

Grantee Perception Report®

prepared for

Inter-American Foundation

January 2012



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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Executive Summary

Overall, grantees rate the Inter-American Foundation (IAF) positively when compared to CEP's full dataset, as well as in comparison to other international funders. In particular, IAF is rated more positively than most funders for its impact on grantees' fields and the helpfulness of its selection and evaluation/reporting processes. On the other hand, IAF grantees indicate there is room for the Foundation to expedite and reduce the intensity of its administrative processes. One grantee writes, "Our experience with the Foundation has resulted in a huge positive change in the lives of our partners and the growth of our organization, but we would like it if the project selection processes were not so slow."

IAF's impact on grantees' fields is rated higher than all international funders included in its cohort and higher than 90 percent of funders whose grantees CEP has surveyed. The Foundation is also rated above all international funders for its impact on grantees' local communities. In one grantee's words, "with the support received from the IAF, we have contributed to the strengthening of local public policies on citizen participation, and to the strengthening of local self-esteem...." However grantees also indicate there is room for improvement, rating IAF's understanding of their fields and local communities less positively than its respective impact in these areas. One grantee writes, "We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]."

IAF grantees rate the strength of their relationships with the Foundation – particularly its communications – more positively than grantees of international funders included in IAF's cohort. Many grantees comment that Foundation staff are "sincere," "professional," and "respectful." Some grantees do indicate there are opportunities for improvement, in particular with regard to staff responsiveness, stating that IAF staff "do not devote the necessary time to each [project]" or "are very busy and...had little time to answer us."

Grantees indicate IAF's selection and reporting/evaluation processes are more helpful in strengthening their organizations than any other funder's whose grantees CEP has surveyed. Grantees frequently reference the beneficial support provided by the Foundation throughout these processes. One writes, "The communication...[with our contact was] key for [our] proposal to be positively regarded by the selection committee, and it also strengthened us as an organization...."

However, IAF's grantees report spending more time completing administrative work than grantees of all other funders, resulting in a substantially lower dollar return on administrative hours than is typical. One grantee writes, "All operations and procedures are clearly outlined, but processes are too complicated and slow; they take a lot of time."

IAF grantees also report waiting much longer than typical for IAF to make a clear commitment to funding. Grantees indicate that the long turnaround time can delay project development, result in outdated budgets (due to exchange rate fluctuations), and "corrode the spirit" of grantees and their community partners. In one grantee's words, "They shouldn't take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects."

A higher than typical proportion of IAF grantees report receiving non-monetary assistance in helpful, intensive patterns, and many ask for even more assistance beyond the grant. Grantees frequently cite the Foundation's field-related expertise and general management advice as valuable forms of non-monetary assistance and, in grantee suggestions, many request more management training and opportunities to collaborate with other grantees.

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Background

- ◆ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is useful to individual funders and to form the basis for broadly applicable research reports.¹

- ◆ **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**
 - Assessing funder performance is challenging and a range of data sources is required. The GPR provides one set of perspectives that can be useful in understanding philanthropic funder performance.
 - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale. Grantee perceptions must be interpreted in light of the particular strategy of the funder.
 - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.
 - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.
 - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

Methodology – The Foundation’s Grantee Survey

- ♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of Inter-American Foundation (“IAF”) during September and October 2011. The details of IAF’s survey are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate ¹
IAF	September and October 2011	Active 2010 grantees	225	188	84%

- ♦ Selected grantee comments are also shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

Methodology – Comparative Data

- ◆ IAF’s average and/or median grantee ratings are compared to the average and/or median ratings from grantees in CEP’s dataset, which contains data collected over the last nine years. Please see Appendix B for a list of all funders whose grantees CEP has surveyed.

Full Comparative Set	
Grantee Responses	40,365 grantees
Philanthropic Funders	273 funders

- ◆ IAF is also compared to a cohort of 14 international funders. The 14 funders that comprise this group are:

International Funders ¹	
Charles Stewart Mott Foundation	Oak Foundation
Christensen Fund	Overbrook Foundation
David and Lucile Packard Foundation	Resources Legacy Fund
Ford Foundation	Rockefeller Foundation
John D. and Catherine T. MacArthur Foundation	Skoll Foundation
Inter-American Foundation	W. K. Kellogg Foundation
Levi Strauss Foundation	William and Flora Hewlett Foundation

- ◆ Within this report, CEP describes the comparison between IAF grantee ratings and grantee ratings of other funders based on the percentile rank of IAF. On measures with a 1-7 scale, grantee ratings for IAF are described as “above typical” or “above the median funder” when they fall above the 65th percentile, and “below typical” or “below the median funder” when they fall below the 35th percentile. Proportions of IAF grantees are described as “larger than typical” or “smaller than typical” when the proportion being referenced falls above or below the 65th or 35th percentile.

¹: The cohort of “International Funders” includes internationally-based funders as well as funders based in the United States that fund international organizations and/or programs.

Grantmaking Characteristics

- ◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking practices. The information is based on self-reported data from grantees about the size, duration, and types of grants that they received.
- ◆ Compared to the typical funder, IAF awards larger and longer grants, but awards a smaller than typical proportion of its grantees with operating support.

Survey Item	IAF	Full Dataset Median	International Funder Median
Grant Size			
Median grant size	\$234K	\$60K	\$175K
Grant Length			
Average grant length	3.4 years	2.1 years	2.3 years
Percent of grantees receiving multi-year grants	94%	50%	65%
Type of Support			
Percent of grantees receiving operating support	3%	20%	15%
Percent of grantees receiving program/project support	87%	64%	76%
Percent of grantees receiving other types of support	10%	16%	9%

Structural Characteristics of Grantees

- ♦ This table is intended to provide context to the Foundation in thinking about its GPR results relative to the structural characteristics of its grantees. The information is based on self-reported data from grantees about the characteristics of their organizations.
- ♦ Compared to grantees of the typical funder, IAF grantees are smaller organizations that are more likely to be first-time grant recipients of the Foundation.

Survey Item	IAF	Full Dataset Median	International Funder Median
Budget of Funded Organizations			
Typical organizational budget	\$0.2MM	\$1.4MM	\$1.6MM
Duration of Funded Program and Grantee Organization			
Programs conducted 6 years or more	20%	32%	28%
Median length of establishment of grantee organizations	14 years	24 years	18 years
First-Time Grantees¹			
Percentage of first-time grants	78%	31%	41%

1: Represents data from 78 funders.

Note: In most cases, the structural characteristics of grantees are not strong predictors of how grantees perceive funders, suggesting that it is possible for funders with even a unique set of grantees to attain high ratings. For additional information on grantee characteristics related to these survey items refer to Appendix B.

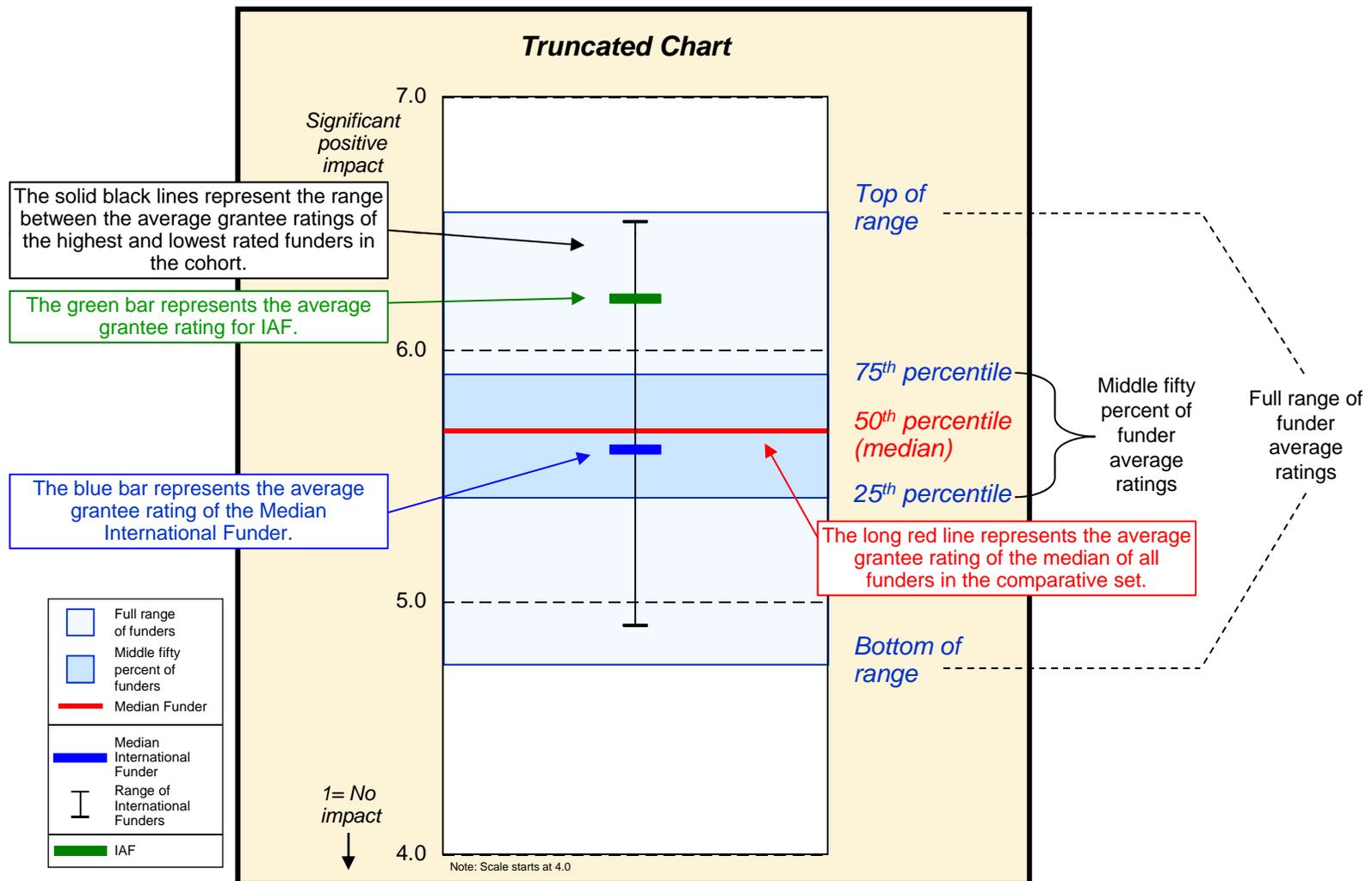
Structural Characteristics of Funders

- ◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking and staffing. This information is based on IRS filings and data supplied by philanthropic funders that have subscribed to the GPR.
- ◆ The number of grants processed and managed per professional program staff full-time employee at IAF is smaller than that of the typical funder.

Survey Item	IAF	Full Dataset Median	International Funder Median
Program Staff Load			
Dollars awarded per professional program staff full-time employee	\$1.0MM	\$3.6MM	\$3.7MM
Applications per professional program full-time employee	35 applications	39 applications	29 applications
Grants awarded per professional program full-time employee	6 grants	30 grants	18 grants
Active grants per professional program full-time employee	17 grants	48 grants	43 grants

Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for IAF, over a background that shows percentiles for the average ratings for the full comparative set of 273 philanthropic funders. **Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.**



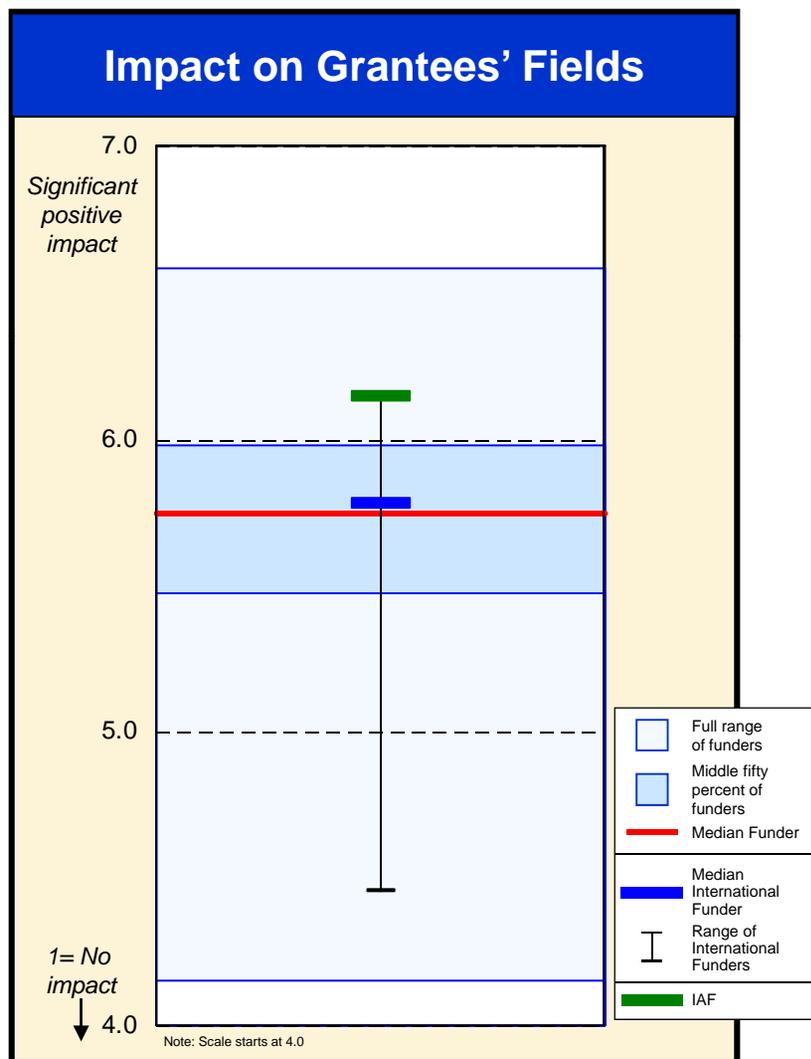
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Impact on Grantees' Fields

On impact on grantees' fields, IAF is rated:

- above 90 percent of funders
- higher than all other international funders in the cohort



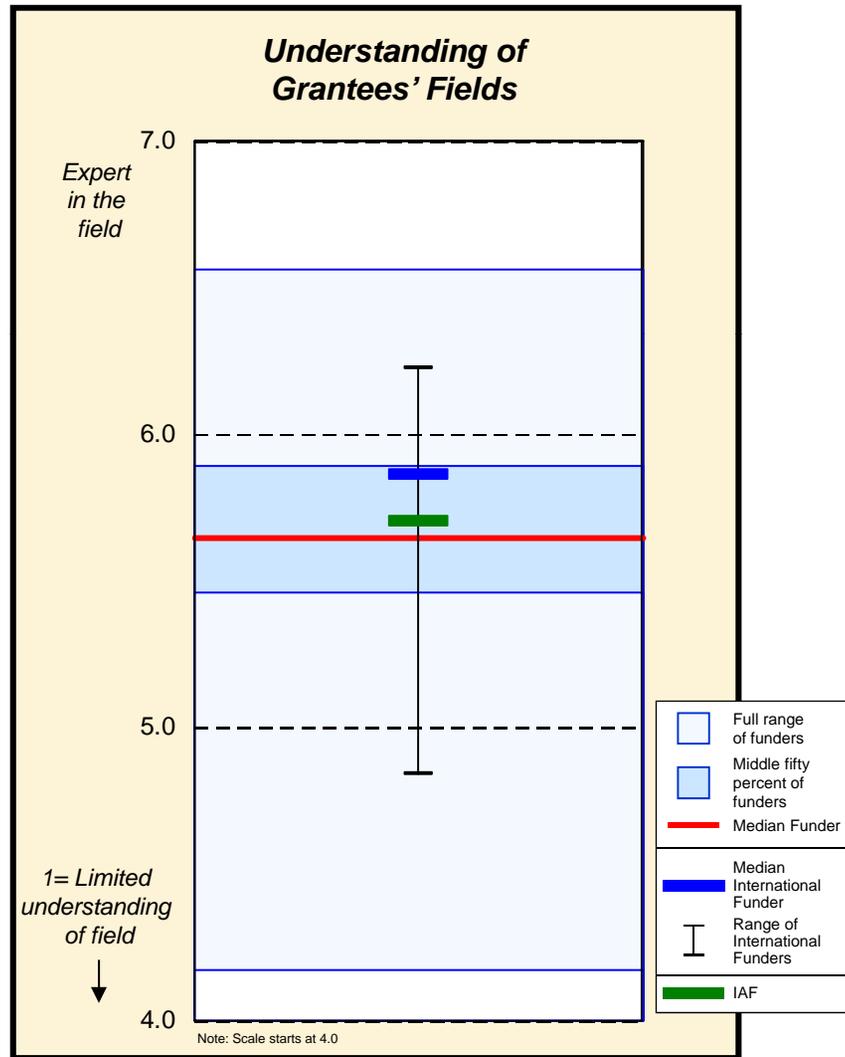
Selected Grantee Comments

- ♦ *“The IAF’s support has allowed for the introduction of a community-based leadership and employment model...which has generated changes in the traditional community intervention model.... The model is so successful that...other municipalities have asked for copies at the national level, and also [internationally].”*
- ♦ *“From the beginning of our relationship with the IAF...strong development visions and approaches were presented; the IAF’s track record and experience in supporting development processes in Latin America has greatly contributed to the consolidation and systematization of [our foundation’s] development vision.”*
- ♦ *“Based on our experience, we can say that, promoting the development planning process in a participative and concerted way, with the support of the IAF, has enabled local governments and civil society to understand the importance of planning.... With the support received from the IAF, we have contributed to the strengthening of the local public policies on citizen participation....”*

Understanding of Grantees' Fields

On understanding of grantees' fields, IAF is rated:

- above 55 percent of funders
- below 69 percent of international funders in the cohort



Note: This question includes a "don't know" response option; 1 percent of IAF respondents answered "don't know", compared to 6 percent at the median funder, and 3 percent of respondents at the Median International Funder.

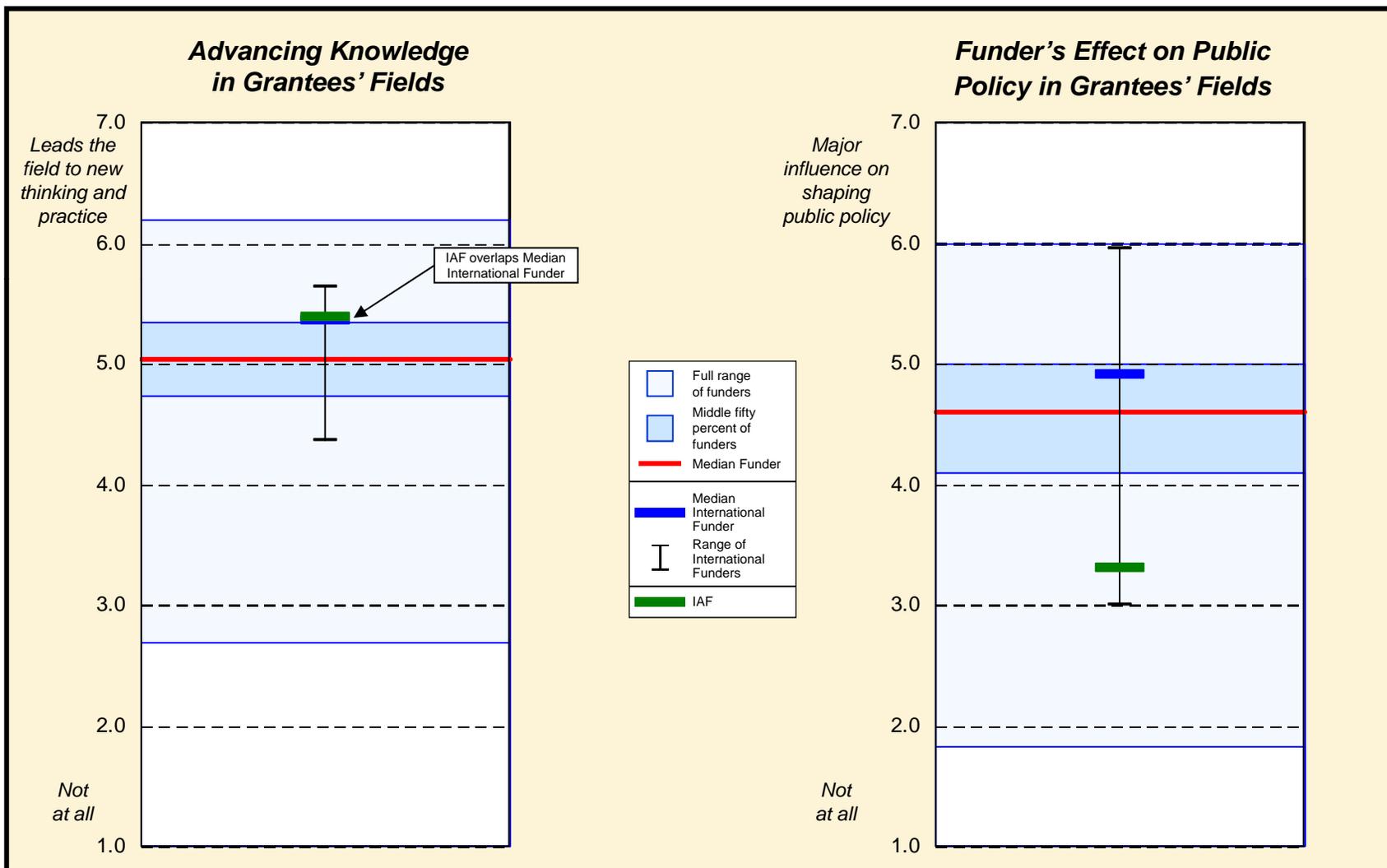
Advancing Knowledge in Fields and Effect on Public Policy

On advancement of knowledge in grantees' fields, IAF is rated:

- above 76 percent of funders
- above 54 percent of international funders in the cohort

On effect on public policy in grantees' fields, IAF is rated:

- below 93 percent of funders
- below 92 percent of international funders in the cohort

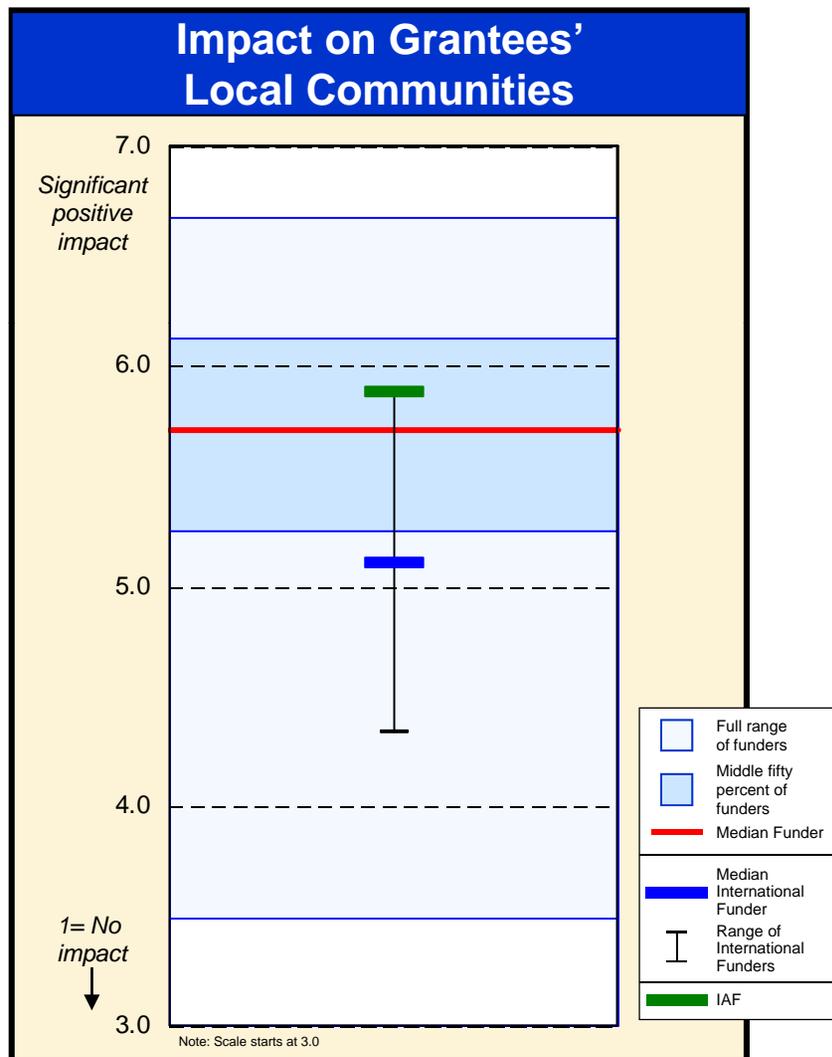


Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 4 percent of IAF respondents answered "don't know", compared to 24 percent at the median funder, and 13 percent of respondents at the Median International Funder. In the right-hand chart, 11 percent of IAF respondents answered "don't know", compared to 39 percent at the median funder, and 24 percent of respondents at the Median International Funder.

Impact on Grantees' Local Communities

On impact on grantees' local communities, IAF is rated:

- above 60 percent of funders
- higher than all other international funders in the cohort



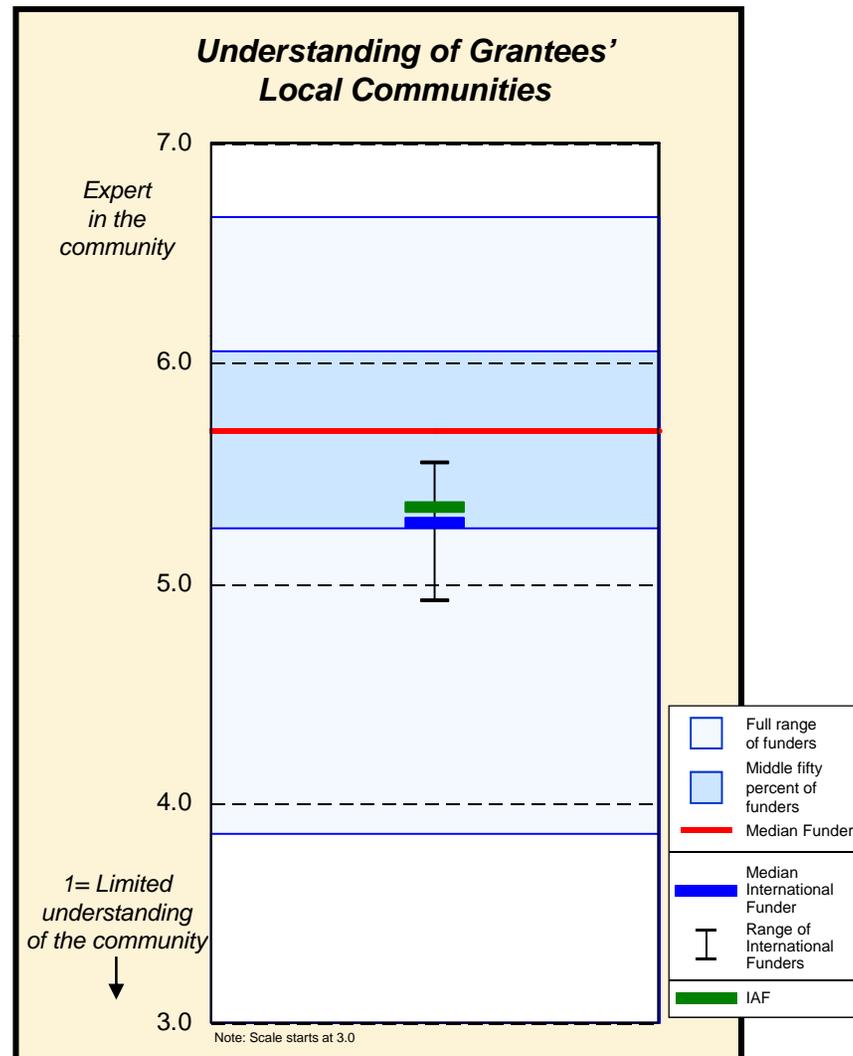
Selected Grantee Comments

- ♦ *“The Inter American Foundation has helped change the vision that many of the beneficiaries had of their territories. It has made them develop new resource management skills, has helped them increase their income, has improved their access to public services, and has encouraged the arrival of new investments to the region.”*
- ♦ *“Giving us the opportunity to develop new employment sources through the use of local resources that were previously wasted had great impact on the local community.”*
- ♦ *“The Foundation is not [an expert in our field] but is an expert in organization and group work issues. ...It has shown great sensibility to the social problems we are faced with and knows our community deeply.”*

Understanding of Grantees' Local Communities

On understanding of grantees' local communities, IAF is rated:

- below 71 percent of funders
- above 69 percent of international funders in the cohort



Note: This question includes a "don't know/not applicable" response option; 2 percent of IAF respondents answered "don't know/not applicable", compared to 13 percent at the median funder, and 25 percent of respondents at the Median International Funder.

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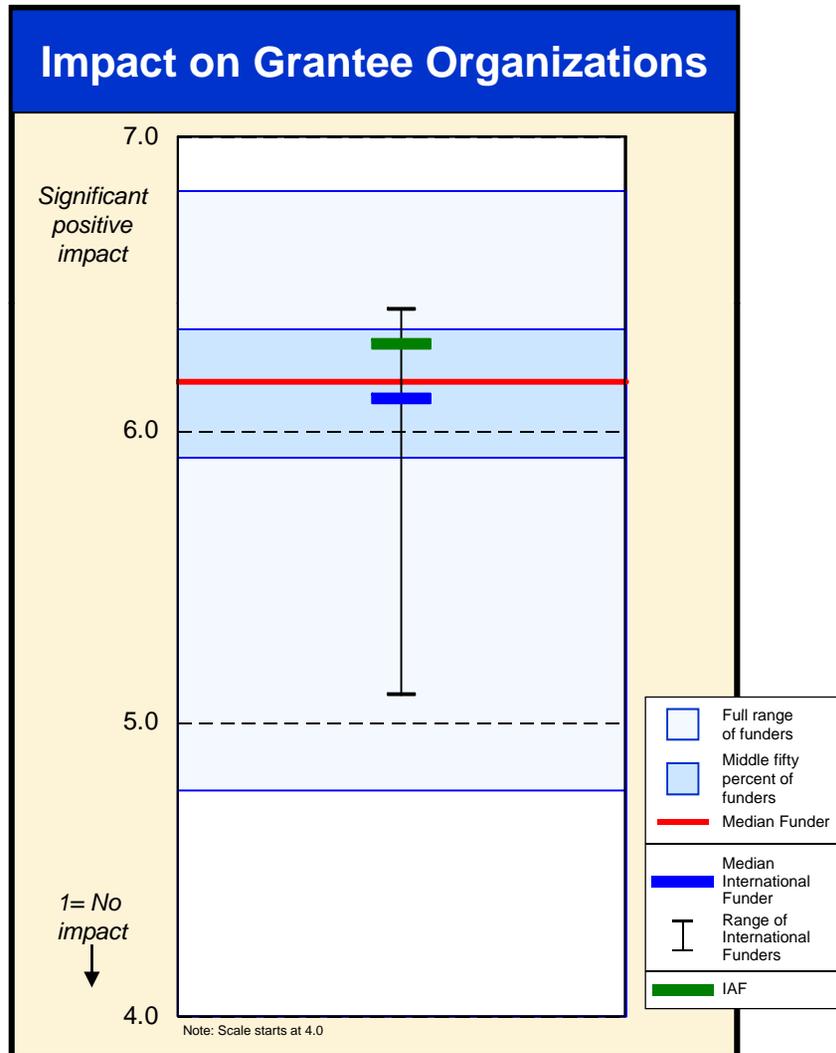
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Impact on Grantee Organizations

On impact on grantee organizations, IAF is rated:

- above 68 percent of funders
- above 92 percent of international funders in the cohort



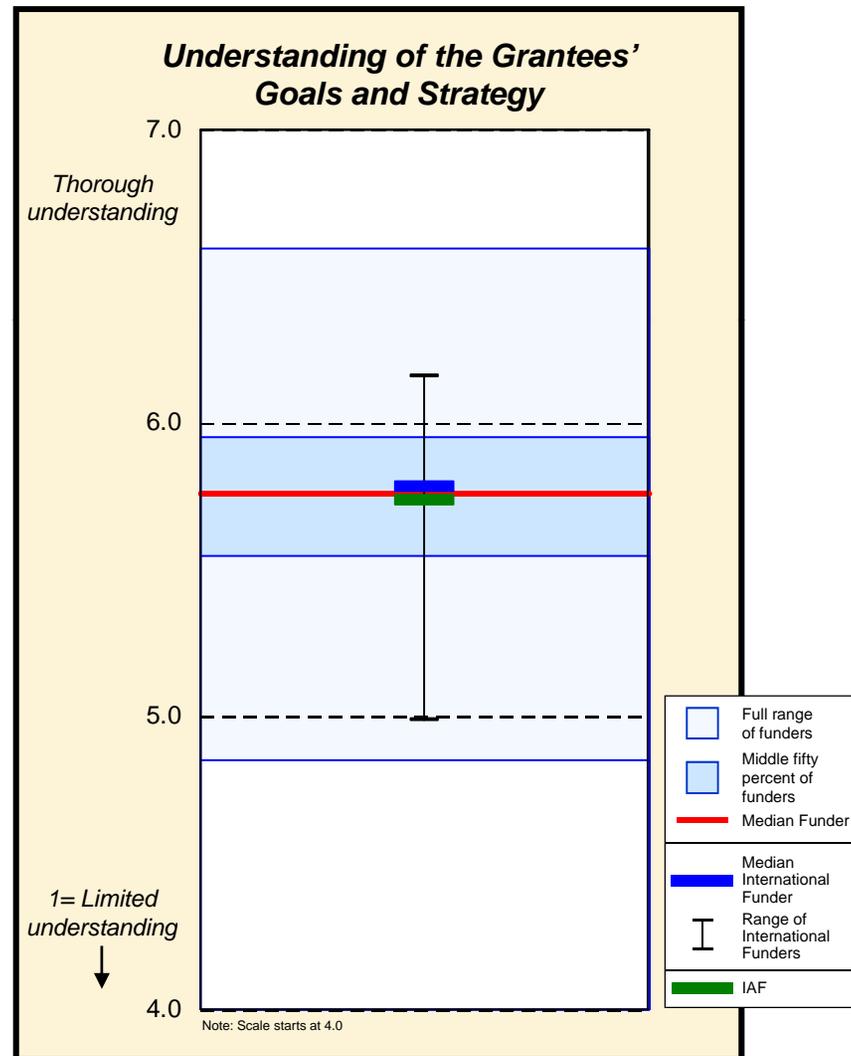
Selected Grantee Comments

- ♦ *“The impact of the partnership we had with the Foundation has been deep and positive for the development of our activities.... If we hadn’t received the support from the Foundation, our achievements would only be a dream.”*
- ♦ *“With regards to my organization, the Foundation has been the promoter of a significant change in the way we view our local development strategies. We are able to develop our efforts freely, with their consistent support, expertise and counseling.”*
- ♦ *“IAF funding just started in [our region], ...so its impact is in its infancy. However, this funding is having an important impact. Multi-year funding for grassroots support work is rare, and so important. The quality of our work is improving as we focus on the work and not...so much on where the next funds will come from to continue.”*

Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategy, IAF is rated:

- below 55 percent of funders
- below 54 percent of international funders in the cohort

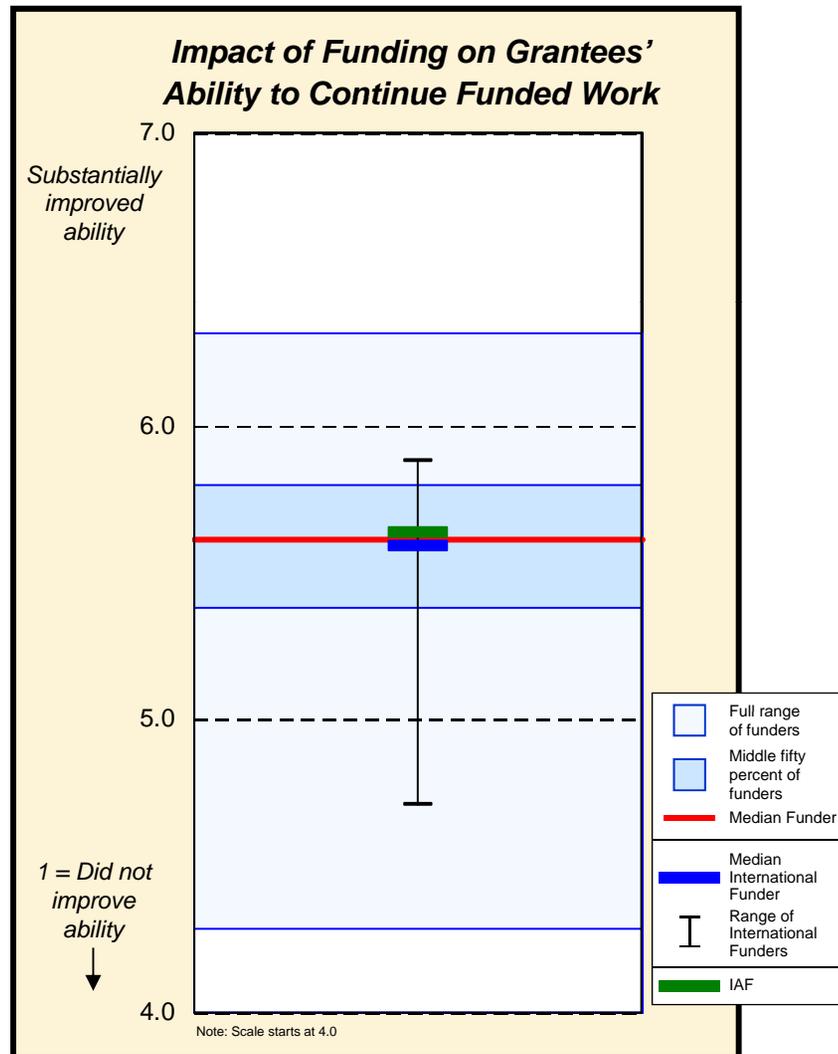


Note: This question includes a "don't know" response option; 1 percent of IAF respondents answered "don't know", compared to 6 percent at the median funder, and 5 percent of respondents at the Median International Funder.

Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, IAF is rated:

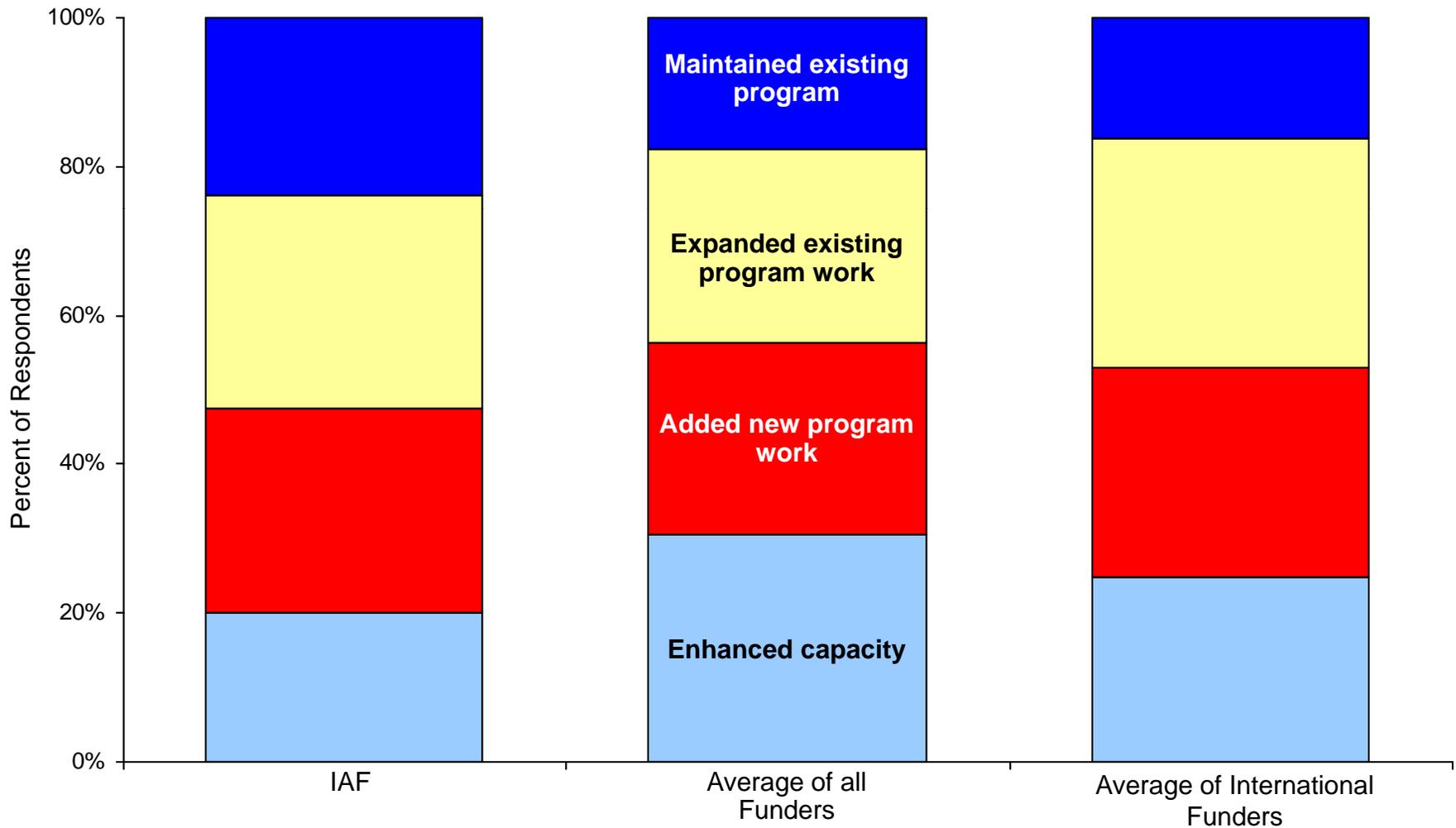
- above 54 percent of funders
- above 58 percent of international funders in the cohort



Note: This question includes a "don't know/not applicable" response option; 4 percent of IAF respondents answered "don't know/not applicable", compared to 8 percent at the median funder, and 7 percent of respondents at the Median International Funder.

Grant Effect

Primary Effect of Grant on Grantee's Organization



Grant Patterns Summary (1)

The grant patterns summary segments a funder’s grantmaking by grant characteristics that, across CEP’s dataset, are associated with higher and lower ratings of a funder’s impact on a grantee’s organization. The grant patterns take into account the size and duration of the funder’s grants as well as whether they have provided a recipient with general operating or program/project support.¹

<i>Field-Wide Findings on Impact on Grantee Organization Ratings</i>		Grant Patterns²
Highest Ratings on Impact on Grantee Organization		General operating support grant + Grant size \$25K or greater + Multi-year in length
Moderate Ratings on Impact on Grantee Organization		Program/Project grant + Grant size \$25K or greater + Multi-year in length OR
		Program/Project grant + Grant size \$150K or greater + One year in length OR
		General operating support grant + Grant size \$10K-\$149K + One year in length OR
		General operating support grant + Grant size \$10K-\$24K + Multi-year in length
Lowest Ratings on Impact on Grantee Organization		Program/Project grant + Grant size \$25K-\$149K + One year in length OR
		Program/Project grant + Grant Size less than \$25K + Less than 5 years in length OR
		General operating support grant + Grant size less than \$10K + One year in length

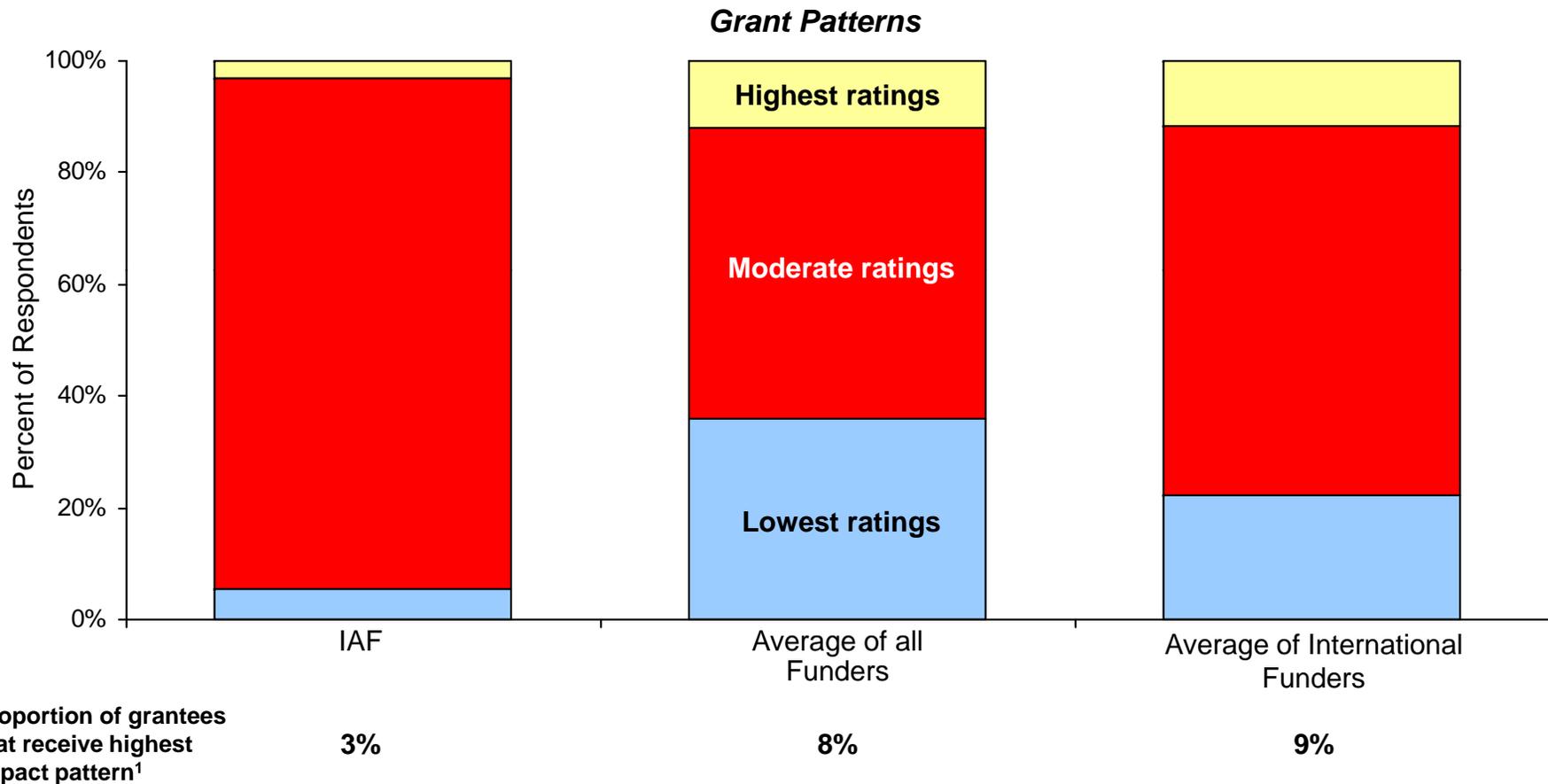
1: All other types of funding are excluded from the grant patterns.

2: Grant patterns listed are representative of the majority of grants that fall within each group. Some patterns are not shown because they are infrequently awarded to grantees.

Grant Patterns Summary (2)

The proportion of IAF grantees that report receiving the grant pattern CEP field-wide research has found is associated with the highest impact on grantee organization ratings is:

- smaller than that of 70 percent of funders
- smaller than that of 82 percent of international funders in the cohort



Survey-Wide Analysis Fact: By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder's impact on their organizations. However, ratings of impact on the grantee organization are higher for operating than program support grantees when those operating support grants are larger and longer term than what funders typically provide. For more information on these findings, please see CEP's report, *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits*.

1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

Note: Only respondents who received general operating or program/project support are included in the grant patterns.

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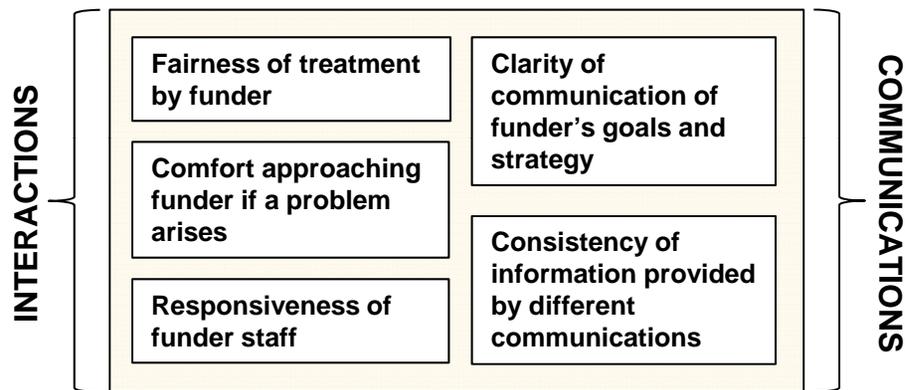
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Funder-Grantee Relationships Summary

On this summary of key components of funder-grantee relationships, IAF is rated:

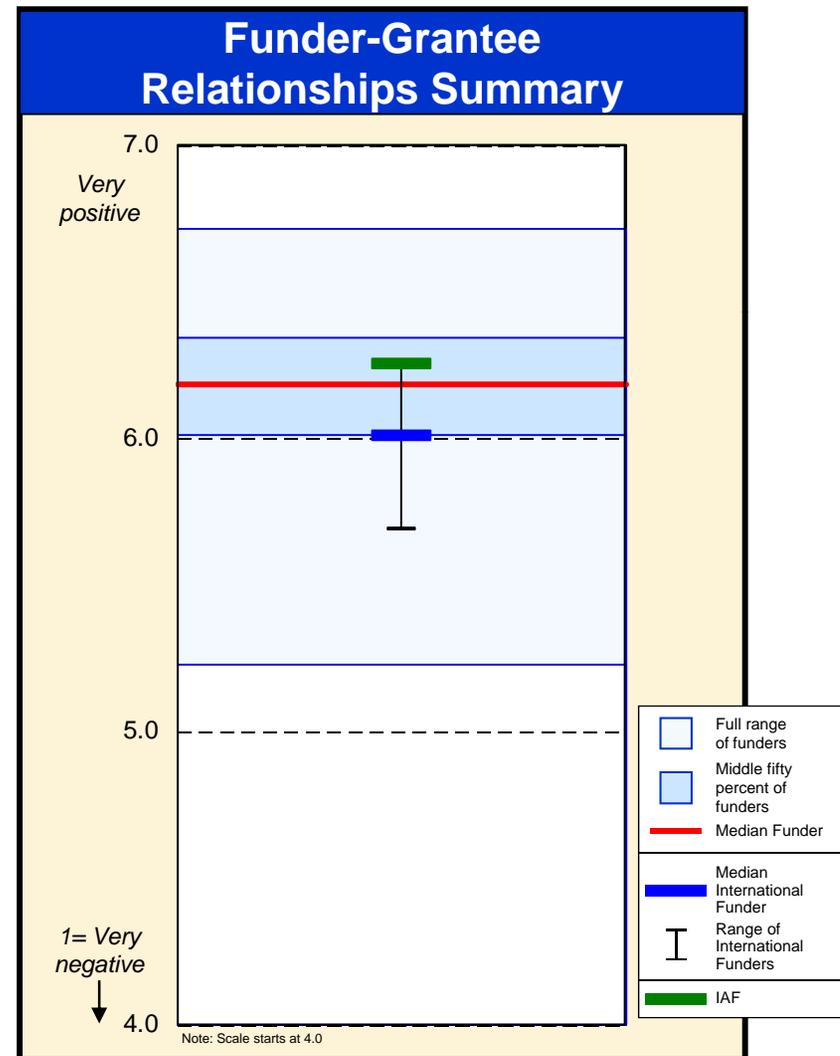
- above 60 percent of funders
- higher than all other international funders in the cohort

Key Components of Funder-Grantee Relationships Measure



Survey-Wide Analysis Fact: What best predicts grantee ratings on the *Funder-Grantee Relationships Summary*? 1) *Understanding*: Understanding of funded organizations' goals and strategies; 2) *Selection*: Helpfulness of selection process and mitigation of pressure to modify priorities; 3) *Expertise*: Understanding of fields and communities; 4) *Contact*: Initiation of contact and with appropriate frequency. For more on these findings and resulting management implications, please see CEP's report, *Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them*.

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, fairness of the Foundation's treatment of grantees, clarity of communication of the Foundation's goals and strategy, and the consistency of information provided by different communication resources. The data above reflects only the responses of grantees who answered all five of these questions.



Interactions Measures

On fairness of treatment of grantees, IAF is rated:

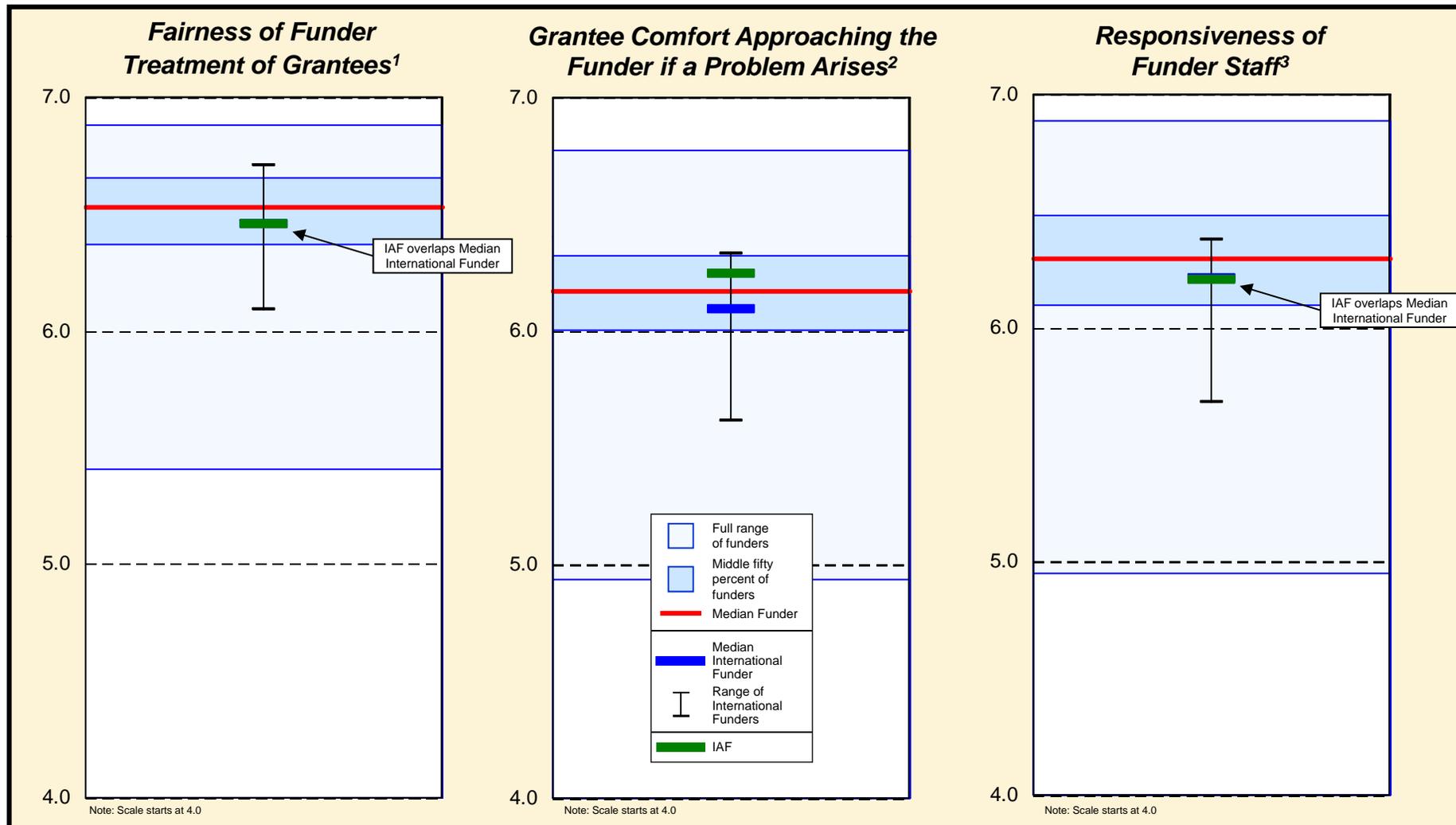
- below 63 percent of funders
- above 54 percent of international funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, IAF is rated:

- above 62 percent of funders
- above 85 percent of international funders in the cohort

On responsiveness of Foundation staff to grantees, IAF is rated:

- below 63 percent of funders
- below 54 percent of international funders in the cohort



1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.

2: Scale goes from 1 = Not at all comfortable to 7 = Extremely comfortable.

3: Scale goes from 1 = Not at all responsive to 7 = Extremely responsive.

Selected Grantee Comments

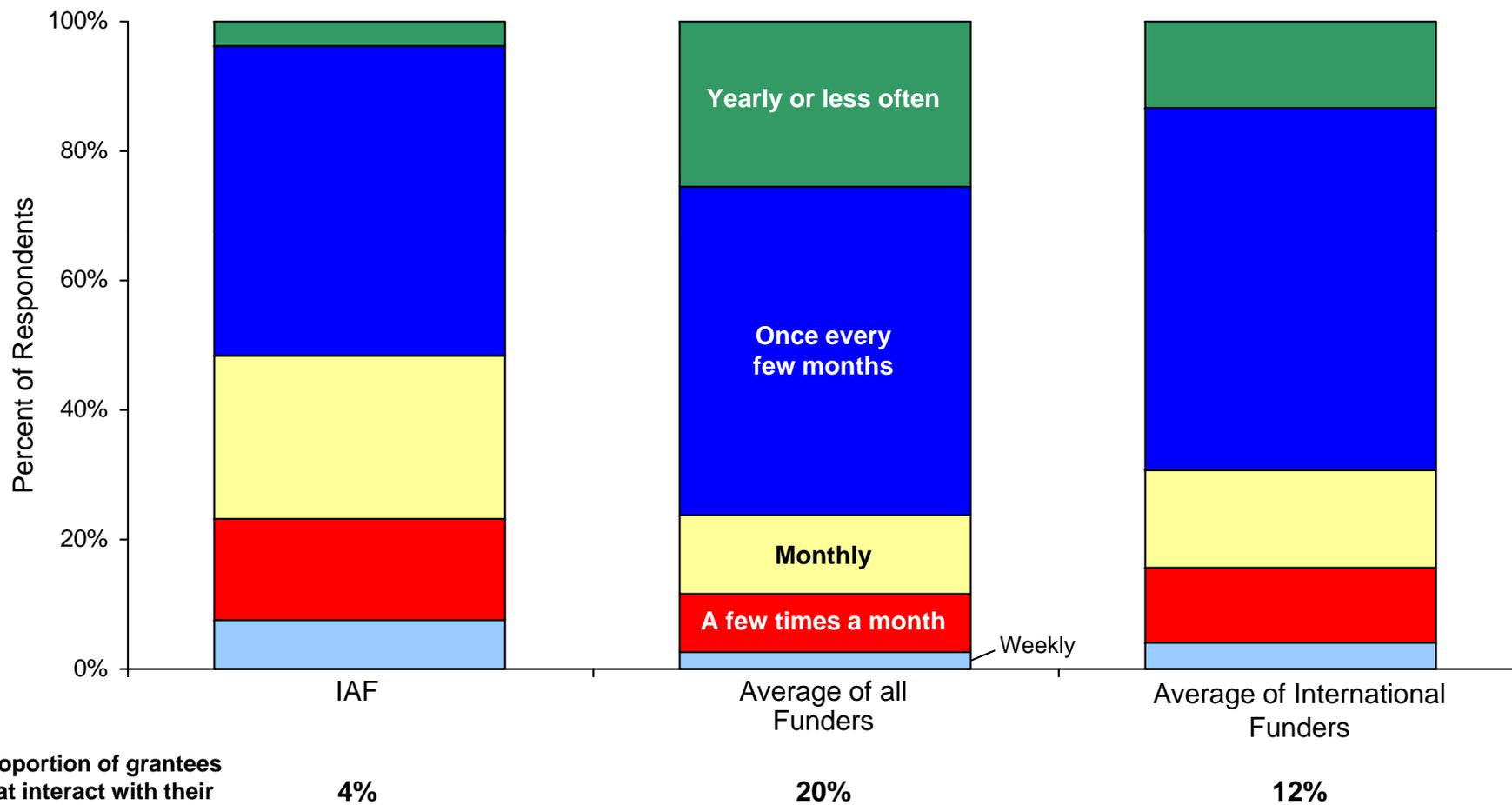
- ◆ *“It has been very important for us that Foundation [staff] decided to visit us. The different visits made by Foundation staff and [other partners] have been a great support for our organization since the exchange has strengthened the inter-institutional relationship and successful execution of the project.”*
- ◆ *“During the 3+ years of our agreement, we had quite good communication in the first year and a half.... Then, the different changes taking place inside the Foundation remarkably dampened this communication, which is now basically limited to communication with the linking person in the country.”*
- ◆ *“The relationship was honest, sincere and respectful; they make an effort to understand the grantee and its context, philosophy and methodology. They respect the grantee’s autonomy and respectfully recommend elements which help the proposal to be realized.”*
- ◆ *“Before accepting the proposal, we found it difficult to communicate with the Foundation - there were very few replies. After the project was approved, the communication improved. It became clear to us that the staff of the Foundation is very busy and, even with good intentions, it had little time to answer us. The Foundation rarely gives its opinion about the quarterly reports and the visits are very short.”*

Frequency of Interactions

The proportion of IAF grantees that report interacting with their program officer yearly or less often is:

- smaller than that of 95 percent of funders
- smaller than that of all other international funders in the cohort

Frequency of Grantee Contact with Program Officer During Grant



Proportion of grantees that interact with their PO yearly or less often¹

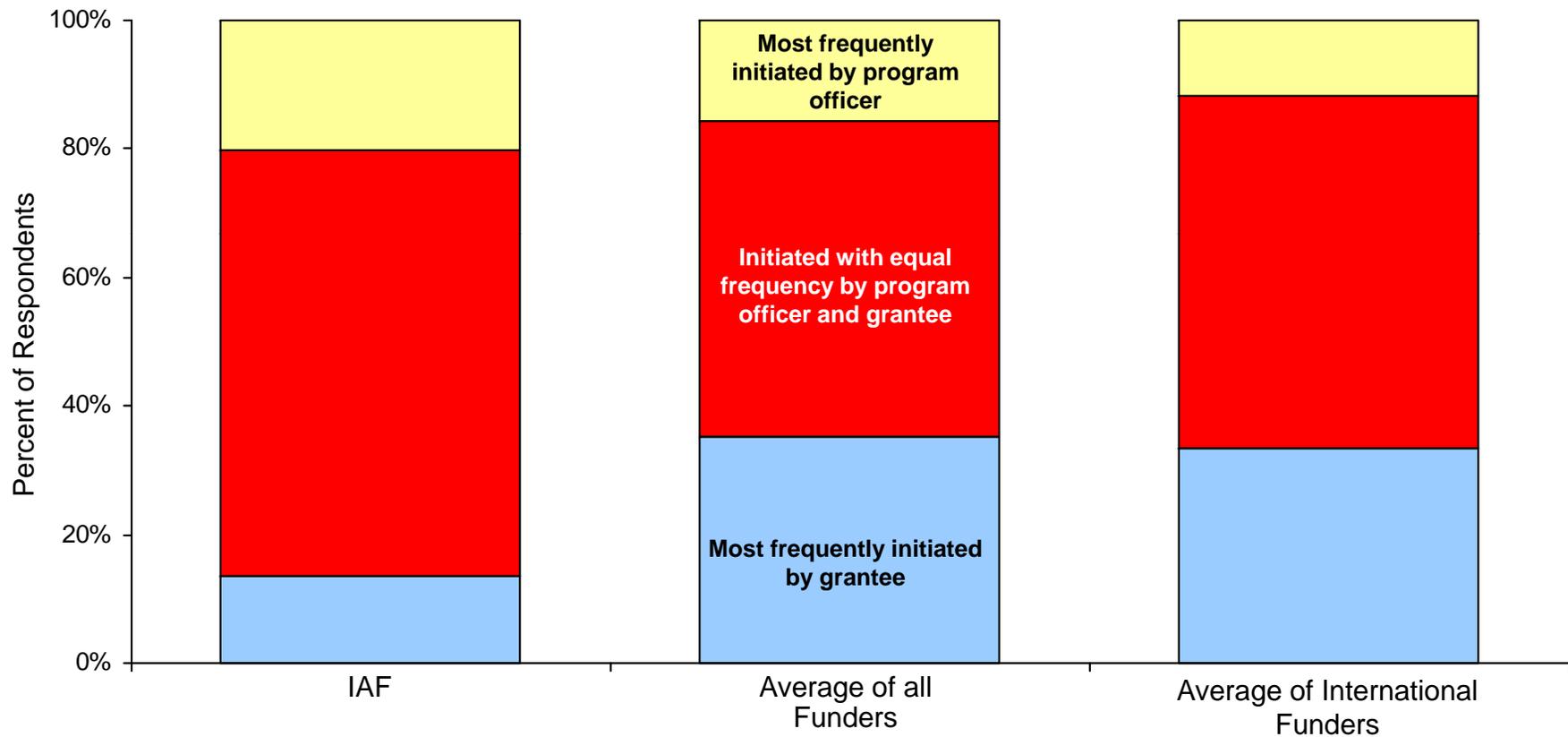
1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

Initiation of Interactions

The proportion of IAF grantees that report that they most frequently initiate interactions with the Foundation is:

- smaller than that of 95 percent of funders
- smaller than that of all other international funders in the cohort

Initiation of Grantee Contact with Program Officer During Grant



Proportion of grantees that most frequently initiate contact¹

14%

36%

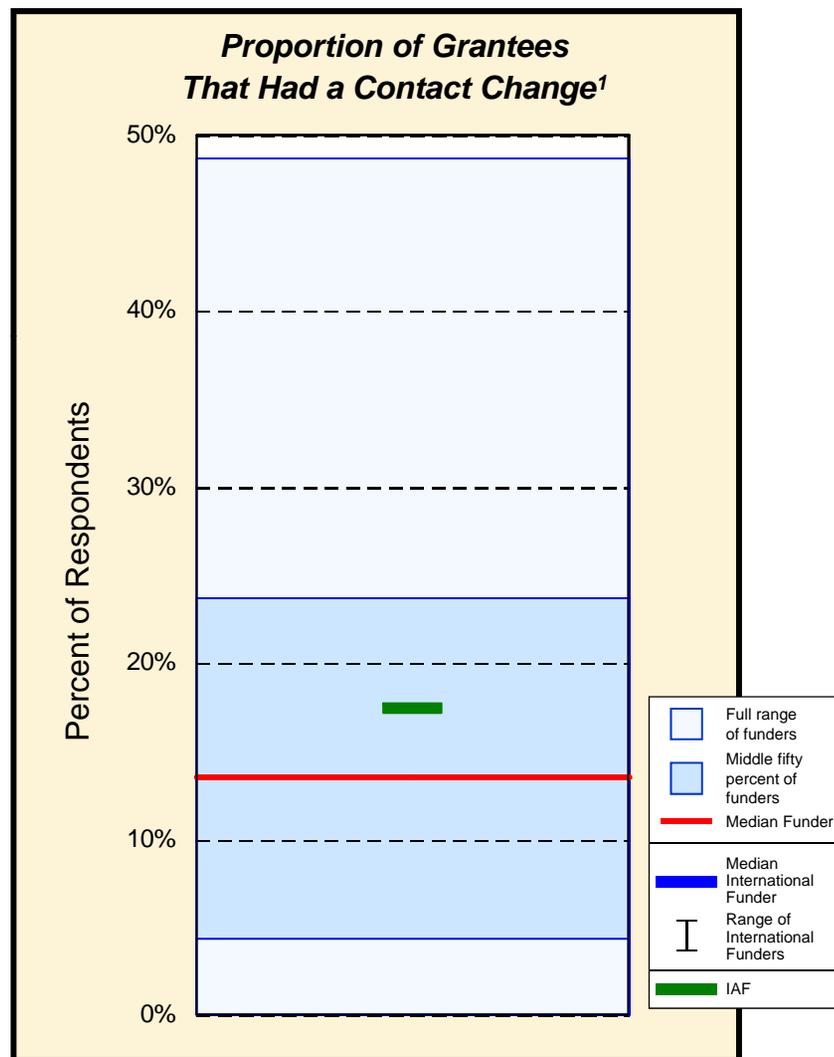
34%

1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

Proportion of Grantees That Had a Change in Primary Contact

The proportion of IAF grantees who had a change in their primary contact in the last six months is:

- larger than that of 62 percent of funders

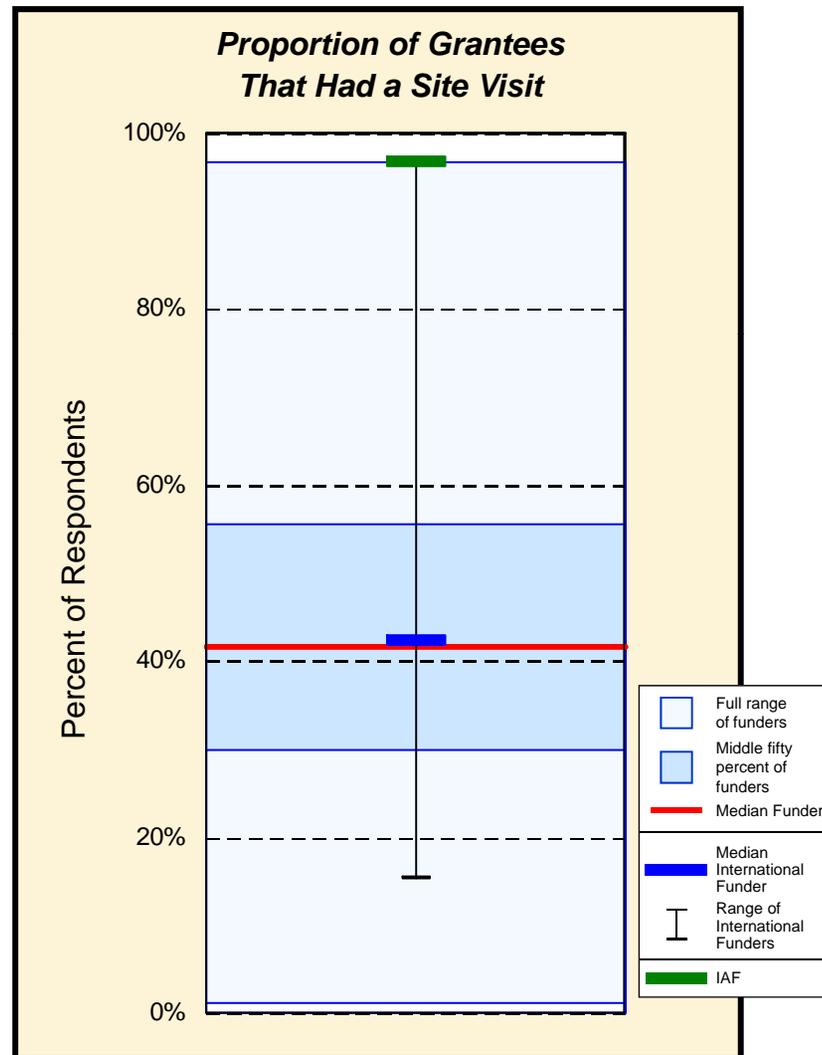


1: Represents data from 95 funders.
 Note: international funder data not available due to changes to the survey instrument.

Proportion of Grantees That Had a Site Visit

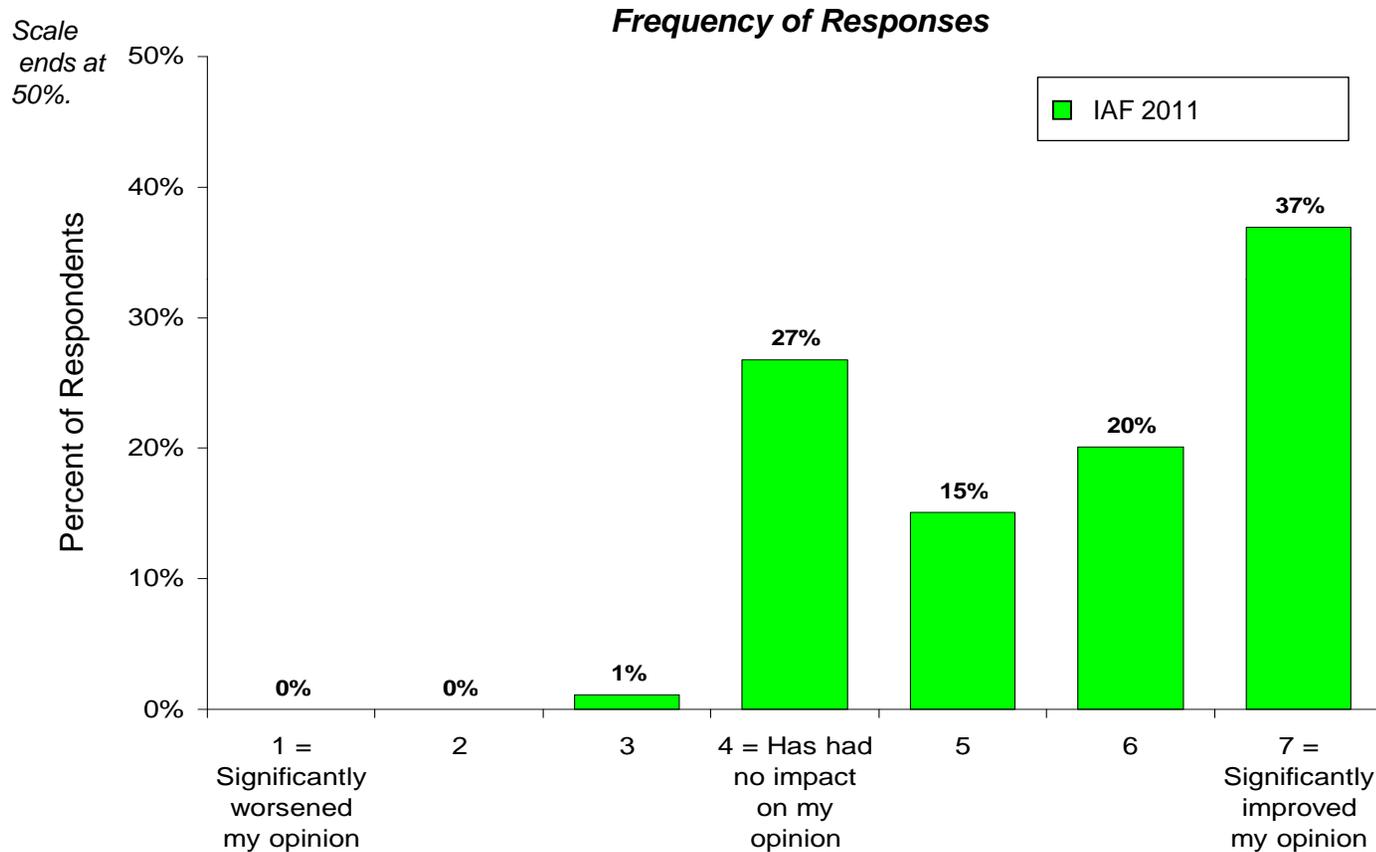
The proportion of IAF grantees receiving a site visit during the course of the grant is:

- larger than that of all other funders in CEP's comparative dataset
- larger than that of all other international funders in the cohort



Grantees' Opinion of the United States

Grantees were asked to rate how significantly working with the IAF has affected their opinion of the United States. Thirty-seven percent of grantees indicated that working with the IAF significantly improved their opinion of the United States, while 27 percent reported it has had no impact on their opinion.



	Average Rating
IAF 2011	5.6

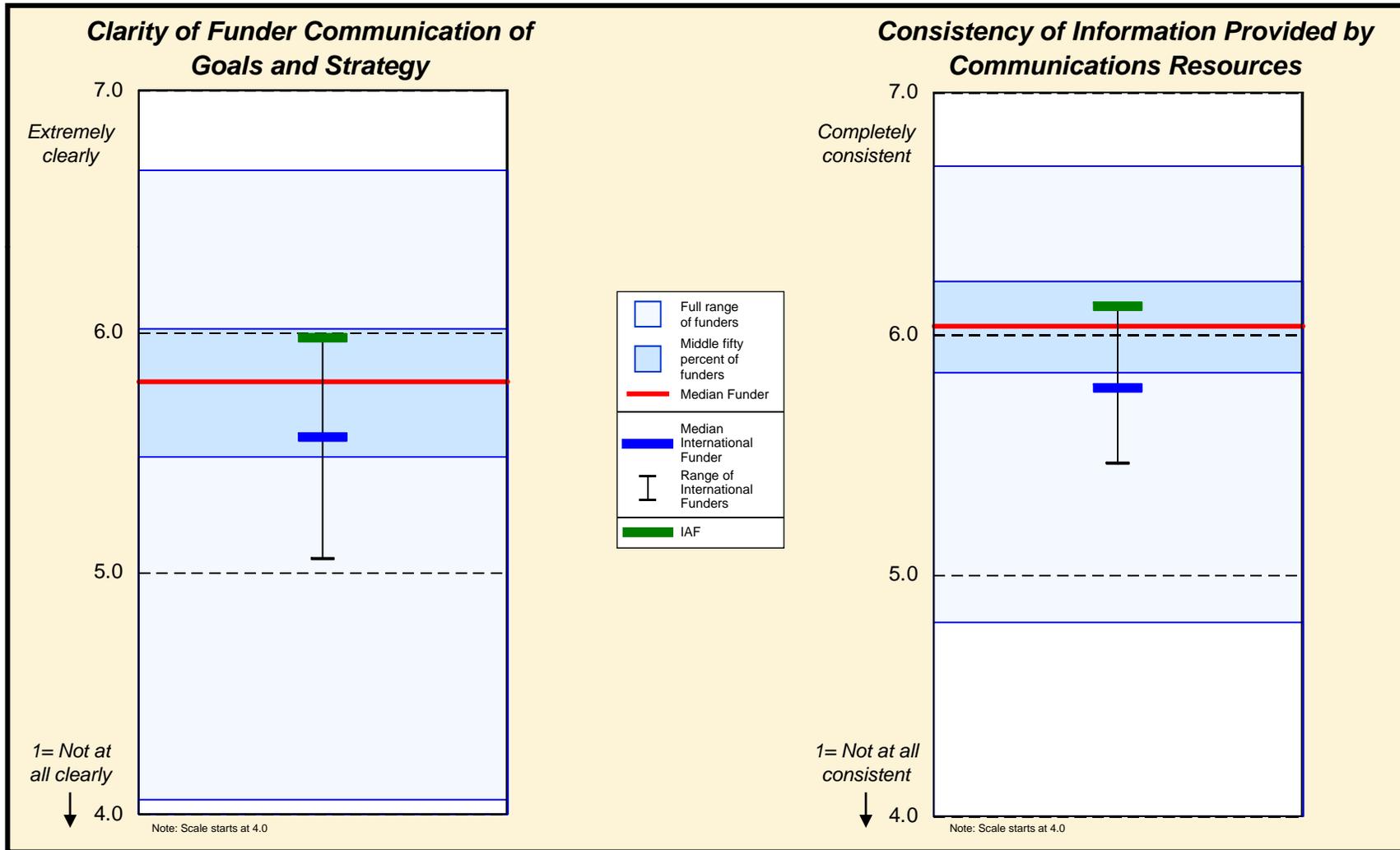
Communications Measures

On clarity of the Foundation’s communication of its goals and strategy, IAF is rated:

- above 70 percent of funders
- higher than all other international funders in the cohort

On consistency of the Foundation’s communications resources, both personal and written, IAF is rated:

- above 62 percent of funders
- higher than all other international funders in the cohort



Note: In the right-hand chart, this question includes a “used one or no resources” response option; 2 percent of IAF respondents indicated they had used one or no resources, compared to 4 percent at the median funder, and 3 percent of respondents at the Median International Funder.

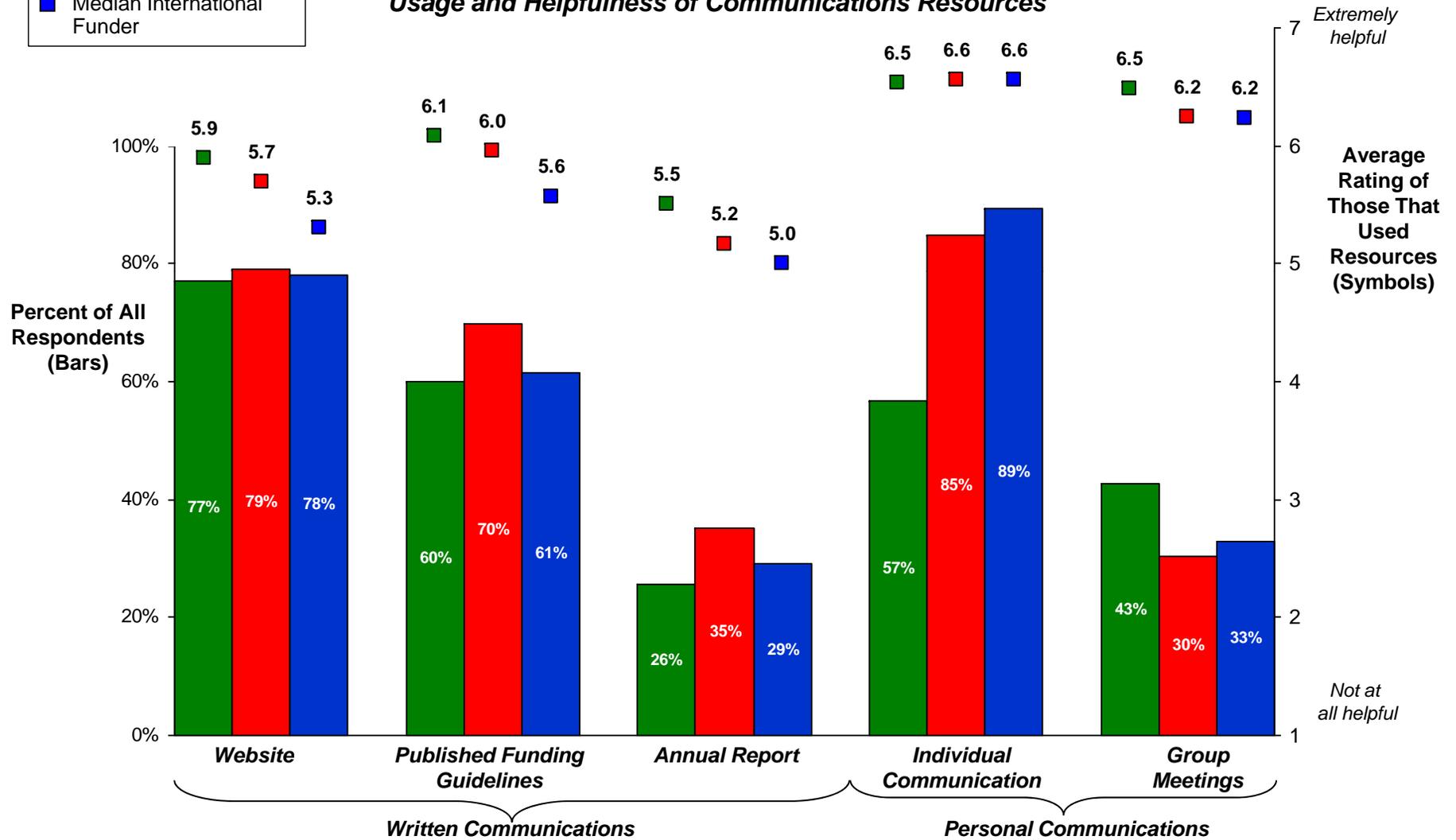
Selected Grantee Comments

- ◆ *“The information provided by the Foundation through its webpage is very important, since we get to know their purpose, scope and destination of their donations.”*
- ◆ *“Excellent communication related to project progress and process orientation, with personalized service to support the project managers.”*
- ◆ *“The operative concerns are managed by the local office, but the instructions come from the parent company. I feel that there is not always consistency between their criteria. I would like to better understand the decision-making, information and instruction responsibilities corresponding to each entity.”*
- ◆ *“The process used by the Foundation is clear and consistent from its very beginning... Communications with the Foundation are also smooth and efficient; they provide immediate answers to our questions or inquiries.”*
- ◆ *“Communication has always been smooth, timely, clear, cordial and useful. It has clarified our tasks and our understanding of the Foundation’s internal process operation, allowing for an efficient and highly satisfactory relationship at all times.”*

Communications Resources



Usage and Helpfulness of Communications Resources

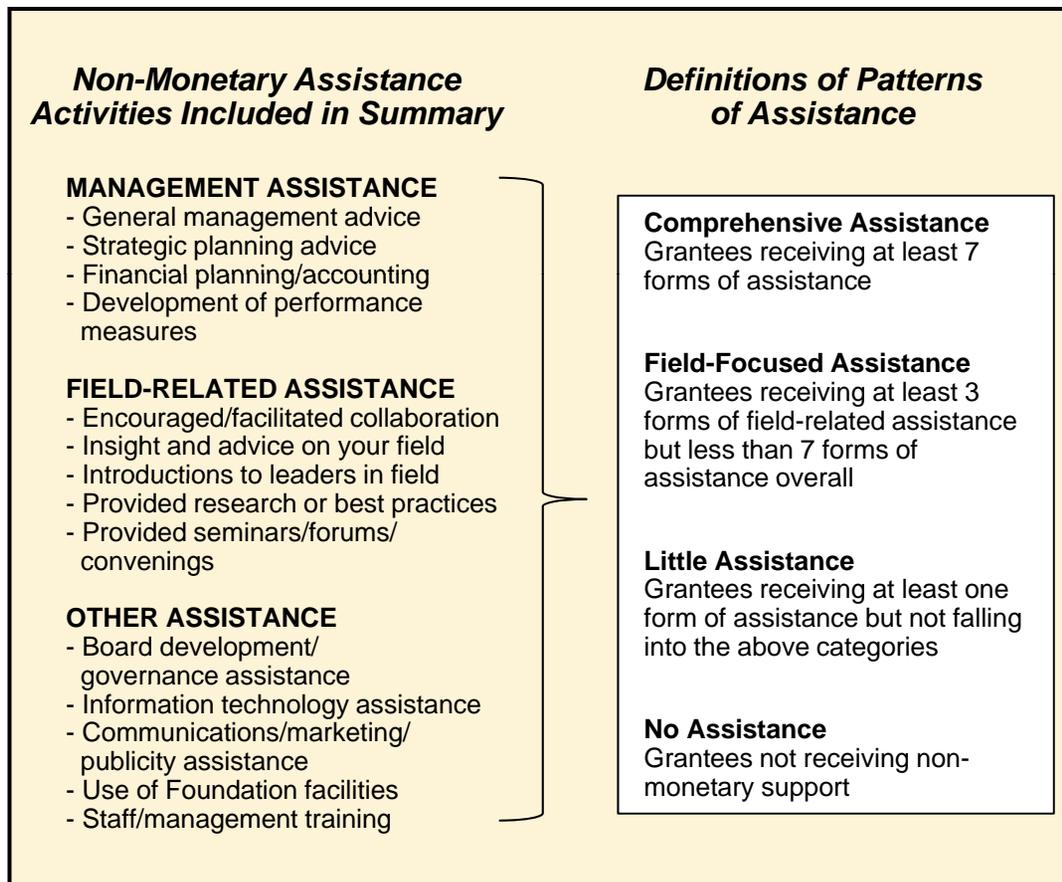


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Non-Monetary Assistance Summary (1)

The non-monetary assistance summary includes the fourteen activities listed below. Provision of assistance patterns fall into the four categories: comprehensive assistance, field-focused assistance, little assistance, and no assistance.



Selected Grantee Comments

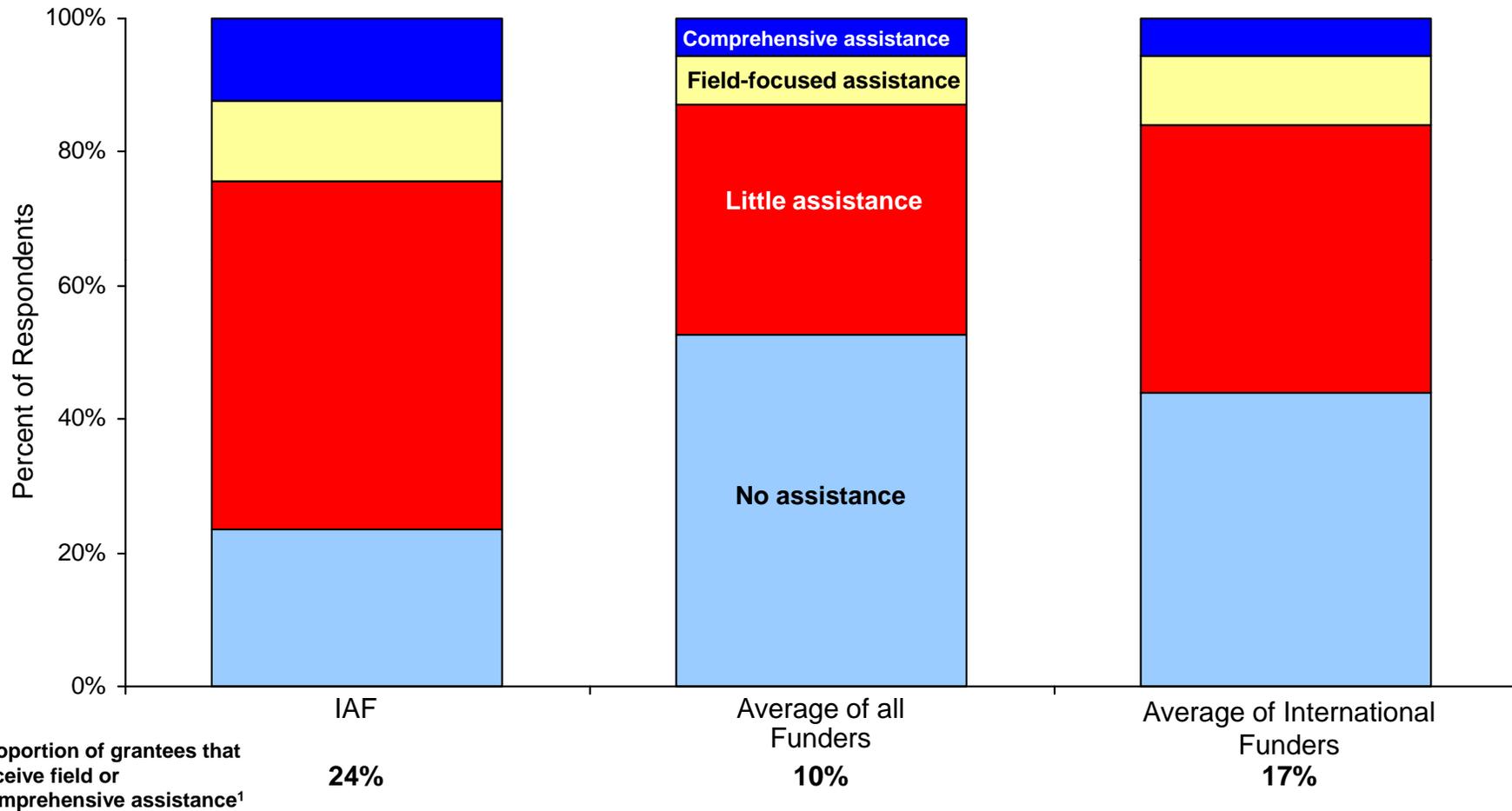
- ♦ *“Their practical network technological resources (internet, mail, video conferences) have facilitated the development, accounting, authorization, and consultation processes, as well as the financial operations between the grantee and the foundation.”*
- ♦ *“The Foundation is pretty clear as to the management of resources, and very helpful in all issues related to project development. Both local and foreign agents provided quality support and expertise towards the project. Sharing problems and solutions related to the project’s progress helped us a lot.”*
- ♦ *“One important aspect we learnt from the Foundation is the idea that grassroots organizations should learn about process sustainability. The Foundation and its representative have made great efforts to provide knowledge on [our work], and this has helped improve communication channels and understanding.”*

Non-Monetary Assistance Summary (2)

The proportion of IAF grantees that report receiving comprehensive or field-focused assistance is:

- larger than that of 85 percent of funders
- larger than that of 92 percent of international funders in the cohort

Non-Monetary Assistance Patterns



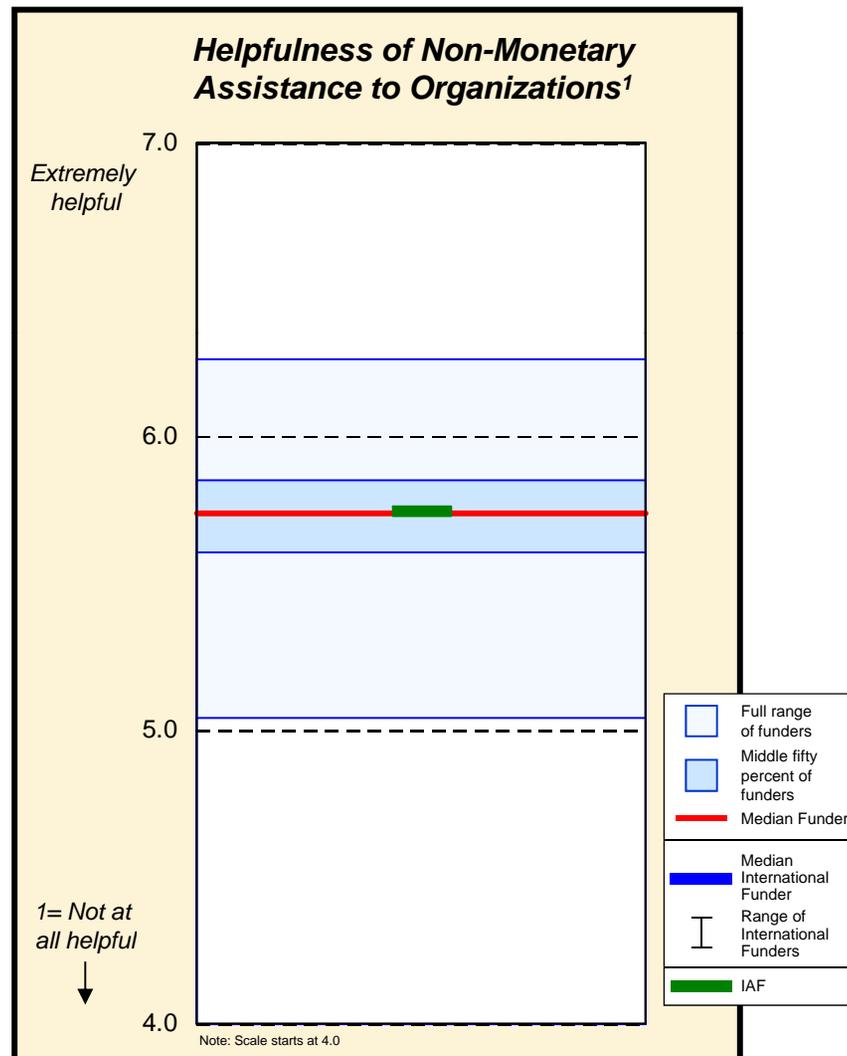
Survey-Wide Analysis Fact: Providing just two or three types of assistance appears to be ineffective; it is only when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance. For more information on these findings, please see CEP's report, *More than Money: Making a Difference with Assistance Beyond the Grant Check*.

1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

Helpfulness of Non-Monetary Assistance

On helpfulness of the non-monetary assistance provided by the Foundation in strengthening grantee organizations' work, IAF is rated:

- above 52 percent of funders

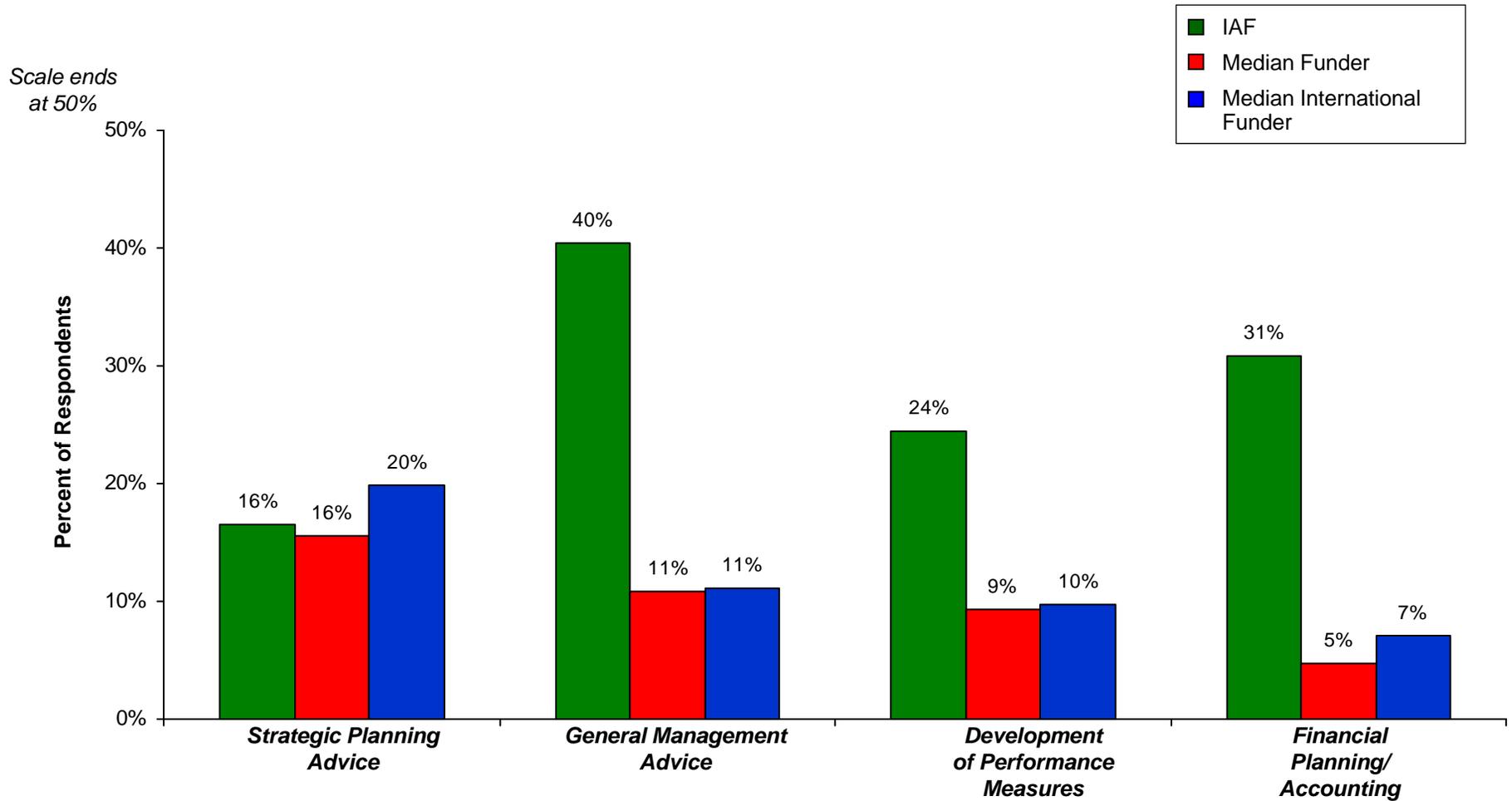


1: Represents data from 34 funders.

Note: This question was only asked of those grantees that indicated they received non-monetary assistance from staff or a third party paid for by the Foundation. International funder data not available due to changes to the survey instrument.

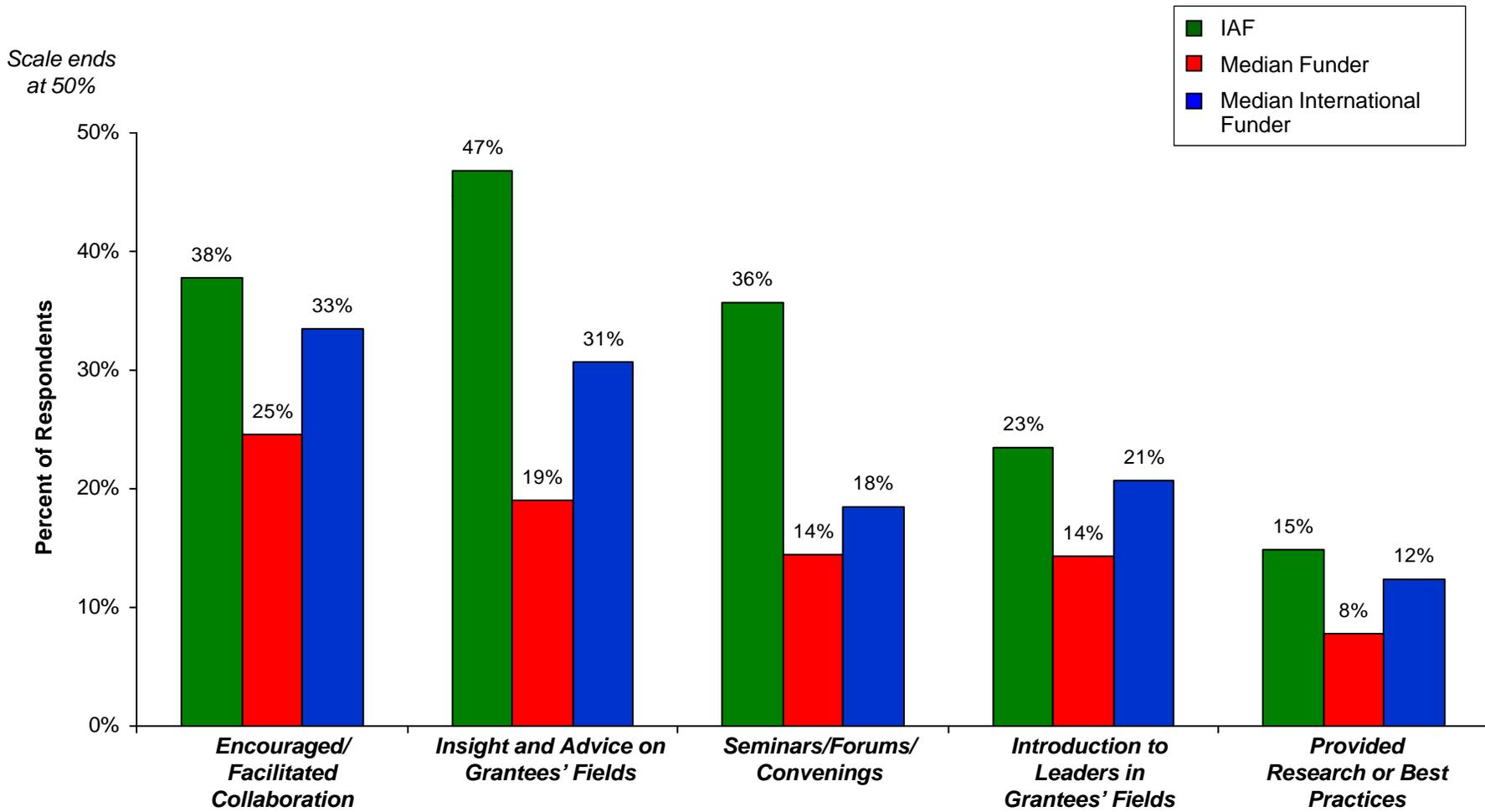
Management Assistance Activities

Frequency of Management Assistance Activities



Field-Related Assistance Activities

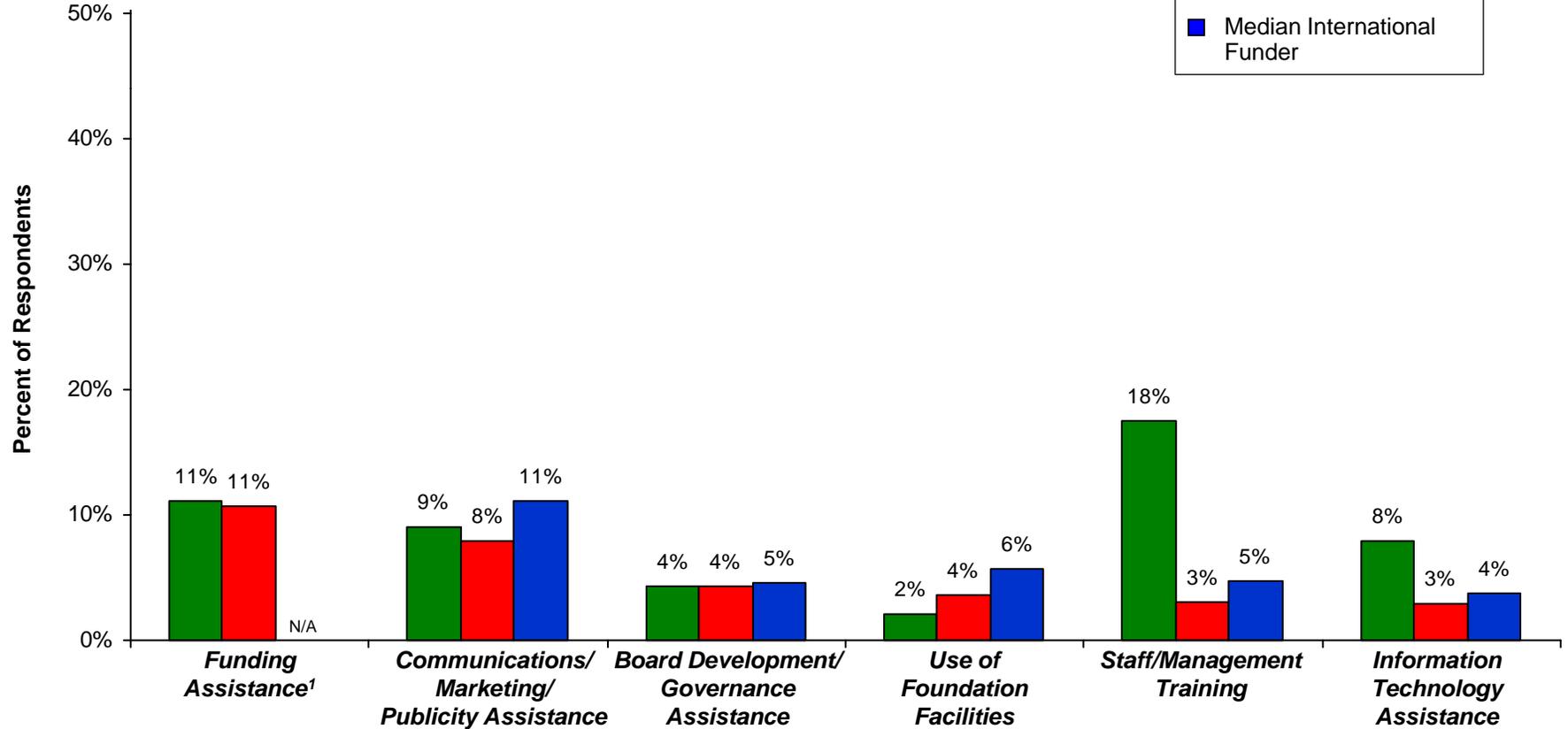
Frequency of Field-Related Assistance Activities



Other Support Activities

Frequency of Other Assistance Activities

Scale ends at 50%

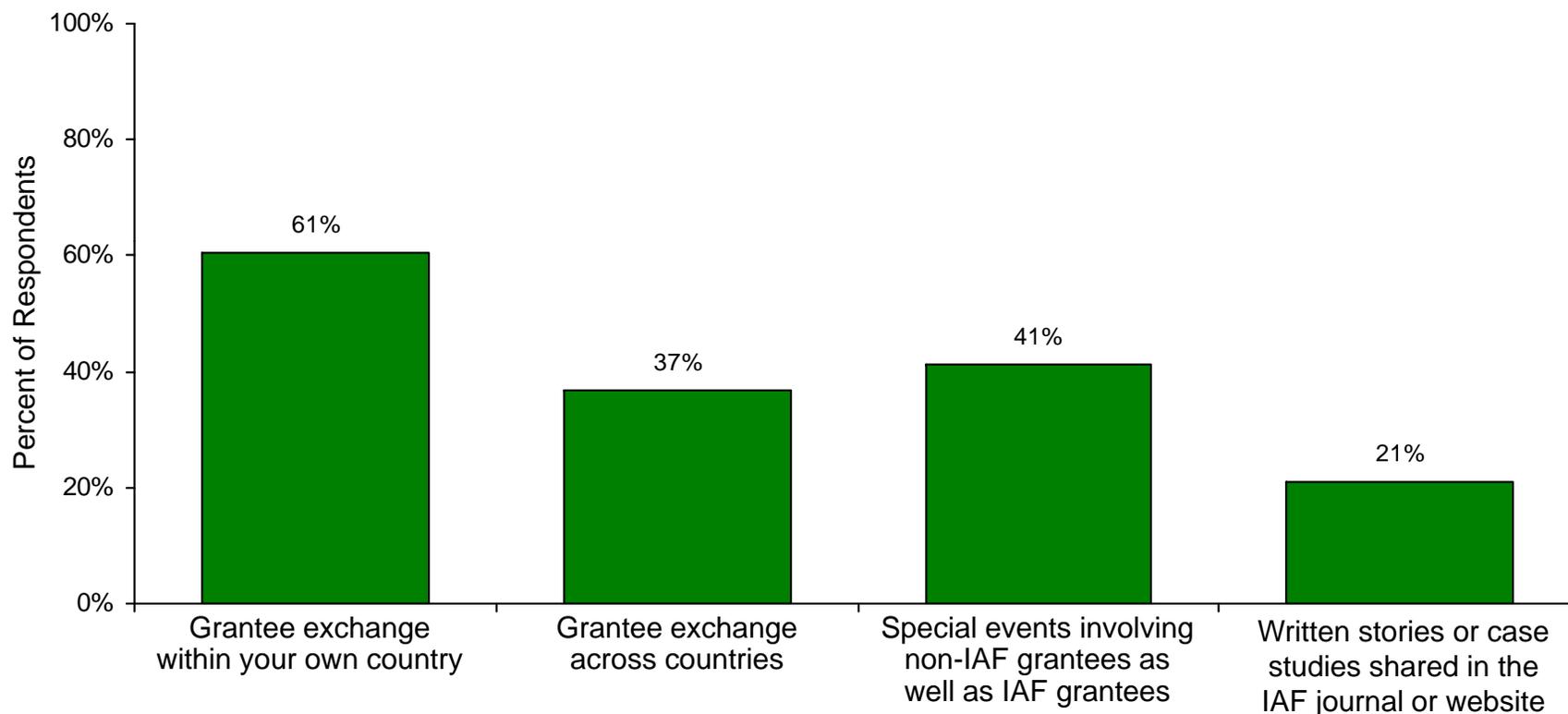


1: Represents data from 34 funders. Median international funder data not available due to changes in the survey instrument

Grantee Sharing Opportunities

On average, grantees rate the usefulness of grantee exchanges across countries highest among the four grantee sharing opportunities.

Proportion of grantees that have participated grantee sharing opportunities



	Grantee exchange within your own country	Grantee exchange across countries	Special events involving non-IAF grantees as well as IAF grantees	Written stories or case studies shared in the IAF journal or website
Usefulness of the grantee sharing opportunity¹	5.8	6.0	5.9	5.4
How useful would it be to participate in the grantee sharing opportunity?²	6.1	6.1	6.2	6.0

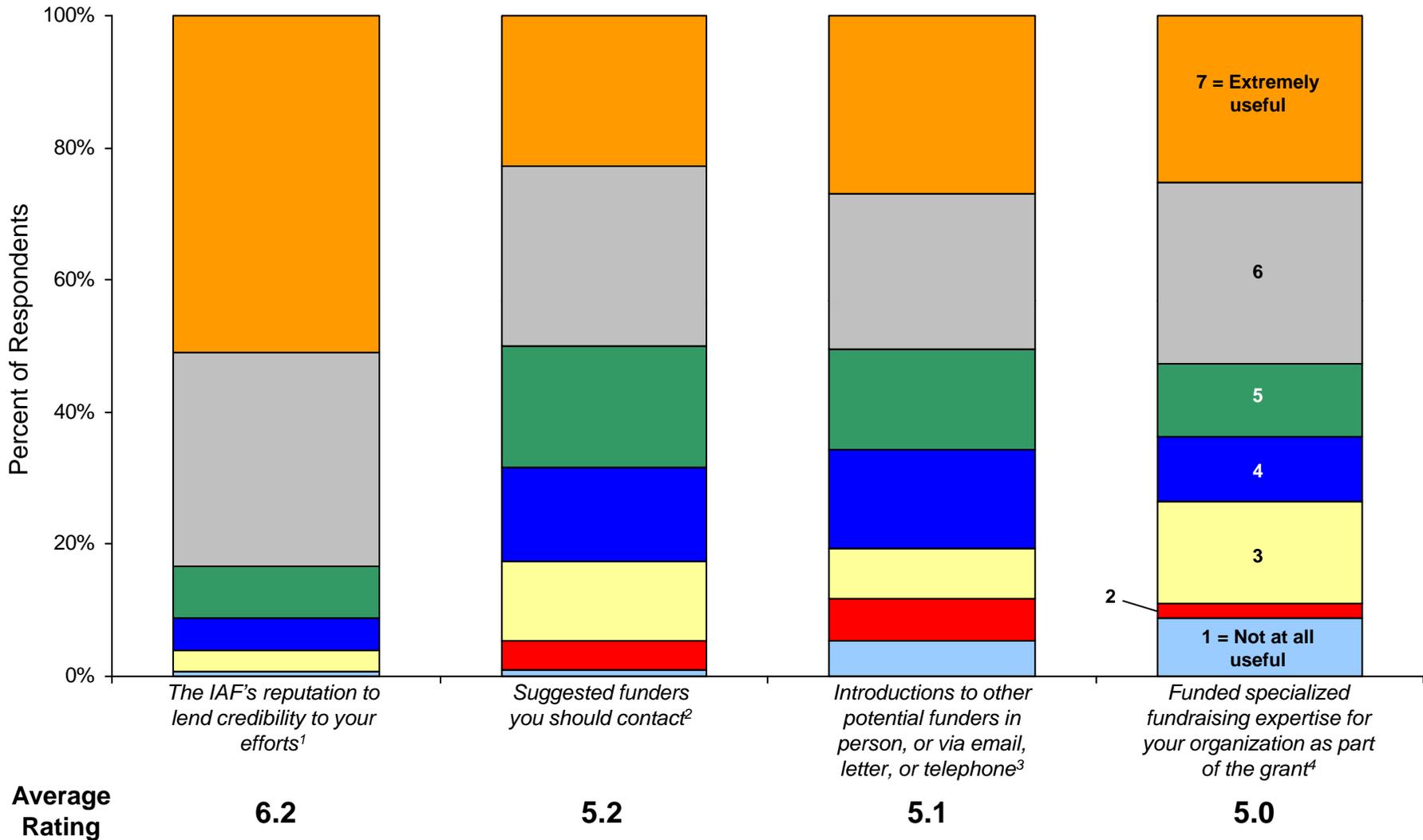
1: This question was only asked of grantees that selected "Yes" for whether they participated in the affiliated grantee sharing opportunity

2: This question was only asked of grantees that selected "No" for whether they participated in the affiliated grantee sharing opportunity

Note: Comparative data not available because these questions were only asked to IAF grantees.

Usefulness of Support Obtaining Assistance from Other Sources

“Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources.”



Note: Comparative data not available because these questions were only asked to IAF grantees.

1: This question includes a "Not applicable" response option; 13 percent of IAF respondents answered "Not applicable."

2: This question includes a "Not applicable" response option; 33 percent of IAF respondents answered "Not applicable."

3: This question includes a "Not applicable" response option; 34 percent of IAF respondents answered "Not applicable."

4: This question includes a "Not applicable" response option; 36 percent of IAF respondents answered "Not applicable."

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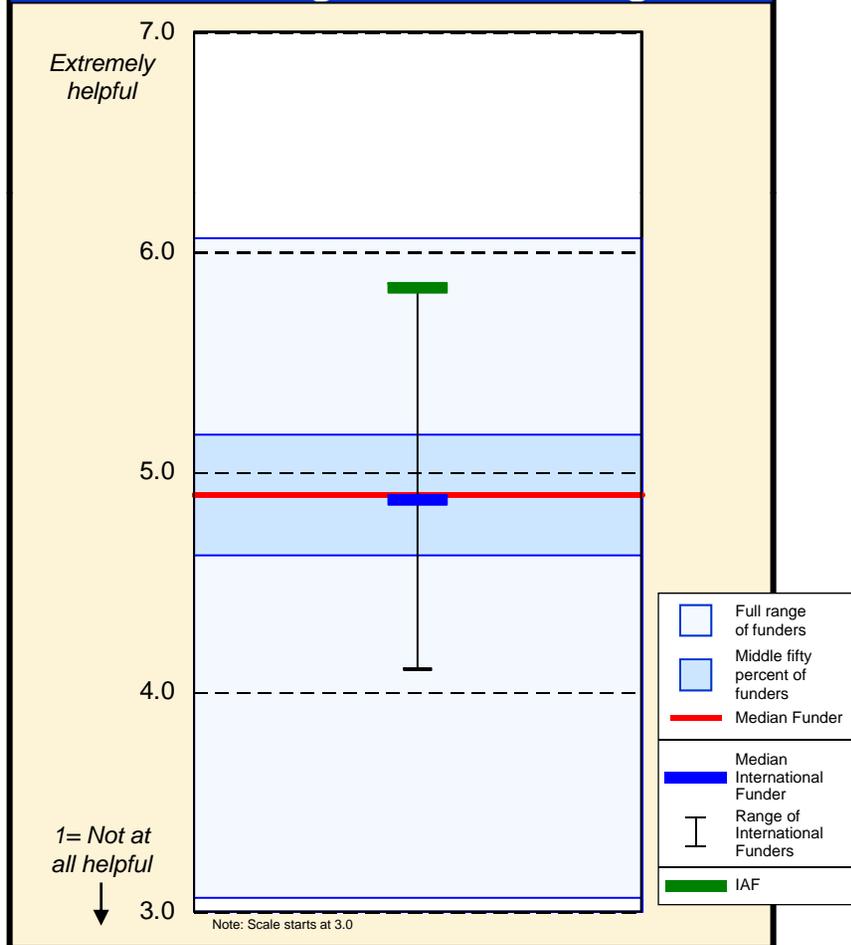
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Helpfulness of Selection Process

On helpfulness of the Foundation’s selection process in strengthening funded organizations/programs, IAF is rated:

- above 99 percent of funders
- higher than all other international funders in the cohort

Helpfulness of the Selection Process to Organizations/Programs



Selected Grantee Comments

- ♦ *“E-mail has been our main communication means during the elaboration of the proposal. They made comments and offered counseling to improve the proposal. The Foundation’s representative worked hard to improve and submit a higher quality proposal.”*
- ♦ *“I believe that our contact gave us an excellent chance to be selected. The communication via emails, visits to our organization and phone calls were key for the proposal to be positively regarded by the selection committee, and it also strengthened us as an organization in the preparation of higher quality proposals for the beneficiaries of the program.”*
- ♦ *“The selection process was a little bit slow, since the proposal included activities that should be carried out in the short term.... Due to that fact, we started looking for resources from other foundations/institutions in order to start the proposed work.”*

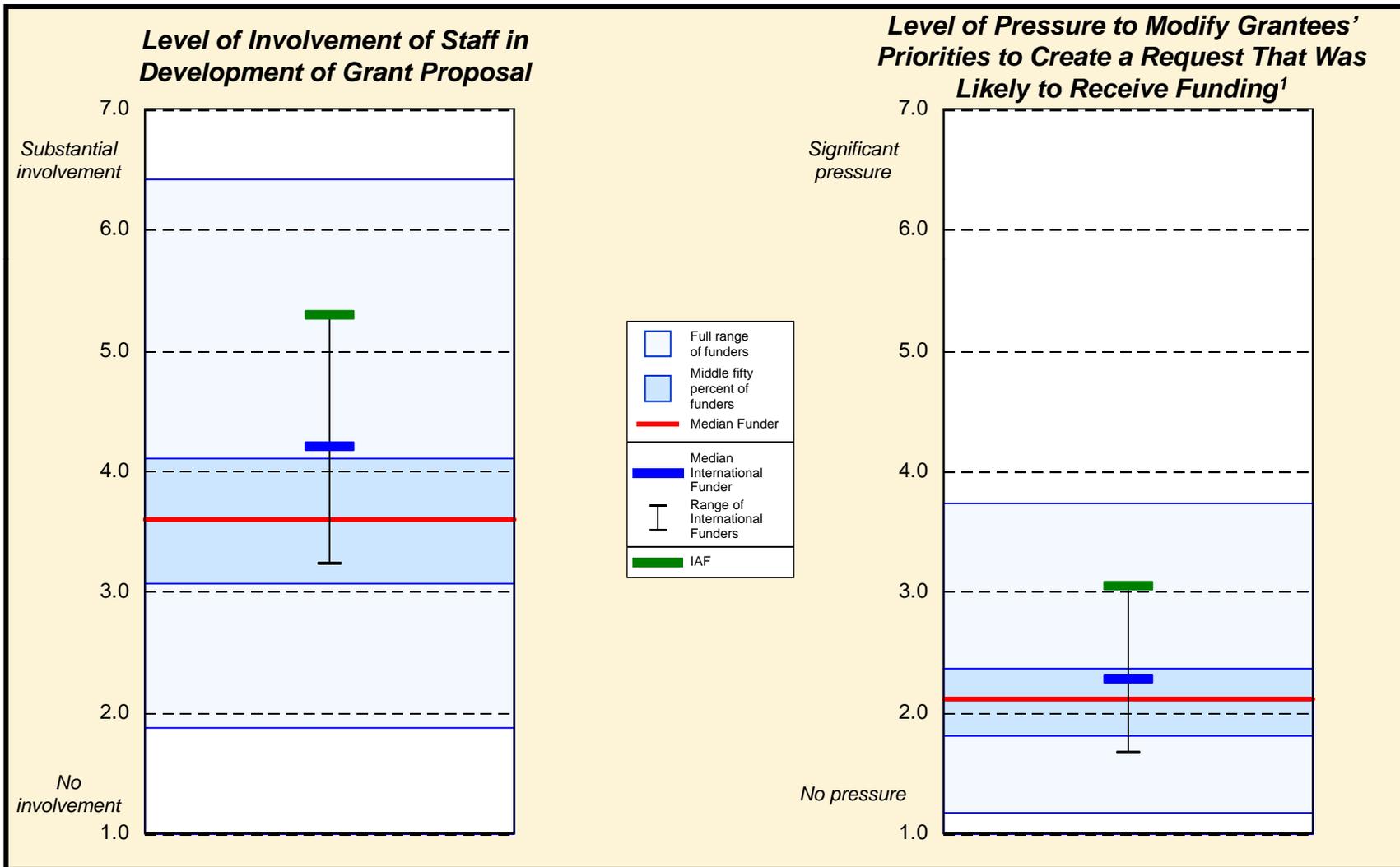
Funder Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, IAF is rated:

- above 98 percent of funders
- higher than all other international funders in the cohort

On the level of pressure grantees feel to modify their priorities to create a proposal that was likely to receive funding, IAF is rated:

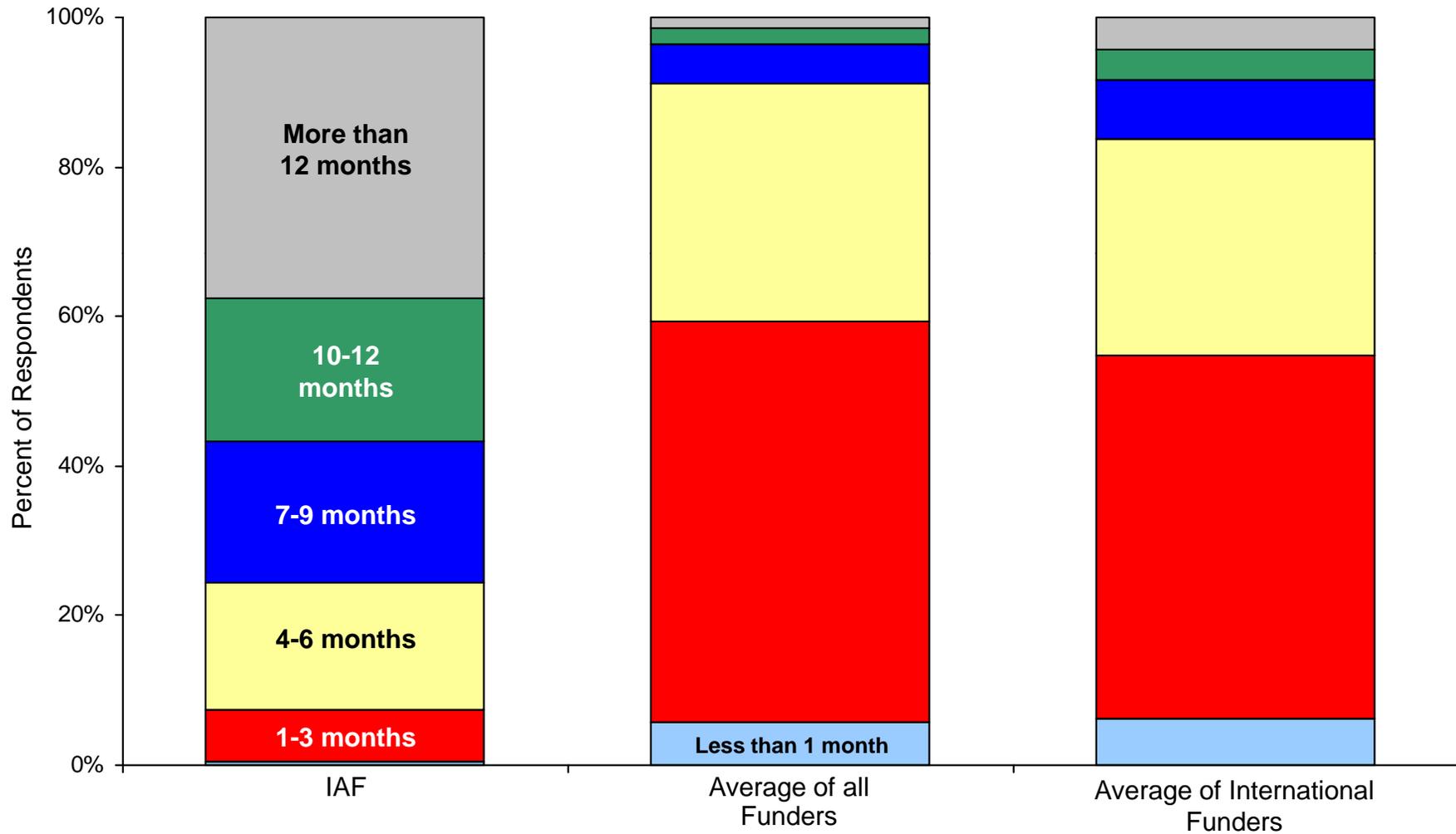
- above 98 percent of funders
- higher than all other international funders in the cohort



Note: This question was only asked of those grantees that had submitted a proposal for their grant by the time they took the survey. For IAF, 98 percent of grantees indicated they submitted a proposal for their grant by the time they took the survey, compared to 95 percent at the median funder, and 97 percent of respondents at the Median International Funder.

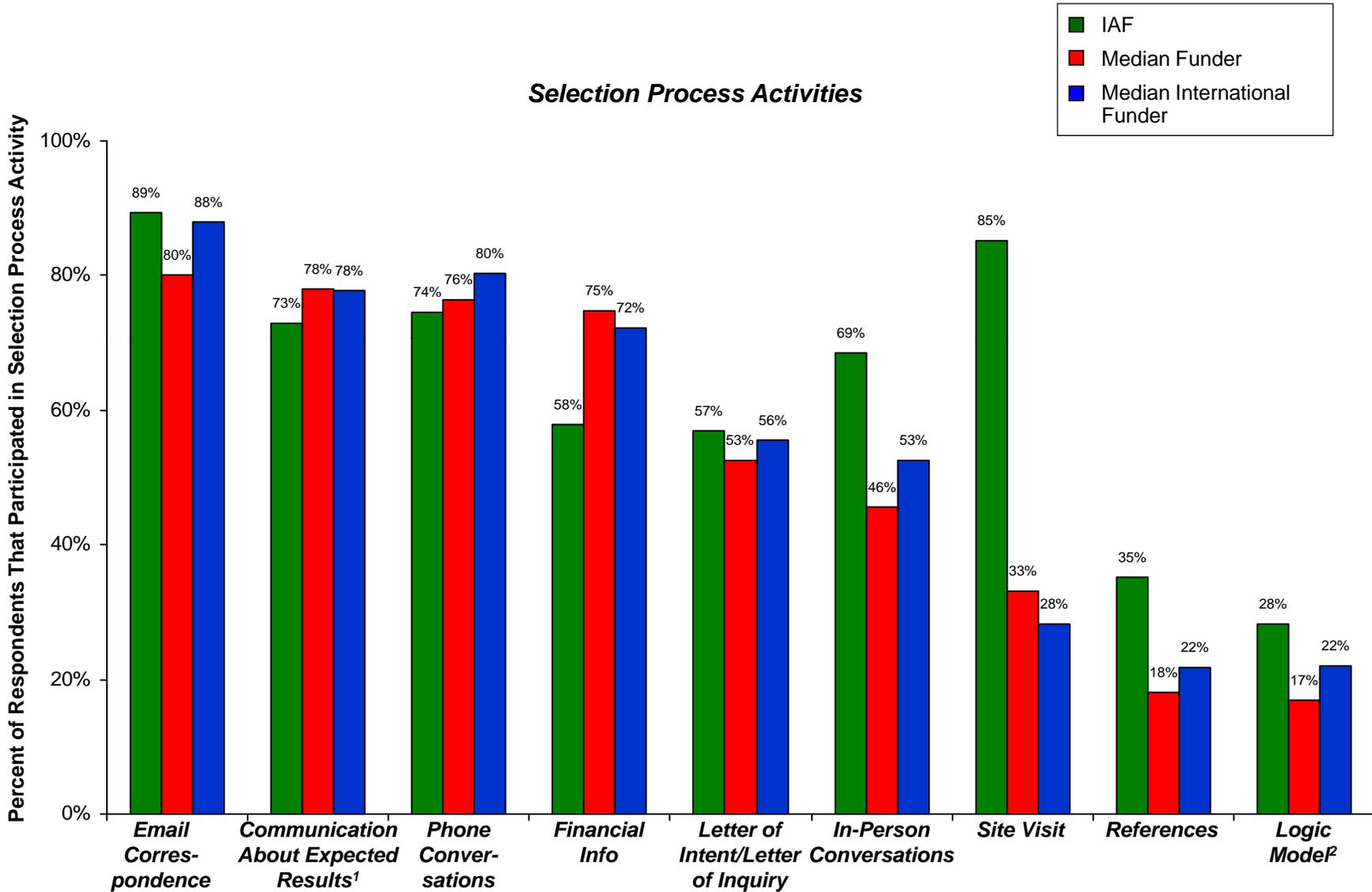
Time Between Submission and Clear Commitment

Time Elapsed Between Proposal Submission and Clear Commitment



Note: This question was only asked of those grantees that had submitted a proposal for their grant by the time they took the survey. For IAF, 98 percent of grantees indicated they submitted a proposal for their grant by the time they took the survey, compared to 95 percent at the median funder, and 97 percent of respondents at the Median International Funder.

Selection Process Activities



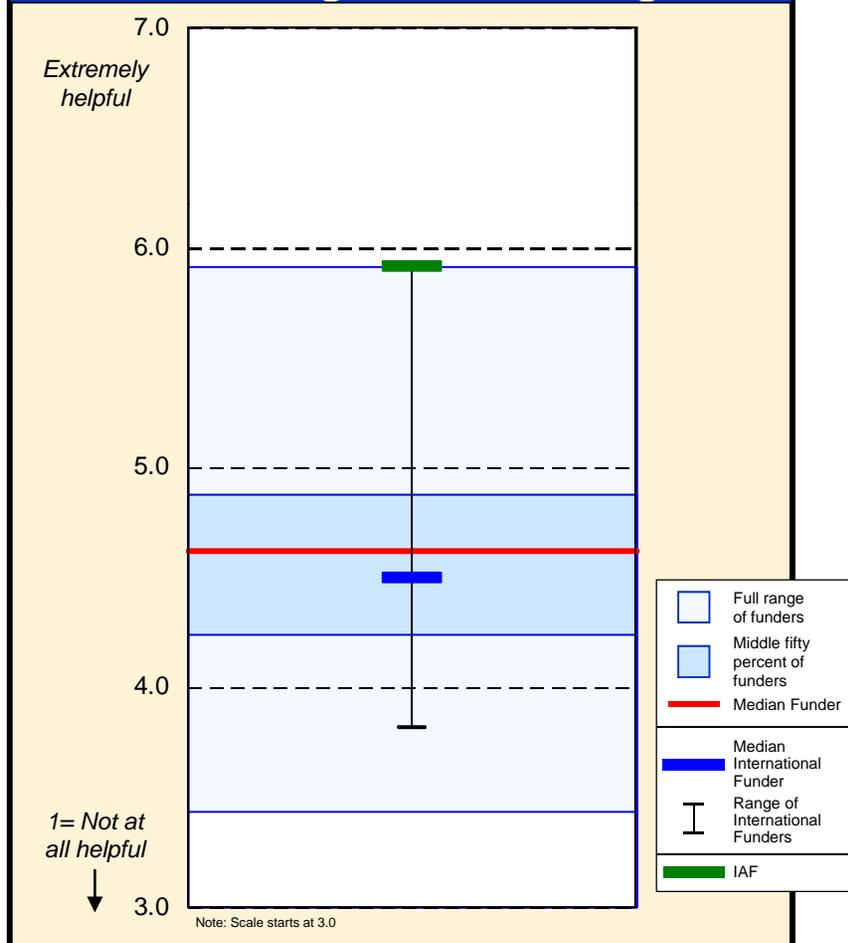
1: Represents data from 91 funders.
 2: Represents data from 78 funders.

Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening funded organizations/programs, IAF is rated:

- higher than all other funders in CEP's comparative dataset
- higher than all other international funders in the cohort

Helpfulness of Reporting/Evaluation Process to Organizations/Programs



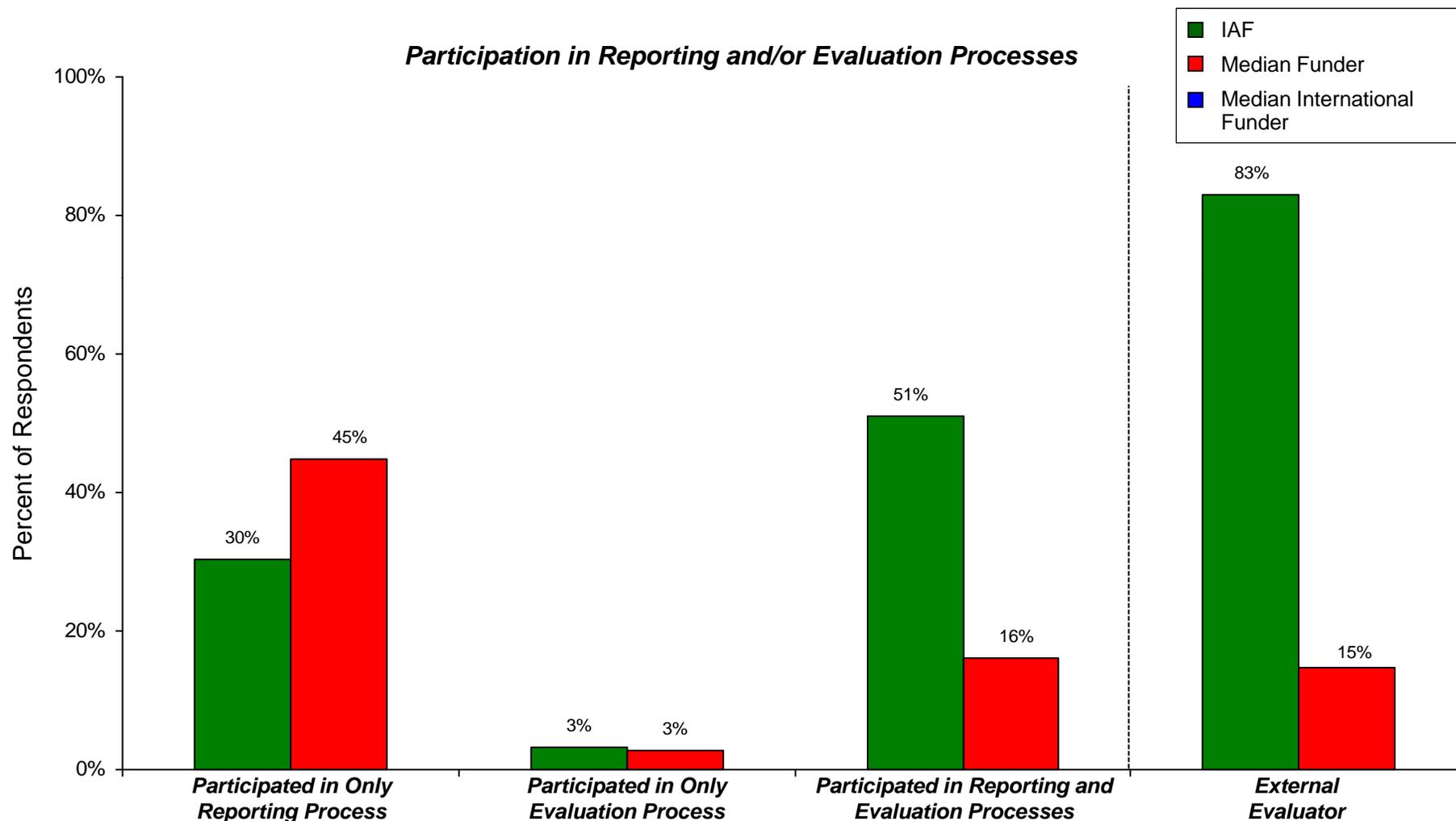
Selected Grantee Comments

- ♦ *“The evaluation process terms – technical follow-up every 6 months and accounting follow-up every year – are just perfect, as they provide the necessary time to review, discuss, and analyze the originally traced horizon as well as the scope of the proposed goals or the changes that might arise during the execution of the project.”*
- ♦ *“Our first contact with the IAF regarding the definition of goals and results was key to the organization of systematized work during the term of the project. For example, data verification helps our organization to have direct contact with the IAF’s personnel and to have tools to control the results and improve the evaluation capacity.”*
- ♦ *“Compliance with the IAF’s information and evaluation requirements has allowed us to improve our staff’s capacity to evaluate and verify the impact of our activities. In an indirect way, the working process developed with the IAF has institutionally strengthened our organization.”*

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For IAF, 85 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, and 63 percent of respondents at the Median International Funder.

Reporting and Evaluation Processes

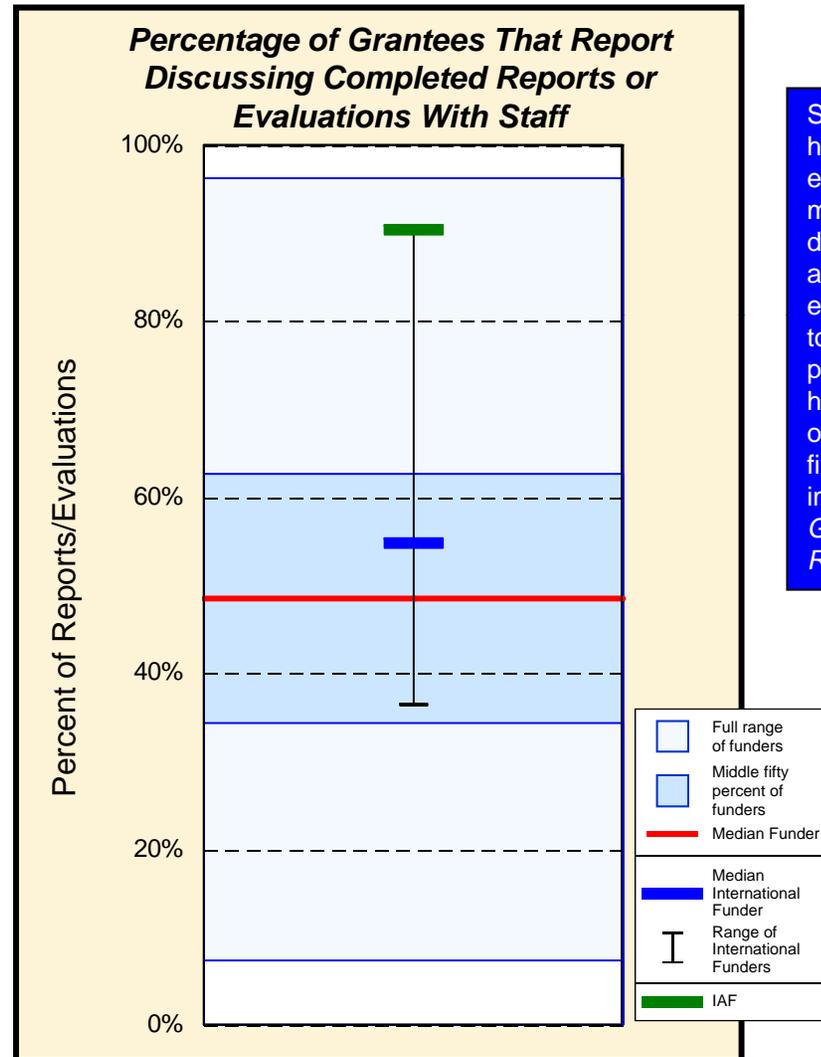
IAF grantees were asked if they participated in or will participate in the Foundation’s reporting and/or evaluation processes. Of those grantees that did participate in one or both processes, 83 percent indicate that their reporting/evaluation process involved an external evaluator.



Discussion of Report or Evaluation

The proportion of IAF grantees that reported discussing their completed reports or evaluations with Foundation staff is:

- larger than that of 99 percent of funders
- larger than that of all other international funders in the cohort

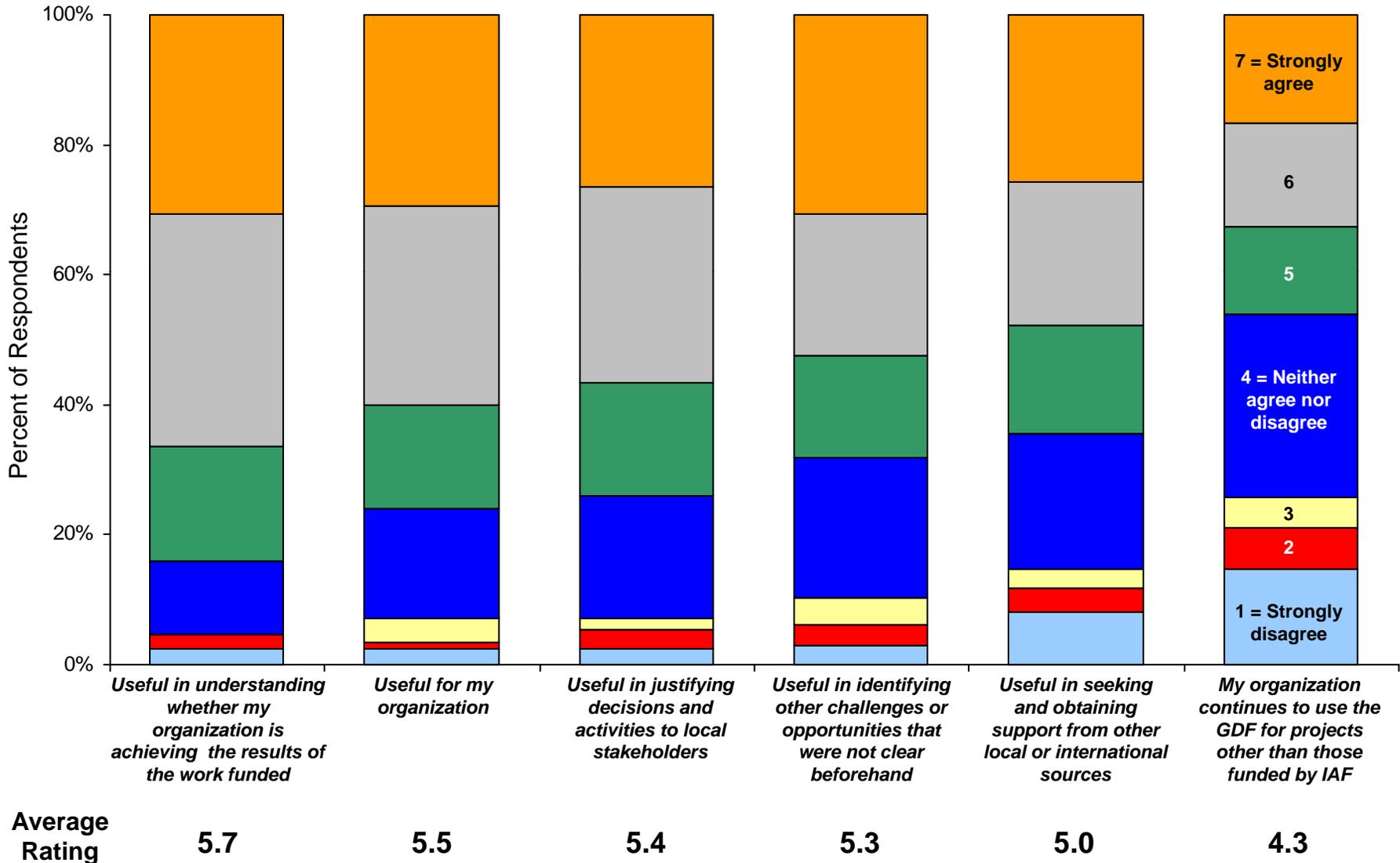


Survey-Wide Analysis Fact: The helpfulness of the reporting or evaluation process is the lowest rated measure by grantees in CEP's dataset. However, grantees who have a discussion about their reports or evaluations with the foundation tend to find the reporting or evaluation process to be significantly more helpful in strengthening their organizations. For more on these findings and resulting management implications, please see CEP's report, *Grantees Report Back: Helpful Reporting and Evaluation Processes*.

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For IAF, 85 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, and 63 percent of respondents at the Median International Funder.

Grassroots Development Framework

“Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF).”

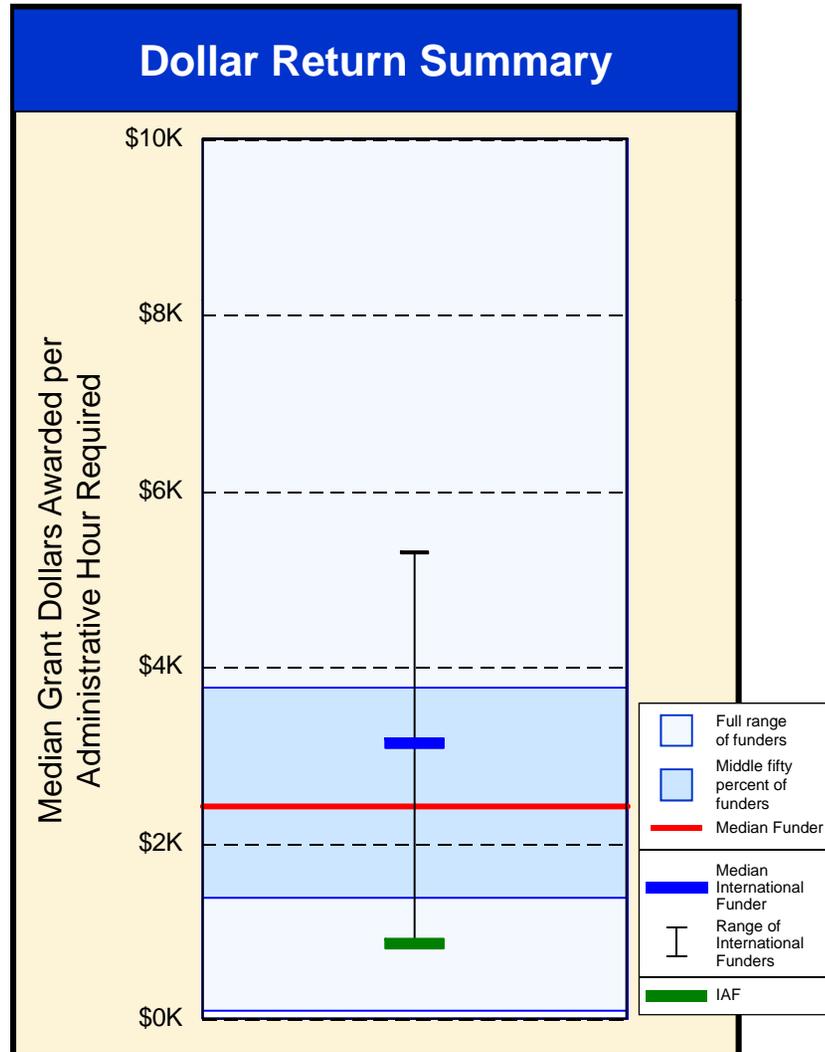


Note: Comparative data not available because these questions were only asked to IAF grantees.

Dollar Return Summary

This summary measure includes the total grant dollars awarded and the total time necessary to fulfill the administrative requirements over the lifetime of the grant. At the median, the number of dollars awarded per hour of administrative time spent by IAF grantees is:

- less than that of 91 percent of funders
- less than that of all other international funders in the cohort



Note: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. Chart does not show data from eleven funders whose Dollar Return on Grantee Administrative Hours exceeds \$10K.

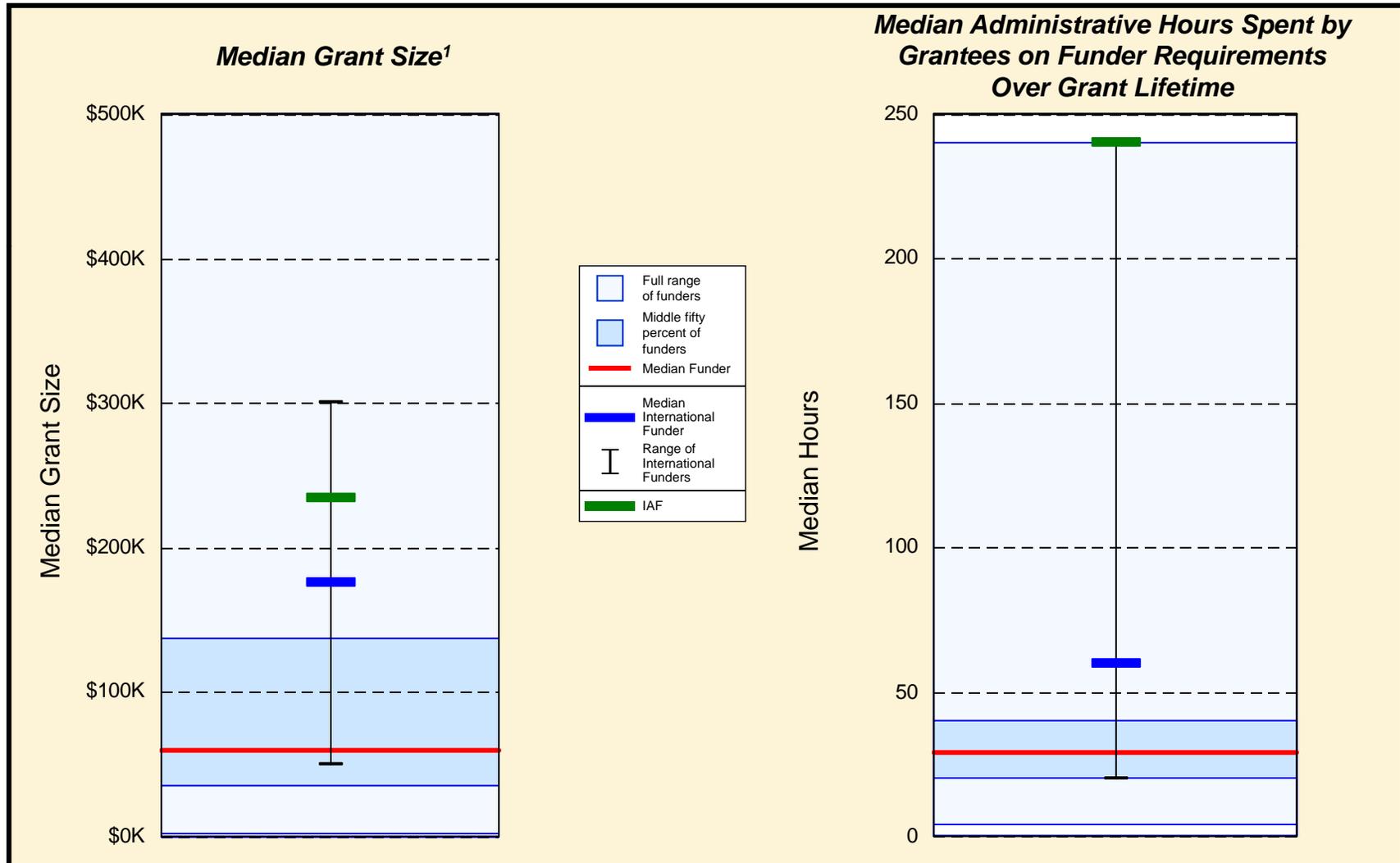
Grant Size and Administrative Time

At the median, the grant size reported by IAF grantees is:

- larger than that of 88 percent of funders
- larger than that of 69 percent of international funders in the cohort

At the median, the number of hours of administrative time spent by IAF grantees during the course of the grant is:

- greater than the time spent by grantees of all other funders
- greater than the time spent by grantees of all other international funders in the cohort



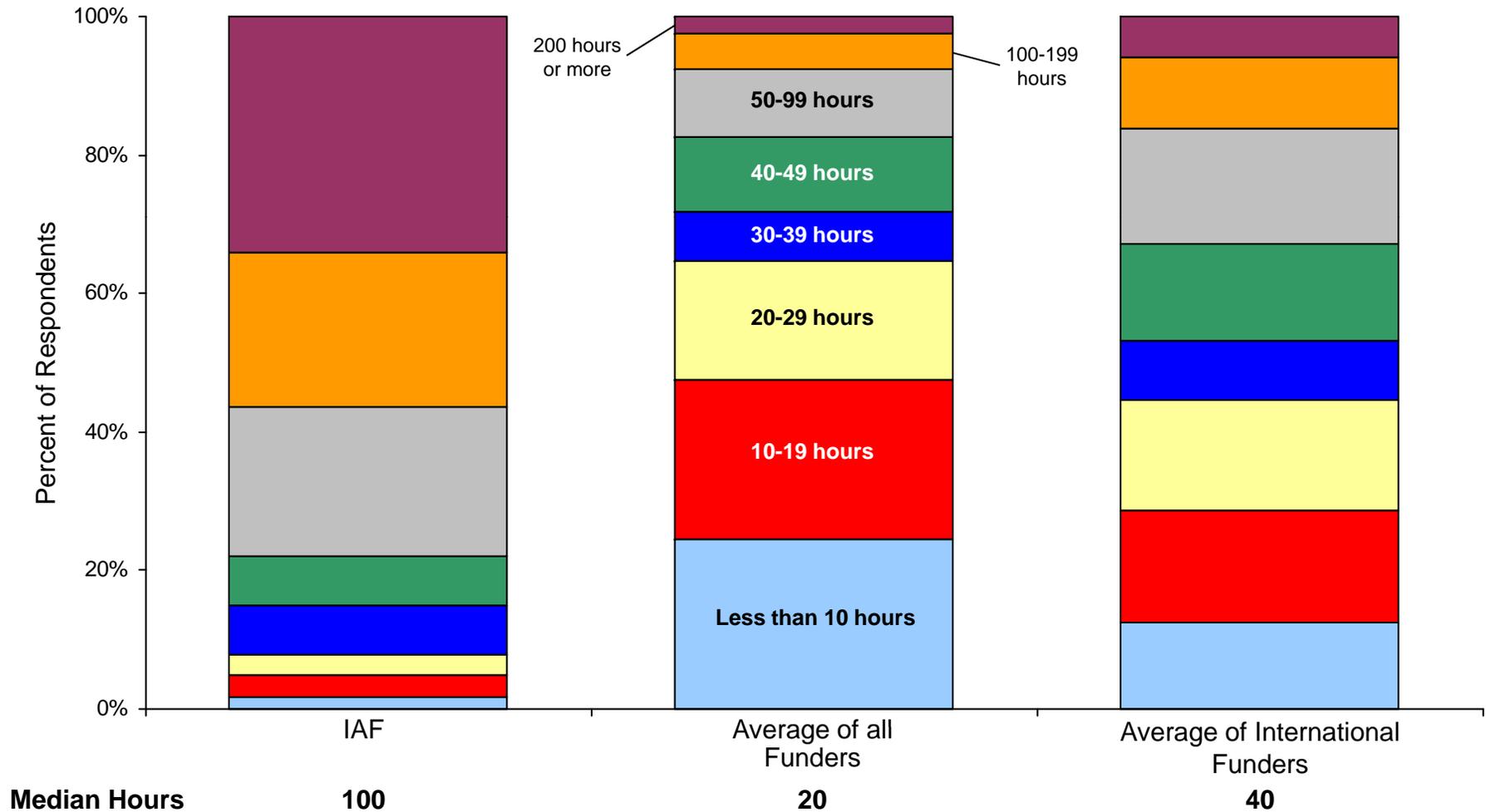
1: Chart does not show data from 12 funders whose median grant size exceeds \$500K.

Administrative Time – Proposal and Selection Process

At the median, the number of hours of administrative time spent by IAF grantees during the selection process is:

- greater than the time spent by grantees of 99 percent of funders
- greater than the time spent by grantees of all other international funders in the cohort

Median Administrative Hours Spent by Grantees on Proposal and Selection Process

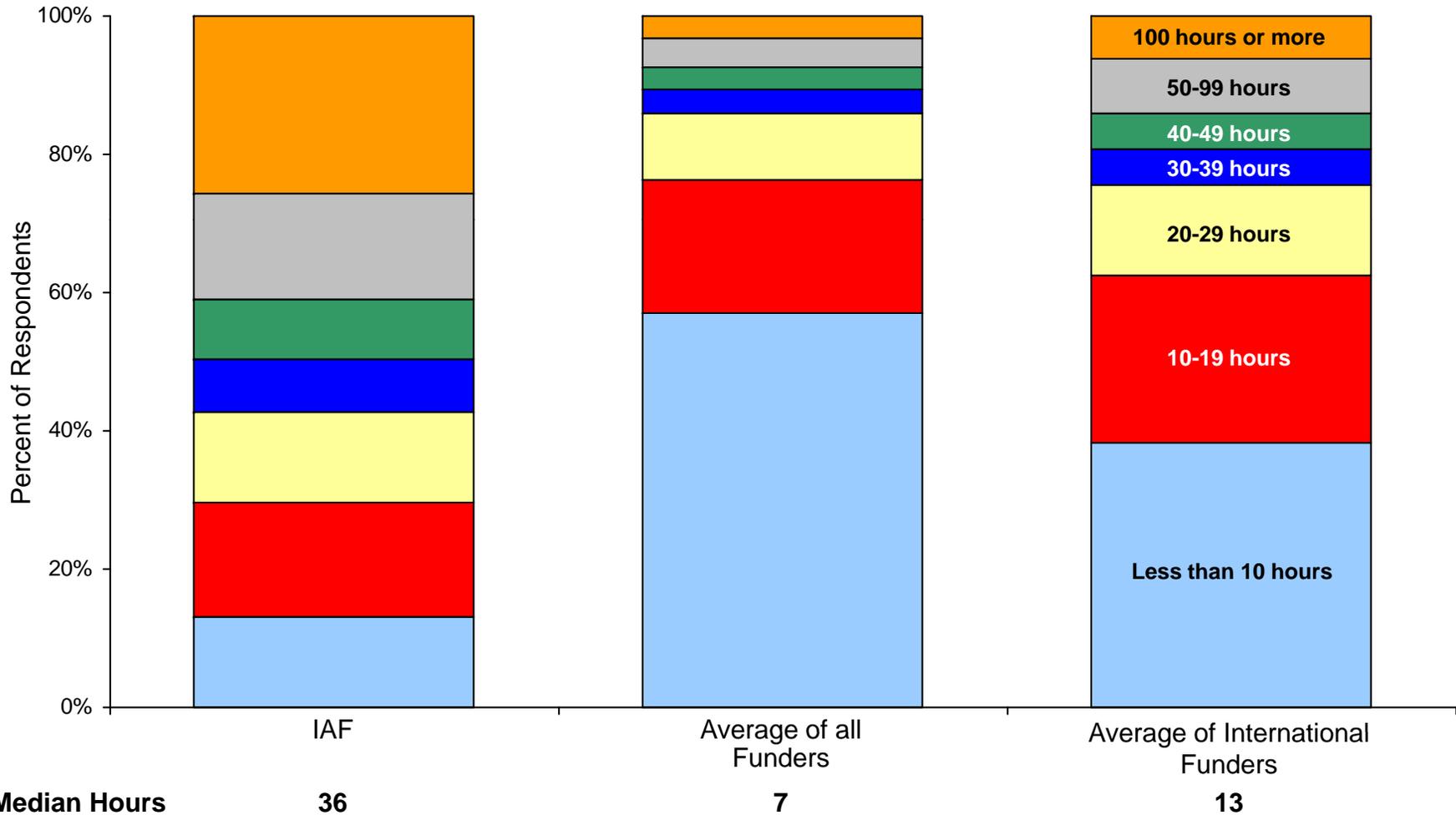


Administrative Time – Reporting and Evaluation Processes

At the median, the number of hours of administrative time spent by IAF grantees per year on the reporting/evaluation process is:

- greater than the time spent by grantees of all other funders
- greater than the time spent by grantees of all other international funders in the cohort

Median Administrative Hours Spent by Grantees on Monitoring, Reporting, and Evaluation Processes (Annualized)



Note: "Evaluation" in the survey includes any activity considered by grantees to be part of an evaluation, and does not necessarily correspond to the Foundation's definition.

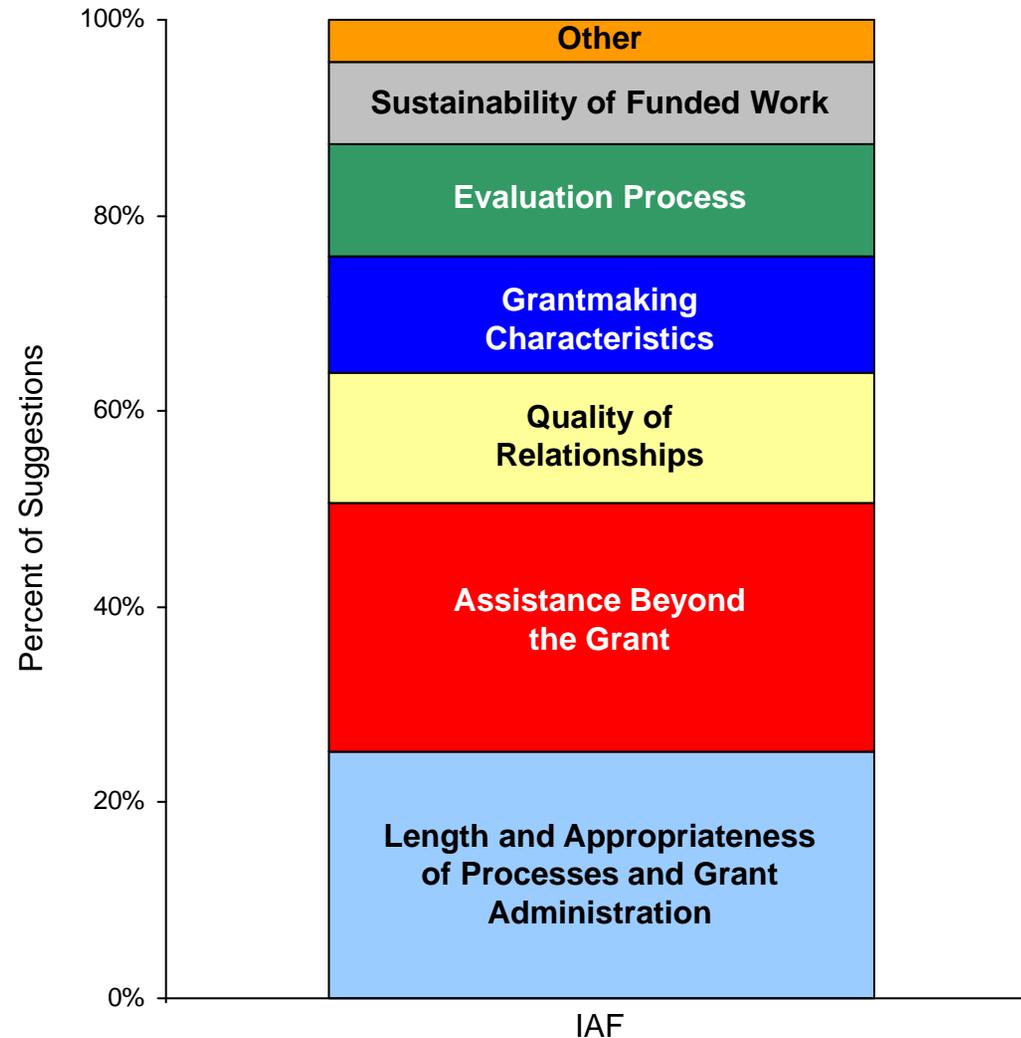
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Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequently mentioned suggestions for improvement concern the Foundation's processes and grant administration.

Topics of Grantee Suggestions



Grantee Suggestions for the Foundation (2)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	IAF	Sub-Themes and Sample of Comments
Length and Appropriateness of Processes and Grant Administration	25%	<p>Expedite Grant Approval and Distribution Process (n = 27):</p> <p>“It would be good if, when a project is eligible for financing, they reduce the time taken to approve it, since budgets become outdated due to the currency exchange rates.”</p> <p>“Our experience with the Foundation has resulted in a huge positive change for the lives of our partners and the growth of our organization, but we would like it if the project selection processes were not so slow, as it corrodes the spirit of the association.”</p> <p>“The IAF must speed up the proposal approval processes, since the delays misplace us in the changing context to which the proposed project intends to contribute.”</p> <p>“They shouldn’t take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects.”</p>
		<p>Quality of Financial Auditors (n = 8)</p> <p>“...The [auditing firm] must improve their auditors to provide a better understanding of small entities without economic purposes. [The firm] suffered from a lack of competent staff and too academic accounting auditors and sometimes quite radical in its concepts.”</p> <p>“Hire an audit service with knowledge and expertise about the context of grassroots organizations and [the local] third sector. It would be important to develop a less rigid and more mobilizing and understandable model of financial management by social organizations, in accordance with its own peculiarities.”</p>
		<p>Other (n = 7)</p> <p>“They should be open to more development projects, more clarity in the filing of forms and logical framework indicators, by clearly defining the results expected by the IAF. Also, they should update the administrative processes, which should be more efficient.”</p> <p>“The bureaucratic processes to respond to issues must be improved. Processes must be more flexible and dynamic.”</p>

Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	IAF	Sub-Themes and Sample of Comments
Assistance Beyond the Grant	25%	<p>More Opportunities for Collaboration (n = 17)</p> <p>“It is important to organize international meetings with other grantees in order to share experiences between the organizations and producers working with the IAF.”</p> <p>“It would be good to know other projects funded by the Foundation and their leaders, especially to generate cooperative sources, but traveling to faraway places is difficult unless the project budget includes funds specifically assigned by the Foundation to such effect, and provided these meetings are scheduled with due anticipation.”</p> <p>“The IAF should promote the exchange of working experiences more frequently with the members of the organizations it supports in order to know them better, as members of the same family.”</p> <p>“We believe that it is very important to have frequent experience exchanges among the grantees, so as to share ideas that could help implement projects better and provide proven solution alternatives to the issues that might arise. Therefore, we recommend that the IAF hold these events more frequently, especially in the beneficiary communities, as a source of motivation for the main project/program stakeholders.”</p>
		<p>More Opportunities for Management Training (n = 13)</p> <p>“They should provide some training on how to complete and deliver the financial reports...so that we can do it better in the future.”</p> <p>“I suggest that we have the opportunity to strengthen our institution, either through training sessions or through tools and equipment so that we could keep providing technical assistance to the poorest families.”</p> <p>“Provide training on, for example, planning and execution tools and project management, both to managers and to technicians and assistants.”</p>
		<p>Other (n = 12)</p> <p>“After supporting a specific project, the IAF should support institutional strengthening in order to develop the staff, improve the internal processes or systematize experiences with the purpose of improving future interventions.”</p> <p>“I would ask the IAF to connect the grantee with new partners upon the termination of the IAF’s support.”</p> <p>“Project evaluation should be incorporated in order to give continuity to the development of the projects. They should support the searching of donors in the US and multilateral agencies.”</p>

61 Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Grantee Suggestions for the Foundation (4)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	IAF	Sub-Themes and Sample of Comments
Quality of Relationships	13%	<p>“Faster response to our inquiries. More communication among the IAF’s local representatives. Their infrequent communication has impaired the reaching of agreements.”</p> <p>“I believe that the responsible officers review several projects at the same time and do not get deeply involved with them so as to understand the problems addressed by the projects. They are always too busy and under a lot of pressure.”</p> <p>“They should have more comprehensive people as representatives. We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]. He makes us feel stupid, and we are not.”</p> <p>“The only problem was the great number of staff changes in the IAF’s regional representatives (not the local ones), which prevented us from having more interaction with them.”</p>
Grantmaking Characteristics	12%	<p>Greater Flexibility in Grantmaking (n = 9)</p> <p>“We would like more flexibility regarding the maximum amount of funding for each project..., which is sometimes insufficient [in our country]). We would like that the financing resources vs. support ratio could be defined according to the nature of the beneficiary organizations....”</p> <p>“There should be more flexibility to change programs and budgets in view of the changes that arise during the execution of the proposal.”</p> <p>“There should be the possibility to extend the donation effective term once the project is being executed, and more flexibility to modify goals upon the occurrence of an unexpected event.”</p>
		<p>Other (n = 12)</p> <p>“I believe that the best path to the IAF is financing initiatives of ‘middle’ institutions (business or not) that are holders of social technologies and have in-depth knowledge of the communities or subjects where they work.”</p> <p>“At the beginning, the budget negotiation was somewhat difficult, mainly because of their resistance to support our institutional expenses. For an organization like the IAF, this has always been a problem. The agency requires the financing of the project but is not much aware of the fact that the project exists thanks to the institutional context. Therefore, we always have problems in keeping the institutional structure.”</p>

Grantee Suggestions for the Foundation (5)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	IAF	Sub-Themes and Sample of Comments
Evaluation Process	11%	<p>“Freedom in GDF to follow the indicators that actually relate to each organization and their particularities and not forcing us to choose indicators that don’t necessarily give important information about our organization”</p> <p>“We believe that the design of the budget instruments and GDF is too complicated to be understood by officers with no college degree, which requires the completion of such forms by the grantee’s senior officers. Sometimes, the instruments are not quite relevant to the context in which the grantee works.”</p> <p>“We would like that the evaluation/verification staff visit not only the nearby worksites but also the remote ones.”</p> <p>“The evaluation systems through indicators (GDF) should be carefully reviewed. It is hard to adapt these models to different cultural contexts. I think it is necessary to socialize more and better analyze the results of the processes, which implies a shared responsibility.”</p>
Sustainability of Funded Work	8%	<p>Enhancing Grantees’ Ability to Sustain the Funded Work (n = 14)</p> <p>“An important aspect I think must be improved is that, in our case, we submitted a single phase project and they told us that there would be absolutely no chance to add a second stage, which is complicated when it comes to strengthening community processes that require much more time to be consolidated.”</p> <p>“They should provide project follow-up plans to ensure that the work programs are sustained after the end of the financial support.”</p> <p>“They should secure longer financing in order to create long-term project sustainability and impact. These activities demand time, resources and dedication to collectively develop knowledge and social practices.”</p> <p>“It is highly important that they value and give priority to certain initiatives so that they continue being supported after the end of the first stage because, sometimes, the results can be seen in the medium term and there is the risk that the project will become unsustainable in the future.”</p>
Other	4%	<p>“Before an Officer/Operator gives us an opinion or order, the rest of them should know it so that we are not told different things.”</p> <p>“I wish they updated information on the Foundation’s website.”</p> <p>“We believe that they should give more publicity to the executed projects in the media.”</p>

Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

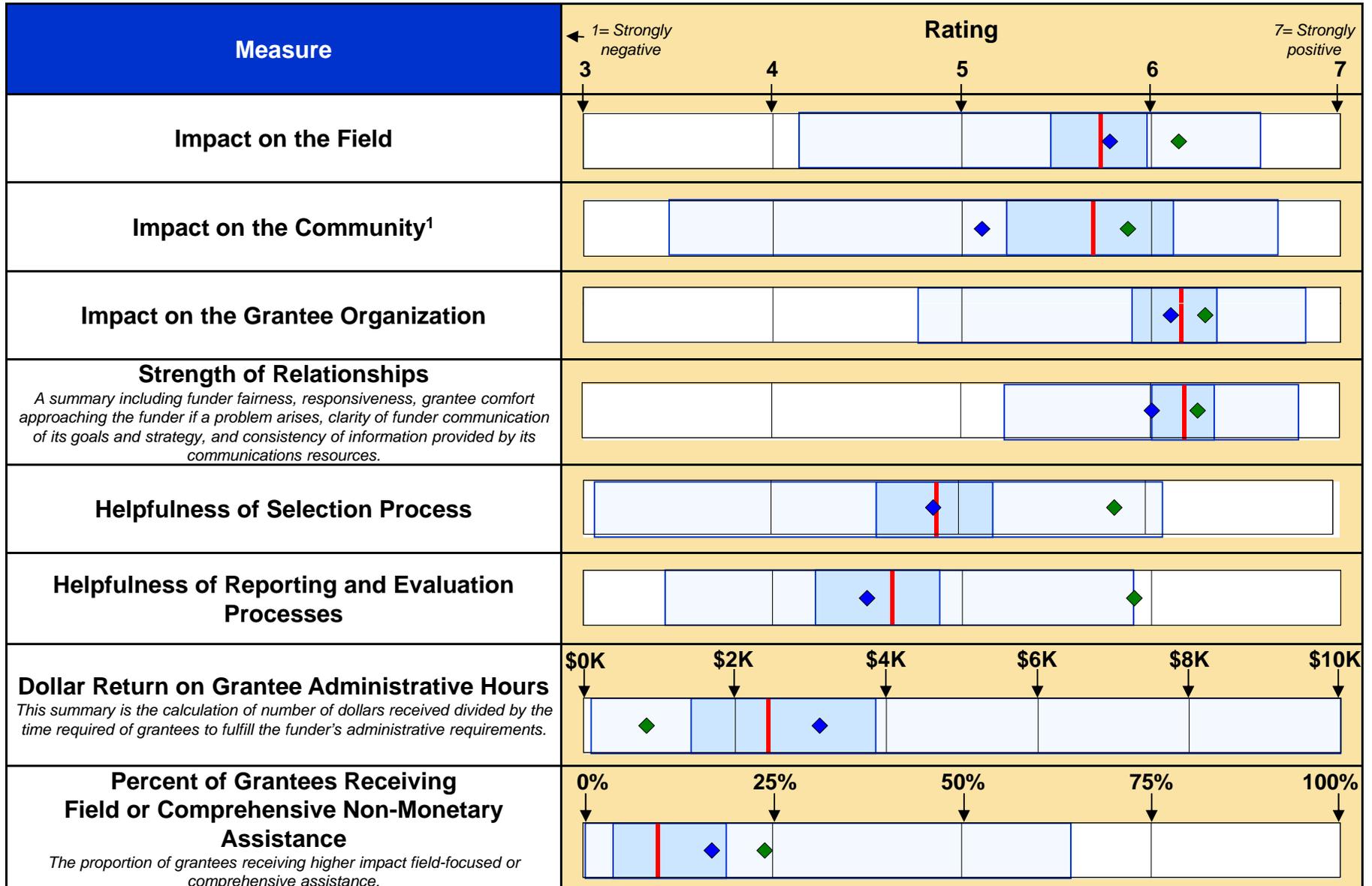
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Review of Findings



1: Chart does not show data from two funders whose community impact rating is less than 3.0.

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Analysis and Discussion (1)

Positive Impact on Grantees' Fields and Communities with Opportunities to Deepen Understanding

IAF receives positive ratings for its impact on grantees' fields and communities. The Foundation is rated highest among fourteen international funders in IAF's cohort on both measures, and higher than ninety percent of all funders whose grantees CEP has surveyed for its impact on grantees' fields. One grantee writes, "Thanks to the Foundation, we generated [hundreds of] new jobs and benefit [hundreds of] families working in different fields...in the poorest rural and urban communities of [our region]."

In contrast to these positive ratings, however, grantees rate IAF's understanding of their fields only typically and its understanding of their communities less positively than typical. These measures are often associated with high ratings for funders' impact on fields and communities. One grantee writes, "We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]."

What policies and practices have led to the positive ratings for the Foundation's impact on grantees' local communities and fields of work? How can the Foundation ensure these practices are maintained in the future?

What opportunities exist for the Foundation to deepen and demonstrate its understanding of grantees' field and communities?

Analysis and Discussion (1)

Strong Funder-Grantee Relationships

The strength of IAF's relationships with grantees is rated positively, similarly to that of the typical funder, and more positively than all international funders included in its cohort. Several IAF grantees comment on the professionalism and helpfulness of IAF staff. One grantee writes, "[Our contact] was clear and helpful, and very much dedicated to responding to our inquiries and needs."

One component of strong relationships, as observed in CEP's research, is the initiation and frequency of communications between grantees and their funders¹. Overall, IAF grantees experience frequent and reciprocal interactions with the Foundation: few grantees – only four percent – indicated that they interact with their program officer yearly or less often, and only 14 percent indicate that they most frequently initiate interactions. These strong patterns of engagement may contribute to IAF grantees' comfort approaching the Foundation if a problem arises; IAF grantees indicate they are more comfortable approaching the Foundation if a problem arises than grantees of the typical international funder. However, despite more frequent than typical interactions, grantees indicate IAF is only as responsive as the typical funder and international funder. Some grantees, for example indicate that IAF staff "are very busy and...had little time to answer us."

Grantees rate the clarity with which IAF communicates its goals and strategies more positively than typical and higher than all other international funders in IAF's cohort. One grantee comments, "Communication has always been smooth, timely, clear, cordial, and useful." The Foundation is also rated highest in its cohort for the consistency of its communication across resources, and one grantee writes, "The information on the website and that offered by our contacts has been consistent and accurate."

How might the Foundation build on its frequent interactions with grantees to further improve the quality of these interactions, with particular regard to its responsiveness to grantees?

What has the Foundation done to ensure its goals and strategies are clearly communicated? How can IAF ensure that it maintains this clarity in communications over time?

Analysis and Discussion (2)

Helpful Processes in Strengthening Grantees' Organizations or Programs...

Grantees rate the helpfulness of IAF's selection process in strengthening their organizations or programs more positively than those of nearly all funders whose grantees CEP has surveyed. The Foundation's reporting/evaluation process is also rated as more helpful than all other funders' in CEP's dataset. Eighty-four percent of grantees report participating in either or both of the reporting and evaluation processes, and over 90 percent of grantees report that they have discussed completed reports or evaluations with IAF staff. In CEP's research, grantees that have a discussion about their reports or evaluations with their funder tend to find the reporting or evaluation process significantly more helpful in strengthening their organizations.¹

Grantees frequently describe the role the Foundation played defining "indicators and evaluation processes," and many go on to describe the benefits of these contributions. One grantee writes, "After meeting the Foundation, we strategically defined our work methodology, how we could do it, and how we could measure it."

...But Heavy Time Investment by Grantees and Opportunity to Streamline Processes

Although IAF's selection and reporting processes are rated as highly helpful to grantee organizations, IAF's administrative processes are also exceptionally demanding and time-intensive. Despite being much smaller organizations, as compared to those most other foundations fund, IAF grantees report spending more administrative time on the selection and reporting/evaluation processes (240 hours per grant) than grantees of all other funders in CEP's dataset. One grantee writes, "All processes are really time-consuming since [IAF] requires a lot of detail," and "the GDF is quite complicated and takes a lot of time to complete."

Therefore, despite providing larger than typical grants, the time-intensive nature of IAF's administrative processes substantially decreases the "dollar return" for each administrative hour spent by grantees: at the median, IAF grantees receive fewer grant dollars per hour they invest in administrative requirements than do the grantees of 90 percent of funders.

IAF grantees also indicate that Foundation staff are substantially more involved in the development of grant proposals than is typical, and that a much larger proportion of grantees had site visits and in-person conversations as part of the selection process. Although many grantees cite the benefits of ongoing support provided by the Foundation throughout the application process, this level of involvement, coupled with the time-intensive administrative processes may be related to the high sense of pressure felt by grantees to modify their own priorities in order to receive funding; IAF grantees report more of this type of pressure than do the grantees of 98 percent of funders.

What can IAF do to streamline its selection and reporting/evaluation processes without diminishing the helpful aspects of these processes?

How can IAF mitigate the pressure felt by grantees, while still supporting the development of strong proposals?

Analysis and Discussion (3)

Grantees Request Reduced Turnaround Time for Grant Approval and Distribution

Many grantees express concerns over the length of time taken by IAF to make a clear commitment of funding after receiving grantees' funding proposals; more than 50 percent of grantees report waiting longer than 10 months for a clear commitment compared to less than five percent of grantees at the average funder. Grantees indicate that the long turnaround time can delay project development, result in outdated budgets (due to exchange rate fluctuations), and "corrode the spirit" of grantees and their community partners. One grantee writes, "The process to review and approve the amendments made to the original agreement ... should be improved, since it is too slow and affects the execution of the project [This requires] organizations to look for alternatives to avoid paralyzing operations." Another states, "They shouldn't take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects."

Can IAF decrease the turnaround time for commitment of funds?

Increasing High Impact Forms of Non-Monetary Assistance

IAF offers the most helpful and intensive patterns of non-monetary assistance to a larger proportion of grantees than nearly all funders whose grantees CEP has surveyed. CEP's field-wide research suggests that when grantees receive multiple types of assistance, in intensive patterns that CEP has termed "field-focused" or "comprehensive," they rate their funder significantly higher across a number of measures.¹ This holds true at IAF: the 24 percent of IAF grantees that receive non-monetary assistance in these field-focused or comprehensive patterns (each including multiple types of assistance provided to a single grantee) rate the Foundation significantly more positively on most measures in this report, including IAF's impact on grantees' organizations and the helpfulness of the non-monetary assistance provided.

Many IAF grantees comment on receiving insight and advice on their fields, as well as general management advice from the Foundation. One grantee writes, "Both local and foreign agents provided quality support and expertise towards the project. [Identifying] problems and solutions related to the project's progress helped us a lot."

More non-monetary assistance was a frequent request in grantees' suggestions for the Foundation, with some suggesting that the IAF "promote the exchange of working experiences more frequently with the members of the organizations it supports," and "offer more frequent training services to the organization's staff to help it grow."

How has the Foundation determined what forms of assistance to provide to grantees? Are there opportunities for IAF to extend its non-monetary support even further, taking into account the nonmonetary assistance that grantees value most?

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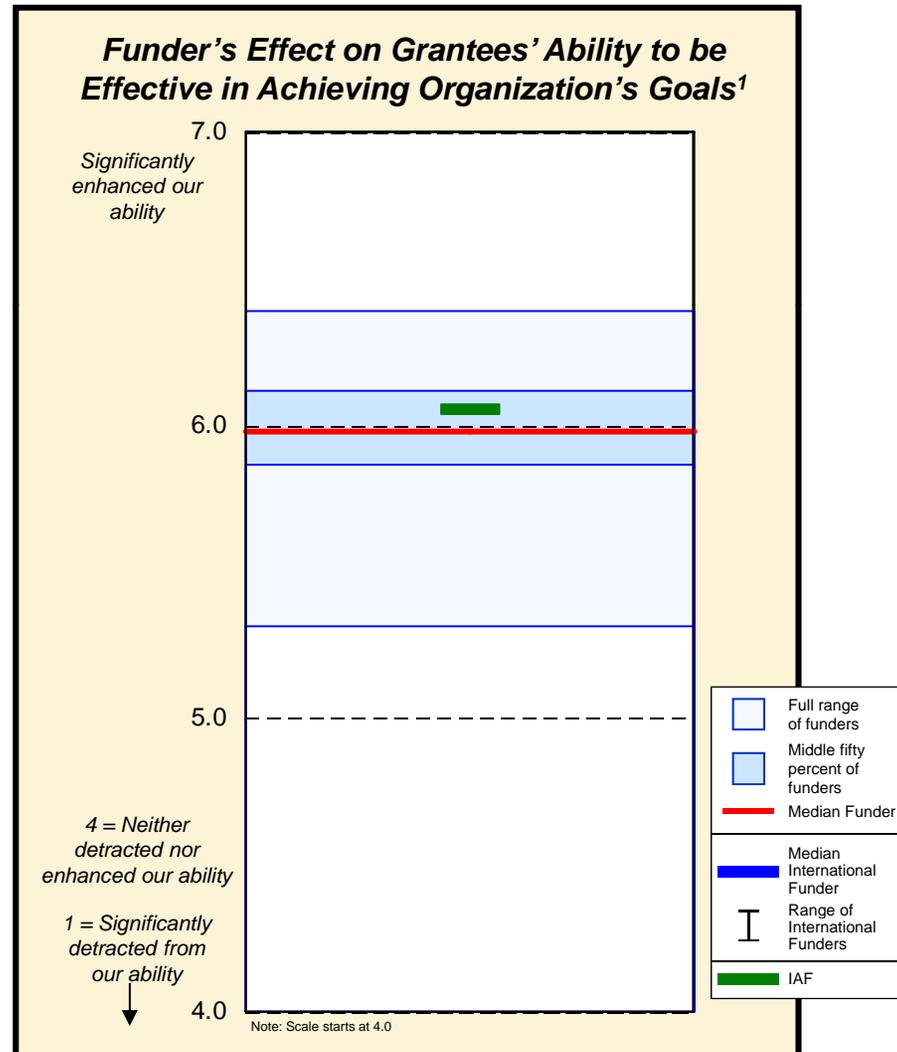
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Effect on Grantees Achieving Their Goals

On how grantees' experience with the Foundation affected their ability to be effective in achieving their organization's goals, IAF is rated:

- above 64 percent of funders

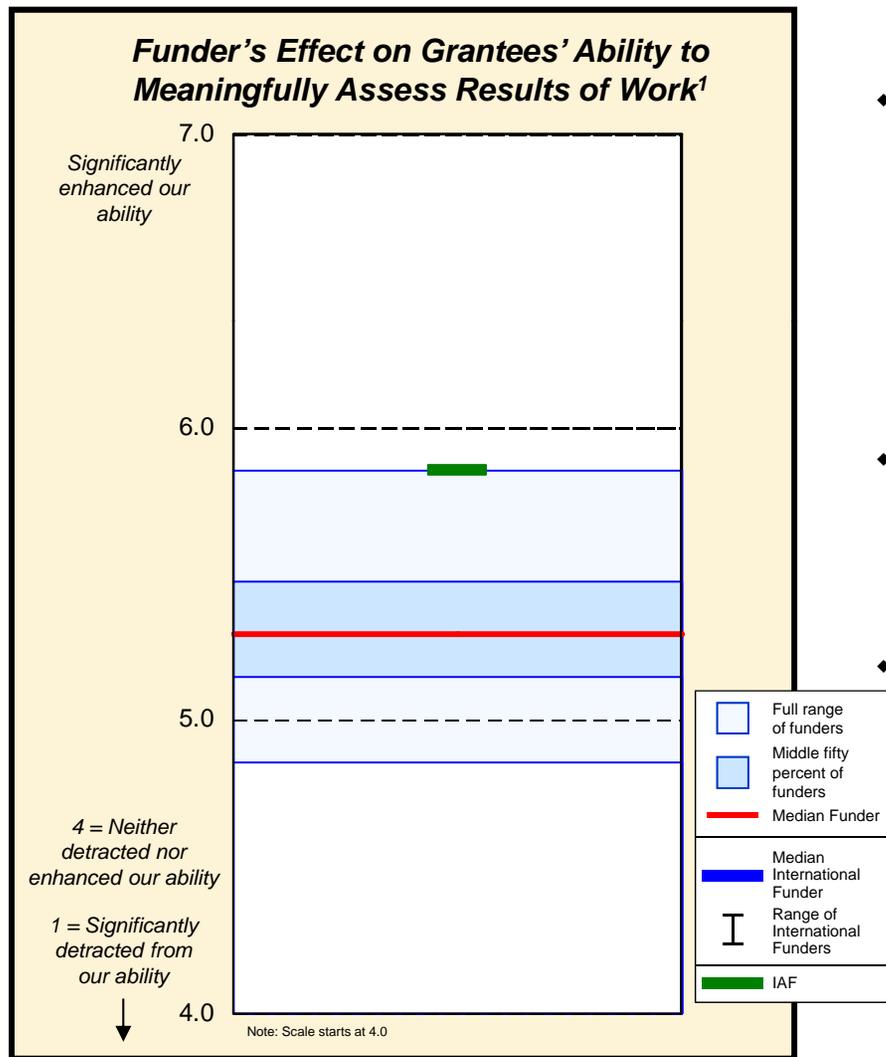


1: Represents data from 34 funders.
Note: international funder data not available due to changes to the survey instrument.

Effect on Grantees Assessing Results

On the effect of the Foundation on grantees' ability to meaningfully assess the results of the work funded by the grant, IAF is rated:

- higher than all other funders in CEP's comparative dataset



Selected Grantee Comments

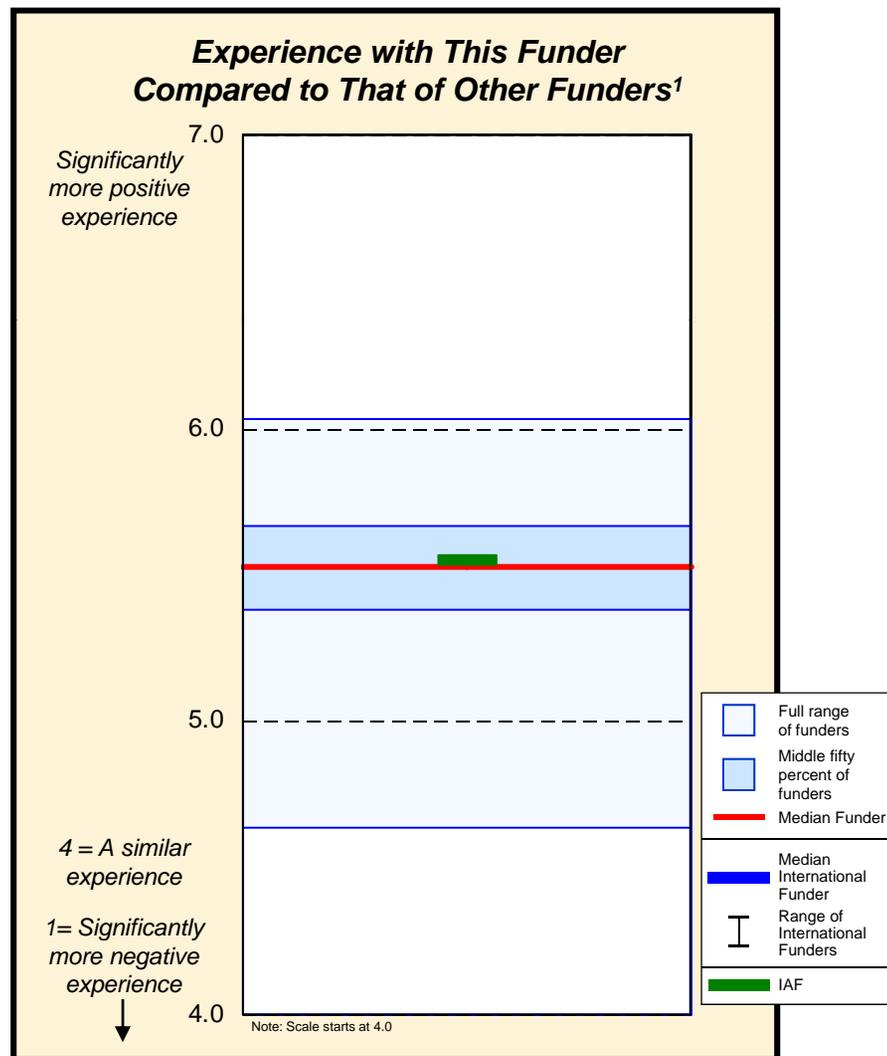
- ♦ “After meeting the Foundation, we strategically defined our work methodology, how we could do it, and measure it... We have learned to measure the impact of our activities through the indicators; we have learned to consolidate efforts to provide better services to the community and its associates, the informal groups. We gradually turn them into formal initiatives, defining their goals and working rules, offering employment and generating opportunities to grow.”
- ♦ “The formats used (reports, proposal submittal, agreement and GDF) help us have clearer goals, which facilitates their achievement. Particularly, we have incorporated the GDF into our planning, monitoring and evaluation tools to improve our accountability and learning processes.”
- ♦ “I think that the definition of indicators and evaluation processes by the Foundation was an important contribution, apart from the economic support, since that caused our staff to be much more efficient in the management of planning processes and in the definition and measurement of effective indicators.”

Note: This question was only asked of those grantees that indicated they exchanged ideas with the Foundation regarding how their organization would assess the results of the work funded by the grant. For IAF, 89 percent of grantees indicated that they had exchanged ideas about how to assess the results of the work, compared to 75 percent at the median funder. International funder data not available due to changes to the survey instrument.

Experience with Other Funders

On how grantees' recent experience with the Foundation compares with that of other funders, IAF is rated:

- above 58 percent of funders



1: Represents data from 34 funders.

Note: This question includes a "N/A – I have never received a grant from another funder" response option; 5 percent of IAF respondents indicated they have never received a grant from another funder, compared to 2 percent at the median funder.

Online Media

Measure	IAF			Full Dataset Median		
Use of Online Resources Created by the Foundation or its Staff						
Facebook	6%			7%		
Video Sharing (e.g., YouTube)	6%			4%		
Blog(s)	7%			4%		
Twitter	2%			3%		
None of the above	37%			49%		
Don't know whether the Foundation uses these online media resources	51%			36%		
Potential Use of Online Resources (only asked of grantees who did not select one or more options to the question above)						
Facebook	71%			36%		
Video Sharing (e.g., YouTube)	84%			52%		
Blog(s)	72%			46%		
Twitter	52%			18%		
Current Use of Online Resources (only asked of grantees who indicated they used at least one of the Foundation's online media resources)						
<i>I currently use these online resources for:</i>	<i>General information about the Foundation</i>	<i>Content-specific information relevant to my work</i>	<i>To interact with the Foundation</i>	<i>General information about the Foundation</i>	<i>Content-specific information relevant to my work</i>	<i>To interact with the Foundation</i>
Facebook	55%	45%	36%	35%	33%	10%
Video Sharing (e.g., YouTube)	40%	40%	50%	33%	50%	0%
Blog(s)	92%	38%	46%	21%	50%	4%
Twitter	N/A	N/A	N/A	29%	39%	7%
Helpfulness of Online Resources (1 = Not at all helpful, 7 = Extremely helpful; only asked of grantees who indicated they used at least one of the Foundation's online media resources)						
To learn about the Foundation generally	5.7			5.0		
To learn about information relevant to the fields or communities in which grantees work	5.6			5.0		
To learn about the Foundation's goals and strategies	5.8			4.9		
To interact and share ideas with the Foundation	5.9			4.2		
Use of Online Resources to Communicate About Grantees' Work						
Facebook	48%			76%		
Video Sharing (e.g., YouTube)	40%			47%		
Blog(s)	39%			35%		
Twitter	17%			40%		
Other	30%			12%		
None of the above	31%			16%		

Note: This table represents data from 24 funders, except "Use of Online Resources to Communicate About Grantees' Work" which represents data from 26 funders. International Funder data not available due to changes to the survey instrument.

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Grantmaking Characteristics

Measure	IAF	Full Dataset Median	International Funder Median
Length of Grant Awarded			
<i>Average grant length</i>	3.4 years	2.1 years	2.3 years
1 year	6%	50%	35%
2 years	21%	21%	33%
3 years	48%	17%	21%
4 years	12%	3%	3%
5 or more years	12%	8%	7%
Type of Grant Awarded			
Program/Project Support	87%	64%	76%
General Operating Support	3%	20%	15%
Capital Support: Building/Renovation/ Endowment Support/Other	4%	9%	2%
Technical Assistance	6%	5%	5%
Scholarship/Fellowship	1%	2%	2%
Event/Sponsorship Funding ¹	0%	N/A	N/A
Grant Amount Awarded			
<i>Median grant size</i>	\$234K	\$60K	\$175K
Less than \$10K	1%	11%	3%
\$10K - \$24K	1%	15%	4%
\$25K - \$49K	6%	15%	9%
\$50K - \$99K	9%	17%	18%
\$100K - \$149K	9%	10%	12%
\$150K - \$299K	49%	14%	25%
\$300K - \$499K	25%	7%	13%
\$500K - \$999K	1%	6%	8%
\$1MM and above	0%	7%	8%
Median Percent of Budget Funded By Grant (Annualized)			
Size of grant relative to size of grantee budget	38.9%	3.4%	6.5%

Survey-Wide Analysis Fact: By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder's impact on their organizations. However, ratings of impact on the grantee organization are higher for operating than program support grantees when those operating support grants are larger and longer term than what funders typically provide. For more information on these findings, please see CEP's report, *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits*.

¹: Comparative and trend data not available for event/sponsorship funding because this option was added to the survey in the fall of 2009. For the 106 funders for which data is available, the average percentage of grantees indicating they received event/sponsorship funding was 1 percent.

Grantee Characteristics (1)

Measure	IAF	Full Dataset Median	International Funder Median
Operating Budget of Grantee Organization			
<i>Median budget</i>	\$0.2MM	\$1.4MM	\$1.6MM
< \$100K	34%	8%	7%
\$100K - \$499K	43%	20%	22%
\$500K - \$999K	10%	14%	14%
\$1MM - \$4.9MM	9%	29%	31%
\$5MM - \$24.9MM	2%	18%	16%
\$25MM and above	2%	11%	10%
Length of Establishment of Grantee Organizations			
<i>Median length of establishment</i>	14 years	24 years	18 years
Less than 5 years	10%	7%	9%
5 - 9 years	21%	13%	16%
10 -19 years	49%	23%	30%
20 - 49 years	18%	36%	32%
50 - 99 years	2%	12%	9%
100 years or more	1%	8%	4%

Grantee Characteristics (2)

Measure	IAF	Full Dataset Median	International Funder Median
Length of Time Which Grantees Have Regularly Conducted the Funded Programs			
Less than 1 year	12%	16%	14%
1 - 5 years	68%	51%	58%
6 - 10 years	14%	14%	16%
More than 10 years	6%	18%	12%
Pattern of Grantees' Funding Relationship with the Foundation¹			
First grant received from the Foundation	78%	31%	41%
Consistent funding in the past	8%	51%	41%
Inconsistent funding in the past	13%	18%	18%
Length of Funding Relationship with the Foundation²			
1 - 5 years	64%	54%	52%
6 - 10 years	29%	28%	28%
More than 10 years	7%	18%	19%
Funding Status and Grantees Previously Declined Funding			
Percent of grantees currently receiving funding from the Foundation	92%	75%	80%
Percent of grantees previously declined funding by the Foundation	12%	33%	25%

1: Represents data from 78 funders. This question includes a "don't know" response option; 1 percent of IAF respondents answered "don't know", compared to 2 percent at the median funder, and 1 percent of respondents at the Median International Funder.

2: Represents data from 78 funders. This question includes a "don't know" response option; 0 percent of IAF respondents answered "don't know", compared to 4 percent at the median funder, and 3 percent of respondents at the Median International Funder.

Grantee Characteristics (3)

Measure	IAF	Full Dataset Median	International Funder Median
Job Title of Respondents¹			
Executive Director	44%	45%	40%
Other Senior Management	9%	14%	17%
Project Director	26%	14%	17%
Development Director	3%	9%	8%
Other Development Staff	2%	6%	9%
Volunteer	1%	1%	0%
Other	15%	9%	9%
Gender of Respondents²			
Female	42%	63%	55%
Male	58%	37%	45%

1: Represents data from 78 funders.

2: In spring of 2009 CEP removed the word "optional" from this question but added an "other" response choice and a "prefer not to say" response choice. Previously this question was only infrequently skipped and so we have maintained comparative data in spite of the question change. In response to this question, a total of 1 percent of IAF respondents selected "other" or "prefer not to say," compared to 3 percent at the median funder.

Funder Characteristics

Measure	IAF	Full Dataset Median	International Funder Median
Financial Information			
Total assets	\$46.2MM	\$251.3MM	\$1.4B
Total giving	\$15.0MM	\$15.0MM	\$104.2MM
Administrative Expenses			
Administrative expense as percent of total assets	7.8%	1.2%	1.9%
Administrative expense as percent of total giving	24.2%	22.6%	24.2%
Funder Staffing¹			
Total staff (FTEs)	44	13	48
Percent of staff (FTEs) actively managing grantee relationships ²	32%	37%	N/A
Percent of staff who are program staff	45%	56%	63%
Grantmaking Processes			
Proportion of grants that are proactive ³	0%	44%	N/A
Proportion of grantmaking dollars that are proactive	0%	48%	N/A

1: Excludes FTEs who are volunteers or unpaid staff members.

2: Includes data from 51 funders. International Funder data not available due to changes to the survey instrument.

3: Includes data from 67 funders. International Funder data not available due to changes to the survey instrument.

Source: Self-reported data provided by IAF and other GPR and Operational Benchmarking Report (OBR) subscribers from 2003-2011 survey rounds.

Funders in Dataset

The 273 philanthropic funders whose grantees CEP has surveyed are listed below. Those that were independently surveyed are denoted by an asterisk (*).

The Abell Foundation, Inc.*	The Clowes Fund	Gulf Coast Community Foundation of Venice	Mathile Family Foundation*	The Robin Hood Foundation
Adolph Coors Foundation*	College Access Foundation of California	Hall Family Foundation*	The McKnight Foundation	Rochester Area Community Foundation
The Ahmanson Foundation*	The Collins Foundation*	Hampton Roads Community Foundation	Medina Foundation	Rockefeller Brothers Fund
Alaska Mental Health Trust Authority	The Colorado Health Foundation	Harold K.L. Castle Foundation	MetroWest Community Health	Rockefeller Foundation
Alfred P. Sloan Foundation*	The Colorado Trust	The Harry and Jeanette Weinberg Foundation, Inc	Care Foundation	Rollin M. Gerstacker Foundation*
Alliance for California Traditional Arts	The Columbus Foundation	Hartford Foundation for Public Giving	Meyer Memorial Trust*	Rose Community Foundation
Alphawood Foundation*	and Affiliated Organizations	The Harvest Foundation of the Piedmont	Michael Reese Health Trust	Russell Family Foundation
Altman Foundation*	Community Foundation Silicon Valley	Health Foundation of Greater Cincinnati	The Minneapolis Foundation	Ruth Mott Foundation
The Ambrose Monell Foundation*	Community Memorial Foundation	The Heinz Endowments	Missouri Foundation for Health	S & G Foundation, Inc.*
Amelia Peabody Foundation*	Community Technology Foundation of California	Helen Andrus Benedict Foundation	M. J. Murdock Charitable Trust	S. H. Cowell Foundation
Amon G. Carter Foundation*	Connecticut Health Foundation, Inc.	Henry H. Kessler Foundation	The Morris and Gwendolyn	Saint Luke's Foundation of Cleveland, Ohio
Andersen Foundation*	Conrad N. Hilton Foundation	Hess Foundation, Inc.*	Cafritz Foundation	The Saint Paul Foundation Inc.
Ann Arbor Area Community Foundation	Cultural Council of Santa Cruz County	Horace W. Goldsmith Foundation*	Ms. Foundation for Women	Santa Barbara Foundation
The Annenberg Foundation*	Daniels Fund*	The Horizon Foundation for New Jersey	Cafritz Foundation	SC Ministry Foundation
The Anschutz Foundation*	Danville Regional Foundation	Houston Endowment, Inc.	Ms. Foundation for Women	Sea Change Foundation
Arcus Foundation	The David and Lucile Packard Foundation	HRJ Consulting	The Mt. Sinai Health Care Foundation	Shelton Family Foundation*
Arts Council Silicon Valley	Dekko Foundation, Inc.	Humanity United	The Nathan Cummings Foundation	The Sherman Fairchild Foundation, Inc.*
The Assisi Foundation of Memphis, Inc.	Doris Duke Charitable Foundation	The Hyams Foundation, Inc.	Nellie Mae Education Foundation	The Shubert Foundation*
The Atlantic Philanthropies	The Duke Endowment	Inter-American Foundation	The New Hampshire Charitable Foundation	The Skillman Foundation
AVI CHAI Foundation	Dyson Foundation	J.A. & Kathryn Albertson Foundation*	New Profit, Inc.	The Skoll Foundation
Baptist Community Ministries*	E. Rhodes & Leona B. Carpenter Foundation*	J. Bulow Campbell Foundation*	New York Community Trust	Sobrato Family Foundation
Barr Foundation	East Bay Community Foundation	The J. Willard and	New York State Health Foundation	Stuart Foundation
Beldon Fund	Eden Hall Foundation*	Alice S. Marriott Foundation*	Nina Mason Pulliam Charitable Trust	Surdna Foundation, Inc.
Bill & Melinda Gates Foundation	Edison International	Jacob and Valeria Langeloth Foundation	Nord Family Foundation	Susan G. Komen for the Cure
Blandin Foundation	The Educational Foundation of America	James Graham Brown Foundation, Inc.*	Northern Rock Foundation	T.L.L. Temple Foundation*
Blue Cross and Blue Shield of	El Pomar Foundation*	The James Irvine Foundation	Northwest Area Foundation	Thrivent Financial for Lutherans Foundation
North Carolina Foundation	Endowment for Health	The Jay and Rose	Northwest Health Foundation	Tufts Health Plan Foundation
Blue Cross Blue Shield of	The Energy Foundation	Phillips Family Foundation*	Oak Foundation	United Way of Massachusetts Bay
Massachusetts Foundation	The Erie Community Foundation	Jessie Ball duPont Fund	Omidyar Foundation	Vancouver Foundation
Blue Shield of California Foundation	Eugene and Agnes E. Meyer Foundation	The Jim Smith Noyes Foundation	One Foundation	The Vermont Community Foundation
Boston Foundation, Inc.	Evelyn and Walter Haas, Jr. Fund	The Josiah Macy, Jr. Foundation	Ontario Trillium Foundation	Victoria Foundation, Inc.*
Bradley Foundation*	F. M. Kirby Foundation, Inc.*	The John A. Hartford Foundation, Inc.	The Overbrook Foundation*	Virginia G. Piper Charitable Trust
Bradley-Turner Foundation*	The F.B. Heron Foundation	John D. and Catherine T.	Partnership for Excellence in	W. K. Kellogg Foundation
The Brainerd Foundation	The Fan Fox and	MacArthur Foundation	Jewish Education (PEJE)	Wachovia Regional Foundation
The Brinson Foundation	Leslie R. Samuels Foundation*	John H. and Wilhelmina D. Harland	Paul G. Allen Foundations	Wachovia Regional Foundation
The Broad Foundation	Fannie Mae Foundation	Charitable Foundation, Inc.	Paul Hamlyn Foundation	Waite Family Foundation*
The Brown Foundation	First 5 Alameda	John P. McGovern Foundation*	Peninsula Community Foundation	The Wallace Foundation
Bush Foundation	County – Every Child Counts	The John R. Oishei Foundation	The Pears Foundation	Walter & Elise Haas Fund
California Community Foundation	The Ford Family Foundation	John S. and James L. Knight Foundation	Elizabeth C. Tower Foundation	Wayne & Gladys Valley Foundation
The California Endowment	The Ford Foundation	Kalamazoo Community Foundation	PetSmart Charities	Weingart Foundation*
California HealthCare Foundation	France-Merrick Foundation*	Kansas Health Foundation	The Pew Charitable Trusts*	Wellington Management Charitable Fund
The California Wellness Foundation*	Friends Provident Foundation	Kate B. Reynolds Charitable Trust*	Philadelphia Foundation	Wilburforce Foundation
The Cannon Foundation, Inc.*	The Frist Foundation*	Kendeda Fund	The Pittsburgh Foundation	William Caspar Graustein Memorial Fund
Caring for Colorado Foundation	The Fund for New Jersey	The Kresge Foundation	Polk Bros. Foundation	The William and Flora Hewlett Foundation
Carnegie Corporation of New York	The GAR Foundation	Kronkosky Charitable Foundation	Pritzker Foundation*	The William K. Warren Foundation*
Carrie Estelle Doheny Foundation*	Gates Family Foundation*	The Lenfest Foundation, Inc.*	PSEG Foundation and	William Penn Foundation
The Case Foundation	Gaylord and Dorothy	Levi Strauss Foundation	Corporate Responsibility Department	The William Randolph Hearst Foundations*
Central Indiana Community Foundation	Donnelley Foundation	Lloyd A. Fry Foundation	Public Welfare Foundation*	The William Stamps Farish Fund*
The Champlin Foundations*	General Mills Foundation	Longwood Foundation	Quantum Foundation	William T. Kemper Foundation*
Charles and Helen Schwab Foundation	The George Gund Foundation	The Louis Calder Foundation*	The Ralph M. Parsons Foundation*	Williamsburg Community
Charles and Lynn Schusterman	The George S. and Dolores	Lucile Packard Foundation	Raskob Foundation for	Health Foundation
Family Foundation	Dore Eccles Foundation*	for Children's Health	Catholic Activities, Inc.	Windgate Charitable Foundation, Inc.*
Charles Stewart Mott Foundation	Geraldine R. Dodge Foundation	Lumina Foundation for Education, Inc.	Rasmuson Foundation	Winter Park Health Foundation
The Chicago Community Trust	The Gill Foundation	Maine Community Foundation	The Raymond John Wean Foundation	Woods Fund of Chicago
The Christensen Fund	The Goizueta Foundation	Maine Health Access Foundation	Resources Legacy Fund	Yad Hanadiv
The Clark Foundation*	Gordon and Betty Moore Foundation	Marguerite Casey Foundation	The Rhode Island Foundation	Z. Smith Reynolds Foundation, Inc.
Claude Worthington Benedum Foundation	Grable Foundation	Marin Community Foundation	Richard & Rhoda Goldman Fund	Zeist Foundation
The Cleveland Foundation	Grand Rapids Community Foundation	Mary Reynolds Babcock Foundation	Richard King Mellon Foundation*	
	The Greater Cincinnati Foundation		The Robert Wood Johnson Foundation	

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About the Center for Effective Philanthropy (CEP)

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.

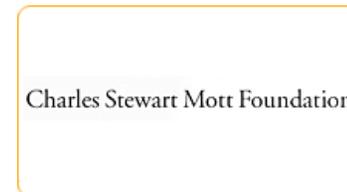
Vision

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.

CEP Funders

CEP is funded through a combination of foundation grants and revenue earned from management tools and seminars. Funders providing support for CEP's work include:



CEP Research

CEP's research and creation of comparative data sets leads to the development of assessment tools, publications serving the philanthropic funder field, and programming. CEP's research initiatives focus on several subjects, including:

Research Focus	CEP Publication
Performance Assessment	<i>Indicators of Effectiveness: Understanding and Improving Foundation Performance</i> (2002)
	<i>Assessing Performance at the Robert Wood Johnson Foundation: A Case Study</i> (2004)
	<i>The State of Foundation Performance Assessment: A Survey of Foundation CEOs</i> (2011)
Funder Strategy	<i>Beyond the Rhetoric: Foundation Strategy</i> (2007)
	<i>Lessons from the Field: Becoming Strategic: The Evolution of the Flinn Foundation</i> (2009)
	<i>The Essentials of Foundation Strategy</i> (2009)
	<i>Lessons from the Field: Striving for Transformative Change at the Stuart Foundation</i> (2009)
	<i>Rhetoric versus Reality: A Strategic Disconnect at Community Foundations</i> (2011)
Funder Governance	<i>Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance</i> (2005)
Funder-Grantee Relationships	<i>Listening to Grantees: What Nonprofits Value in Their Foundation Funders</i> (2004)
	<i>Foundation Communications: The Grantee Perspective</i> (2006)
	<i>In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits</i> (2006)
	<i>Luck of the Draw</i> (2007)
	<i>More than Money: Making a Difference with Assistance Beyond the Grant</i> (2008)
	<i>Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them</i> (2010)
	<i>A Time of Need: Nonprofits Report Poor Communication and Little Help from Foundations During the Economic Downturn</i> (2010)
	<i>Lessons from the Field: From Understanding to Impact</i> (2010)
	<i>Grantees Report Back: Helpful Reporting and Evaluation Processes</i> (2011)
	<i>Can Feedback Fuel Change at Foundations?</i> (2011)
Managing Operations	<i>Lessons from the Field: Improving the Experience at the David and Lucile Packard Foundation</i> (2008)
	<i>Lessons from the Field: Aiming for Excellence at the Wallace Foundation</i> (2008)

CEP Assessment Tools

CEP provides philanthropic funder leaders with assessment tools – utilizing comparative data – that inform performance assessment:

- **Grantee Perception Report® (GPR):** provides CEOs, boards, and staff with comparative data on grantee perceptions of funder performance on a variety of dimensions
- **Applicant Perception Report (APR):** a companion to the GPR that provides comparative data from surveys of declined grant applicants
- **Staff Perception Report (SPR):** explores philanthropic funder staff members' perceptions of funder effectiveness and job satisfaction on a comparative basis
- **Operational Benchmarking Report (OBR):** provides comparative data, relative to a selected peer group of funders, on aspects of philanthropic funder operations – including organization staffing, program officer workload, grant processing times, and administrative costs
- **Stakeholder Assessment Report (STAR):** delivers insight about a funder's effectiveness by surveying stakeholders a funder seeks to influence as part of its strategy
- **Multidimensional Assessment Process (MAP):** provides an integrated assessment of performance, assimilating results and data from all of CEP's assessment tools into key findings, implications, and recommended action steps for greater effectiveness
- **Donor Perception Report (DPR):** creates insight, on a comparative basis, about donors' perceptions of the community foundations to and through which they contribute or establish funds
- **Beneficiary Perception Report (BPR):** informs the work of funders and grantees by providing comparative feedback from those whose lives funders seek to improve – the ultimate beneficiaries of funders' philanthropic efforts
- **Strategy Landscape Tool (SLT):** an online interactive visualization tool, developed by Monitor Institute and delivered with CEP, that allows users to easily see and understand grantmaking strategies and patterns within and across institutions so they can make better decisions in pursuit of their goals

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