner organizations' **strategy and goals**
- C&A's awareness of partner **organizations' challenges**
- C&A's understanding of the **fields** in which partners work
- C&A's understanding of partners' **local communities**
- C&A's understanding of the **social, cultural, or socioeconomic factors** that affect partners' work
- C&A's understanding of intended **beneficiaries' needs**
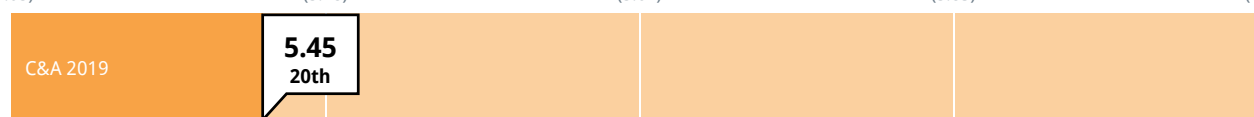- Extent to which C&A's **funding priorities** reflect a deep understanding of partners' intended beneficiaries' needs

Understanding Summary Measure

| 1 = Very negative | 7 = Very positive |

| 0th (4.05) | 25th (5.48) | 50th (5.67) | 75th (5.83) | 100th (6.32) |

C&A 2019 — 5.45 / 20th

Custom Cohort

C&A 2016	5.27
Circular Fashion	5.53
Forced & Child Labour and Gender Justice	5.45
Sustainable Cotton	5.42
Working Conditions	5.35
Effective Philanthropy	5.66
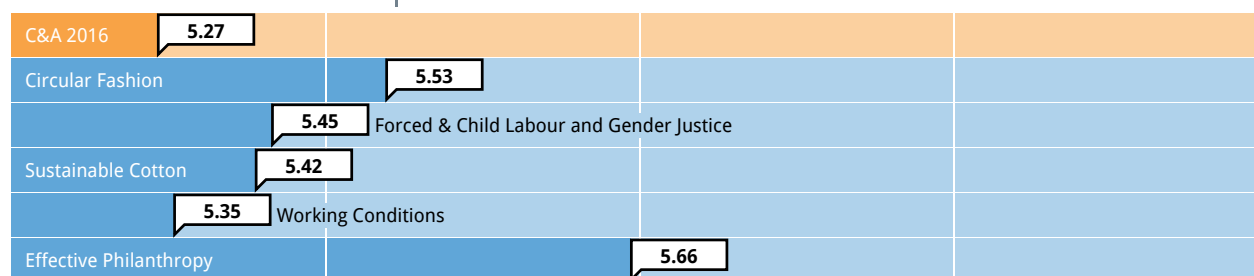
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

Overall, how transparent is the Foundation with your organization?

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

| 0th (3.69) | 25th (5.48) | 50th (5.74) | 75th (5.98) | 100th (6.48) |

C&A 2019 — 5.77 / 53rd

Custom Cohort

C&A 2016	5.45
Circular Fashion	6.11
Forced & Child Labour and Gender Justice	5.42
Sustainable Cotton	6.00
Working Conditions	5.72
Effective Philanthropy	6.14
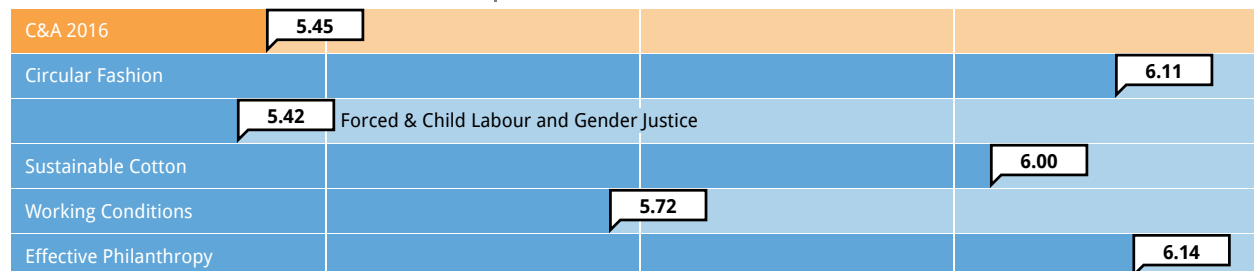
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

Beneficiary and Contextual Understanding

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 (5.45)	50th (5.70)	75th (5.90)	100th (6.58)

C&A 2019 — 5.51 / 31st

Custom Cohort

C&A 2016	5.41
Circular Fashion	5.44
Forced & Child Labour and Gender Justice	5.53
Sustainable Cotton	5.53
Working Conditions	5.48
Effective Philanthropy	5.50
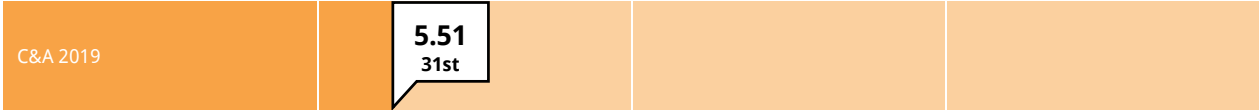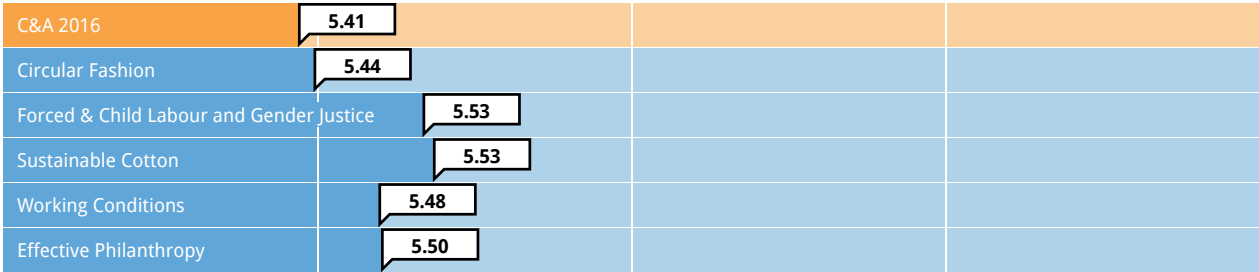
Cohort: Custom Cohort   Past results: ● On ○ Off   Subgroup: Signature Program

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, constituents, or participants.

How well does the Foundation understand your intended beneficiaries' needs?

1 = Limited understanding   **7** = Thorough understanding
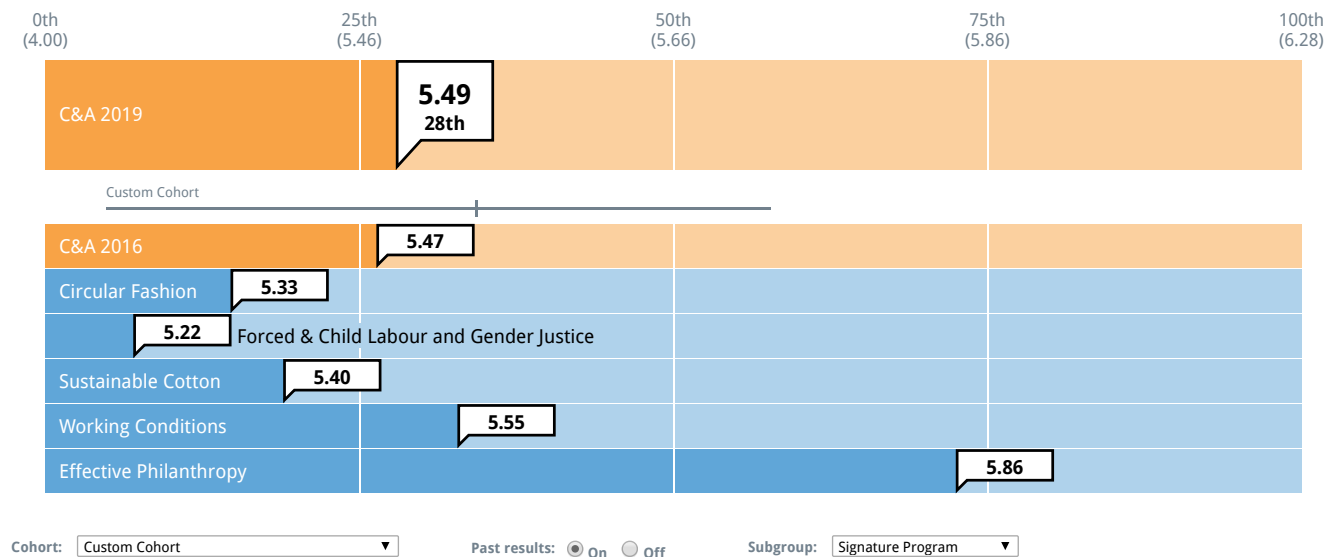
	0th (4.00)	25th (5.46)	50th (5.66)	75th (5.86)	100th (6.28)
C&A 2019		5.49 28th			

Custom Cohort

C&A 2016	5.47
Circular Fashion	5.33
Forced & Child Labour and Gender Justice	5.22
Sustainable Cotton	5.40
Working Conditions	5.55
Effective Philanthropy	5.86

Cohort: Custom Cohort   **Past results:** ● On ○ Off   **Subgroup:** Signature Program

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 (5.31)	50th (5.54)	75th (5.81)	100th (6.44)
C&A 2019		5.43 35th			

Custom Cohort

C&A 2016	5.40
Circular Fashion	5.44
Forced & Child Labour and Gender Justice	5.00
Sustainable Cotton	5.53
Working Conditions	5.53
Effective Philanthropy	5.71

Cohort: Custom Cohort   **Past results:** ● On ○ Off   **Subgroup:** Signature Program
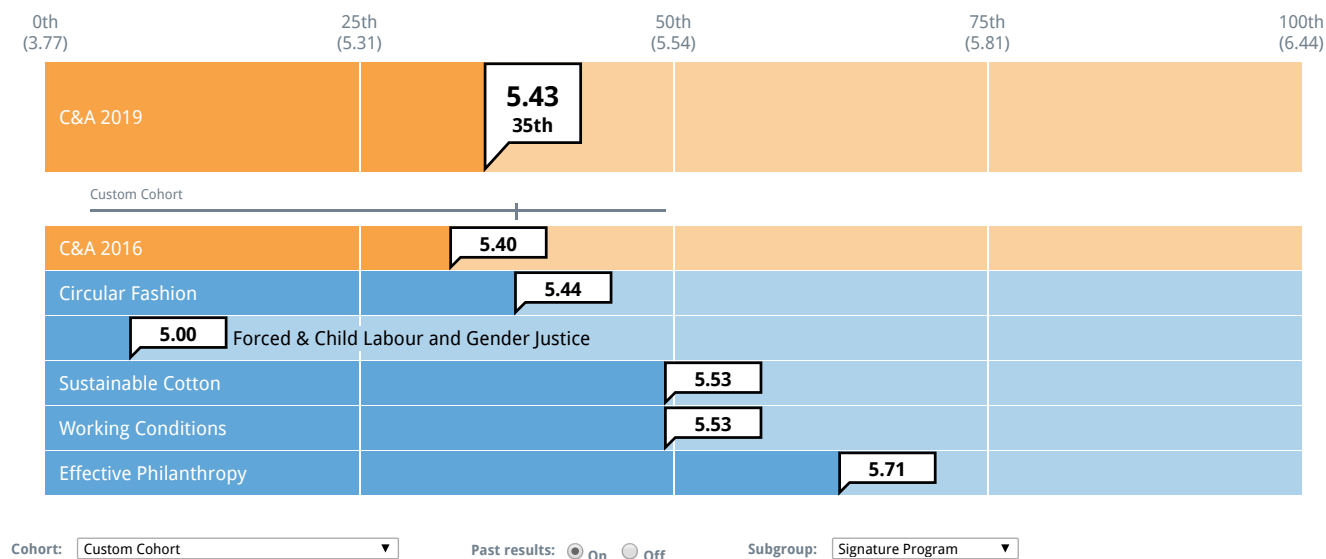
Grant Processes

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 (3.45)	25th (4.69)	50th (4.98)	75th (5.22)	100th (6.20)
C&A 2019				**5.09** 63rd	

Custom Cohort

C&A 2016			**4.98**		
Circular Fashion				**5.25**	
Forced & Child Labour and Gender Justice		**5.00**			
Sustainable Cotton	**4.87**				
Working Conditions				**5.22**	
Effective Philanthropy					**5.71**
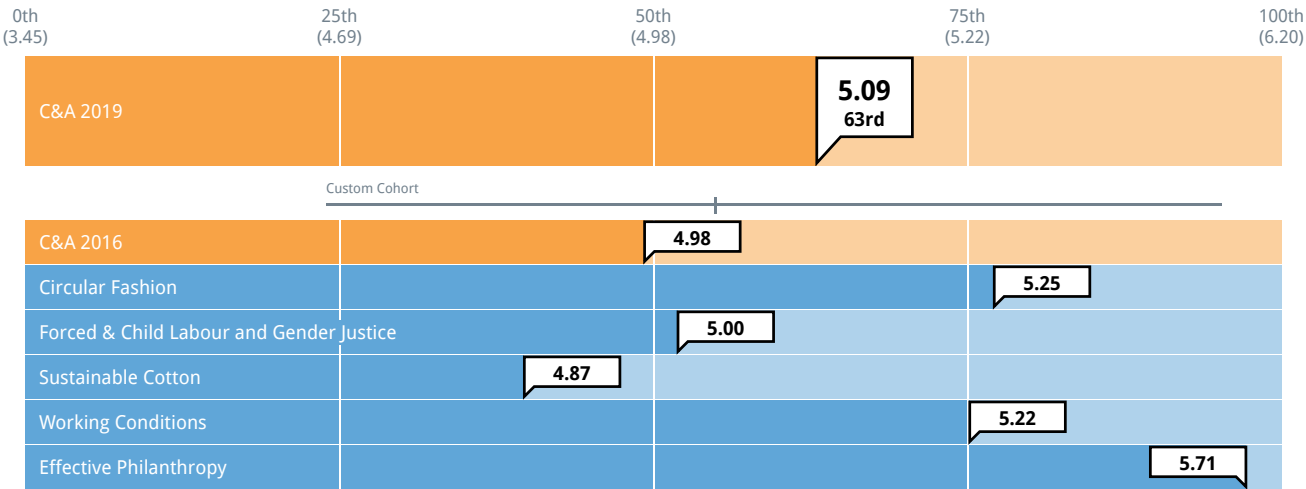
Cohort: [Custom Cohort ▼]   Past results: ⦿ On ◯ Off   Subgroup: [Signature Program ▼]

Selection Process

Did you submit a proposal for this grant?	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Submitted a Proposal	98%	96%	94%	96%
Did Not Submit a Proposal	2%	4%	6%	4%

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 (1.40)	25th (2.00)	50th (2.24)	75th (2.48)	100th (4.24)

C&A 2019	**3.11** **97th**

Custom Cohort

C&A 2016	**2.67**
Circular Fashion	**2.88**
Forced & Child Labour and Gender Justice	**3.22**
Sustainable Cotton	**3.00**
Working Conditions	**3.38**
Effective Philanthropy	**2.00**
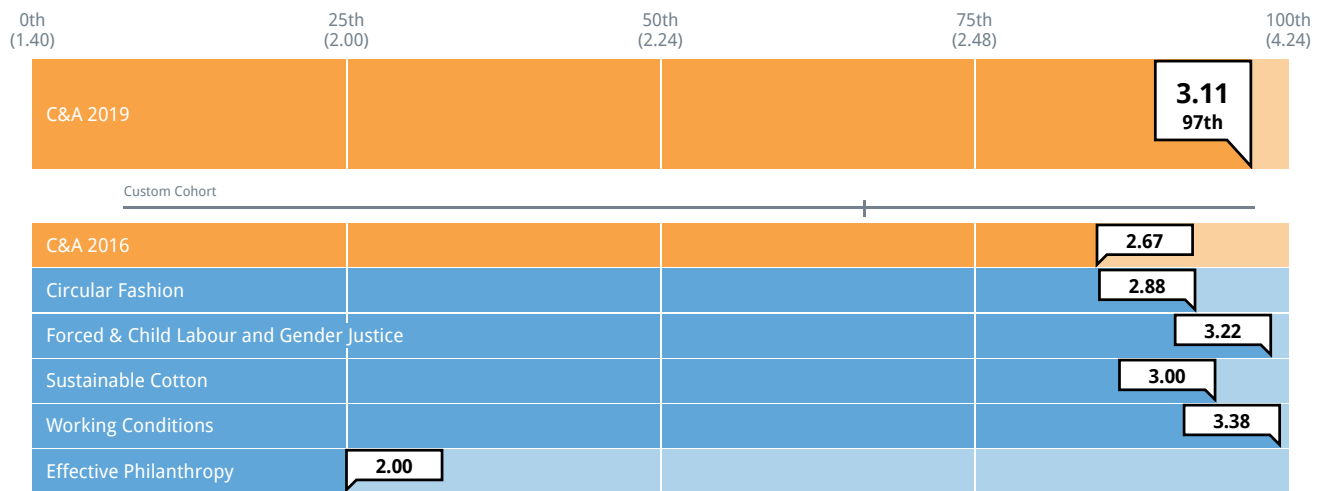
Cohort: [Custom Cohort ▾]   Past results: ⦿ On ○ Off   Subgroup: [Signature Program ▾]

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	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Less than 1 month	5%	9%	7%	8%
1 - 3 months	49%	66%	55%	55%
4 - 6 months	28%	16%	29%	25%
7 - 9 months	10%	5%	5%	6%
10 - 12 months	3%	0%	2%	3%
More than 12 months	5%	5%	2%	3%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Less than 1 month	12%	12%	7%	0%	0%
1 - 3 months	38%	50%	60%	41%	57%
4 - 6 months	38%	19%	20%	41%	0%
7 - 9 months	0%	6%	13%	10%	29%
10 - 12 months	12%	6%	0%	0%	0%
More than 12 months	0%	6%	0%	7%	14%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities beyond reporting undertaken to assess or learn about the grant, C&A's program, or other efforts.

> **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?**
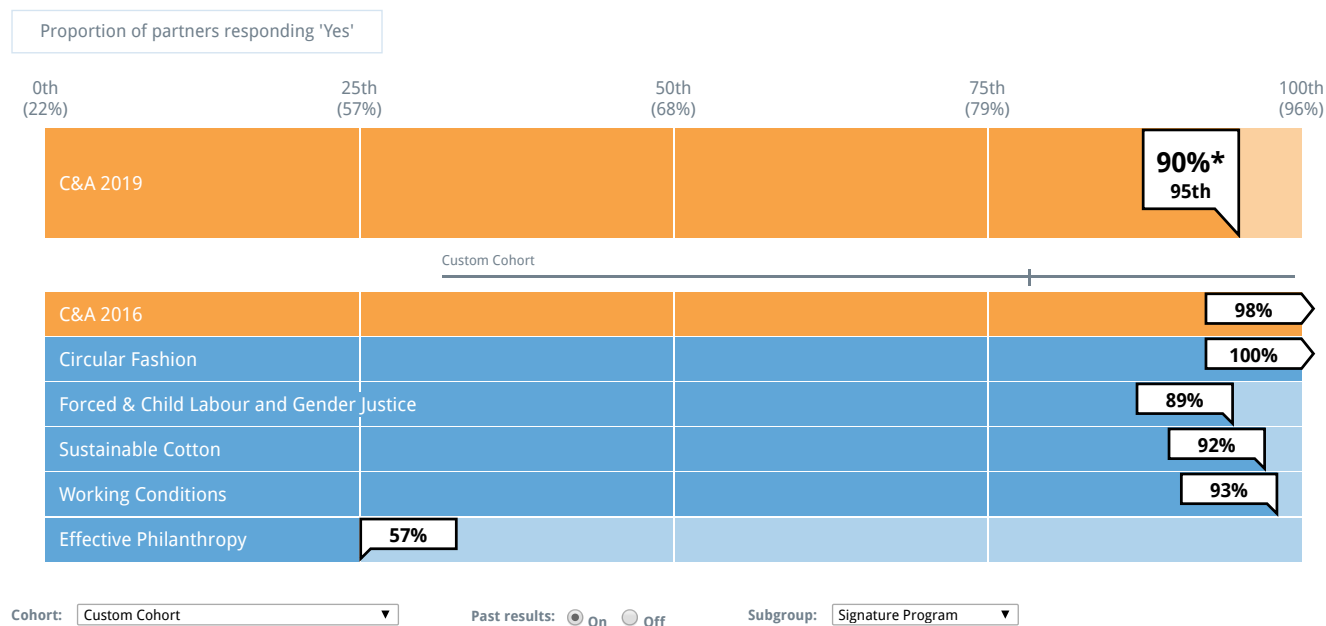
Proportion of partners responding 'Yes'

0th (22%)	25th (57%)	50th (68%)	75th (79%)	100th (96%)

C&A 2019 — 90%* / 95th

Custom Cohort

C&A 2016	98%
Circular Fashion	100%
Forced & Child Labour and Gender Justice	89%
Sustainable Cotton	92%
Working Conditions	93%
Effective Philanthropy	57%

Cohort: Custom Cohort ▼   **Past results:** ● On ○ Off   **Subgroup:** Signature Program ▼

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

Participation in Reporting and/or Evaluation Processes	C&A 2019	Average Funder	Custom Cohort
Participated in a reporting process only	46%	55%	50%
Participated in an evaluation process only	2%	1%	1%
Participated in both a reporting and an evaluation process	39%	32%	38%
Participated in neither a reporting nor an evaluation process	12%	12%	11%

Participation in Reporting and/or Evaluation Processes (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Participated in a reporting process only	56%	42%	47%	57%	29%
Participated in an evaluation process only	0%	5%	0%	3%	0%
Participated in both a reporting and an evaluation process	33%	42%	40%	33%	29%
Participated in neither a reporting nor an evaluation process	11%	11%	13%	7%	43%

Reporting Process

The following questions were only asked of grantees that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

To what extent was the Foundation's reporting process straightforward?

1 = Not at all	7 = To a great extent
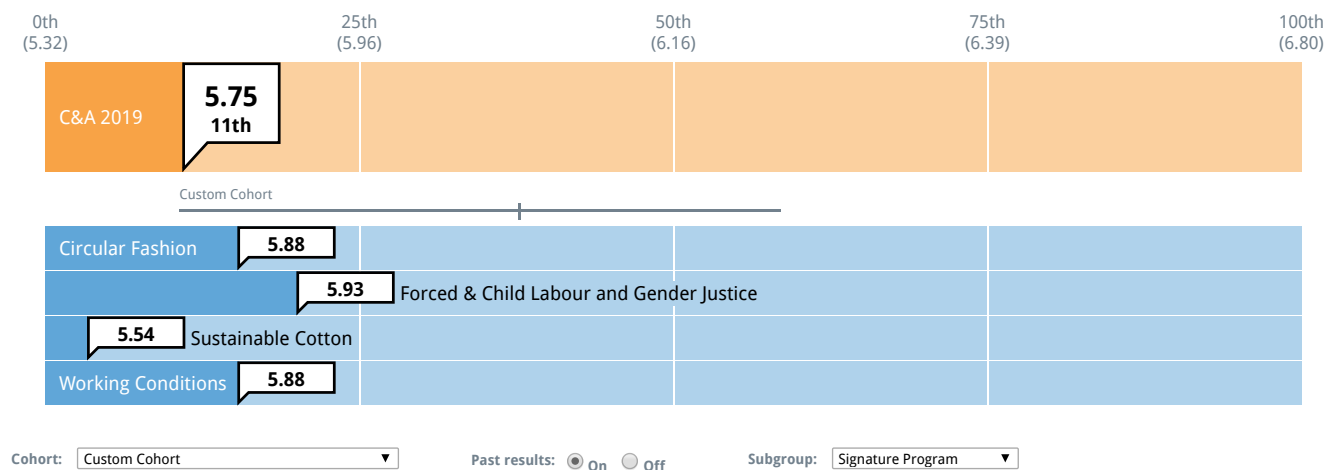
0th (5.32)	25th (5.96)	50th (6.16)	75th (6.39)	100th (6.80)

C&A 2019 — 5.75 — 11th

Custom Cohort

Circular Fashion — 5.88
Forced & Child Labour and Gender Justice — 5.93
Sustainable Cotton — 5.54
Working Conditions — 5.88

Cohort: Custom Cohort ▾   Past results: ● On ○ Off   Subgroup: Signature Program ▾

To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all	7 = To a great extent

0th (4.71)	25th (5.67)	50th (5.89)	75th (6.10)	100th (6.45)

C&A 2019 — 5.42 — 11th

Custom Cohort

Circular Fashion — 5.57
Forced & Child Labour and Gender Justice — 5.40
Sustainable Cotton — 5.38
Working Conditions — 5.25

Cohort: Custom Cohort ▾   Past results: ● On ○ Off   Subgroup: Signature Program ▾

To what extent was the Foundation's reporting process aligned appropriately to the timing of your work?

| **1** = Not at all | **7** = To a great extent |
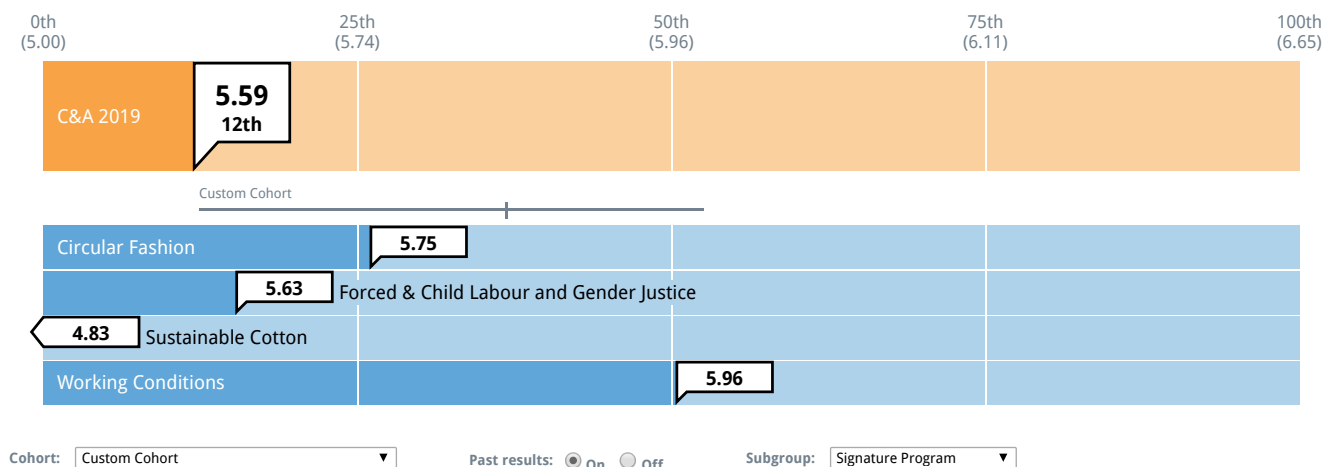
0th (5.00)	25th (5.74)	50th (5.96)	75th (6.11)	100th (6.65)

C&A 2019 — **5.59** / 12th

Custom Cohort

- Circular Fashion — 5.75
- Forced & Child Labour and Gender Justice — 5.63
- Sustainable Cotton — 4.83
- Working Conditions — 5.96

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

| **1** = Not at all | **7** = To a great extent |
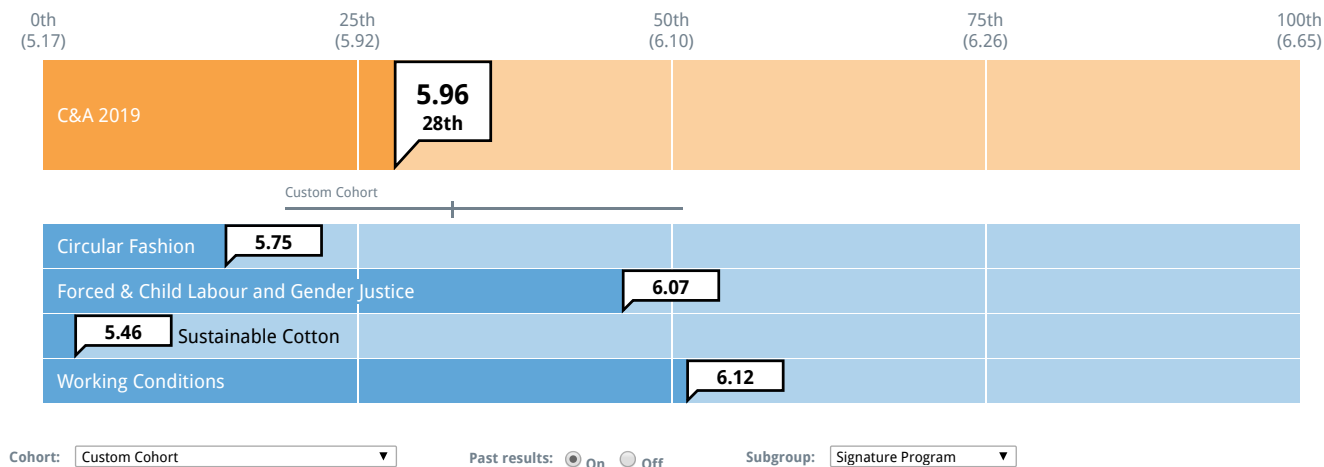
0th (5.17)	25th (5.92)	50th (6.10)	75th (6.26)	100th (6.65)

C&A 2019 — **5.96** / 28th

Custom Cohort

- Circular Fashion — 5.75
- Forced & Child Labour and Gender Justice — 6.07
- Sustainable Cotton — 5.46
- Working Conditions — 6.12

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

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

0th (4.67)	25th (5.60)	50th (5.85)	75th (6.05)	100th (6.48)

C&A 2019 — **5.85** / 48th

Custom Cohort

- Circular Fashion — 5.38
- Forced & Child Labour and Gender Justice — 6.06
- Sustainable Cotton — 5.69
- Working Conditions — 5.85

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼
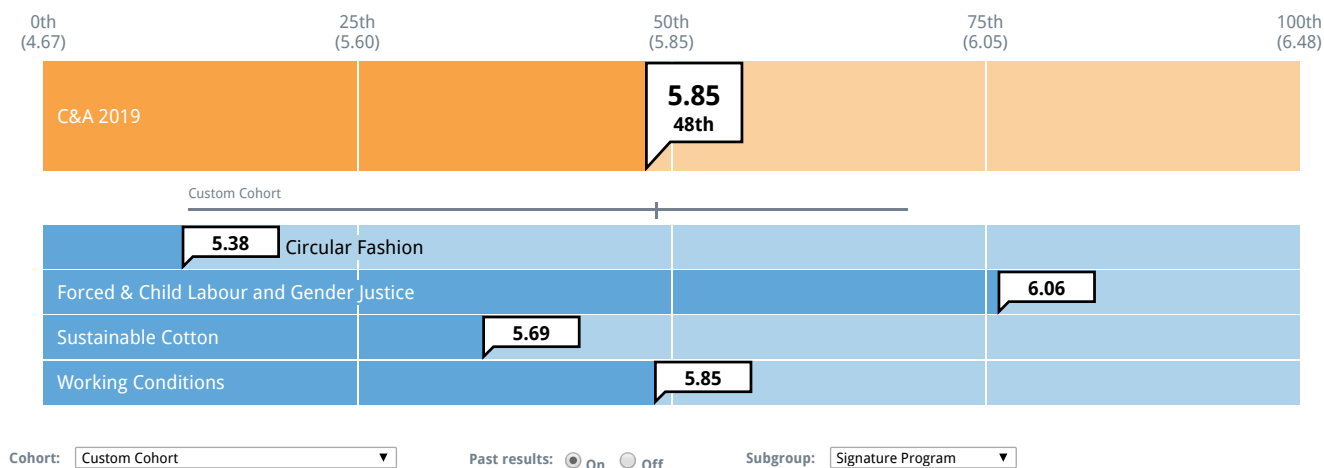
At any point have you had a substantive discussion with the Foundation about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of partners responding 'Yes'

0th (25%)	25th (50%)	50th (60%)	75th (70%)	100th (94%)

C&A 2019 — **79%** / **83rd**

Custom Cohort

Circular Fashion	88%
Forced & Child Labour and Gender Justice	63%
Sustainable Cotton	77%
Working Conditions	92%
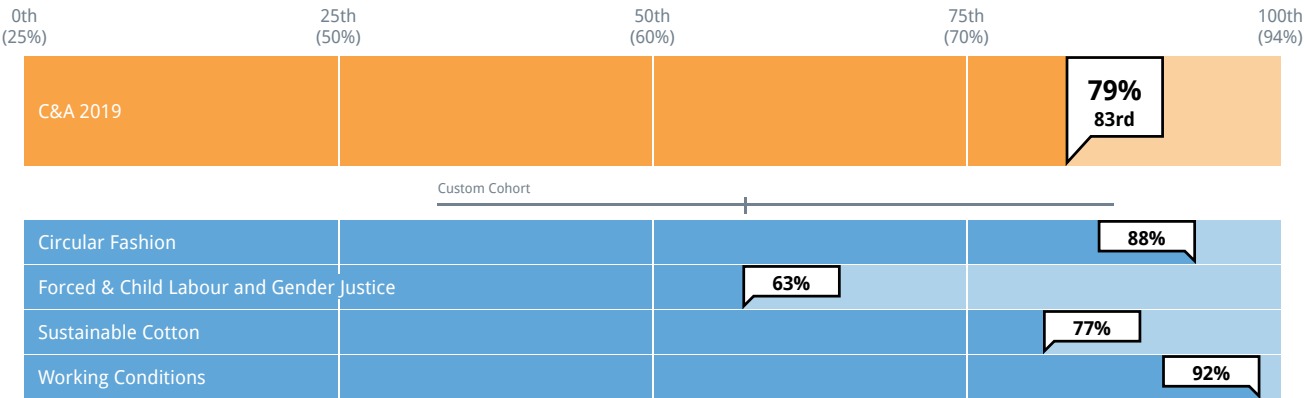
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

Evaluation Process

The following questions were only asked of grantees that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.
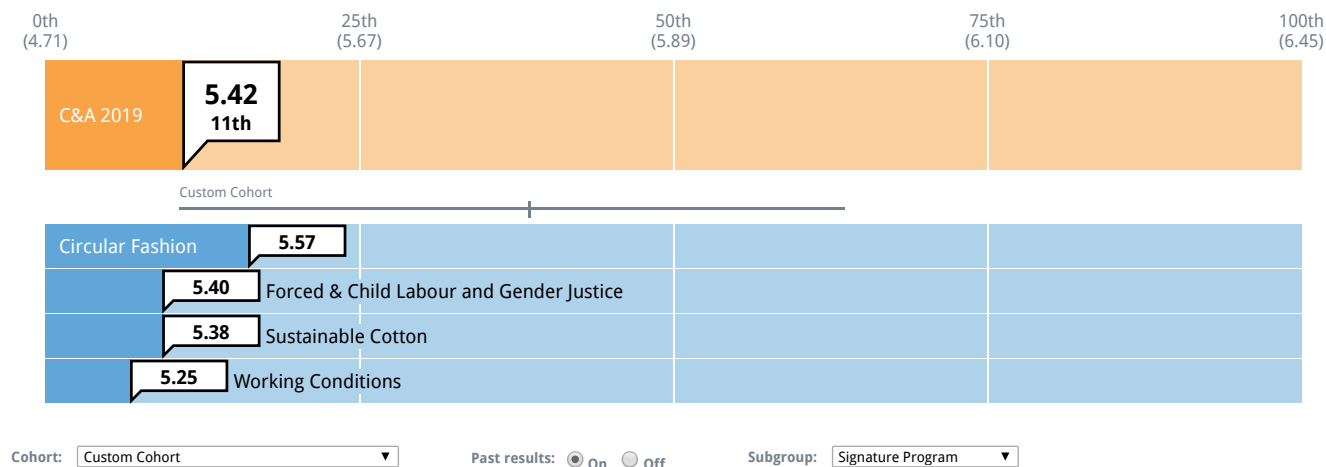
Who was primarily responsible for carrying out the evaluation?	C&A 2019	Average Funder	Custom Cohort
Evaluation staff at the Foundation	18%	22%	16%
Evaluation staff at your organization	24%	50%	34%
External evaluator, chosen by the Foundation	42%	15%	25%
External evaluator, chosen by your organization	15%	13%	25%

Who was primarily responsible for carrying out the evaluation? (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Evaluation staff at the Foundation	N/A	12%	20%	18%	N/A
Evaluation staff at your organization	N/A	38%	0%	18%	N/A
External evaluator, chosen by the Foundation	N/A	25%	80%	36%	N/A
External evaluator, chosen by your organization	N/A	25%	0%	27%	N/A

Did the Foundation provide financial support for the evaluation?	C&A 2019	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by the Foundation	62%	35%	51%
Yes, the evaluation's costs were partially funded by the Foundation	15%	16%	21%
No, the evaluation's costs were not funded by the Foundation	23%	49%	28%

Did the Foundation provide financial support for the evaluation? (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Yes, the evaluation's costs were fully funded by the Foundation	N/A	67%	N/A	70%	N/A
Yes, the evaluation's costs were partially funded by the Foundation	N/A	33%	N/A	10%	N/A
No, the evaluation's costs were not funded by the Foundation	N/A	0%	N/A	20%	N/A

To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all   7 = To a great extent

0th (4.00)	25th (5.22)	50th (5.52)	75th (5.76)	100th (6.40)

C&A 2019 — **5.20** 23rd
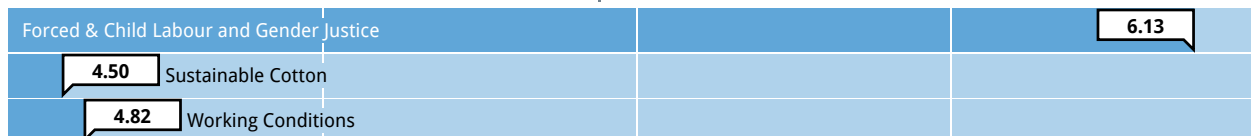
Custom Cohort

Forced & Child Labour and Gender Justice — 6.13

4.50 Sustainable Cotton

4.82 Working Conditions

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all   7 = To a great extent

0th (3.69)	25th (4.52)	50th (4.78)	75th (5.08)	100th (6.33)

C&A 2019 — **4.80** 53rd
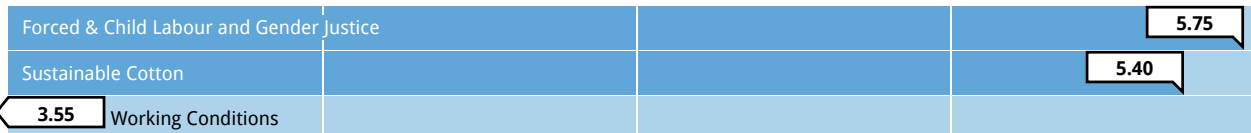
Custom Cohort

Forced & Child Labour and Gender Justice — 5.75

Sustainable Cotton — 5.40

3.55 Working Conditions

Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

To what extent did the evaluation generate information that you believe will be useful for other organizations?

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

0th (4.00)	25th (5.25)	50th (5.54)	75th (5.75)	100th (6.60)

C&A 2019 — **5.03** 13th

Custom Cohort

Forced & Child Labour and Gender Justice — **5.63**

Sustainable Cotton — **5.17**

3.70 Working Conditions
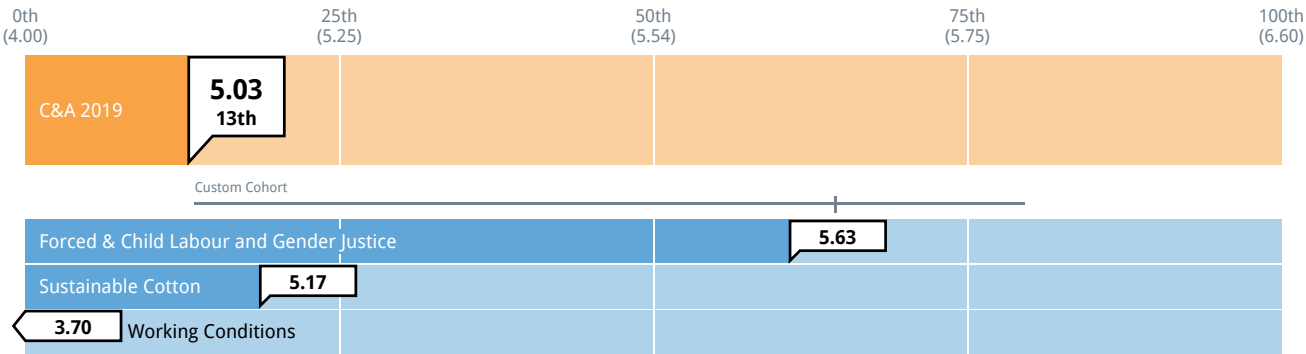
Cohort: Custom Cohort ▼   Past results: ● On ○ Off   Subgroup: Signature Program ▼

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
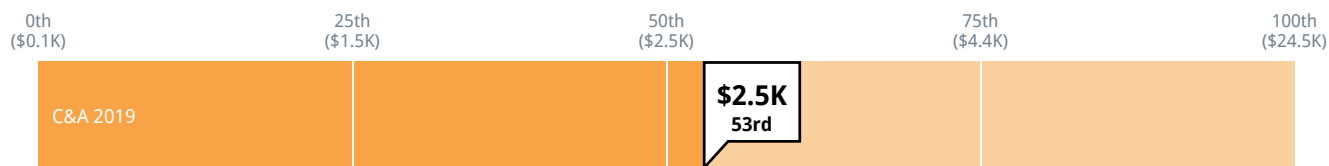
	0th ($0.1K)	25th ($1.5K)	50th ($2.5K)	75th ($4.4K)	100th ($24.5K)
C&A 2019			**$2.5K** 53rd		

Custom Cohort

C&A 2016				$4.8K	
Circular Fashion	$1.3K				
Forced & Child Labour and Gender Justice				$9.8K	
Sustainable Cotton			$3.8K		
Working Conditions	$1.6K				
Effective Philanthropy			$3.8K		
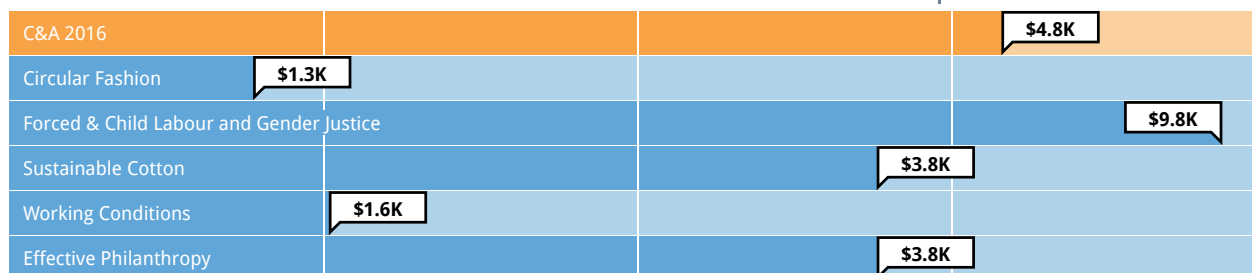
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Median Grant Size
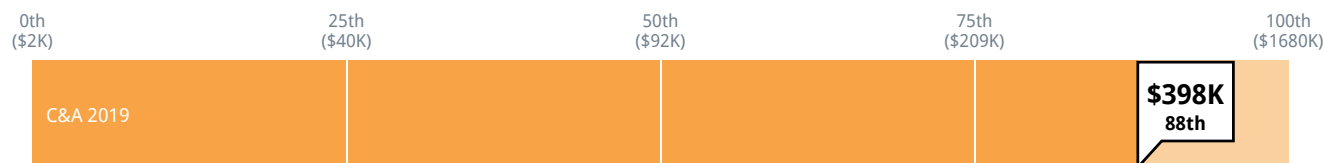
	0th ($2K)	25th ($40K)	50th ($92K)	75th ($209K)	100th ($1680K)
C&A 2019				**$398K** 88th	

Custom Cohort

C&A 2016				$473K	
Circular Fashion				$311K	
Forced & Child Labour and Gender Justice				$500K	
Sustainable Cotton				$643K	
Working Conditions				$213K	
Effective Philanthropy		$67K			
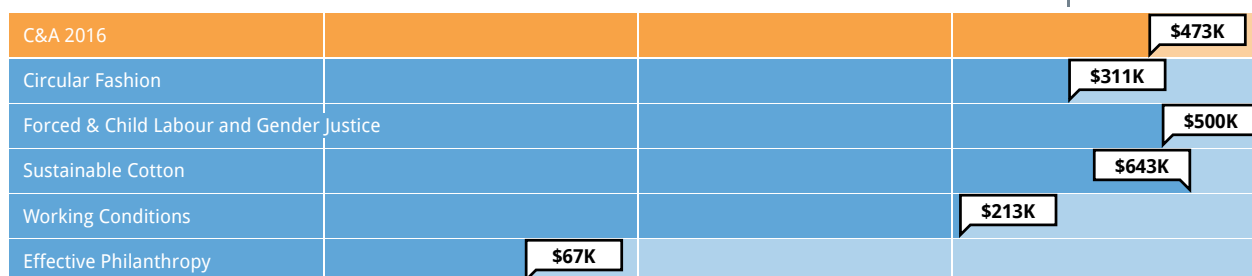
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Median hours spent by partners on funder requirements over grant lifetime

	0th (8hrs)	25th (23hrs)	50th (32hrs)	75th (55hrs)	100th (325hrs)

C&A 2019 — 120hrs 95th

Custom Cohort

C&A 2016				70hrs	
Circular Fashion				88hrs	
Forced & Child Labour and Gender Justice				155hrs	
Sustainable Cotton				120hrs	
Working Conditions				130hrs	
Effective Philanthropy		28hrs			
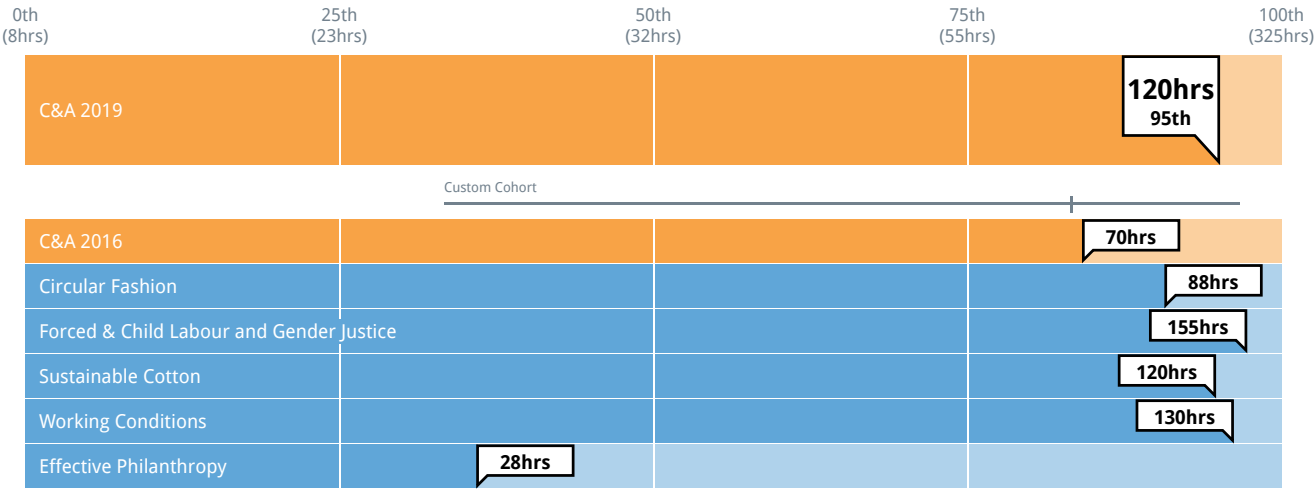
Cohort: Custom Cohort ▼   Past results: ◉ On ○ Off   Subgroup: Signature Program ▼

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

	0th (5hrs)	25th (15hrs)	50th (20hrs)	75th (30hrs)	100th (204hrs)

C&A 2019 — **80hrs** 96th

Custom Cohort

C&A 2016	40hrs
Circular Fashion	80hrs
Forced & Child Labour and Gender Justice	85hrs
Sustainable Cotton	80hrs
Working Conditions	80hrs
Effective Philanthropy	15hrs

Cohort: Custom Cohort ▼   **Past results:** ⦿ On ◯ Off   **Subgroup:** Signature Program ▼
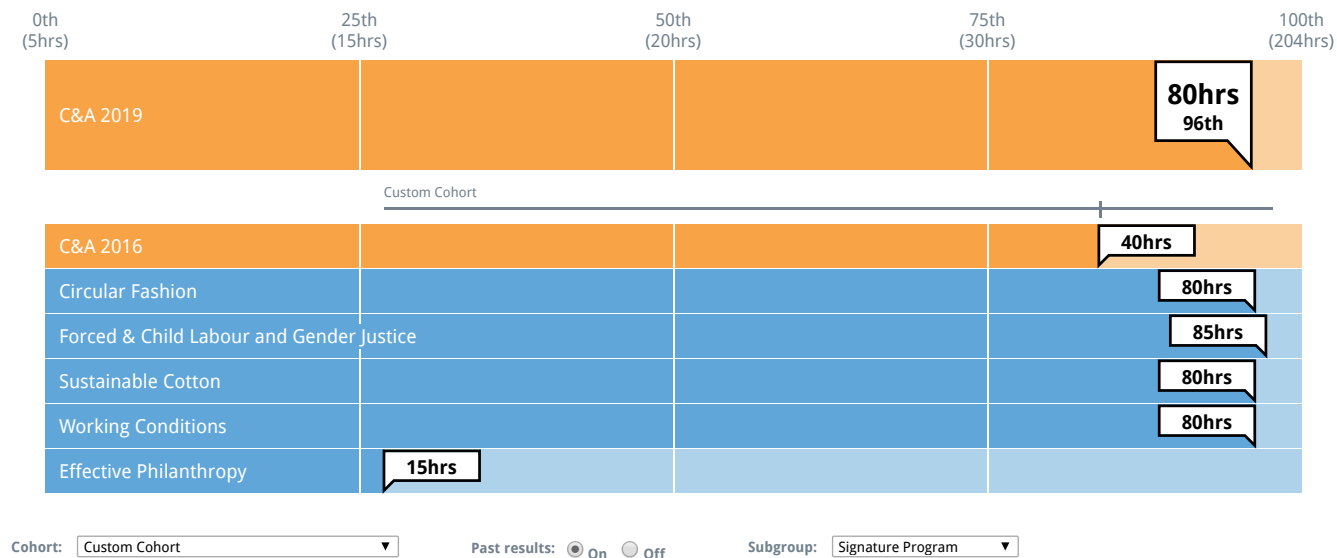
Time Spent On Proposal And Selection Process	C&A 2019	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	6%	2%	20%	9%
10 to 19 hours	3%	7%	21%	15%
20 to 29 hours	6%	17%	18%	15%
30 to 39 hours	3%	10%	8%	8%
40 to 49 hours	13%	24%	12%	15%
50 to 99 hours	31%	12%	11%	19%
100 to 199 hours	26%	14%	6%	11%
200+ hours	13%	14%	3%	8%

Time Spent On Proposal And Selection Process (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
1 to 9 hours	0%	0%	8%	0%	43%
10 to 19 hours	0%	0%	8%	0%	14%
20 to 29 hours	0%	7%	0%	7%	0%
30 to 39 hours	0%	0%	0%	4%	14%
40 to 49 hours	0%	21%	8%	11%	29%
50 to 99 hours	71%	21%	31%	33%	0%
100 to 199 hours	29%	29%	38%	26%	0%
200+ hours	0%	21%	8%	19%	0%

Time Spent on Reporting and Evaluation Process

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

	0th (3hrs)	25th (5hrs)	50th (8hrs)	75th (12hrs)	100th (90hrs)
C&A 2019					**28hrs** 98th

Custom Cohort

C&A 2016					23hrs
Circular Fashion					15hrs
Forced & Child Labour and Gender Justice					30hrs
Sustainable Cotton					21hrs
Working Conditions					34hrs

Cohort: [Custom Cohort ▼]   Past results: ⦿ On ◯ Off   Subgroup: [Signature Program ▼]
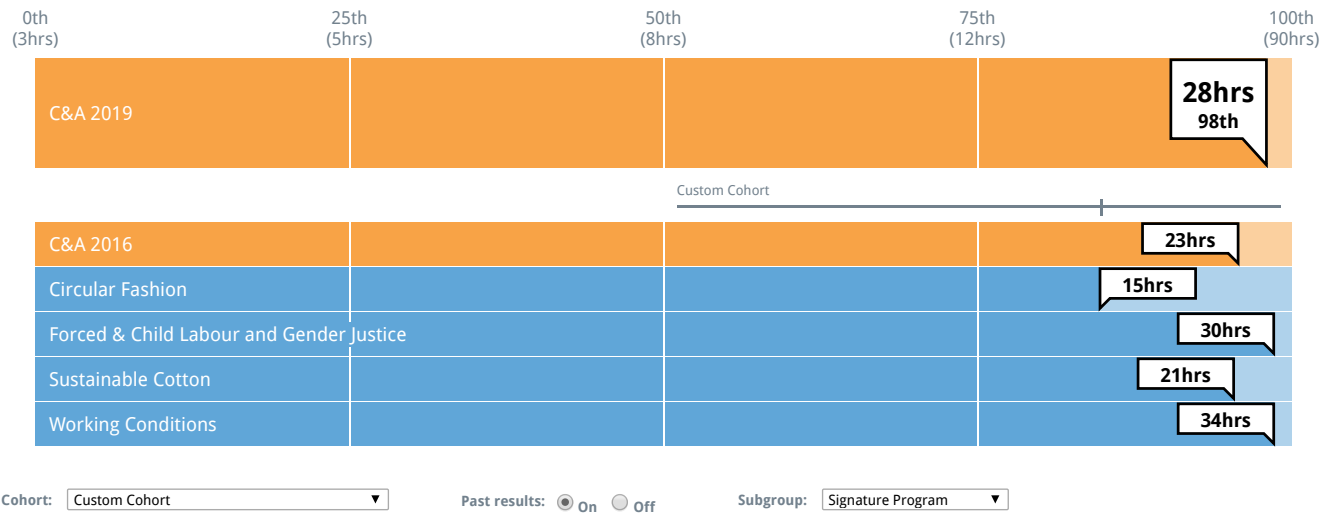
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	C&A 2019	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	12%	27%	53%	31%
10 to 19 hours	23%	8%	20%	22%
20 to 29 hours	17%	22%	10%	14%
30 to 39 hours	13%	11%	4%	7%
40 to 49 hours	7%	5%	4%	7%
50 to 99 hours	8%	11%	5%	11%
100+ hours	20%	16%	5%	8%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
1 to 9 hours	14%	15%	27%	5%	N/A
10 to 19 hours	43%	15%	18%	23%	N/A
20 to 29 hours	14%	15%	9%	14%	N/A
30 to 39 hours	0%	15%	18%	18%	N/A
40 to 49 hours	0%	8%	9%	9%	N/A
50 to 99 hours	0%	15%	0%	14%	N/A
100+ hours	29%	15%	18%	18%	N/A

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by C&A.

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 C&A facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

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.
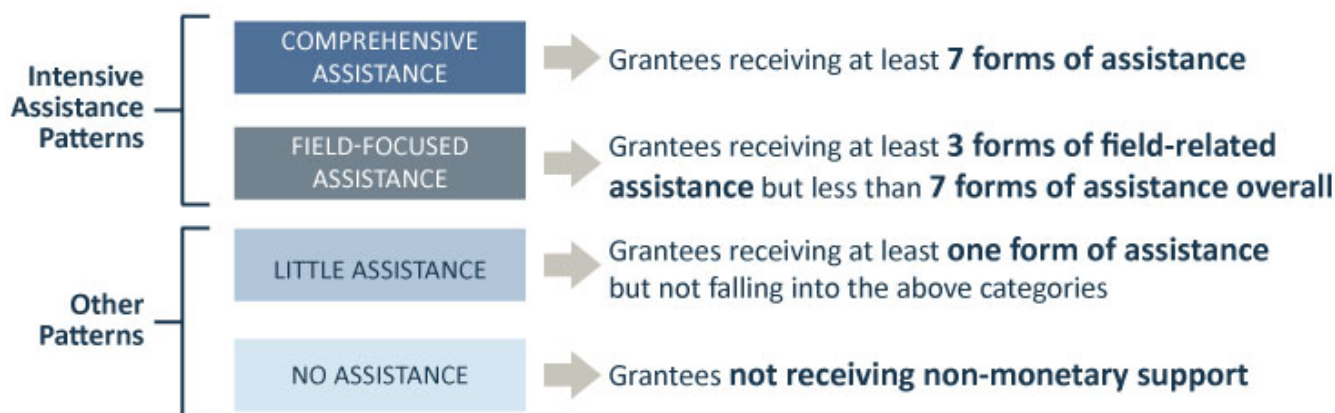
Non-Monetary Assistance Patterns	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Comprehensive	14%	4%	7%	8%
Field-focused	14%	21%	11%	13%
Little	52%	57%	40%	45%
None	20%	17%	42%	34%

Non-Monetary Assistance Patterns (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Comprehensive	11%	5%	20%	16%	14%
Field-focused	67%	16%	13%	3%	0%
Little	11%	53%	53%	66%	57%
None	11%	26%	13%	16%	29%

Proportion of partners that received field-focused or comprehensive assistance
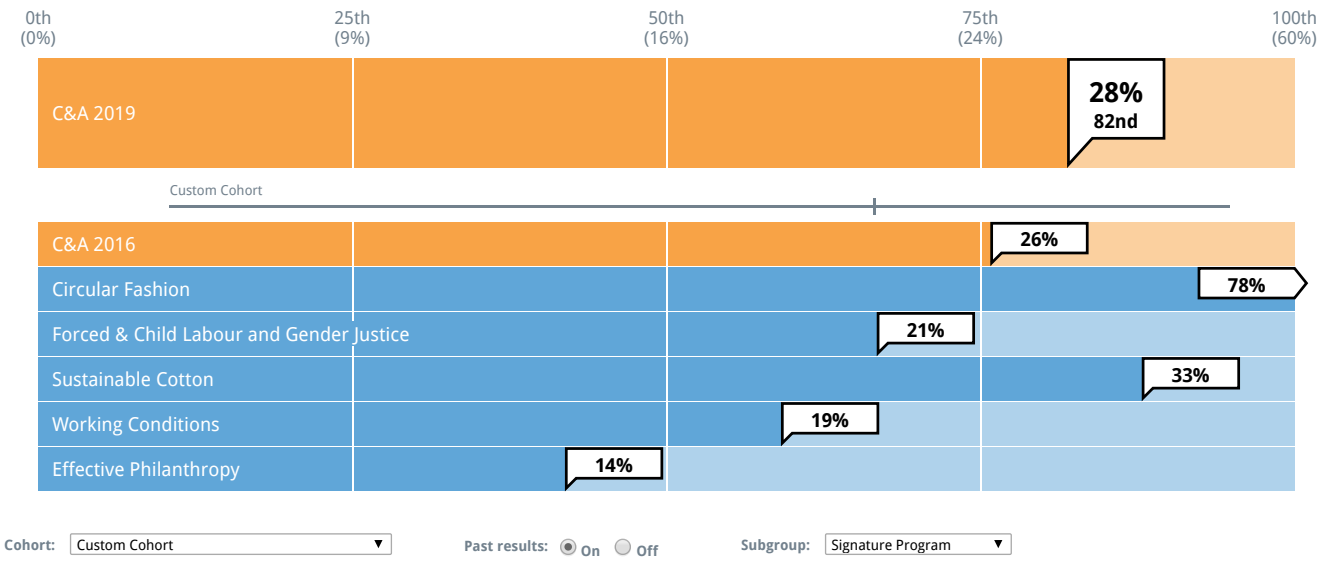
	0th (0%)	25th (9%)	50th (16%)	75th (24%)	100th (60%)
C&A 2019				**28%** **82nd**	

Custom Cohort

C&A 2016				26%	
Circular Fashion					78%
Forced & Child Labour and Gender Justice			21%		
Sustainable Cotton				33%	
Working Conditions		19%			
Effective Philanthropy	14%				

Cohort: [Custom Cohort ▼]   **Past results:** ◉ On ○ Off   **Subgroup:** [Signature Program ▼]

Proportion of partners that received field-focused or comprehensive assistance

The following question was recently added to the grantee survey and depict comparative data from 23 funders in the dataset.

If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?

■ C&A 2019 ■ Median Funder

Based on what the Foundation told your organization to request
- C&A 2019: 15%
- Median Funder: 20%

Based on what your organization believes the Foundation would be willing to fund
- C&A 2019: 12%
- Median Funder: 31%

Based on what your organization needs
- C&A 2019: 33%
- Median Funder: 45%

Based on the results of an assessment or evaluation
- C&A 2019: 13%
- Median Funder: 12%

Not applicable - I have never requested support from the Foundation to strengthen my organization
- C&A 2019: 55%
- Median Funder: 39%
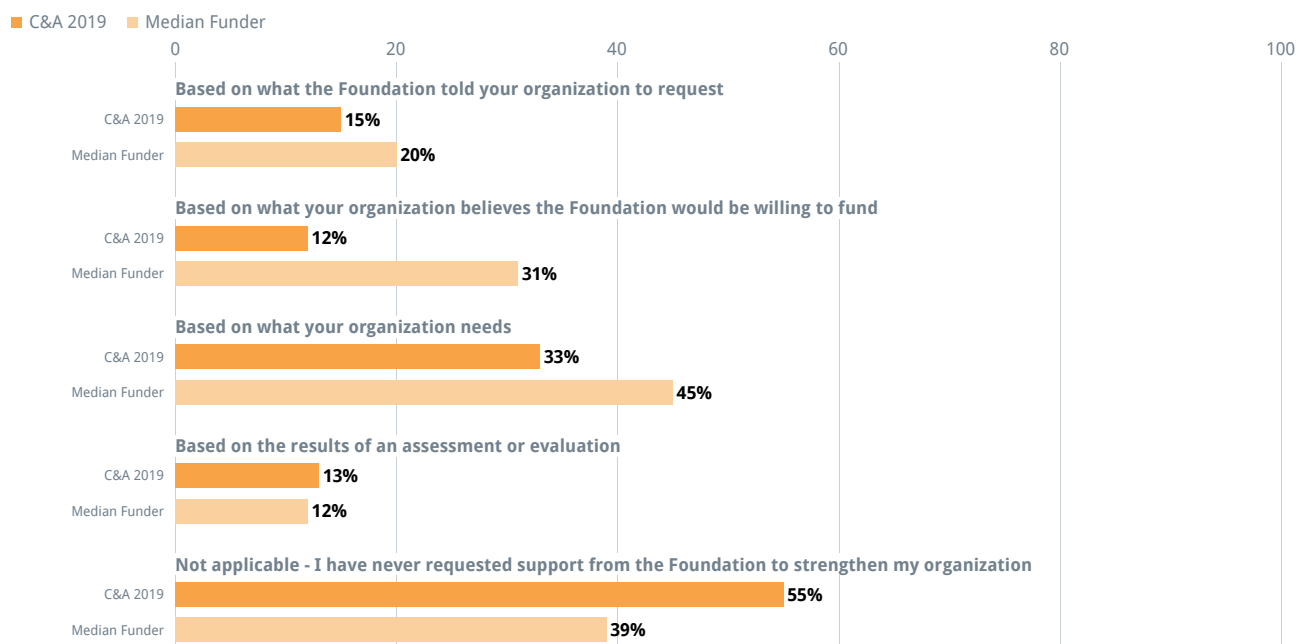
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup

Legend: ■ Circular Fashion ■ Forced & Child Labour and Gender Justice ■ Sustainable Cotton ■ Working Conditions ■ Effective Philanthropy

Based on what the Foundation told your organization to request

Subgroup	Value
Circular Fashion	0%
Forced & Child Labour and Gender Justice	16%
Sustainable Cotton	13%
Working Conditions	25%
Effective Philanthropy	0%

Based on what your organization believes the Foundation would be willing to fund

Subgroup	Value
Circular Fashion	11%
Forced & Child Labour and Gender Justice	11%
Sustainable Cotton	13%
Working Conditions	16%
Effective Philanthropy	0%

Based on what your organization needs

Subgroup	Value
Circular Fashion	56%
Forced & Child Labour and Gender Justice	16%
Sustainable Cotton	27%
Working Conditions	34%
Effective Philanthropy	43%

Based on the results of an assessment or evaluation

Subgroup	Value
Circular Fashion	0%
Forced & Child Labour and Gender Justice	21%
Sustainable Cotton	13%
Working Conditions	6%
Effective Philanthropy	29%

Not applicable - I have never requested support from the Foundation to strengthen my organization

Subgroup	Value
Circular Fashion	44%
Forced & Child Labour and Gender Justice	58%
Sustainable Cotton	60%
Working Conditions	56%
Effective Philanthropy	43%

Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by C&A) associated with this funding."

Percentage of Partners that Received Management Assistance

■ C&A 2019 ■ C&A 2016 ■ Custom Cohort ■ Median Funder

Strategic planning advice

C&A 2019	23%
C&A 2016	34%
Custom Cohort	23%
Median Funder	19%

General management advice

C&A 2019	23%
C&A 2016	17%
Custom Cohort	14%
Median Funder	11%

Development of performance measures

C&A 2019	31%
C&A 2016	28%
Custom Cohort	13%
Median Funder	10%

Financial planning/accounting

C&A 2019	6%
C&A 2016	4%
Custom Cohort	5%
Median Funder	5%

Percentage of Partners that Received Management Assistance - By Subgroup

■ Circular Fashion ■ Forced & Child Labour and Gender Justice ■ Sustainable Cotton ■ Working Conditions ■ Effective Philanthropy

0   20   40   60   80   100

Strategic planning advice

Circular Fashion	11%
Forced & Child Labour and Gender Justice	26%
Sustainable Cotton	33%
Working Conditions	22%
Effective Philanthropy	14%

General management advice

Circular Fashion	22%
Forced & Child Labour and Gender Justice	21%
Sustainable Cotton	27%
Working Conditions	25%
Effective Philanthropy	14%

Development of performance measures

Circular Fashion	33%
Forced & Child Labour and Gender Justice	21%
Sustainable Cotton	40%
Working Conditions	34%
Effective Philanthropy	29%

Financial planning/accounting

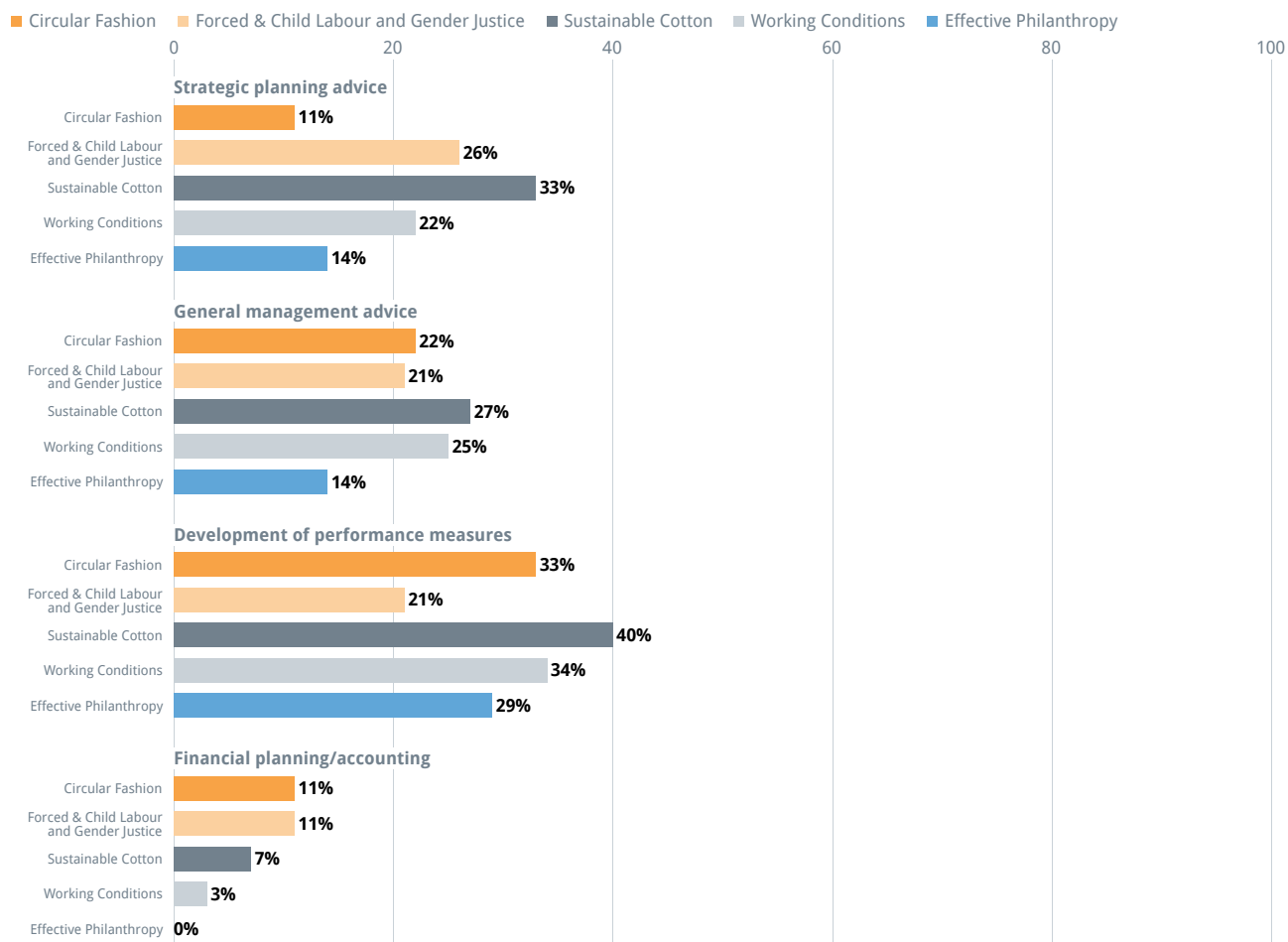|	
Circular Fashion	11%
Forced & Child Labour and Gender Justice	11%
Sustainable Cotton	7%
Working Conditions	3%
Effective Philanthropy	0%

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 C&A) associated with this funding."
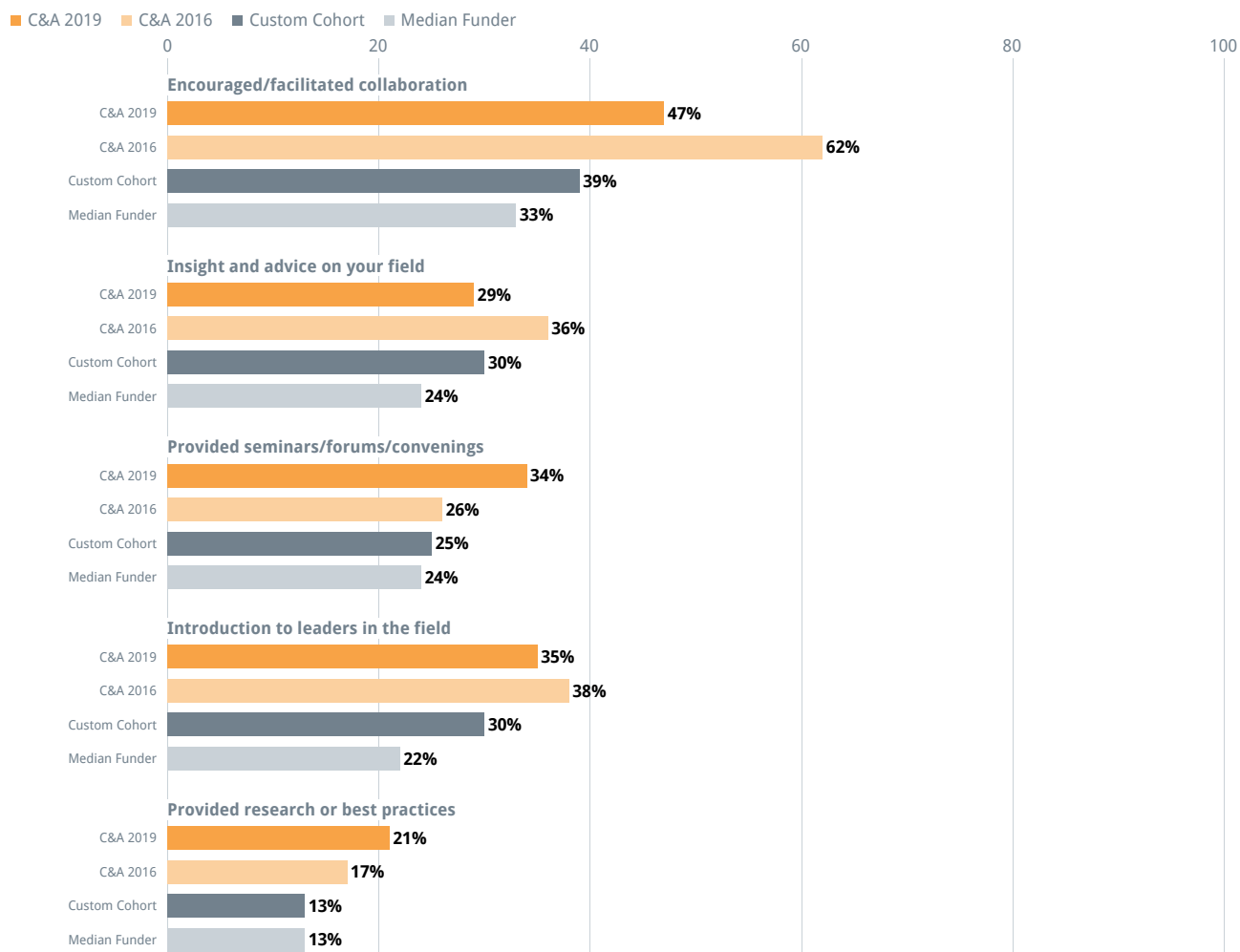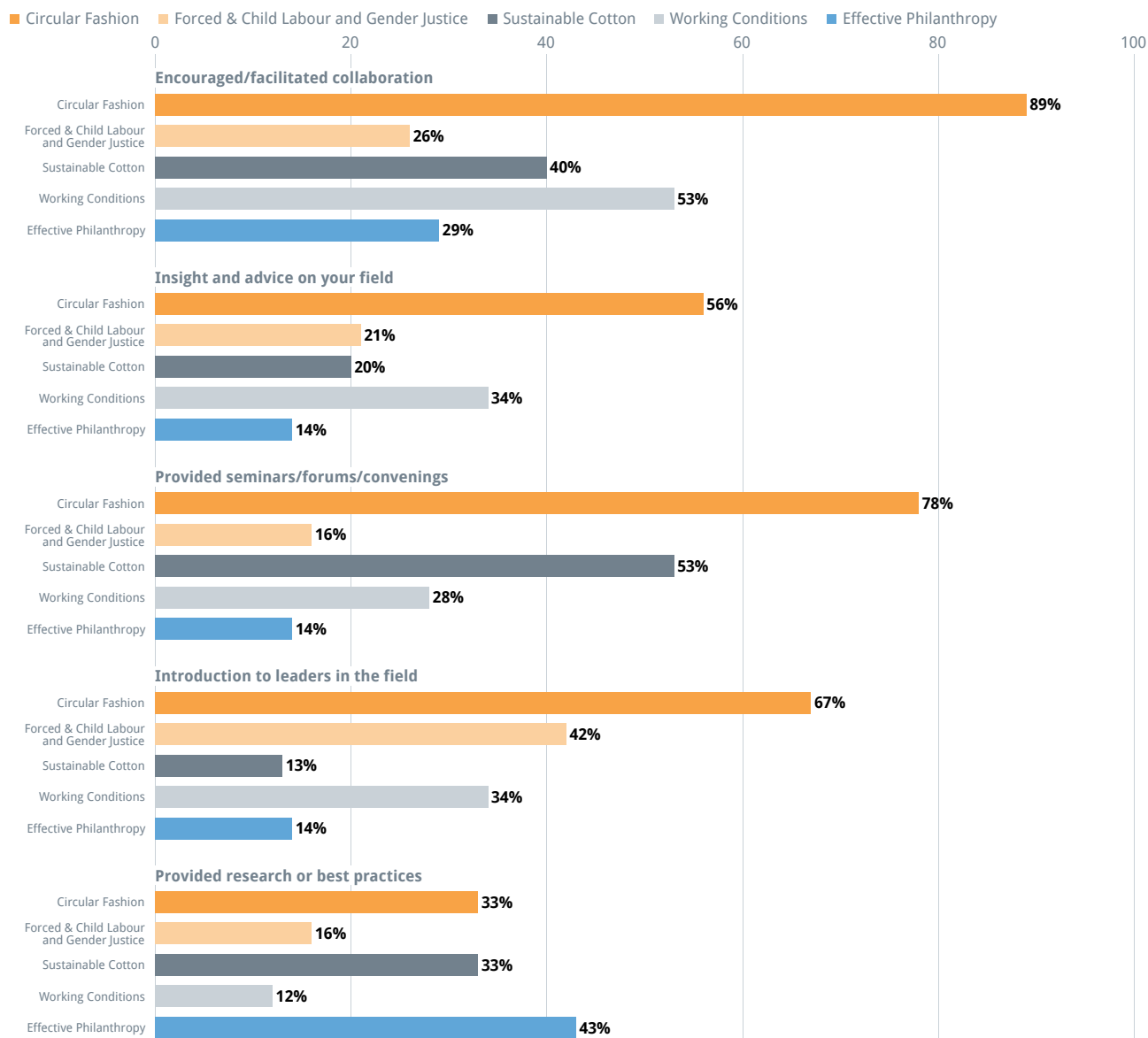
Percentage of Partners that Received Field-Related Assistance

■ C&A 2019   ■ C&A 2016   ■ Custom Cohort   ■ Median Funder

Encouraged/facilitated collaboration

C&A 2019	47%
C&A 2016	62%
Custom Cohort	39%
Median Funder	33%

Insight and advice on your field

C&A 2019	29%
C&A 2016	36%
Custom Cohort	30%
Median Funder	24%

Provided seminars/forums/convenings

C&A 2019	34%
C&A 2016	26%
Custom Cohort	25%
Median Funder	24%

Introduction to leaders in the field

C&A 2019	35%
C&A 2016	38%
Custom Cohort	30%
Median Funder	22%

Provided research or best practices

C&A 2019	21%
C&A 2016	17%
Custom Cohort	13%
Median Funder	13%

Percentage of Partners that Received Field-Related Assistance - By Subgroup

■ Circular Fashion　■ Forced & Child Labour and Gender Justice　■ Sustainable Cotton　■ Working Conditions　■ Effective Philanthropy

Encouraged/facilitated collaboration

Subgroup	Percentage
Circular Fashion	89%
Forced & Child Labour and Gender Justice	26%
Sustainable Cotton	40%
Working Conditions	53%
Effective Philanthropy	29%

Insight and advice on your field

Subgroup	Percentage
Circular Fashion	56%
Forced & Child Labour and Gender Justice	21%
Sustainable Cotton	20%
Working Conditions	34%
Effective Philanthropy	14%

Provided seminars/forums/convenings

Subgroup	Percentage
Circular Fashion	78%
Forced & Child Labour and Gender Justice	16%
Sustainable Cotton	53%
Working Conditions	28%
Effective Philanthropy	14%

Introduction to leaders in the field

Subgroup	Percentage
Circular Fashion	67%
Forced & Child Labour and Gender Justice	42%
Sustainable Cotton	13%
Working Conditions	34%
Effective Philanthropy	14%

Provided research or best practices

Subgroup	Percentage
Circular Fashion	33%
Forced & Child Labour and Gender Justice	16%
Sustainable Cotton	33%
Working Conditions	12%
Effective Philanthropy	43%

Other Assistance Activities

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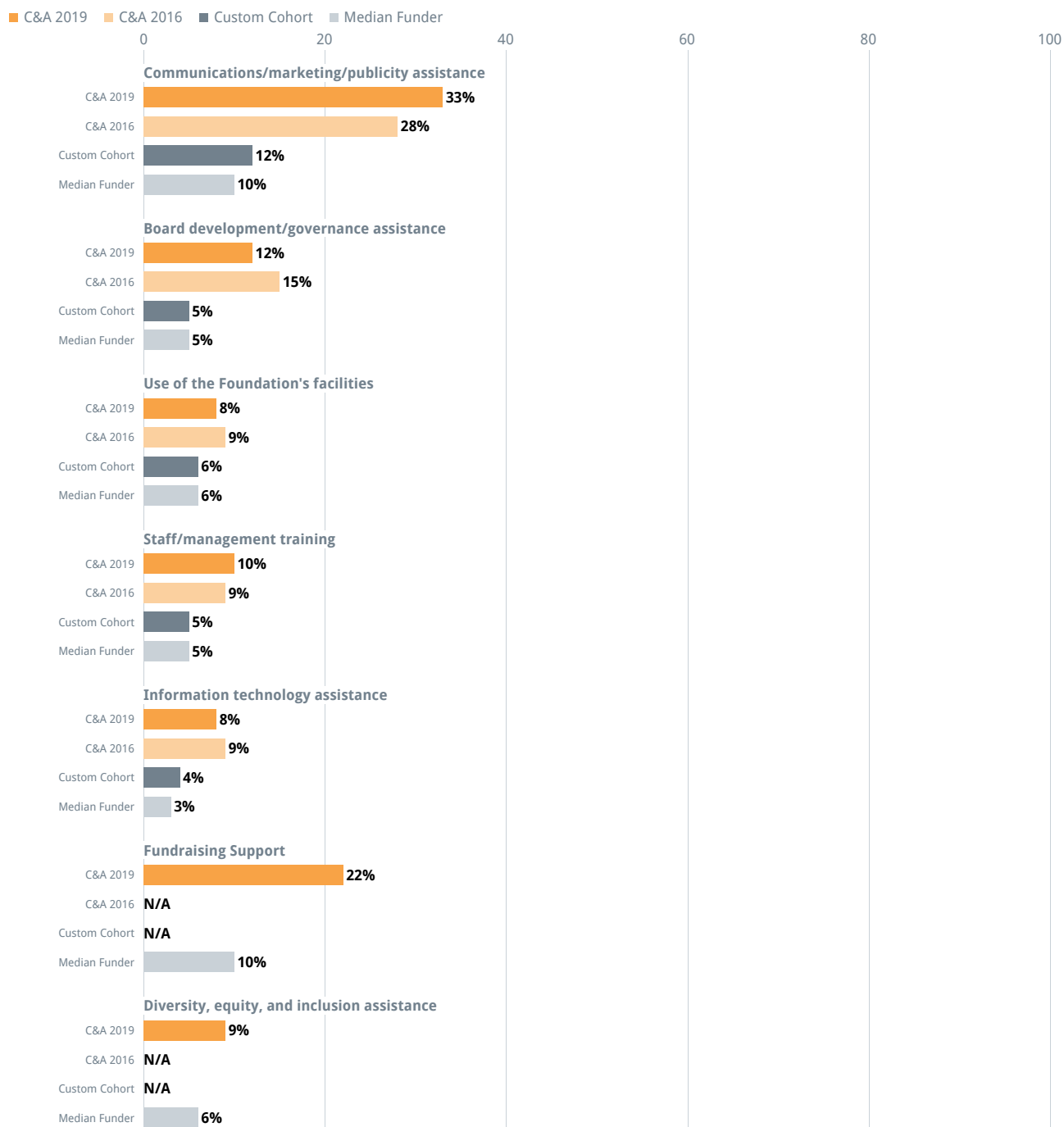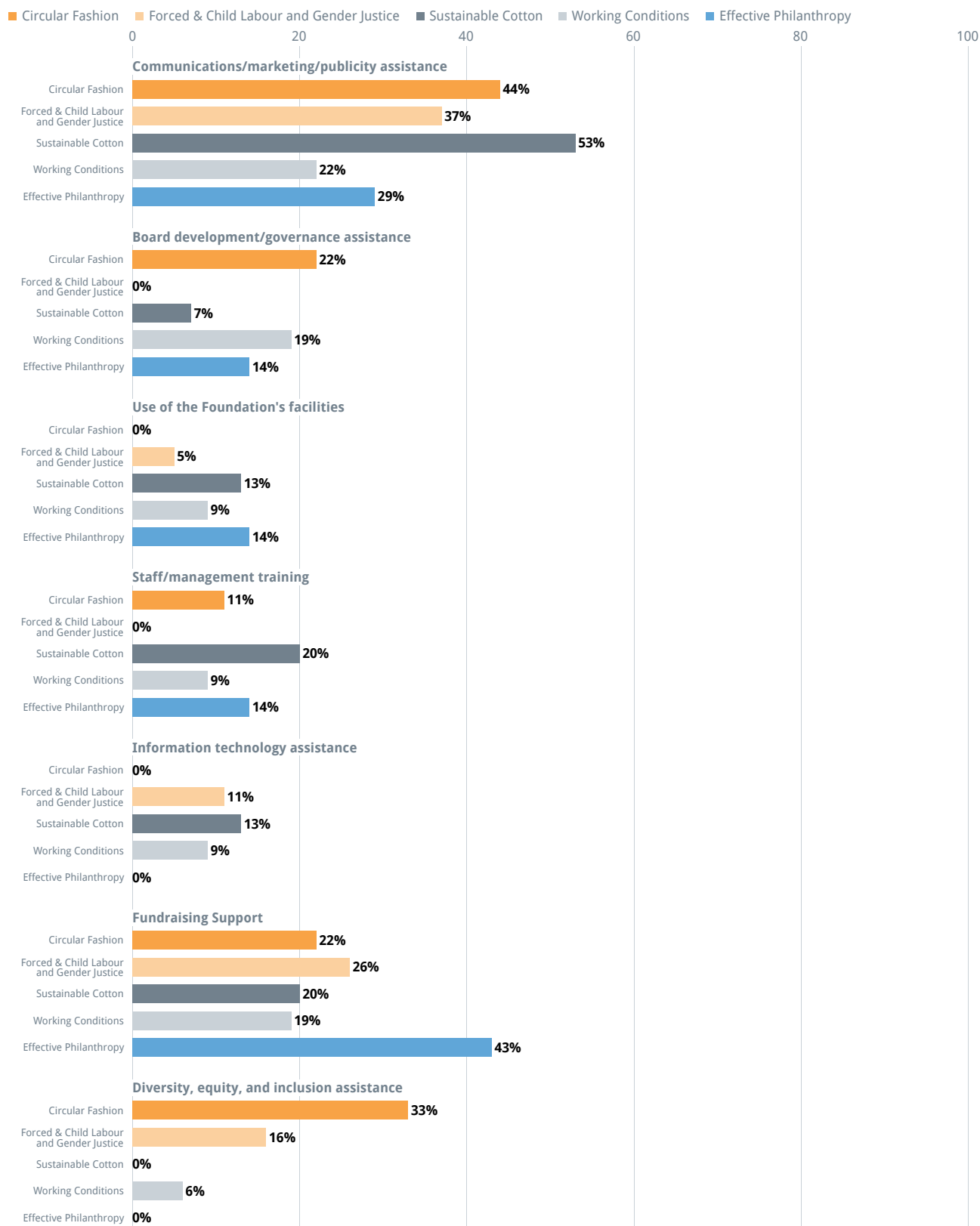
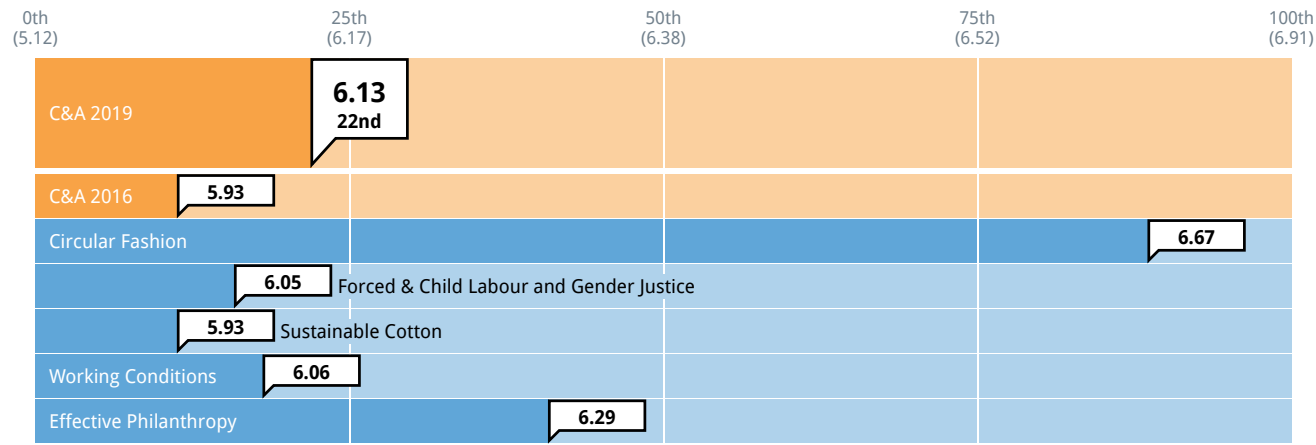## Percentage of Partners that Received Other Assistance

■ C&A 2019　■ C&A 2016　■ Custom Cohort　■ Median Funder

0　　20　　40　　60　　80　　100

Communications/marketing/publicity assistance
- C&A 2019: 33%
- C&A 2016: 28%
- Custom Cohort: 12%
- Median Funder: 10%

Board development/governance assistance
- C&A 2019: 12%
- C&A 2016: 15%
- Custom Cohort: 5%
- Median Funder: 5%

Use of the Foundation's facilities
- C&A 2019: 8%
- C&A 2016: 9%
- Custom Cohort: 6%
- Median Funder: 6%

Staff/management training
- C&A 2019: 10%
- C&A 2016: 9%
- Custom Cohort: 5%
- Median Funder: 5%

Information technology assistance
- C&A 2019: 8%
- C&A 2016: 9%
- Custom Cohort: 4%
- Median Funder: 3%

Fundraising Support
- C&A 2019: 22%
- C&A 2016: N/A
- Custom Cohort: N/A
- Median Funder: 10%

Diversity, equity, and inclusion assistance
- C&A 2019: 9%
- C&A 2016: N/A
- Custom Cohort: N/A
- Median Funder: 6%

Percentage of Partners that Received Other Assistance - By Subgroup

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

Communications/marketing/publicity assistance

Subgroup	Percentage
Circular Fashion	44%
Forced & Child Labour and Gender Justice	37%
Sustainable Cotton	53%
Working Conditions	22%
Effective Philanthropy	29%

Board development/governance assistance

Subgroup	Percentage
Circular Fashion	22%
Forced & Child Labour and Gender Justice	0%
Sustainable Cotton	7%
Working Conditions	19%
Effective Philanthropy	14%

Use of the Foundation's facilities

Subgroup	Percentage
Circular Fashion	0%
Forced & Child Labour and Gender Justice	5%
Sustainable Cotton	13%
Working Conditions	9%
Effective Philanthropy	14%

Staff/management training

Subgroup	Percentage
Circular Fashion	11%
Forced & Child Labour and Gender Justice	0%
Sustainable Cotton	20%
Working Conditions	9%
Effective Philanthropy	14%

Information technology assistance

Subgroup	Percentage
Circular Fashion	0%
Forced & Child Labour and Gender Justice	11%
Sustainable Cotton	13%
Working Conditions	9%
Effective Philanthropy	0%

Fundraising Support

Subgroup	Percentage
Circular Fashion	22%
Forced & Child Labour and Gender Justice	26%
Sustainable Cotton	20%
Working Conditions	19%
Effective Philanthropy	43%

Diversity, equity, and inclusion assistance

Subgroup	Percentage
Circular Fashion	33%
Forced & Child Labour and Gender Justice	16%
Sustainable Cotton	0%
Working Conditions	6%
Effective Philanthropy	0%

C&A Foundation-Specific Questions

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

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

0th (5.12)	25th (6.17)	50th (6.38)	75th (6.52)	100th (6.91)

C&A 2019 — 6.13 / 22nd

C&A 2016 — 5.93

Circular Fashion — 6.67

Forced & Child Labour and Gender Justice — 6.05

Sustainable Cotton — 5.93

Working Conditions — 6.06

Effective Philanthropy — 6.29

Cohort: None ▾   Past results: ● On ○ Off   Subgroup: Signature Program ▾

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

Which of the following best describes the amount of assistance you would like to receive when completing your log frame/theory of change?	C&A 2019	C&A 2016
I am able to complete the log frame/theory of change independently	29%	29%
The current level of assistance I receive from the Foundation is adequate	49%	63%
I would like to receive more assistance: Direct contact with Effective Philanthropy to provide advice	11%	0%
I would like to receive more assistance: In person log frame or theory of change workshop	8%	0%
I would like to receive more assistance: Other	2%	0%

Note: In 2016, when C&A last surveyed its partners, **8**% of partners indicated that they would like to "receive more assistance" generally in response to the above question. This year, the survey asked more specifically about whether grantees would like a variety of additional supports.

Which of the following best describes the amount of assistance you would like to receive when completing your log frame/theory of change? (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
I am able to complete the log frame/theory of change independently	22%	21%	27%	31%	67%
The current level of assistance I receive from the Foundation is adequate	67%	47%	60%	41%	33%
I would like to receive more assistance: Direct contact with Effective Philanthropy to provide advice	11%	21%	7%	9%	0%
I would like to receive more assistance: In person log frame or theory of change workshop	0%	11%	7%	12%	0%
I would like to receive more assistance: Other	0%	0%	0%	6%	0%

To what extent did the proposal review process help you to improve your proposal?

1 = Not at all   7 = Very much

■ C&A 2019

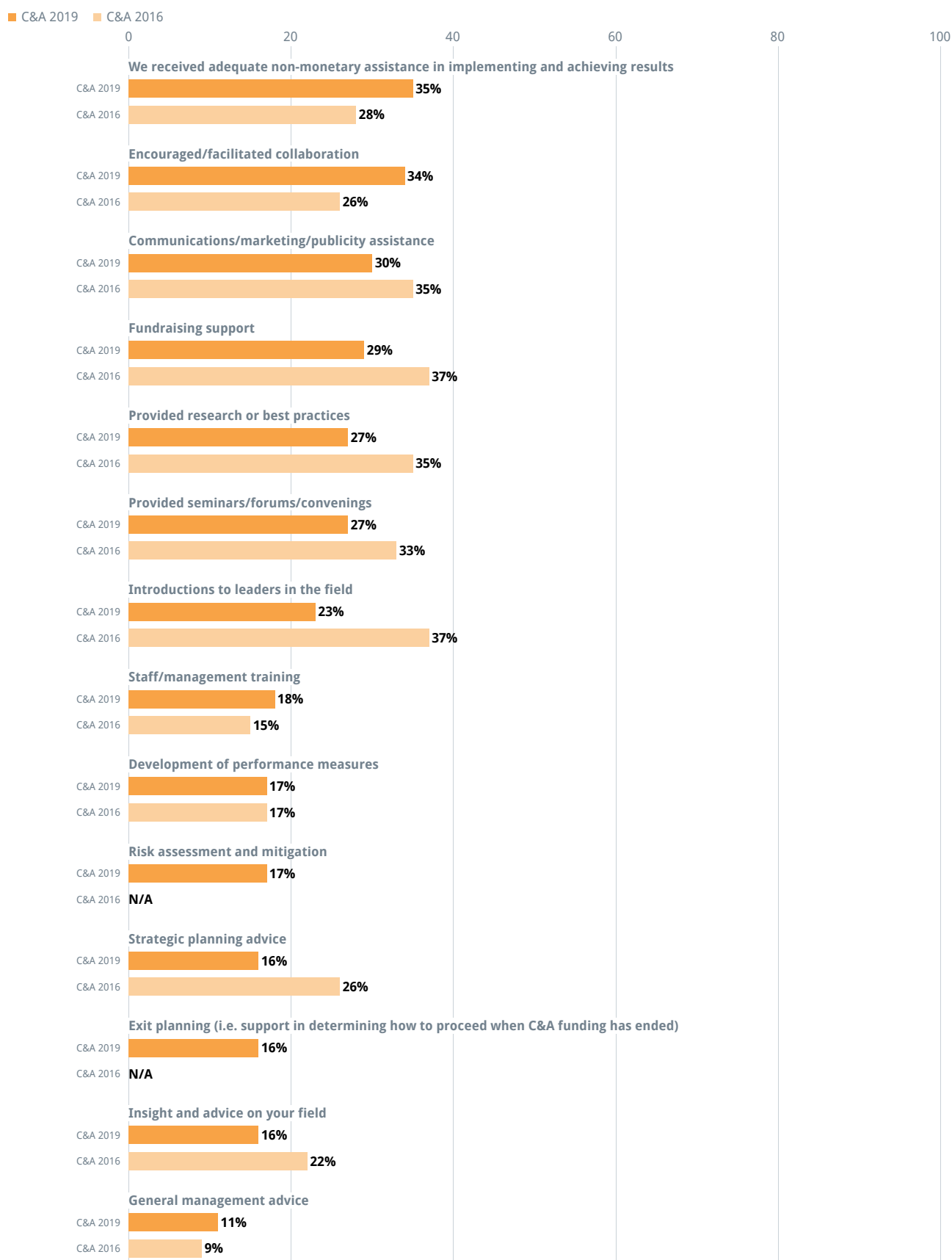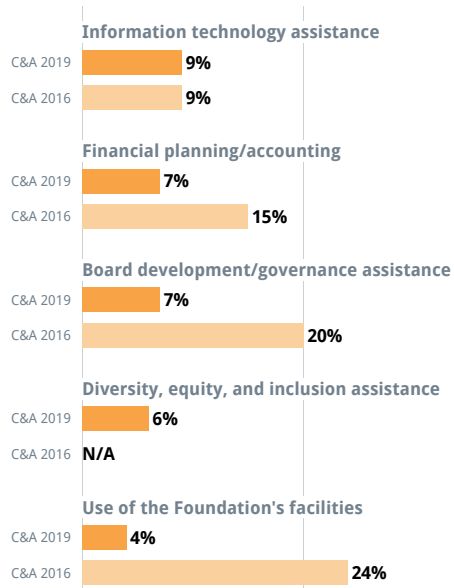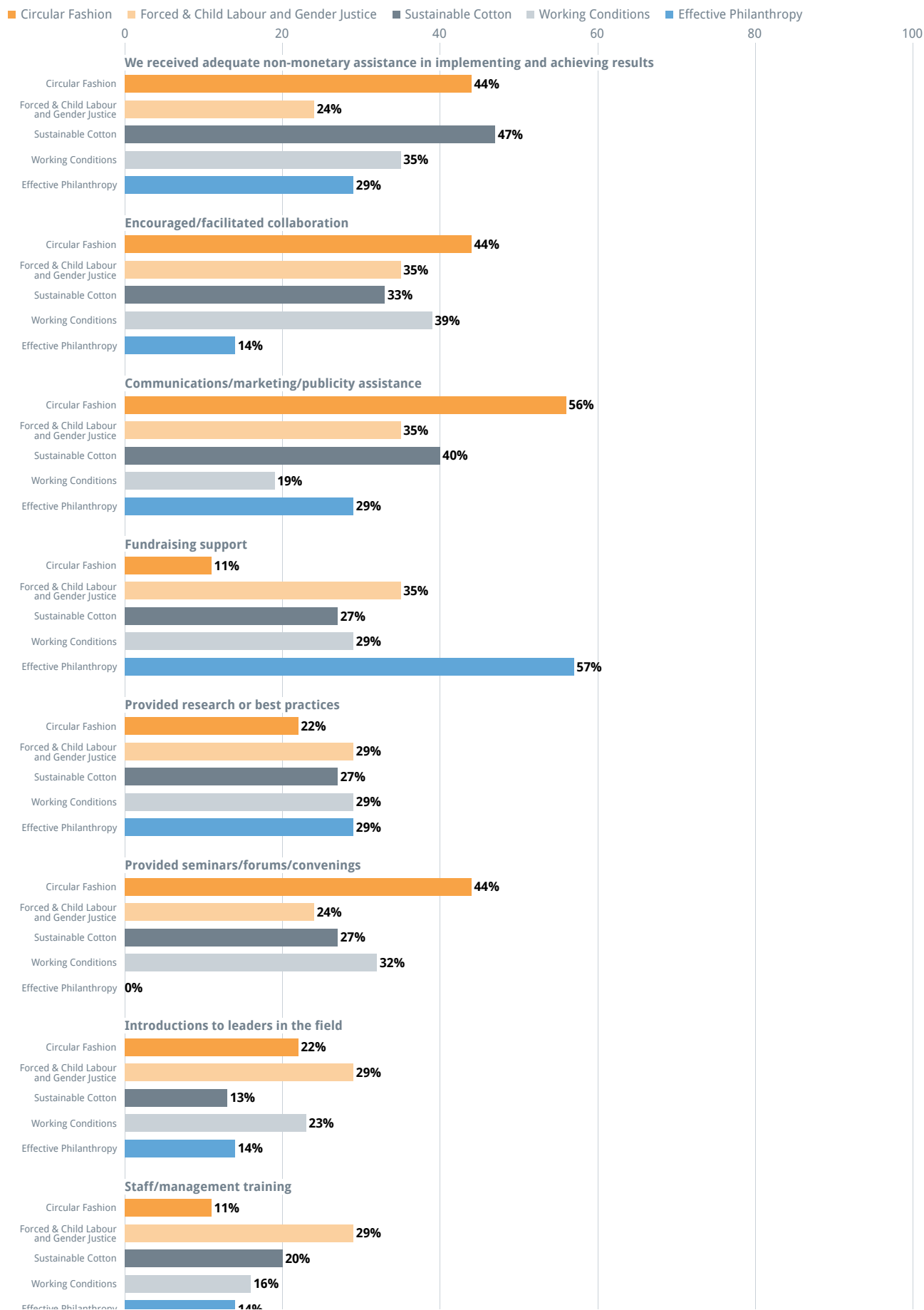|	1	2	3	4	5	6	7

C&A 2019 — **5.47**

To what extent did the proposal review process help you to improve your proposal? - By Subgroup

1 = Not at all   7 = Very much

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

	1	2	3	4	5	6	7

Circular Fashion — **5.38**
Forced & Child Labour and Gender Justice — **5.44**
Sustainable Cotton — **5.47**
Working Conditions — **5.50**
Effective Philanthropy — **5.43**
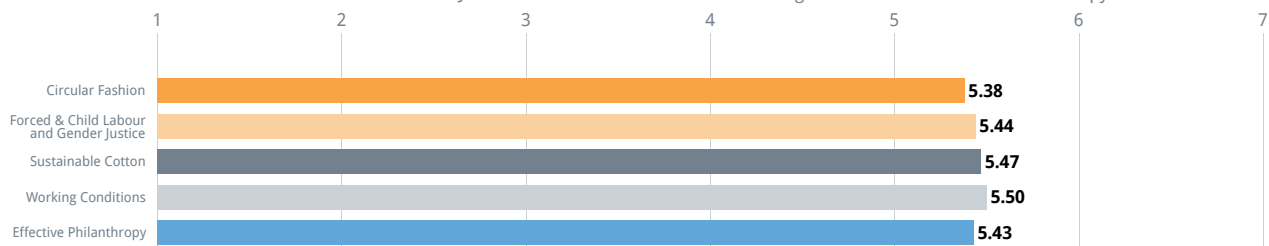
To what extent do you understand the Foundation's approval process and timeline?

1 = Not at all   **7** = Very much

■ C&A 2019

	1	2	3	4	5	6	7

C&A 2019 — **5.48**

To what extent do you understand the Foundation's approval process and timeline? - By Subgroup

1 = Not at all   **7** = Very much

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

	1	2	3	4	5	6	7

Circular Fashion — **5.56**
Forced & Child Labour and Gender Justice — **5.65**
Sustainable Cotton — **5.27**
Working Conditions — **5.42**
Effective Philanthropy — **5.43**
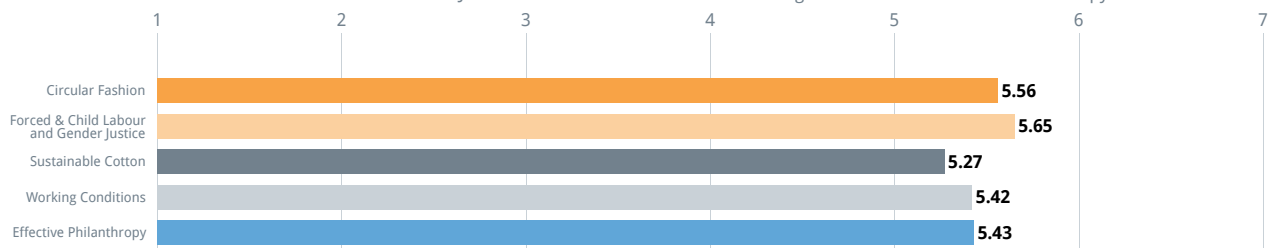
"The C&A Foundation would like to understand whether the non-monetary support you received during the implementation of your project/program was sufficient, and what kind of additional assistance might be most helpful."

Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)

■ C&A 2019 ■ C&A 2016

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

C&A 2019	35%
C&A 2016	28%

Encouraged/facilitated collaboration

C&A 2019	34%
C&A 2016	26%

Communications/marketing/publicity assistance

C&A 2019	30%
C&A 2016	35%

Fundraising support

C&A 2019	29%
C&A 2016	37%

Provided research or best practices

C&A 2019	27%
C&A 2016	35%

Provided seminars/forums/convenings

C&A 2019	27%
C&A 2016	33%

Introductions to leaders in the field

C&A 2019	23%
C&A 2016	37%

Staff/management training

C&A 2019	18%
C&A 2016	15%

Development of performance measures

C&A 2019	17%
C&A 2016	17%

Risk assessment and mitigation

C&A 2019	17%
C&A 2016	N/A

Strategic planning advice

C&A 2019	16%
C&A 2016	26%

Exit planning (i.e. support in determining how to proceed when C&A funding has ended)

C&A 2019	16%
C&A 2016	N/A

Insight and advice on your field

C&A 2019	16%
C&A 2016	22%

General management advice

C&A 2019	11%
C&A 2016	9%

Information technology assistance

C&A 2019 — 9%

C&A 2016 — 9%

Financial planning/accounting

C&A 2019 — 7%

C&A 2016 — 15%

Board development/governance assistance

C&A 2019 — 7%

C&A 2016 — 20%

Diversity, equity, and inclusion assistance

C&A 2019 — 6%

C&A 2016 — N/A

Use of the Foundation's facilities

C&A 2019 — 4%

C&A 2016 — 24%

Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply) - By Subgroup

Legend: ■ Circular Fashion ■ Forced & Child Labour and Gender Justice ■ Sustainable Cotton ■ Working Conditions ■ Effective Philanthropy

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

Subgroup	Value
Circular Fashion	44%
Forced & Child Labour and Gender Justice	24%
Sustainable Cotton	47%
Working Conditions	35%
Effective Philanthropy	29%

Encouraged/facilitated collaboration

Subgroup	Value
Circular Fashion	44%
Forced & Child Labour and Gender Justice	35%
Sustainable Cotton	33%
Working Conditions	39%
Effective Philanthropy	14%

Communications/marketing/publicity assistance

Subgroup	Value
Circular Fashion	56%
Forced & Child Labour and Gender Justice	35%
Sustainable Cotton	40%
Working Conditions	19%
Effective Philanthropy	29%

Fundraising support

Subgroup	Value
Circular Fashion	11%
Forced & Child Labour and Gender Justice	35%
Sustainable Cotton	27%
Working Conditions	29%
Effective Philanthropy	57%

Provided research or best practices

Subgroup	Value
Circular Fashion	22%
Forced & Child Labour and Gender Justice	29%
Sustainable Cotton	27%
Working Conditions	29%
Effective Philanthropy	29%

Provided seminars/forums/convenings

Subgroup	Value
Circular Fashion	44%
Forced & Child Labour and Gender Justice	24%
Sustainable Cotton	27%
Working Conditions	32%
Effective Philanthropy	0%

Introductions to leaders in the field

Subgroup	Value
Circular Fashion	22%
Forced & Child Labour and Gender Justice	29%
Sustainable Cotton	13%
Working Conditions	23%
Effective Philanthropy	14%

Staff/management training

Subgroup	Value
Circular Fashion	11%
Forced & Child Labour and Gender Justice	29%
Sustainable Cotton	20%
Working Conditions	16%
Effective Philanthropy	14%

CONFIDENTIAL

Effective Philanthropy **14%**

Development of performance measures

Circular Fashion **0%**

Forced & Child Labour and Gender Justice **18%**

Sustainable Cotton **20%**

Working Conditions **23%**

Effective Philanthropy **14%**

Risk assessment and mitigation

Circular Fashion **11%**

Forced & Child Labour and Gender Justice **24%**

Sustainable Cotton **20%**

Working Conditions **10%**

Effective Philanthropy **43%**

Strategic planning advice

Circular Fashion **11%**

Forced & Child Labour and Gender Justice **24%**

Sustainable Cotton **20%**

Working Conditions **16%**

Effective Philanthropy **0%**

Exit planning (i.e. support in determining how to proceed when C&A funding has ended)

Circular Fashion **11%**

Forced & Child Labour and Gender Justice **18%**

Sustainable Cotton **27%**

Working Conditions **16%**

Effective Philanthropy **0%**

Insight and advice on your field

Circular Fashion **33%**

Forced & Child Labour and Gender Justice **12%**

Sustainable Cotton **13%**

Working Conditions **19%**

Effective Philanthropy **0%**

General management advice

Circular Fashion **0%**

Forced & Child Labour and Gender Justice **18%**

Sustainable Cotton **7%**

Working Conditions **13%**

Effective Philanthropy **14%**

Information technology assistance

Circular Fashion **0%**

Forced & Child Labour and Gender Justice **12%**

Sustainable Cotton **0%**

Working Conditions **13%**

Effective Philanthropy **14%**

Financial planning/accounting

Circular Fashion **0%**

Forced & Child Labour and Gender Justice **12%**

Sustainable Cotton **7%**

Working Conditions **3%**

Effective Philanthropy **29%**

Board development/governance assistance

Circular Fashion **0%**

Forced & Child Labour and Gender Justice **0%**

Sustainable Cotton **13%**

Sustainable Cotton 15%
Working Conditions **10%**
Effective Philanthropy **0%**

Diversity, equity, and inclusion assistance

Circular Fashion **0%**
Forced & Child Labour and Gender Justice **24%**
Sustainable Cotton **0%**
Working Conditions **3%**
Effective Philanthropy **0%**

Use of the Foundation's facilities

Circular Fashion **0%**
Forced & Child Labour and Gender Justice **6%**
Sustainable Cotton **7%**
Working Conditions **3%**
Effective Philanthropy **0%**

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

Have you collaborated with the C&A business through the work of your grant?	C&A 2019	C&A 2016
Yes	34%	48%
No, was not necessary	39%	35%
No, but would have liked to	27%	17%

Have you collaborated with the C&A business through the work of your grant? (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Yes	38%	41%	27%	27%	50%
No, was not necessary	12%	35%	40%	50%	33%
No, but would have liked to	50%	24%	33%	23%	17%

To what extent do you agree or disagree with the following statement: C&A Foundation's activities across its signature programs will positively transform the global apparel system in the next five years.

1 = Strongly disagree   4 = Neither agree nor disagree   7 = Strongly agree

■ C&A 2019

	1	2	3	4	5	6	7

C&A 2019 — **5.36**

To what extent do you agree or disagree with the following statement: C&A Foundation's activities across its signature programs will positively transform the global apparel system in the next five years. - By Subgroup

1 = Strongly disagree   4 = Neither agree nor disagree   7 = Strongly agree

■ Circular Fashion   ■ Forced & Child Labour and Gender Justice   ■ Sustainable Cotton   ■ Working Conditions   ■ Effective Philanthropy

	1	2	3	4	5	6	7

Circular Fashion — **6.00**
Forced & Child Labour and Gender Justice — **4.89**
Sustainable Cotton — **4.93**
Working Conditions — **5.47**
Effective Philanthropy — **5.86**
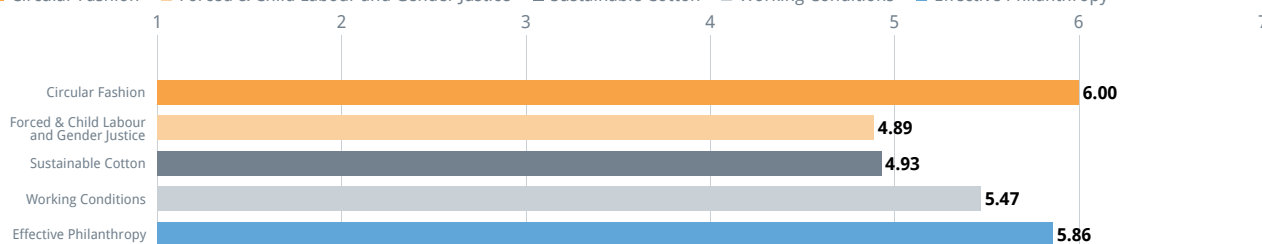
Partners' Open-Ended Comments

In the Grantee Perception Report survey, CEP asks three open-ended questions:

1. "Please comment on the quality of C&A's processes, interactions, and communications. Your answer will help us better understand what it is like to work with C&A."
2. "Please comment on the impact C&A is having on your field, community, or organization. Your answer will help us to better understand the nature of C&A's impact."
3. "What specific improvements would you suggest that would make C&A a better funder?"

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 some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of C&A's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Positive comment	63%	64%	72%	68%
Comment with at least one constructive theme	37%	36%	28%	32%

Partners' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 86 partners that responded to the survey provided 71 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Partner Suggestions by Topic

Topic of Suggestion	Proportion
Field Impact	24%
Grantmaking Characteristics	15%
Quality of Interactions	15%
Non-monetary Assistance	14%
Proposal and Selection Process	10%
Communications	8%
Reporting and Evaluation Process	8%
Other	4%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 86 grantees that responded to the survey provided a total of 71 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Field Impact (24% N=17)

- Orientation (N = 10)

    - "These could be areas that the C&A Foundation could prioritise to improve the larger eco-system and facilitate a wider scaling up of these extremely beneficial programmes."
    - "The Institute should keep informing the way it works in order to have a greater influence on new players in this field."
    - "May be a country-specific long term strategy can be developed jointly with the partners."

- Expand Collaboration (N = 3)

    - "They could cooperate more with other funders to expand their joint impact and generate bigger grants."
    - "Further collaboration with academics to fund impactful research and to bridge theory and practice."

- Deepen Understanding of Partners' Fields (N = 2)

    - "...It would be ideal to gain a deeper understanding of the root causes of many injustices that are prevalent in the garment industry...the Foundation's staff would truly benefit from unpacking these complexities and understand the realities on the ground better..."

- Other (N = 2)

    - "...C&A Institute could do better in the fashion sector is to increase the synergy between the company's initiatives and the Institute's, so as to join efforts to contribute to a sustainable fashion industry..."

Grantmaking Characteristics (15% N=11)

- Grant Type (N = 5)

    - "Provide multi-year core funding to provide the freedom and security to young organisations and programmes to task risks and invest in emerging opportunities..."
    - "More flexible and core support."
    - "...Provide more unrestricted support..."

- Difficulty of Raising Matching Funds (N = 3)

    - "...[Match funding] is often hard to come by especially in sustainable cotton where there are few donors and even fewer of the scale of C&A Foundation. It would be helpful to be flexible on this and recognise that sometimes seeking match funding is time and resource-intesnsive that could be better spent on project delivery."
    - "...Recognize that acting on such a progressive agenda and being a player aiming to cause significant change, the Institute will hardly find other co-funding donors for the strategies it is betting on and believes in. In this sense, expecting the beneficiary organizations to become independent from the Institute's support in the short term is naive..."

- Grant Length (N = 3)

    - "...More consistent funding scheme and support are important to our organisation for managing and making improvements in the long run."
    - "...A multi-year agreement would have given us more flexibility to continue our actitivites in the project they supported."

Quality of Interactions (15% N=11)

- Demonstrate Trust in Partners (N = 5)

    - "Greater trust of grantees to know the best way to do our work, rather than imposing their own structures and assumptions about implementation and impact measurement on those it is funding..."
    - "...Trust but verify, rather than create too many accountability frameworks that make us "speak to the script" and take our eye off the ultimate goal..."
    - "...Take time to listen, trust the experience of the investee, challenge constructively rather than impose..."

- More Frequent Site Visits (N = 3)

    - "Having a direct representative in the countries where the Foundation works..."
    - "The Foundation may...visit the project activities..."

- More Frequent Interactions (N = 2)

    - "...The frequency of interactions should be increased..."

- Other (N = 1)

    - "...[Choose] partners [from a] relevant field instead of a brand/well known organization from other field."

Non-monetary Assistance (14% N=10)

- Foster Collaboration Between Partners (N = 4)

    - "Continue to encourage collaboration and exchange between different stakeholders."
    - "More actively connecting grantees for mutual learning and building of networks."

- Assist Partners in Securing Additional Funding (N = 3)

- "Given the size of the project and the institutional profile of some of the challenges, it would be important to have C&A as a more active partner, whether with participation in meetings, information sharing or engagement of players in the chain of value..."
- "Providing access to in-country resources to broadbase the work will be helpful -- resources in terms of policy level thinkers/networks and others in this field."

- Provide Capacity Building Support (N = 3)

  - "...There could be separate investment in building capacities of rural teams on digital skills. This will be of help in long term human capital creation."
  - "...Support organizations in growth phase to strengthen all aspects of the org, not just programs."

Proposal and Selection Process (10% N=7)

- Reduce Time Between Submission of Proposal and Commitment of Funding (N = 2)

  - "...Faster project evaluation/approval processes."

- Streamline Application Process (N = 2)

  - "My only suggestion so far would be to try to minimize the number of revisions to the narrative proposals and budgets for new projects..."

- Work with Partners to Co-create Projects (N = 2)

  - "Be more open to co-create with investees..."

- Clarify Proposal Guidelines (N = 1)

  - "I suggest agreeing on deadlines and amount caps already in the initial conversations in order to manage the expectations and energy invested in the preparation of the proposal."

Communications (8% N=6)

- Establish Clear Expectations (N = 4)

  - "...An improvement might be to include guidance around the estimated amount of time that will be involved in participating in the learning group..."
  - "Being clear on expectations of impact from the start..."

- Communicate Consistently (N = 1)

  - "It would be helpful to have more consistency in communication..."

- Other (N = 1)

  - "There were some significant concerns that the Foundation had regarding the project before we joined and the extent of those concerns was not clear at the outset. It would have been good to have had more information earlier..."

Reporting and Evaluation Process (8% N=6)

- Discuss Parameters and Goals for Assessment (N = 4)

  - "...Less linear log frames."
  - "...Less restrictions in logic frameworks and indicators; more interest in qualitative changes than only quantitative ones."

- Streamline Reporting Process (N = 1)

  - "Requiring fewer reports (quarterly) would result in more time for action -- perhaps different levels of reporting could help in this area (i.e. one thorough annual report, a substantive six-month report, two brief updates at Q1 and Q3)."

- Other (N = 1)

  - "...The user friendliness of the digital reporting system was lacking..."

Other (4% N=3)

- Coordinate with Other Major Brands (N = 1)

  - "...Informing the headquarters of the apparel brands regarding the projects which are [being] carried out by the local partner."

- Deepen Understanding of Partners' Communities (N = 1)

  - "It should better understand the reality of the communities of [our beneficiares] in order to have a better understanding of the use of the resources and of the funding and maintenance needs..."

- Further Understanding of Partners' Organizations (N = 1)

  - "...I would...suggest the Foundation to understand very well how a specific organization works and its internal structure, before setting in place any management procedure, reporting or evaluation system."

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Average grant length	2.3 years	2.5 years	2.2 years	2.3 years

Length of Grant Awarded	C&A 2019	C&A 2016	Average Funder	Custom Cohort
1 year	29%	22%	44%	41%
2 years	32%	37%	24%	23%
3 years	25%	28%	19%	21%
4 years	8%	4%	4%	6%
5 or more years	6%	9%	8%	8%

Was the funding you received restricted to a specific use?	C&A 2019	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	7%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	93%	71%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Average grant length	2.1 years	2.9 years	2.7 years	2 years	1.2 years

Length of Grant Awarded (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
1 year	22%	11%	21%	31%	71%
2 years	56%	17%	14%	50%	14%
3 years	11%	50%	50%	6%	14%
4 years	0%	17%	0%	12%	0%
5 or more years	11%	6%	14%	0%	0%

Was the funding you received restricted to a specific use? (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
No, this funding was not restricted to a specific use (i.e. general operating, core support)	11%	5%	0%	6%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	89%	95%	100%	94%	71%

Grant Size

Grant Amount Awarded	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Median grant size	$398K	$472.5K	$92K	$308K

Grant Amount Awarded	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Less than $10K	4%	2%	9%	2%
$10K - $24K	1%	7%	12%	3%
$25K - $49K	3%	2%	13%	6%
$50K - $99K	9%	11%	15%	12%
$100K - $149K	10%	7%	10%	11%
$150K - $299K	13%	9%	16%	16%
$300K - $499K	18%	15%	9%	15%
$500K - $999K	15%	24%	8%	15%
$1MM and above	28%	24%	9%	20%

Median Percent of Budget Funded by Grant (Annualized)	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Size of grant relative to size of partner budget	8%	10%	4%	7%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Median grant size	$310.8K	$500K	$643K	$212.5K	$66.7K

Grant Amount Awarded (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Less than $10K	0%	0%	13%	3%	0%
$10K - $24K	0%	5%	0%	0%	0%
$25K - $49K	0%	0%	7%	3%	0%
$50K - $99K	14%	0%	0%	13%	40%
$100K - $149K	14%	5%	0%	17%	20%
$150K - $299K	14%	5%	13%	17%	20%
$300K - $499K	57%	32%	0%	13%	0%
$500K - $999K	0%	16%	27%	13%	0%
$1MM and above	0%	37%	40%	20%	20%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Size of grant relative to size of partner budget	3%	6%	6%	15%	58%

Grant Size - By Subgroup

Grantee Characteristics

Operating Budget of Partner Organization	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Median Budget	$3.1M	$2.5M	$1.5M	$2M

Operating Budget of Partner Organization	C&A 2019	C&A 2016	Average Funder	Custom Cohort
<$100K	9%	2%	8%	4%
$100K - $499K	14%	22%	19%	15%
$500K - $999K	6%	8%	13%	11%
$1MM - $4.9MM	31%	30%	30%	33%
$5MM - $24MM	26%	22%	18%	22%
>=$25MM	14%	15%	11%	16%

Grantee Characteristics - By Subgroup

Operating Budget of Partner Organization (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Median Budget	$4.5M	$10.5M	$4M	$1.1M	$0.8M

Operating Budget of Partner Organization (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
<$100K	0%	6%	13%	7%	33%
$100K - $499K	25%	17%	0%	18%	17%
$500K - $999K	0%	0%	0%	18%	0%
$1MM - $4.9MM	25%	28%	40%	32%	33%
$5MM - $24MM	38%	17%	33%	21%	17%
>=$25MM	12%	33%	13%	4%	0%

Funding Relationship

Pattern of Partners' Funding Relationship with the Foundation	C&A 2019	C&A 2016	Average Funder	Custom Cohort
First grant received from the Foundation	62%	70%	29%	31%
Consistent funding in the past	31%	17%	53%	55%
Inconsistent funding in the past	7%	13%	18%	15%

Funding Status	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Percent of partners currently receiving funding from the Foundation	92%	82%	81%	89%

Funding Relationship - by Subgroup

Funding Status (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
Percent of partners currently receiving funding from the Foundation	100%	95%	87%	91%	100%

Pattern of Partners' Funding Relationship with the Foundation (By Subgroup)	Circular Fashion	Forced & Child Labour and Gender Justice	Sustainable Cotton	Working Conditions	Effective Philanthropy
First grant received from the Foundation	67%	58%	64%	66%	57%
Consistent funding in the past	22%	37%	29%	25%	43%
Inconsistent funding in the past	11%	5%	7%	9%	0%

Grantee Demographics

Job Title of Respondents	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Executive Director	43%	38%	47%	39%
Other Senior Management	20%	23%	16%	20%
Project Director	24%	21%	13%	17%
Development Director	1%	2%	8%	8%
Other Development Staff	12%	4%	7%	10%
Volunteer	0%	0%	1%	0%
Other	0%	11%	7%	6%

Please select the option that represents how you best describe yourself:	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Female	64%	55%	62%	55%
Male	34%	43%	35%	40%
Prefer to self-identify	0%	0%	0%	0%
Prefer not to say	2%	2%	3%	4%

Funder Characteristics

Financial Information	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Total assets	$0M	N/A	$227.6M	$243.5M
Total giving	$57M	$38M	$16.5M	$92.5M

Funder Staffing	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Total staff (FTEs)	55	42	15	62
Percent of staff who are program staff	43%	81%	41%	42%

Grantmaking Processes	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	90%	90%	40%	96%
Proportion of grantmaking dollars that are invitation-only	90%	90%	56%	99%

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 86.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	84
How well does the Foundation understand the field in which you work?	85
To what extent has the Foundation advanced the state of knowledge in your field?	82
To what extent has the Foundation affected public policy in your field?	63
Overall, how would you rate the Foundation's impact on your local community?	62
How well does the Foundation understand the local community in which you work?	64
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	82
How well does the Foundation understand your organization's strategy and goals?	85
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	81
How often do/did you have contact with your program officer during this grant?	86
Who most frequently initiated the contact you had with your program officer during this grant?	86
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	82
Has your main contact at the Foundation changed in the past six months?	84
Did you submit a proposal to the Foundation for this grant?	85
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?	83
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	78
Are you currently receiving funding from the Foundation?	86
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	85
How well does the Foundation understand your intended beneficiaries' needs?	83
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	84
Have you participated in a reporting or evaluation process?	84
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	66
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	71
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	69
To what extent was the Foundation's reporting process...Straightforward?	69
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	70
Did the Foundation provide financial support for the evaluation?	26
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	30
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	30
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	30
Funder-Grantee Relationships Summary Measure	80
Understanding Summary Measure	81
To what extent did the Foundation exhibit the following during this grant…Trust in your organization's staff	86
To what extent did the Foundation exhibit the following during this grant…Candor about the Foundation's perspectives on your work	86
To what extent did the Foundation exhibit the following during this grant…Respectful interaction	85
To what extent did the Foundation exhibit the following during this grant…Compassion for those affected by your work	86
Was the funding you received restricted to a specific use?	86

If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?

Based on what the Foundation told your organization to request	86
Based on what your organization believes the Foundation would be willing to fund	86
Based on what your organization needs	86
Based on the results of an assessment or evaluation	86
Not applicable - I have never requested support from the Foundation to strengthen my organization	86

Custom Questions

Overall, how satisfied are you with your experience with the Foundation?	86
To what extent did the proposal review process help you to improve your proposal?	81
To what extent do you understand the Foundation's approval process and timeline?	82
To what extent do you agree or disagree with the following statement: C&A Foundation's activities across its signature programs will positively transform the global apparel system in the next five years.	86

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.

Contact Information

Charlotte Brugman, Manager - Assessment and Advisory Services
+31 (20) 299 3371
charlotteb@cep.org

Emma Poole, Senior Analyst
(617) 492-0800 ext. 620
emmap@cep.org