

Grantee Perception Report® Applicant Perception Report

PREPARED FOR
Mama Cash

January 2017



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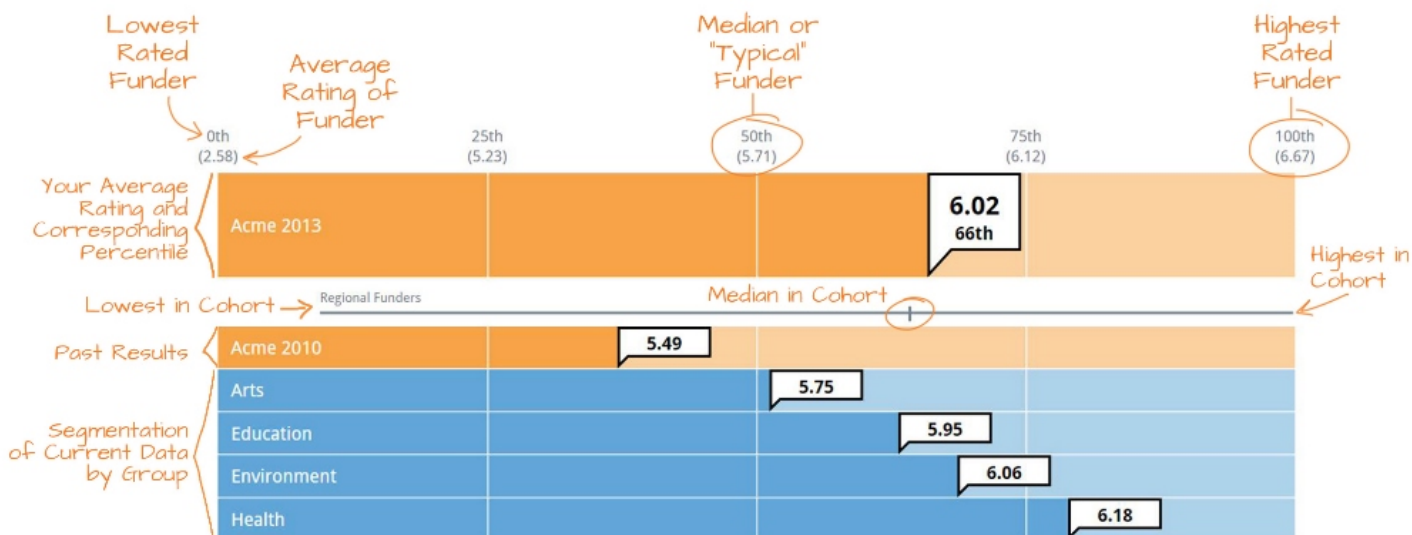
The online version of this report can be accessed at cep.surveymresults.org.

TABLE OF CONTENTS

HOW TO READ YOUR CHARTS	3
KEY RATINGS SUMMARY	4
GPR and APR Key Ratings Summary	4
Word Clouds	7
SURVEY POPULATION	9
COMPARATIVE COHORTS	11
GRANTMAKING AND APPLICATION CHARACTERISTICS	13
IMPACT ON FIELDS AND LOCAL COMMUNITIES	16
Field-Focused Measures	16
Community-Focused Measures	19
IMPACT ON ORGANIZATIONS	21
INTERACTIONS AND COMMUNICATIONS	27
Interactions Measures	27
Communications Measures	33
SELECTION PROCESS	46
DECLINED APPLICATIONS	51
Implications for Future Applications	53
Feedback on Declined Applications	54
REPORTING/EVALUATION PROCESS	55
DOLLAR RETURN AND TIME SPENT ON PROCESSES	5
Time Spent on Processes	
NON-MONETARY ASSISTANCE	6
SUGGESTIONS FOR MAMA CASH	7
CONTEXTUAL DATA	7
Grantmaking Characteristics	7
Grantee/Applicant Characteristics	8
Funder Characteristics	8
ADDITIONAL SURVEY INFORMATION	90
ABOUT CEP	92

Interpreting Your Charts

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



Missing data: Selected grantee and declined applicant ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

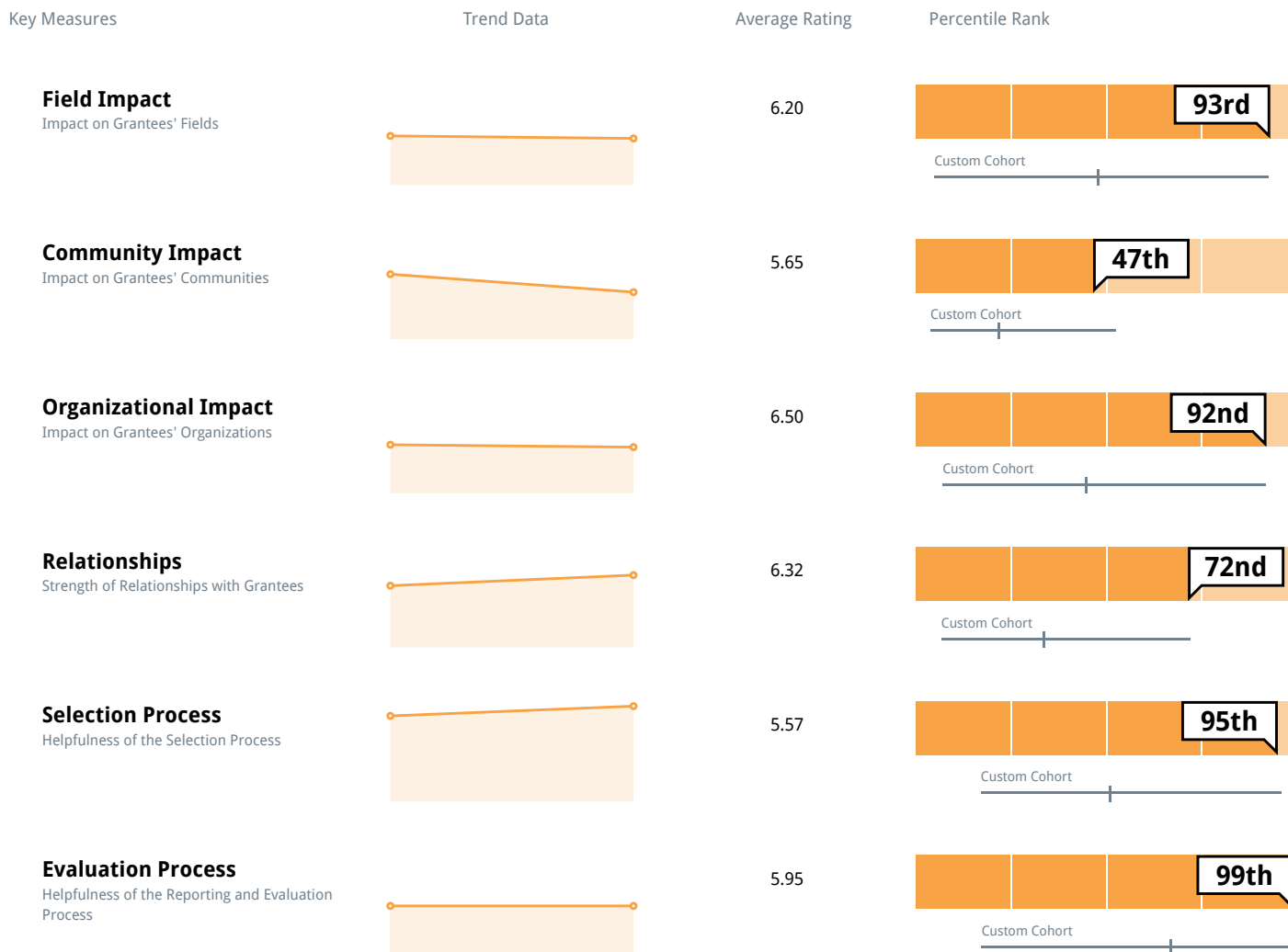
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



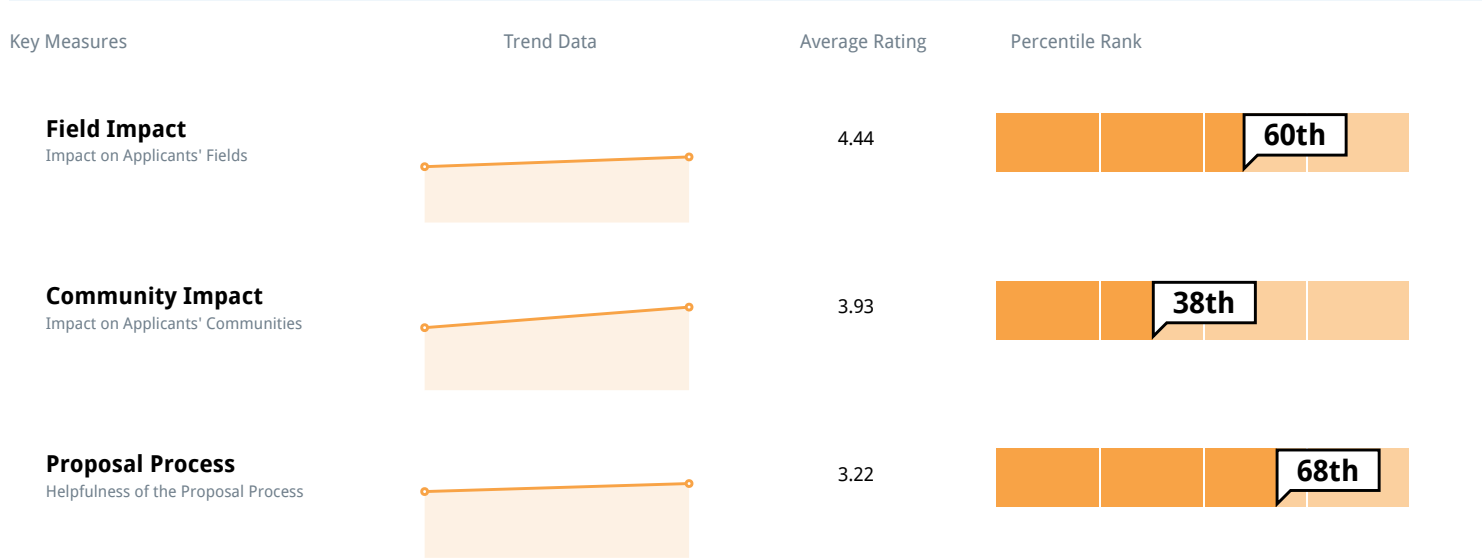
Key Grantee Measures

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



Key Applicant Measures

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



Summary of Differences by Subgroup

Grantee Differences by Subgroup

Portfolio: While differences are not significant and consistent throughout the entire report, Body grantees rate significantly higher than Voice grantees for a number of measures, including aspects of field impact, organizational impact, and funder-grantee relationships. Additionally, Body grantees rate significantly higher than Women's Fund grantees for Mama Cash's impact on their fields, communities, and organizations.

Region: Mama Cash's LAC grantees rate the highest for its impact on and understanding of grantees' local communities in fact, with ratings that are significantly higher than some regions. Otherwise, no region consistently rates higher or lower than others.

Declined Applicant Differences by Subgroup

No group consistently rates higher or lower than others when grantees are segmented by **region** or **portfolio**.

Grantee Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Ten grantees described Mama Cash as "Supportive," the most commonly used word.



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

Applicant Word Cloud

Applicants were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by applicants. The color of each word is stylistic and not indicative of its frequency. Ten applicants described Mama Cash as "Feminist," the most commonly used word.



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

Survey Population

Grantee Survey Methodology

Survey	Survey Fielded	Number of Responses Received	Survey Response Rate
Mama Cash 2016	September and October 2016	89	76%
Mama Cash 2014	February and March 2014	97	68%

Survey Year	Year of Active Grants
Mama Cash 2016	2015
Mama Cash 2014	2013

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

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

Subgroups

In addition to showing Mama Cash's overall ratings, this report shows ratings segmented by Portfolio. The online version of this report also shows ratings segmented by Region.

Portfolio	Number of Responses
Body	22
Money	24
Voice	26
Women's Funds	17

Region	Number of Responses
Africa	20
Asia/Pacific	23
Europe/CIS	19
LAC	21
Other: West Asia and International	6

Applicant Survey Methodology

Survey	Survey Fielded	Number of Responses Received	Survey Response Rate
Mama Cash 2016	September and October 2016	232	47%
Mama Cash 2014	February and March 2014	201	32%

Survey Year	Application Year
Mama Cash 2016	2015
Mama Cash 2014	2013

Throughout this report, Mama Cash's applicant survey results are compared to CEP's broader dataset of more than 4,000 declined applicants, from surveys of more than 50 funders.

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

Subgroups

In addition to showing Mama Cash's overall ratings, this report shows ratings segmented by Portfolio. The online version of this report also shows ratings segmented by Region.

Portfolio	Number of Responses
Body	94
Money	33
Voice	105

Region	Number of Responses
Africa/West Asia	161
Asia/Pacific	54
Europe/CIS	14

Comparative Cohorts

Customized Cohort

Mama Cash selected a set of 11 funders to create a smaller comparison group for the grantee data that more closely resembles Mama Cash in scale and scope.

Custom Cohort

Adessium Foundation

Arcus Foundation

EMpower

Ford Foundation

Humanity United

Levi Strauss Foundation

Mama Cash

Oak Foundation

The Atlantic Philanthropies

The Overbrook Foundation

The Rockefeller Foundation

Standard Cohorts

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

Strategy Cohorts

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

Annual Giving Cohorts

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

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	128	All private foundations in the GPR dataset
Family Foundations	52	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversation foundations in the GPR dataset
Corporate Foundations	18	All corporate foundations in the GPR dataset

Other Cohorts

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

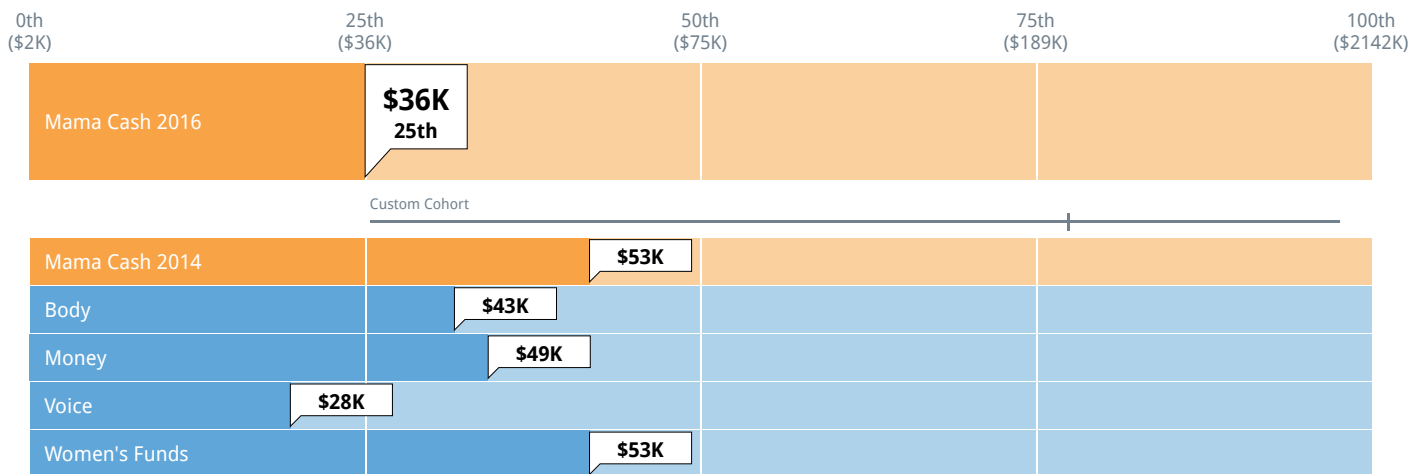
Grantmaking and Application Characteristics

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

Grant Size

Grantee Responses

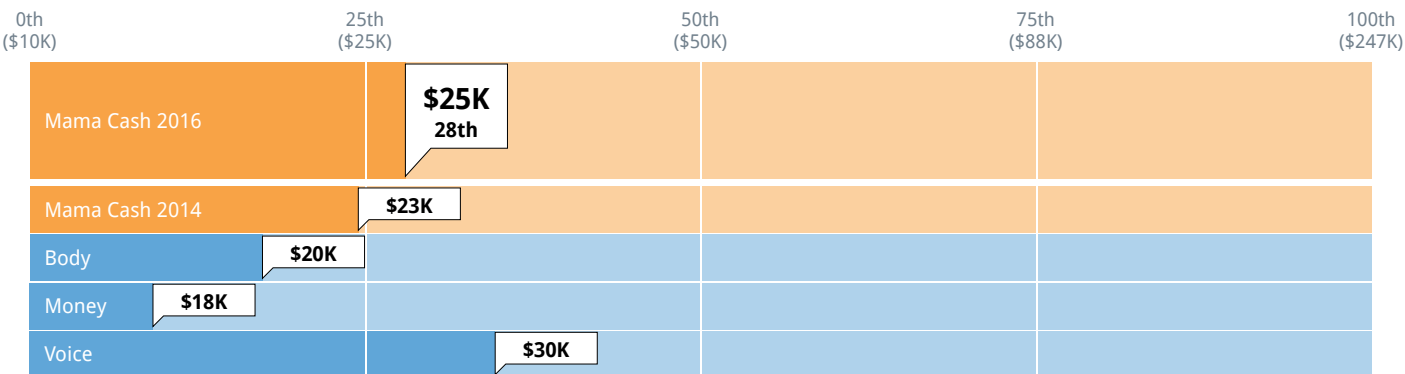
Median Grant Size



Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

Median Grant Request Size

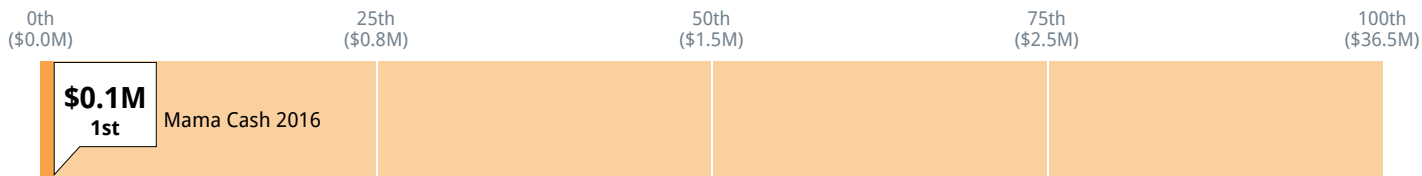


Cohort: None Past results: On Off Subgroup: Portfolio

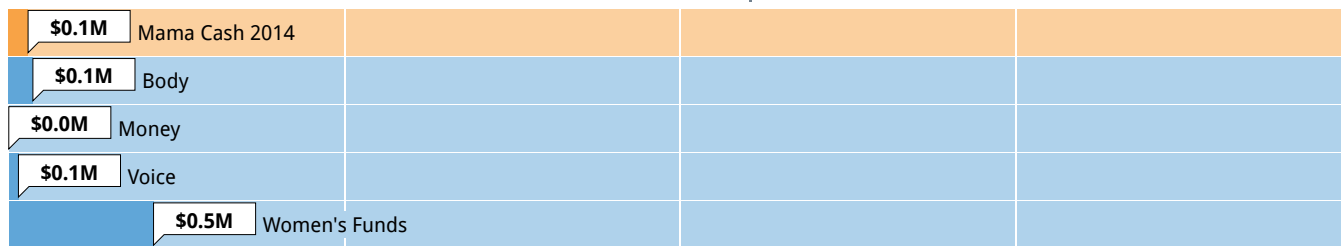
Grantee/Applicant Budget

Grantee Responses

Typical Organizational Budget



Custom Cohort



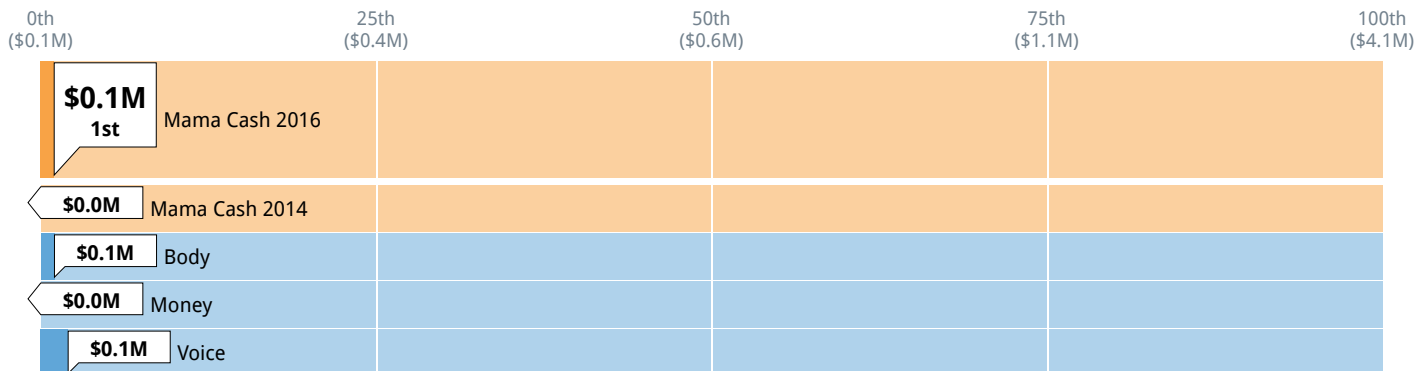
Cohort:

Past results: On Off

Subgroup:

Applicant Responses

Typical Organizational Budget



Cohort:

Past results: On Off

Subgroup:

Type of Grant Awarded/Requested

Type of Grant Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program / Project Support	56%	53%	64%	71%
General Operating / Core Support	43%	43%	21%	22%
Capital Support: Building / Renovation / Endowment Support / Other	0%	1%	6%	2%
Technical Assistance / Capacity Building	1%	2%	4%	4%
Scholarship / Fellowship	0%	0%	2%	1%
Event / Sponsorship Funding	0%	1%	2%	1%

Type of Grant Requested (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Program/project support	87%	78%	71%
General operating	10%	13%	11%
Scholarship or research fellowship	0%	1%	1%
Technical assistance/capacity building	1%	4%	4%
Event/sponsorship funding	0%	3%	1%
Capital support: building/renovation/endowment support/other	1%	2%	11%

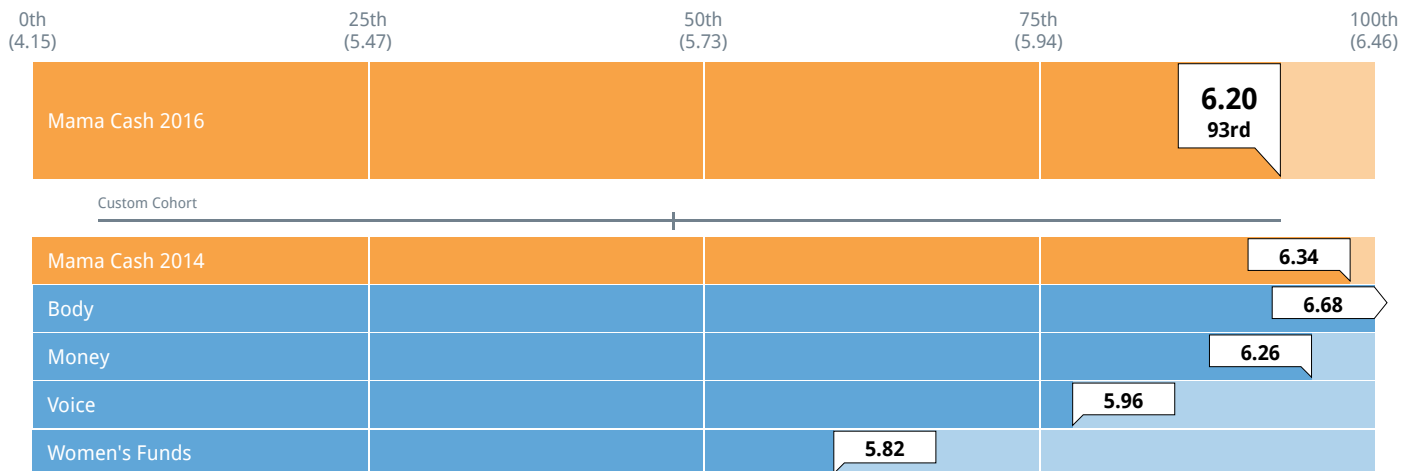
Program Staff Load (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.4M	\$0.4M	\$2.7M	\$2.5M
Applications per program full-time employee	234	11	29	13
Active grants per program full-time employee	13	13	34	20

Impact on and Understanding of Fields

Grantee Ratings

“Overall, how would you rate the Foundation’s impact on your field?”

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

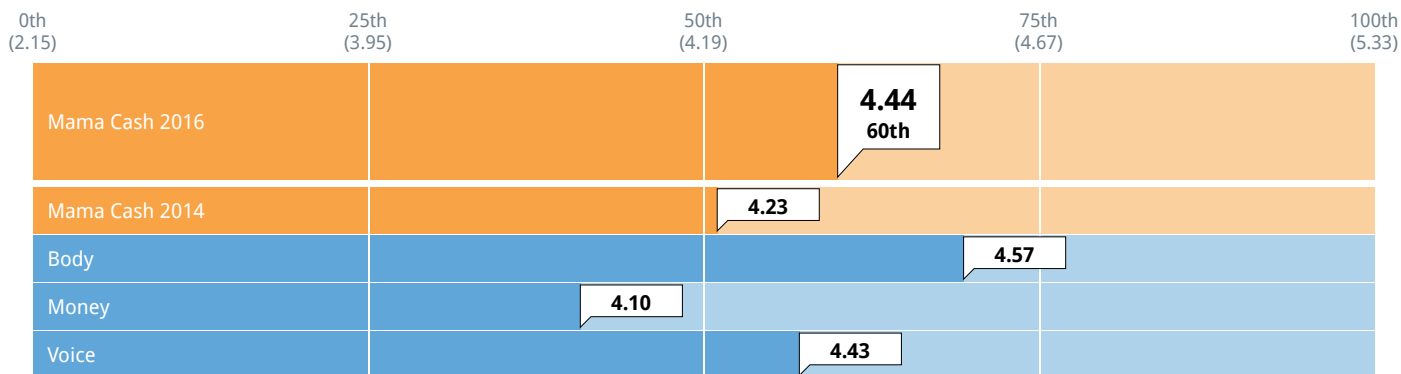
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“Overall, how would you rate the Foundation’s impact on your field?”

1 = No impact 7 = Significant positive impact



Cohort: None

Past results: On Off

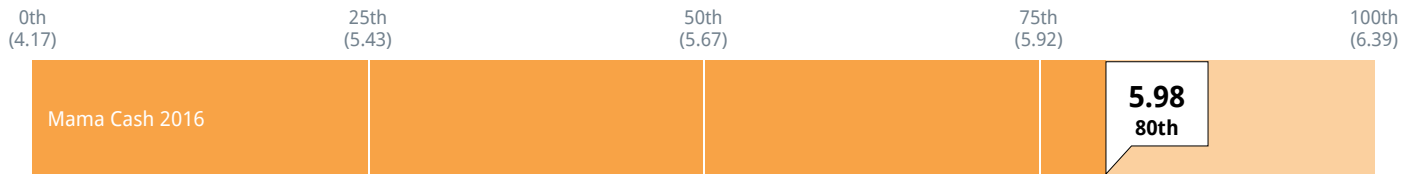
Subgroup: Portfolio

Understanding of Fields

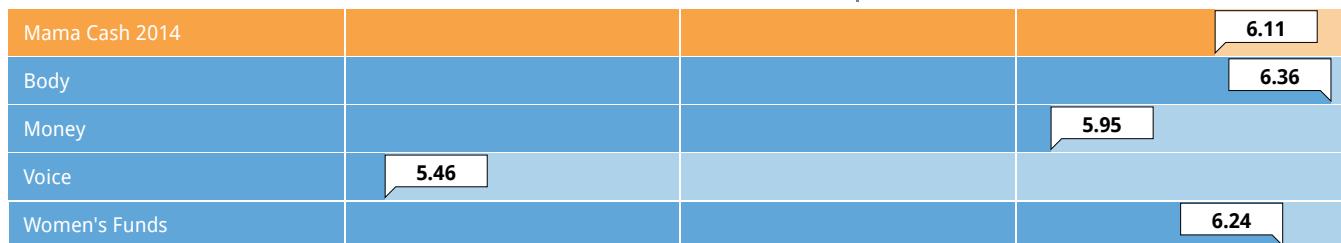
Grantee Ratings

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

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



Custom Cohort



Cohort: Custom Cohort

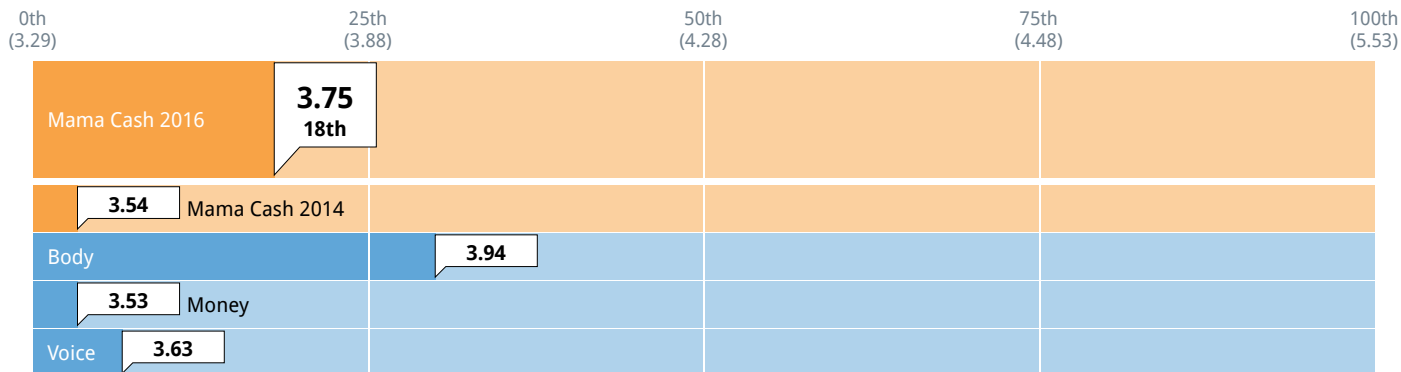
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

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

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



Cohort: None

Past results: On Off

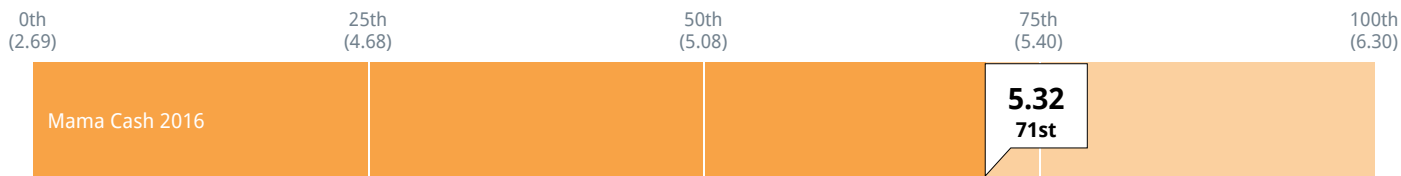
Subgroup: Portfolio

Advancing Knowledge and Public Policy

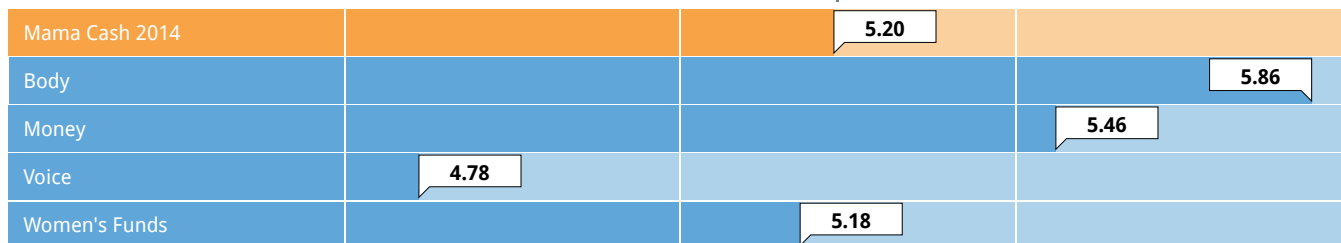
Grantee Ratings

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

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



Custom Cohort



Cohort: Custom Cohort

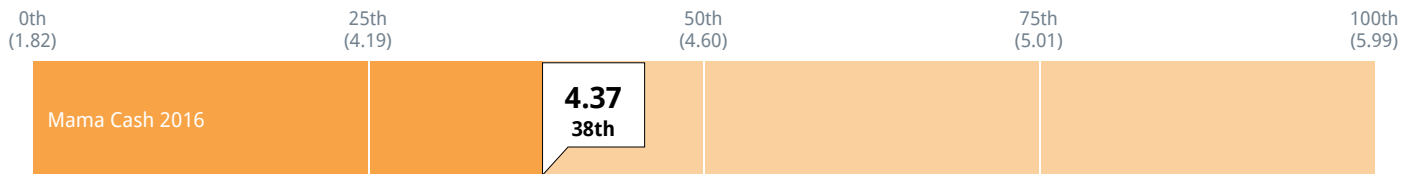
Past results: On Off

Subgroup: Portfolio

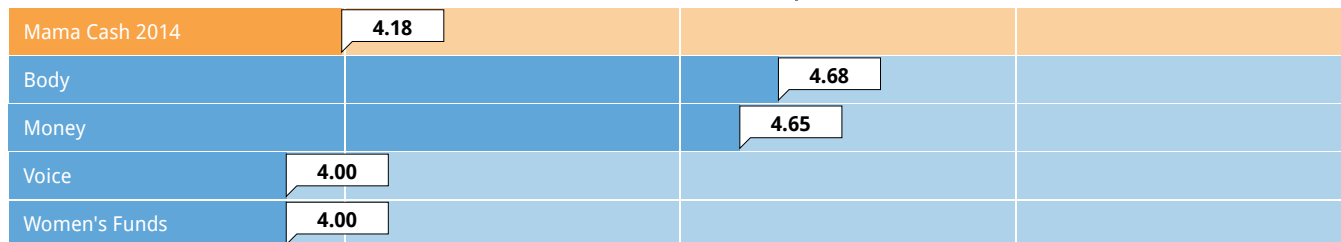
Grantee Ratings

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

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



Custom Cohort



Cohort: Custom Cohort

Past results: On Off

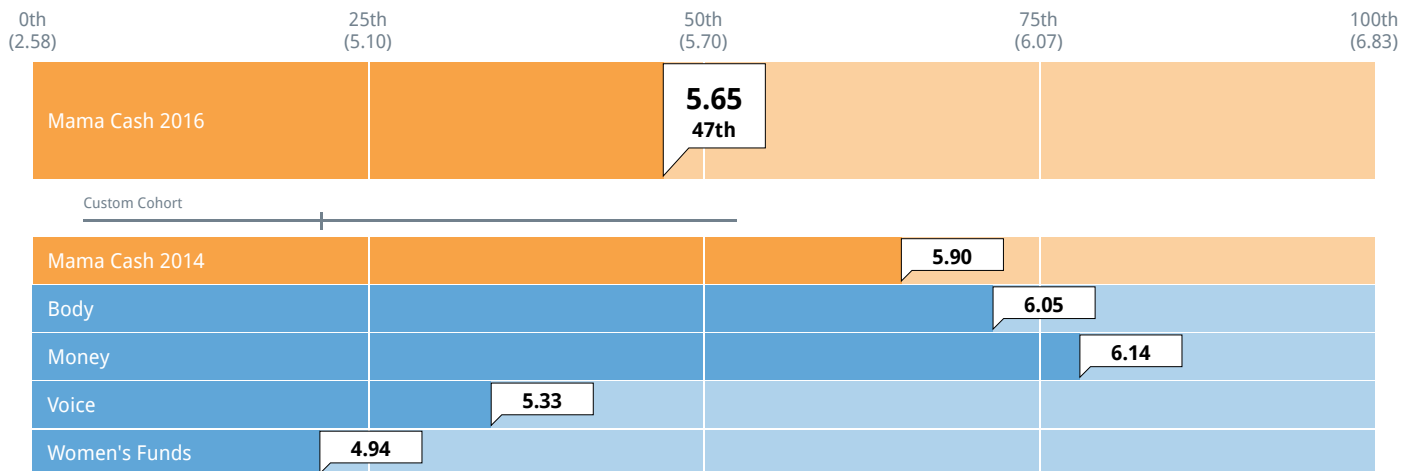
Subgroup: Portfolio

Impact on and Understanding of Local Communities

Grantee Ratings

“Overall, how would you rate the Foundation’s impact on your local community?”

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

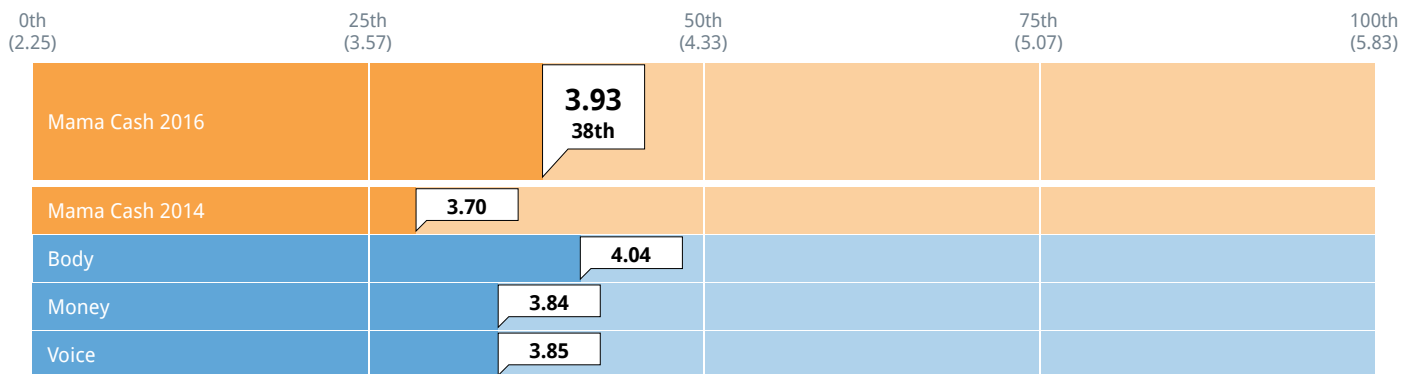
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“Overall, how would you rate the Foundation’s impact on your local community?”

1 = No impact 7 = Significant positive impact



Cohort: None

Past results: On Off

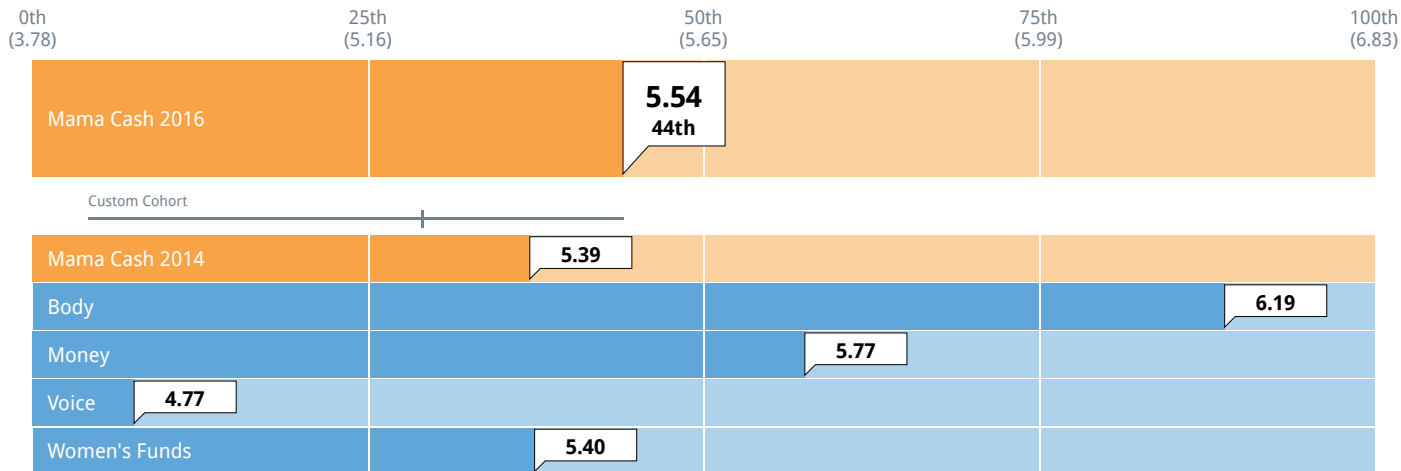
Subgroup: Portfolio

Understanding of Local Communities

Grantee Ratings

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

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

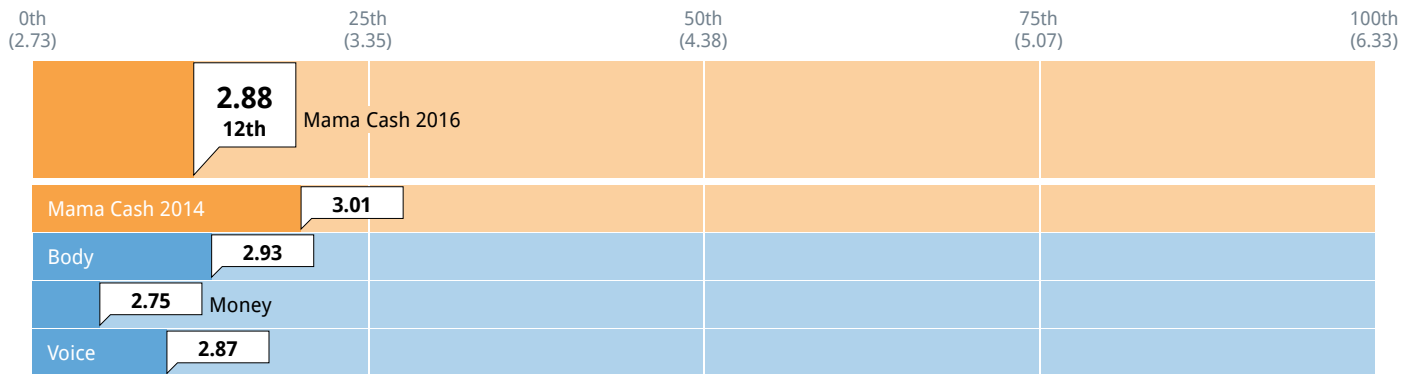


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Ratings

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

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



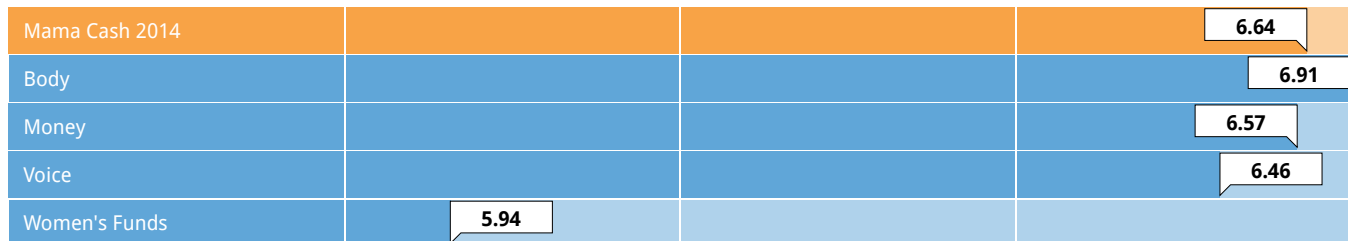
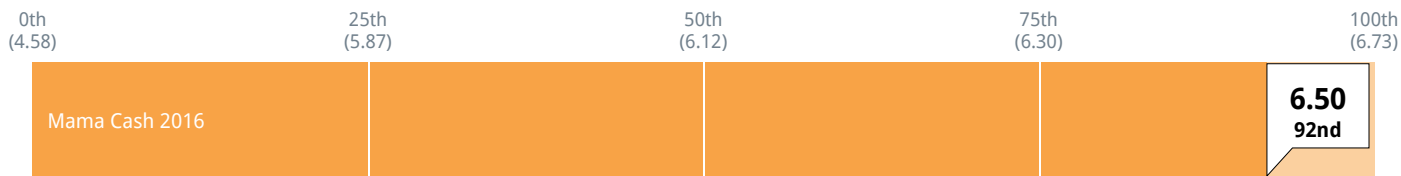
Cohort: None Past results: On Off Subgroup: Portfolio

Impact on and Understanding of Organizations

Grantee Ratings

“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

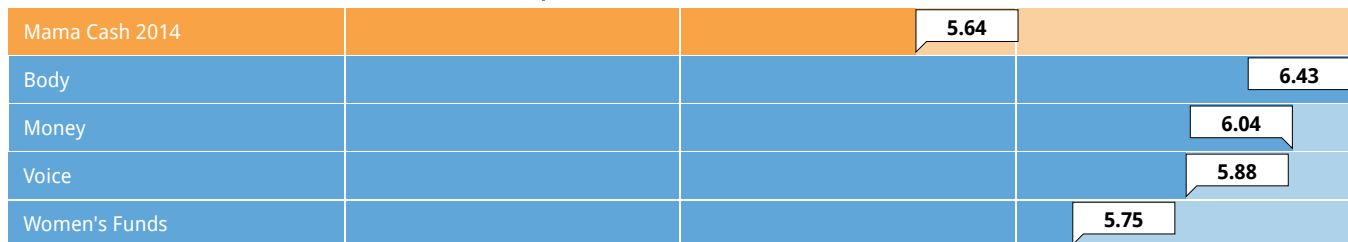
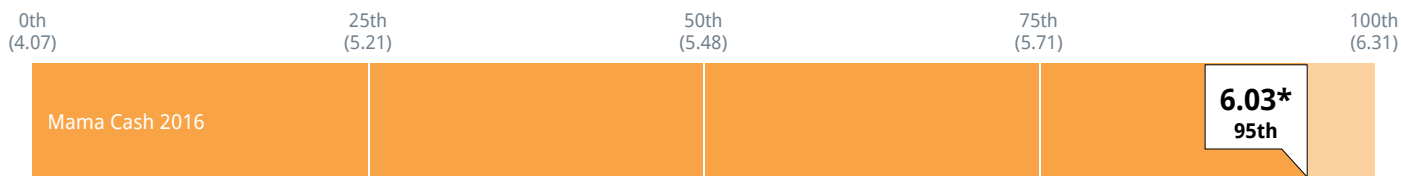
Past results: On Off

Subgroup: Portfolio

Grantee Ratings

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

1 = Did not improve ability 7 = Substantially improved ability



Cohort: Custom Cohort

Past results: On Off

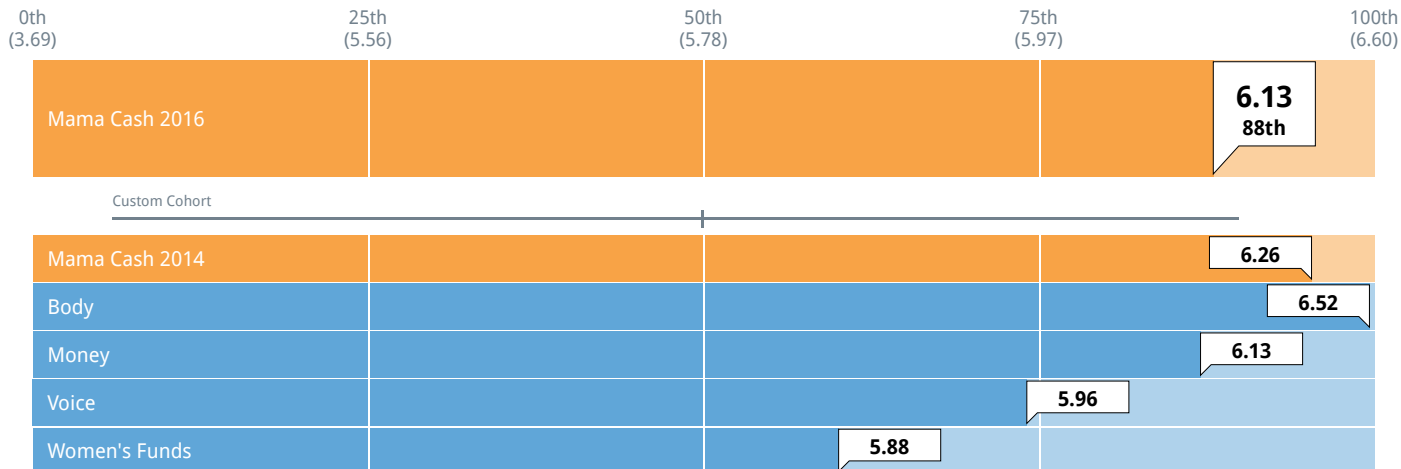
Subgroup: Portfolio

Understanding of Organizations

Grantee Ratings

“How well does the Foundation understand your organization’s strategy and goals?”

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

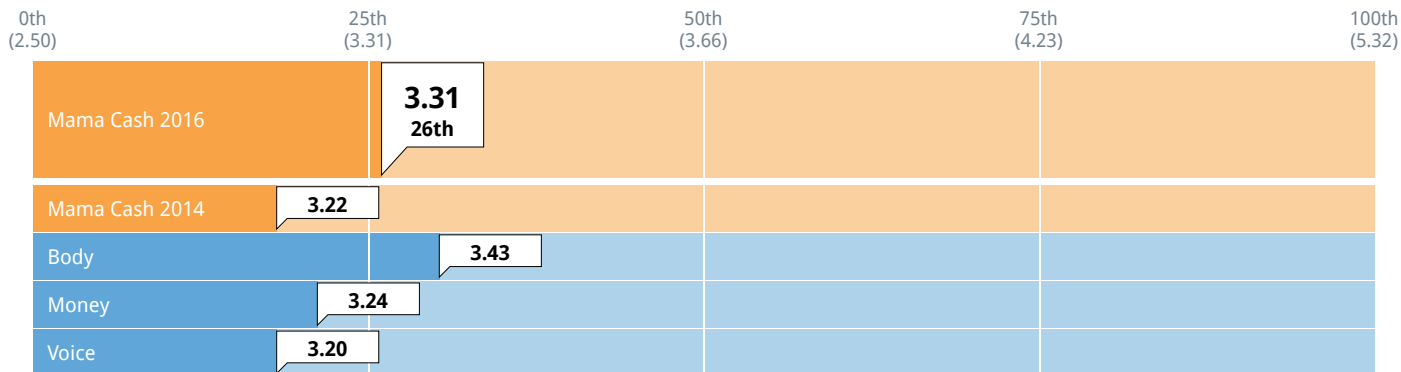
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“How well does the Foundation understand your organization’s strategy and goals?”

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

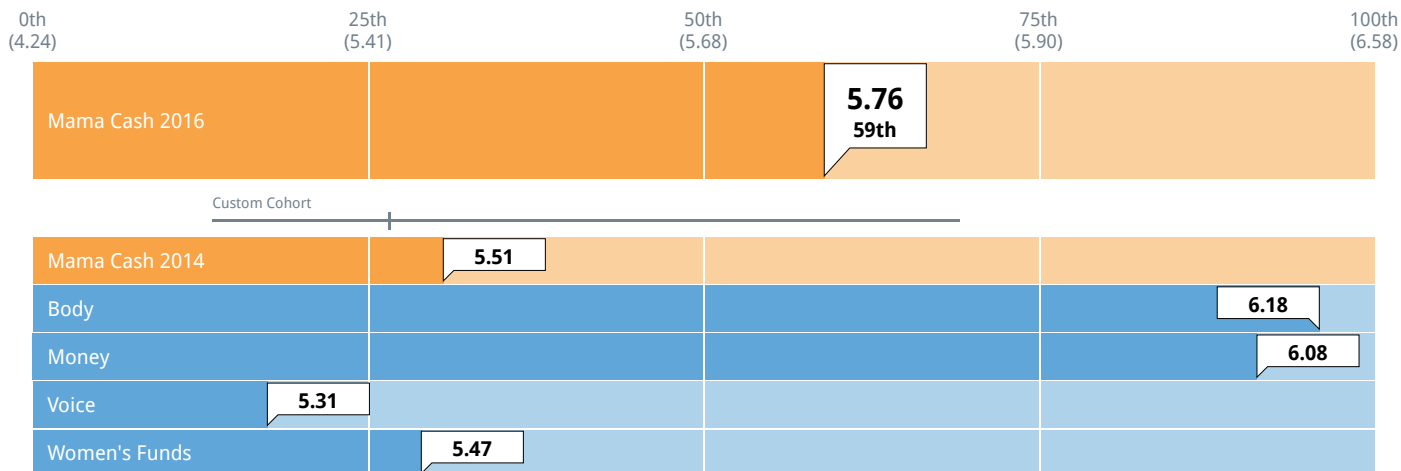
Subgroup: Portfolio

Understanding of Contextual Factors

Grantee Ratings

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

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

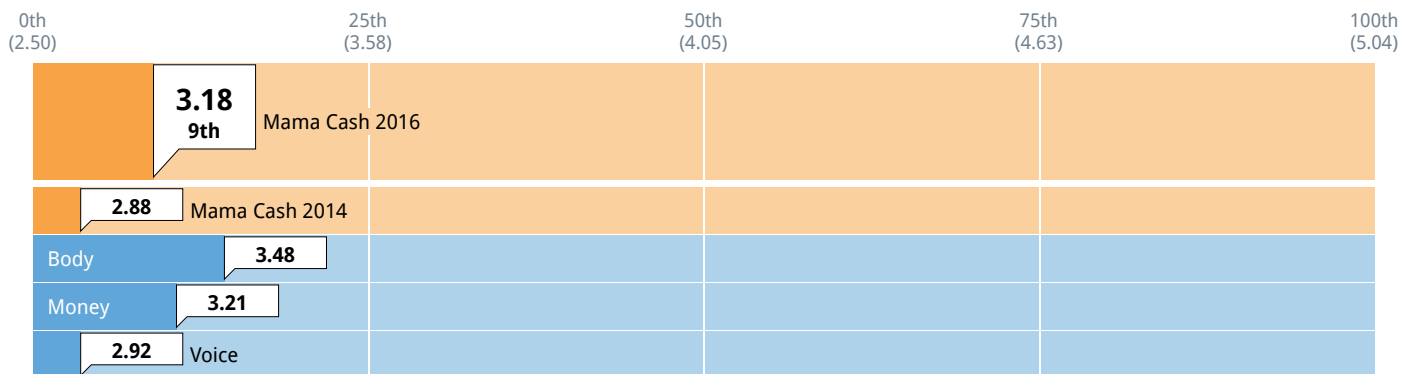
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

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

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

Subgroup: Portfolio

Effect of Grant on Organization

Grantee Responses

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

Primary Effect of Grant on Grantee's Organization (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Enhanced Capacity	44%	34%	29%	28%
Expanded Existing Program Work	22%	14%	26%	29%
Maintained Existing Program	28%	29%	20%	17%
Added New Program Work	7%	23%	25%	26%

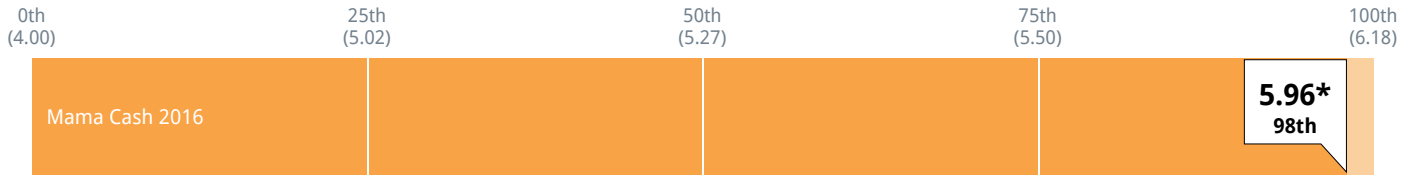
Primary Effect of Grant on Grantee's Organization (By Subgroup)	Body	Money	Voice	Women's Funds
Enhanced Capacity	50%	43%	38%	44%
Expanded Existing Program Work	23%	26%	27%	6%
Maintained Existing Program	23%	22%	31%	38%
Added New Program Work	5%	9%	4%	13%

Grantee and Applicant Challenges

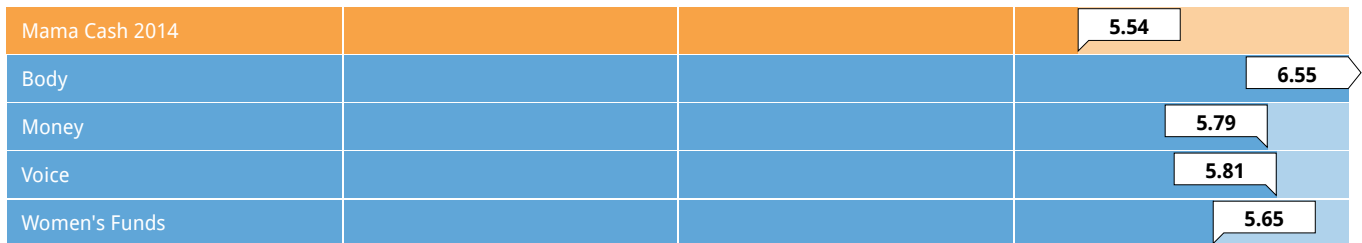
Grantee Ratings

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

1 = Not at all aware 7 = Extremely aware



Custom Cohort



Cohort: Custom Cohort

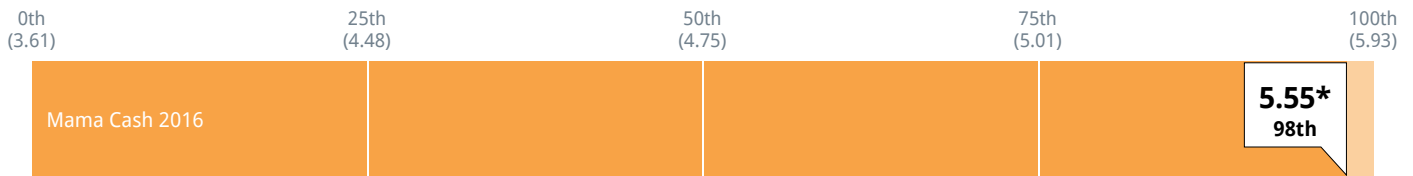
Past results: On Off

Subgroup: Portfolio

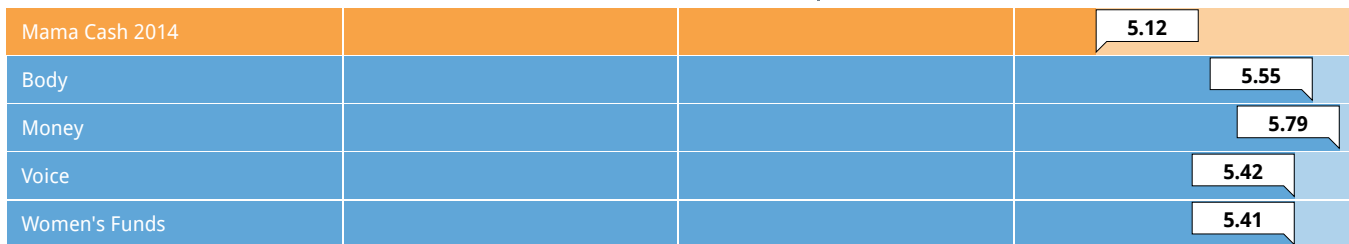
Grantee Ratings

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

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



Custom Cohort



Cohort: Custom Cohort

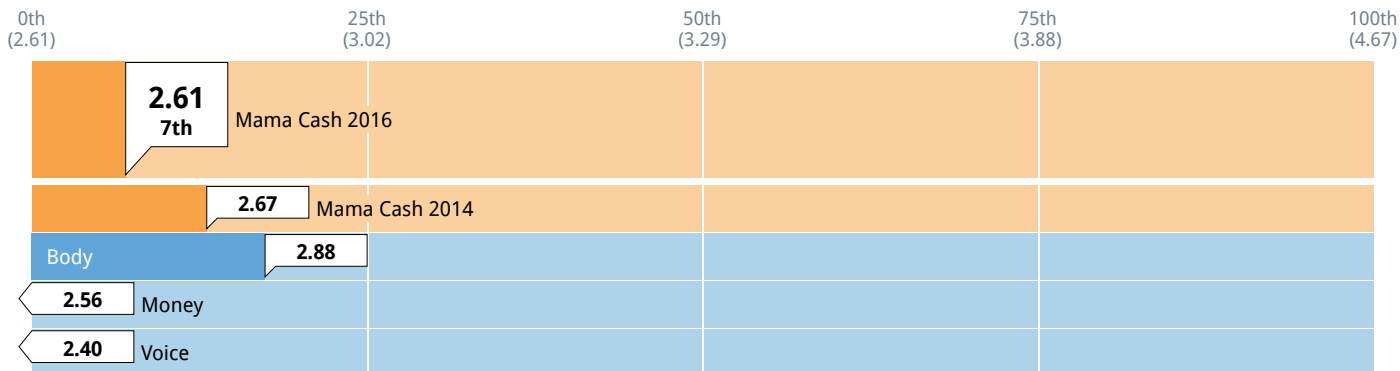
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

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

1 = Not at all aware 7 = Extremely aware



Cohort: None ▼

Past results: On Off

Subgroup: Portfolio ▼

Interactions

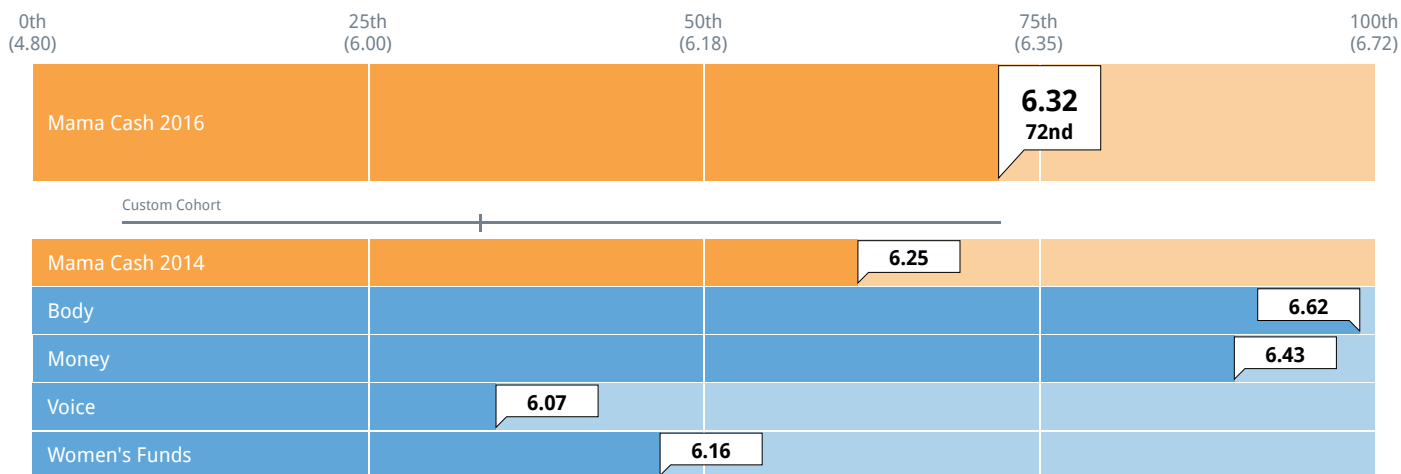
The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

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

Grantee Ratings

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort:

Past results: On Off

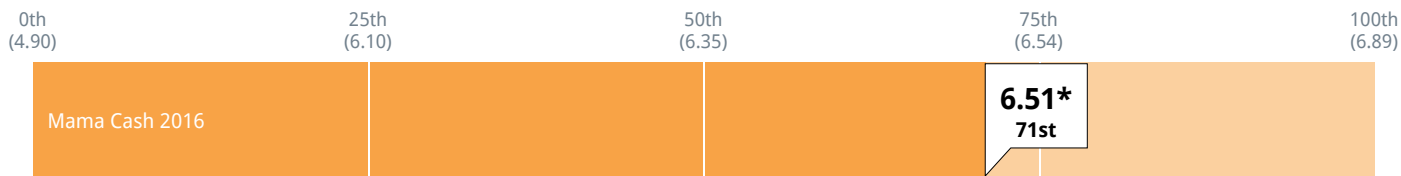
Subgroup:

Responsiveness

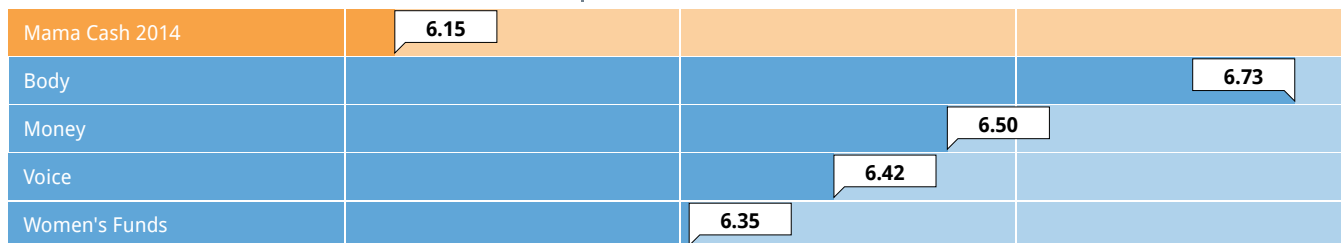
Grantee Ratings

“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive



Custom Cohort



Cohort: Custom Cohort

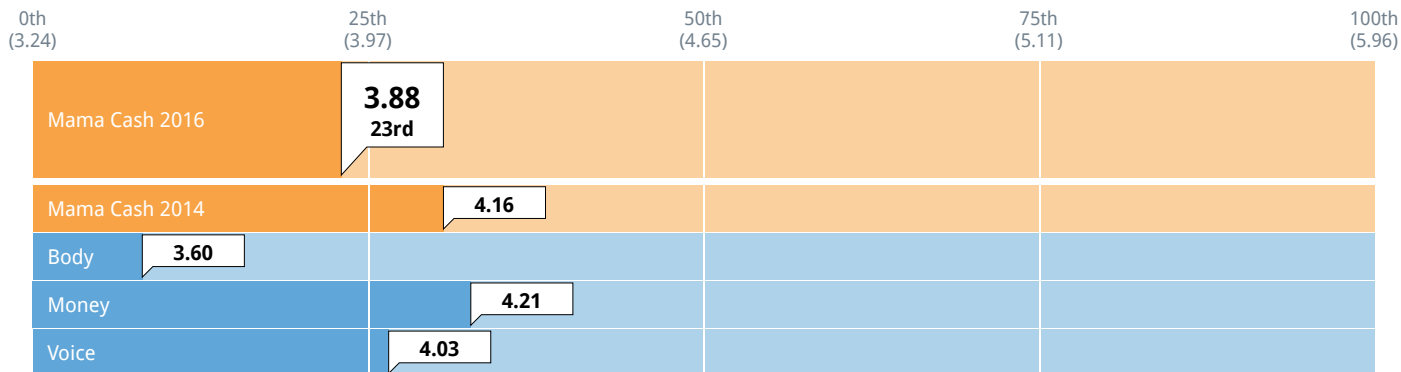
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive



Cohort: None

Past results: On Off

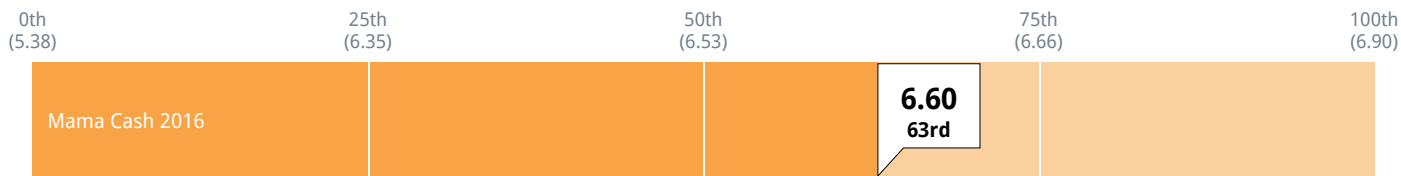
Subgroup: Portfolio

Fairness

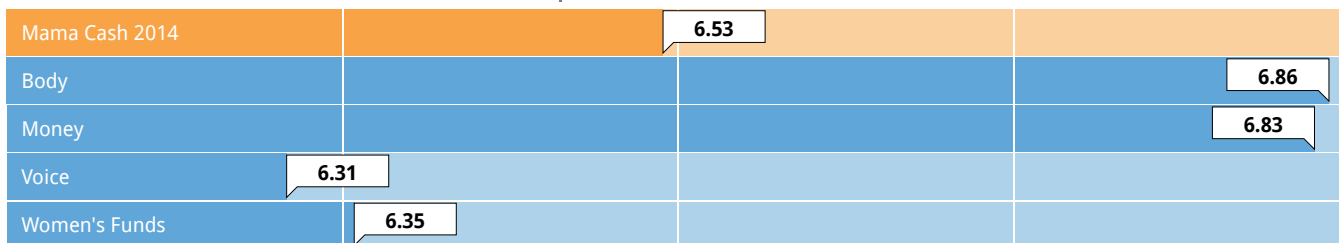
Grantee Ratings

“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



Custom Cohort



Cohort: Custom Cohort

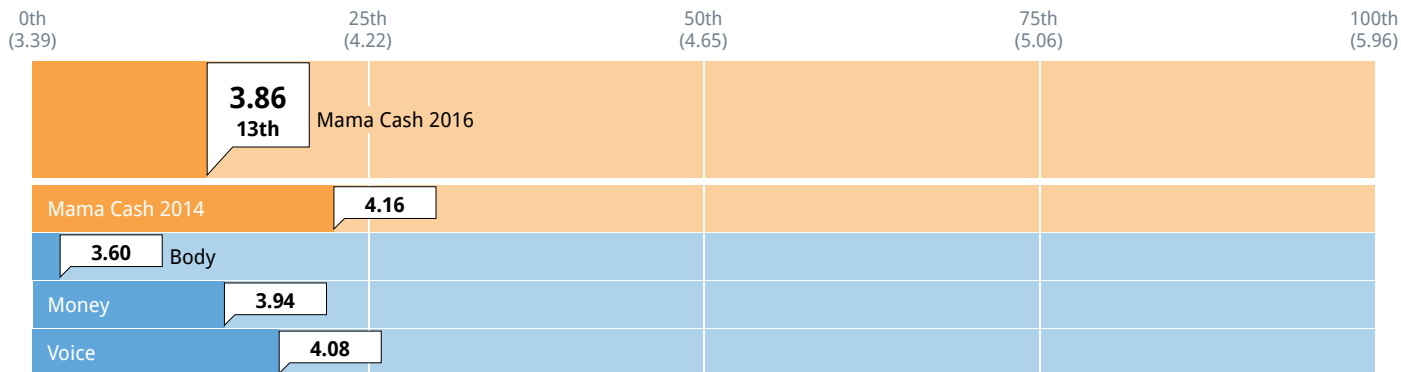
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



Cohort: None

Past results: On Off

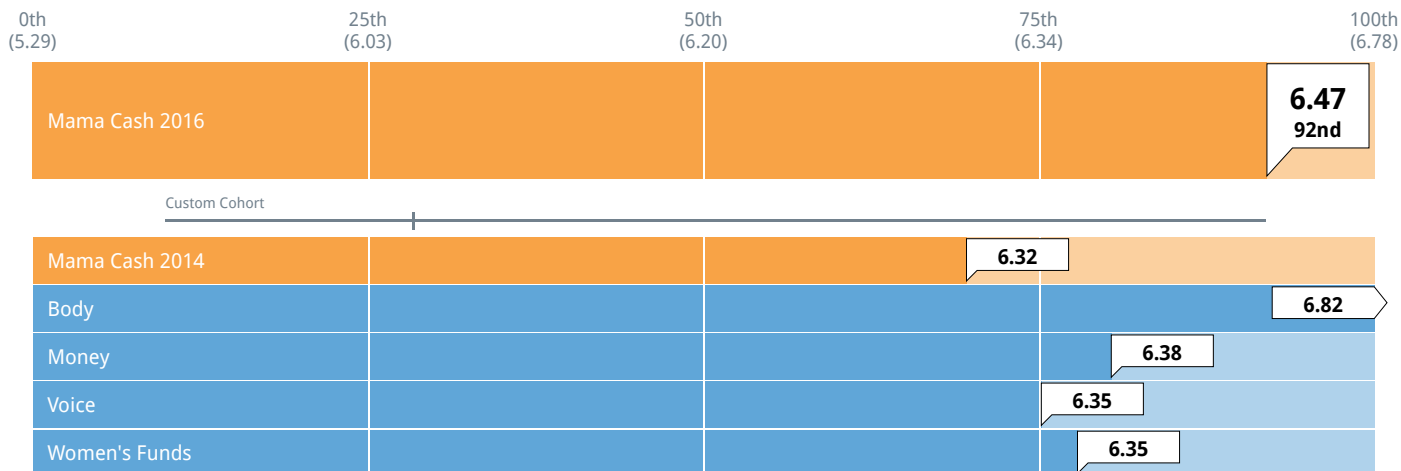
Subgroup: Portfolio

Comfort and Accessibility

Grantee Ratings

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

1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort

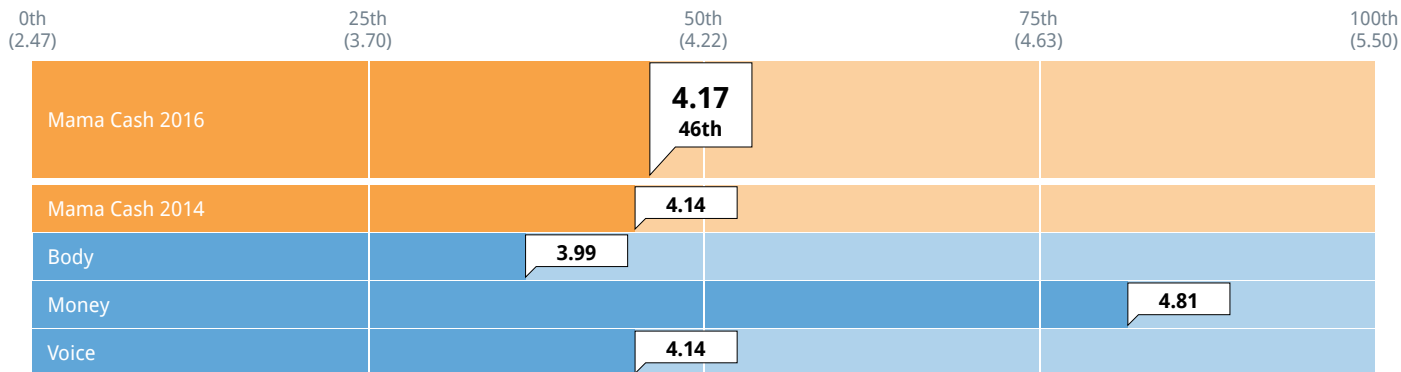
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“How accessible do you believe the Foundation is to applicants?”

1 = Some organizations are favored over others 7 = Everyone has equal access



Cohort: None

Past results: On Off

Subgroup: Portfolio

Grantee Interaction Patterns

Grantee Responses

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

Frequency of Contact with Program Officer (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Weekly or more often	9%	8%	3%	3%
A few times a month	9%	11%	11%	12%
Monthly	22%	10%	15%	18%
Once every few months	55%	62%	52%	58%
Yearly or less often	4%	8%	19%	9%

Frequency of Contact with Program Officer (By Subgroup)	Body	Money	Voice	Women's Funds
Weekly or more often	5%	13%	15%	0%
A few times a month	5%	8%	4%	24%
Monthly	23%	33%	19%	12%
Once every few months	68%	38%	54%	65%
Yearly or less often	0%	8%	8%	0%

Grantee Responses

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

Initiation of Contact with Program Officer (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program Officer	29%	26%	15%	15%
Both of equal frequency	58%	59%	49%	56%
Grantee	13%	15%	36%	29%

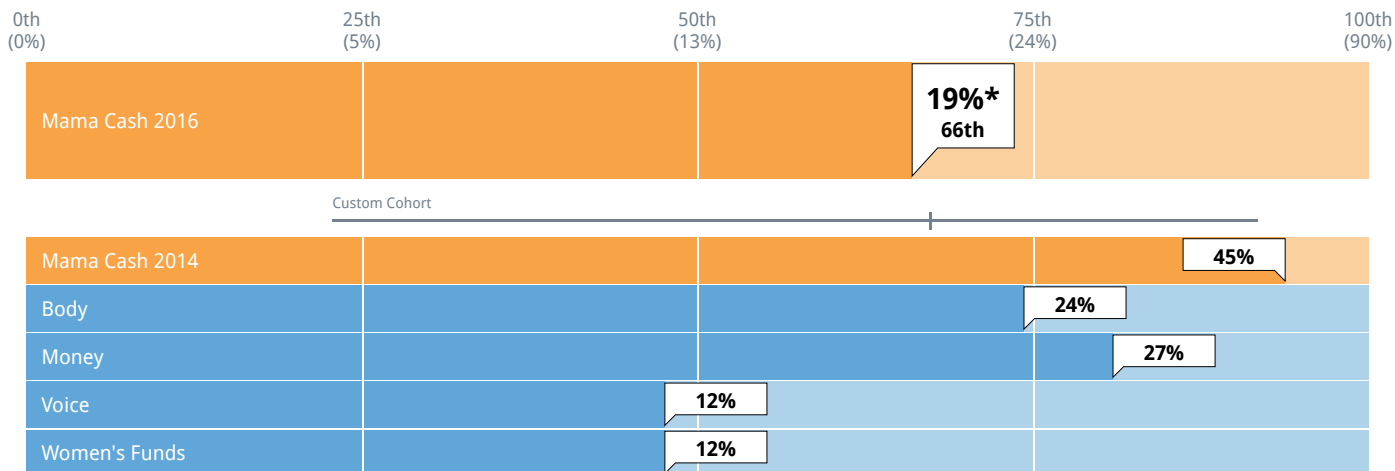
Initiation of Contact with Program Officer (By Subgroup)	Body	Money	Voice	Women's Funds
Program Officer	41%	27%	28%	18%
Both of equal frequency	50%	59%	56%	71%
Grantee	9%	14%	16%	12%

Contact Change and Site Visits

Grantee Ratings

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

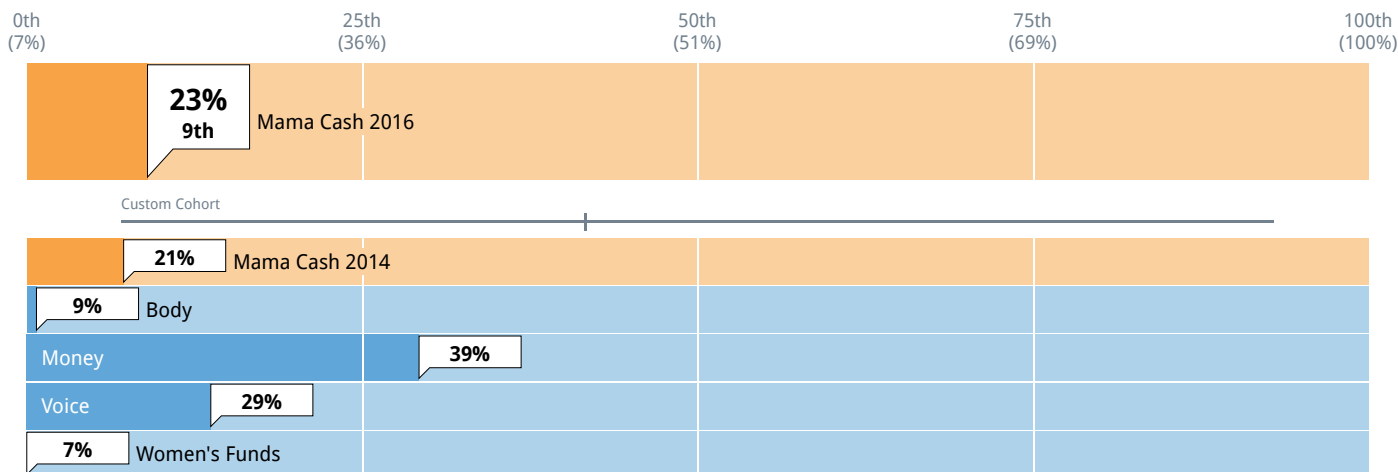
Past results: On Off

Subgroup: Portfolio

Grantee Ratings

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

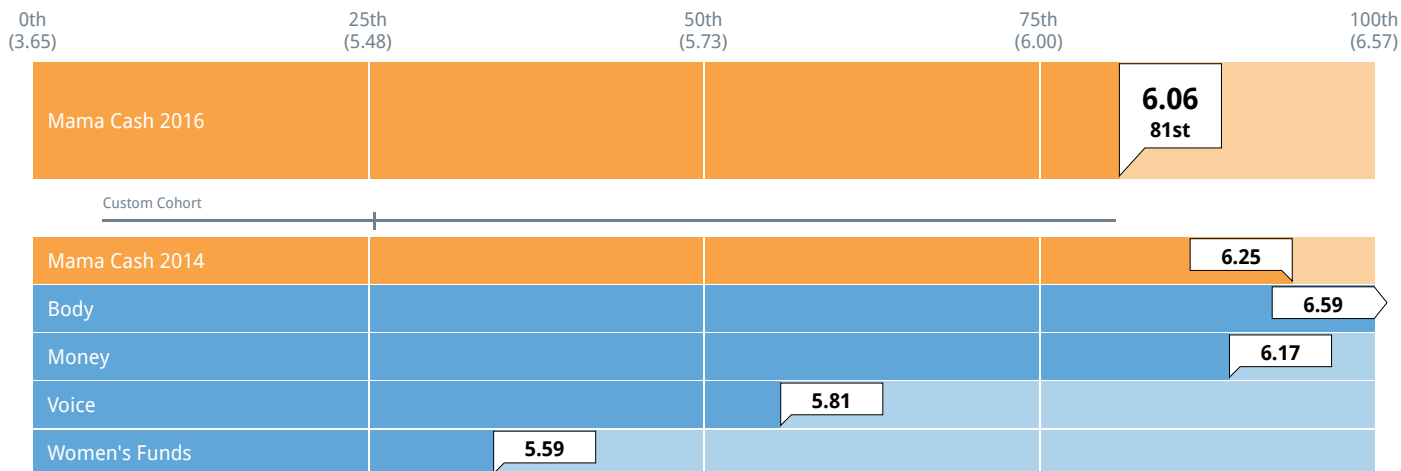
Subgroup: Portfolio

Communication

Grantee Ratings

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

1 = Not at all clearly 7 = Extremely clearly



Cohort: Custom Cohort

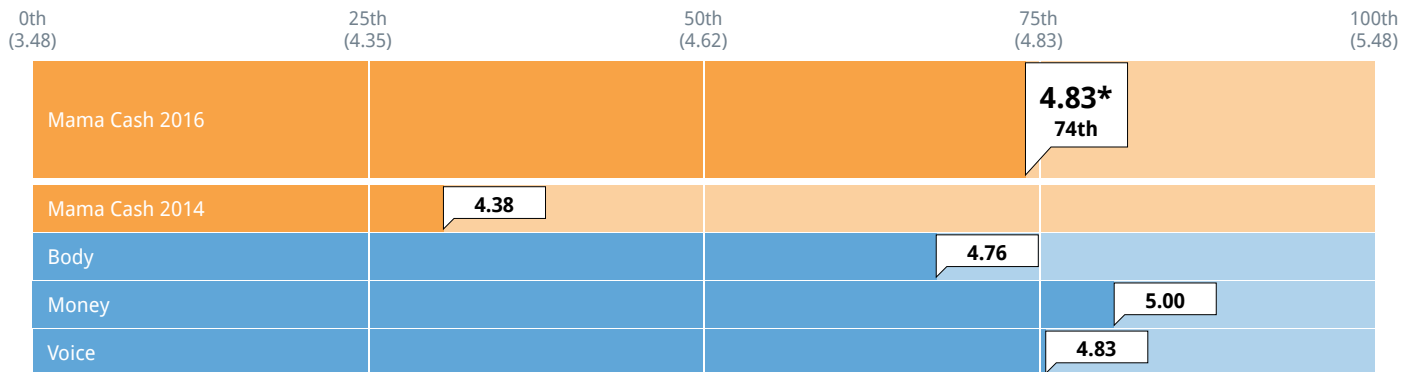
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

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

1 = Not at all clearly 7 = Extremely clearly



Cohort: None

Past results: On Off

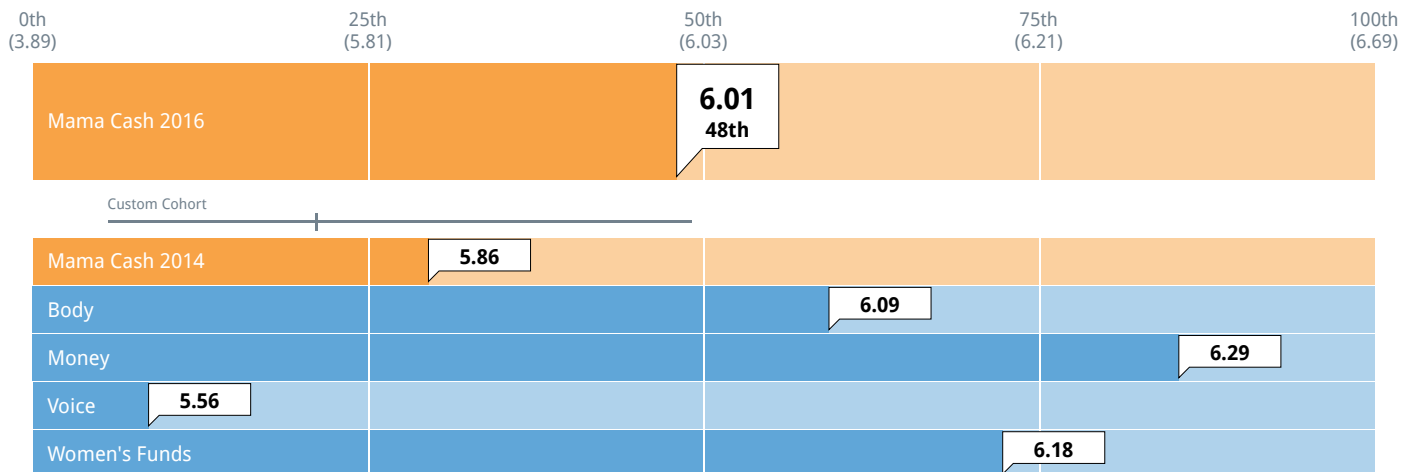
Subgroup: Portfolio

Consistency of Communication

Grantee Ratings

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

1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort

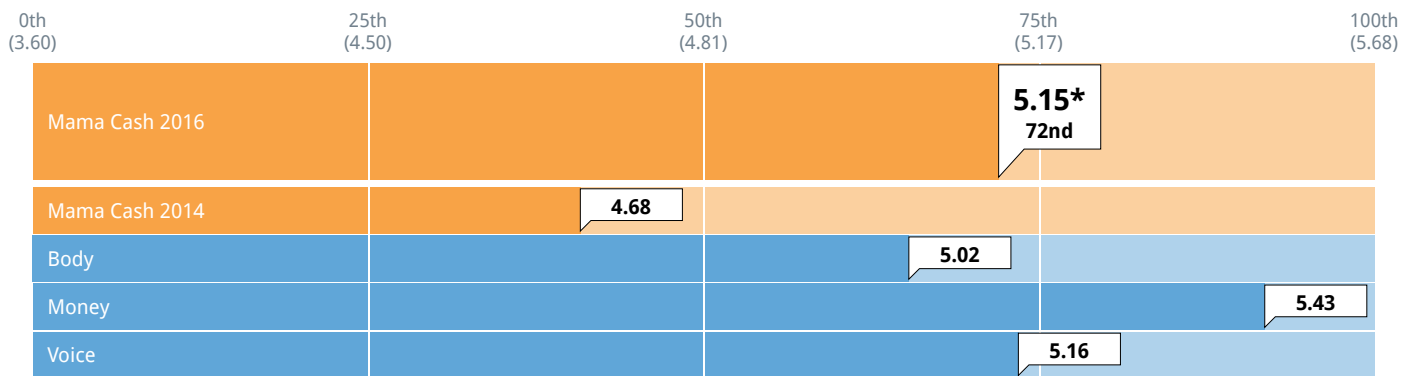
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

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

1 = Not at all consistent 7 = Completely consistent



Cohort: None

Past results: On Off

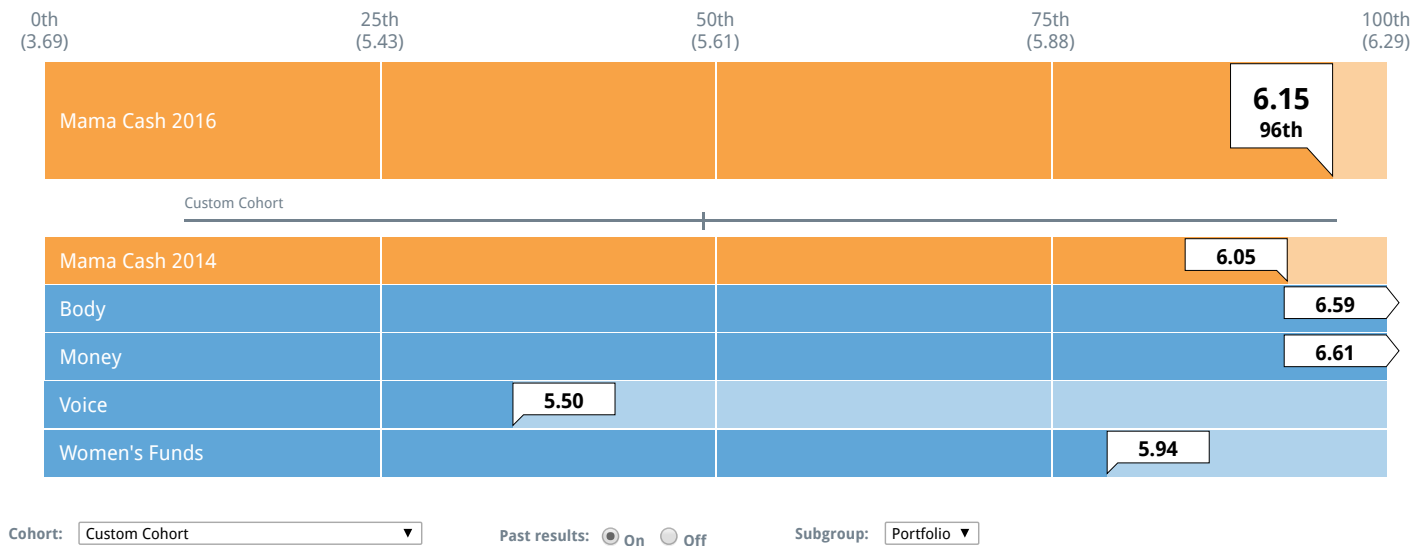
Subgroup: Portfolio

Funder Transparency

Grantee Ratings

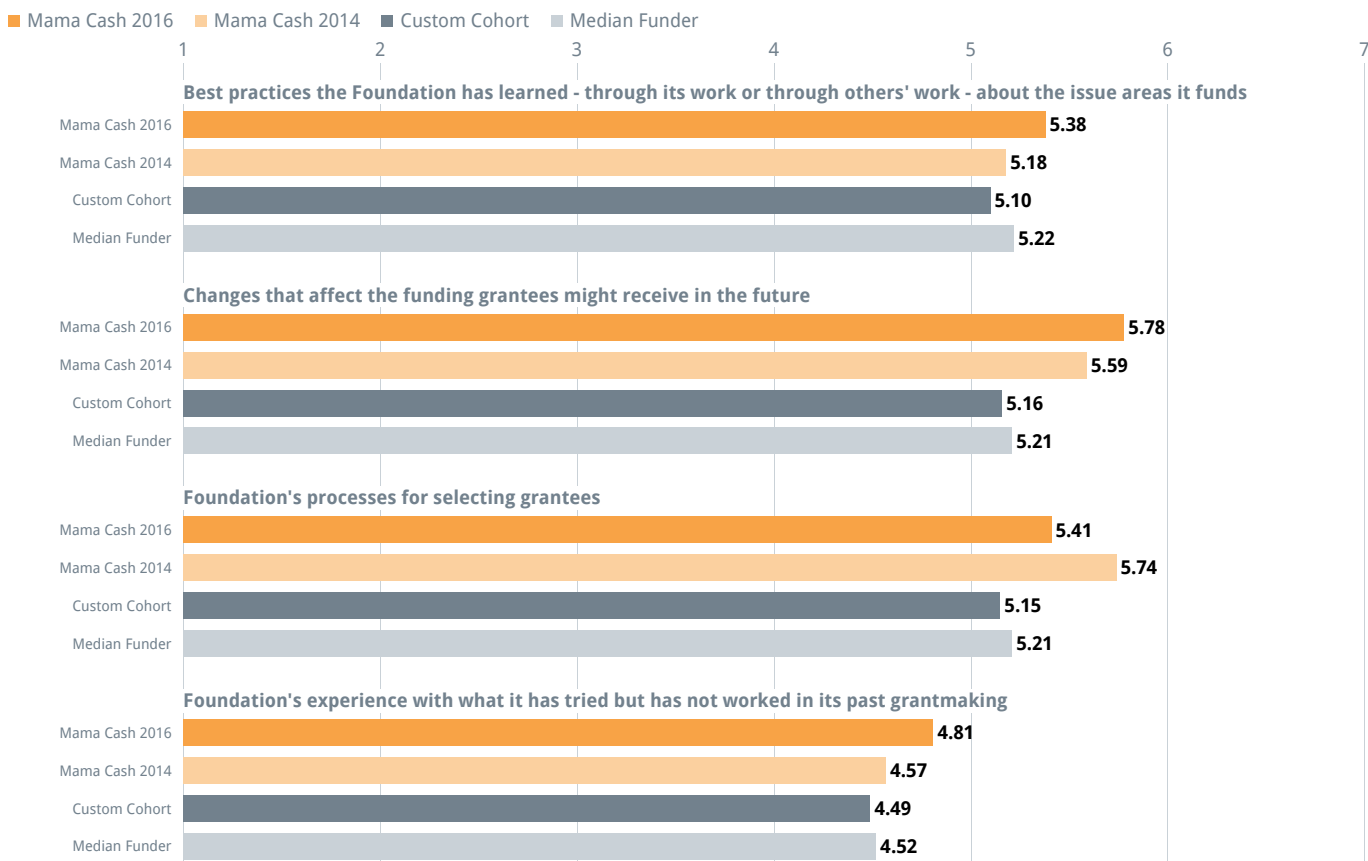
"Overall how transparent is the Foundation with your organization?"

1 = Not at all transparent 7 = Extremely transparent

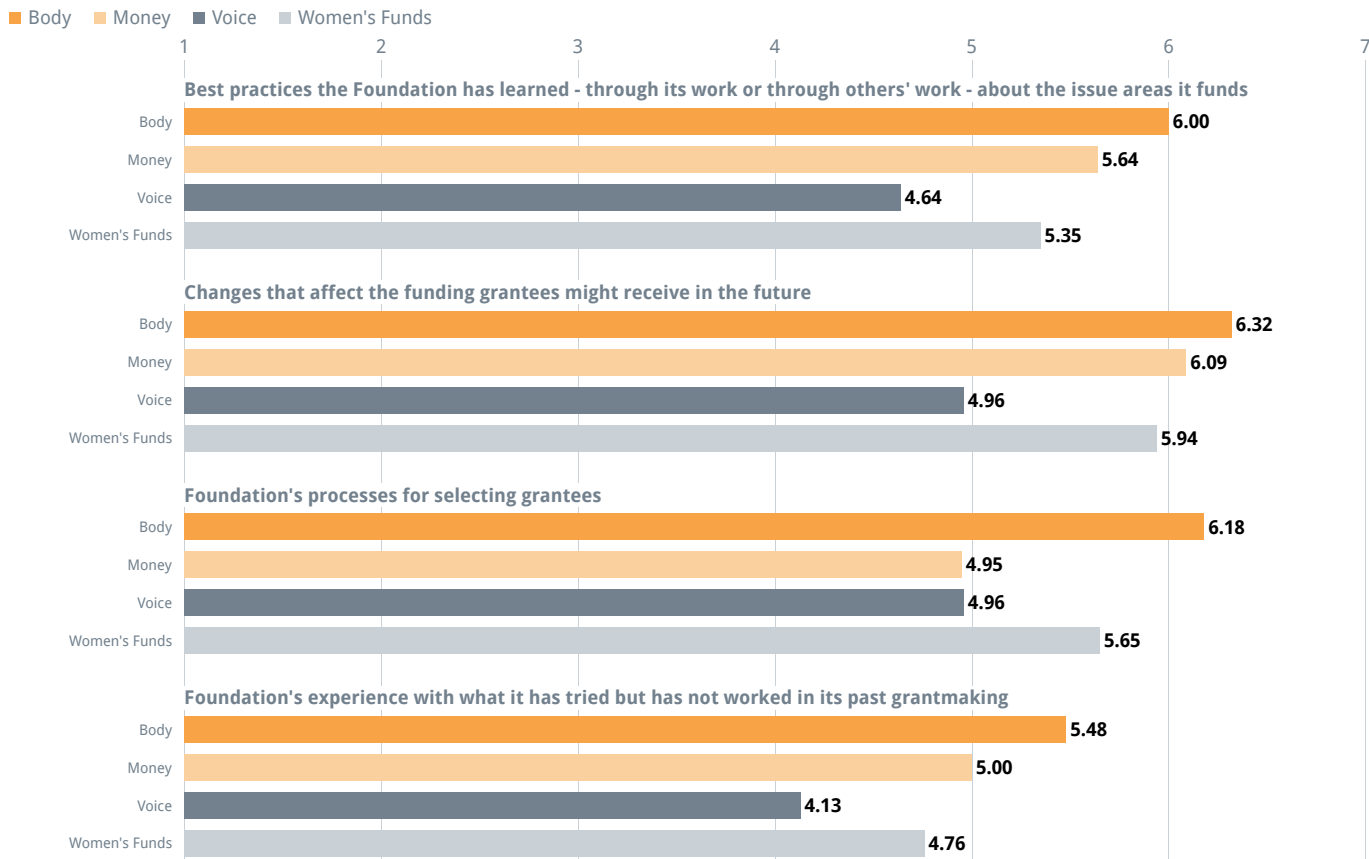


Foundation Transparency - Overall (Grantee Ratings)

1 = Not at all transparent 7 = Extremely transparent

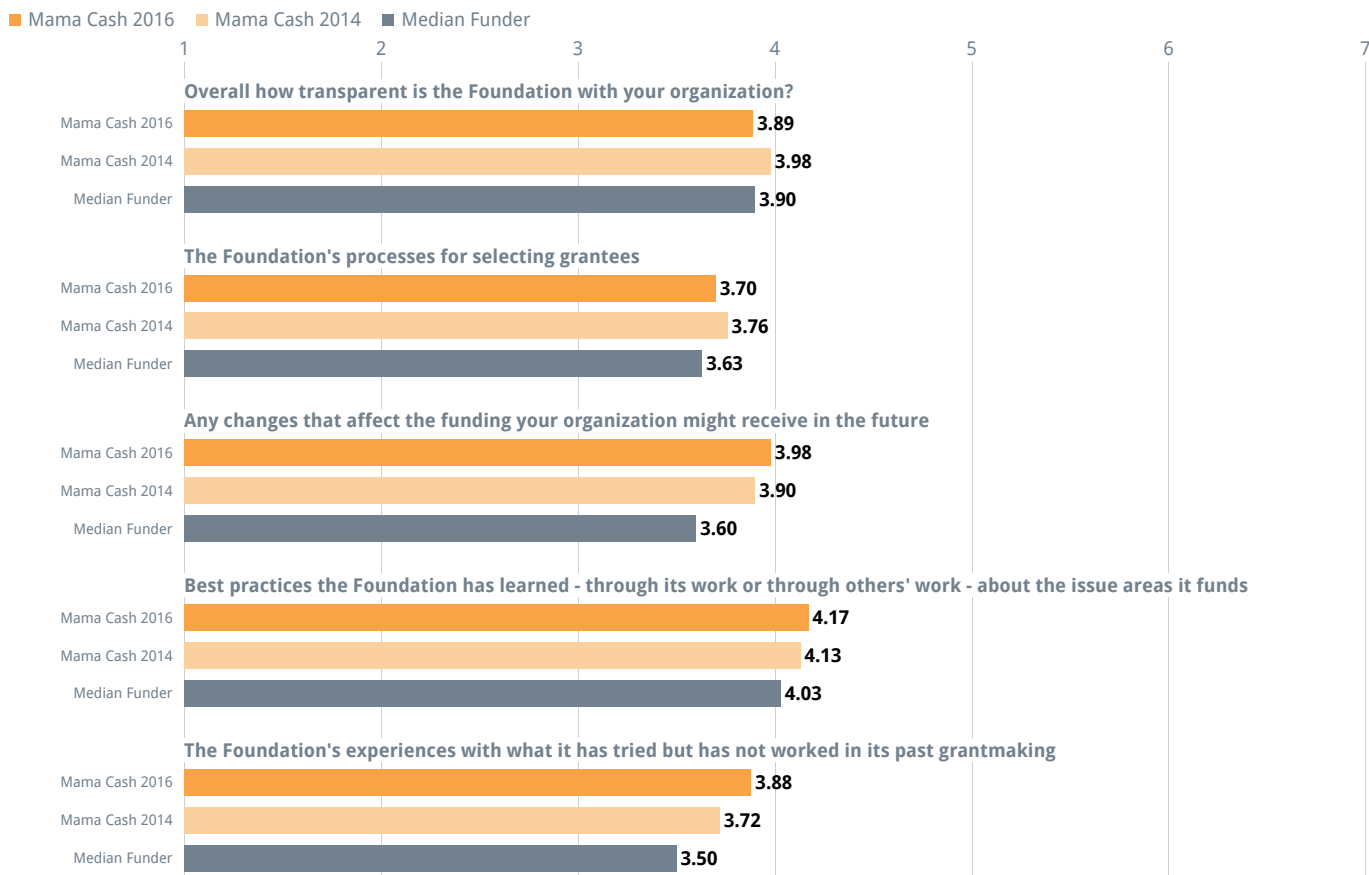


Foundation Transparency - Subgroups (Grantee Ratings)

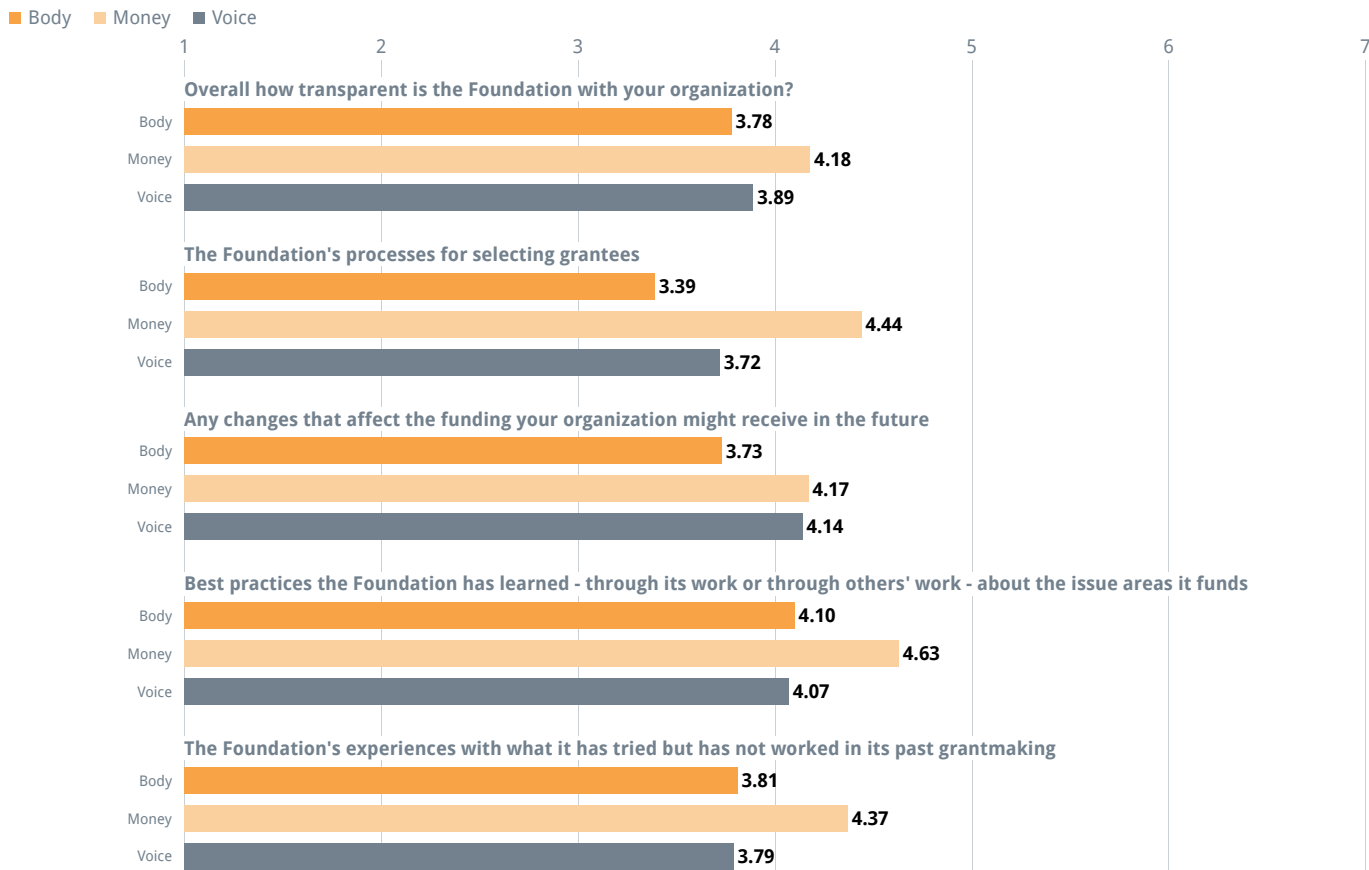


Foundation Transparency - Overall (Applicant Ratings)

1 = Not at all Transparent 7 = Extremely Transparent



Foundation Transparency - By Subgroups (Applicant Ratings)

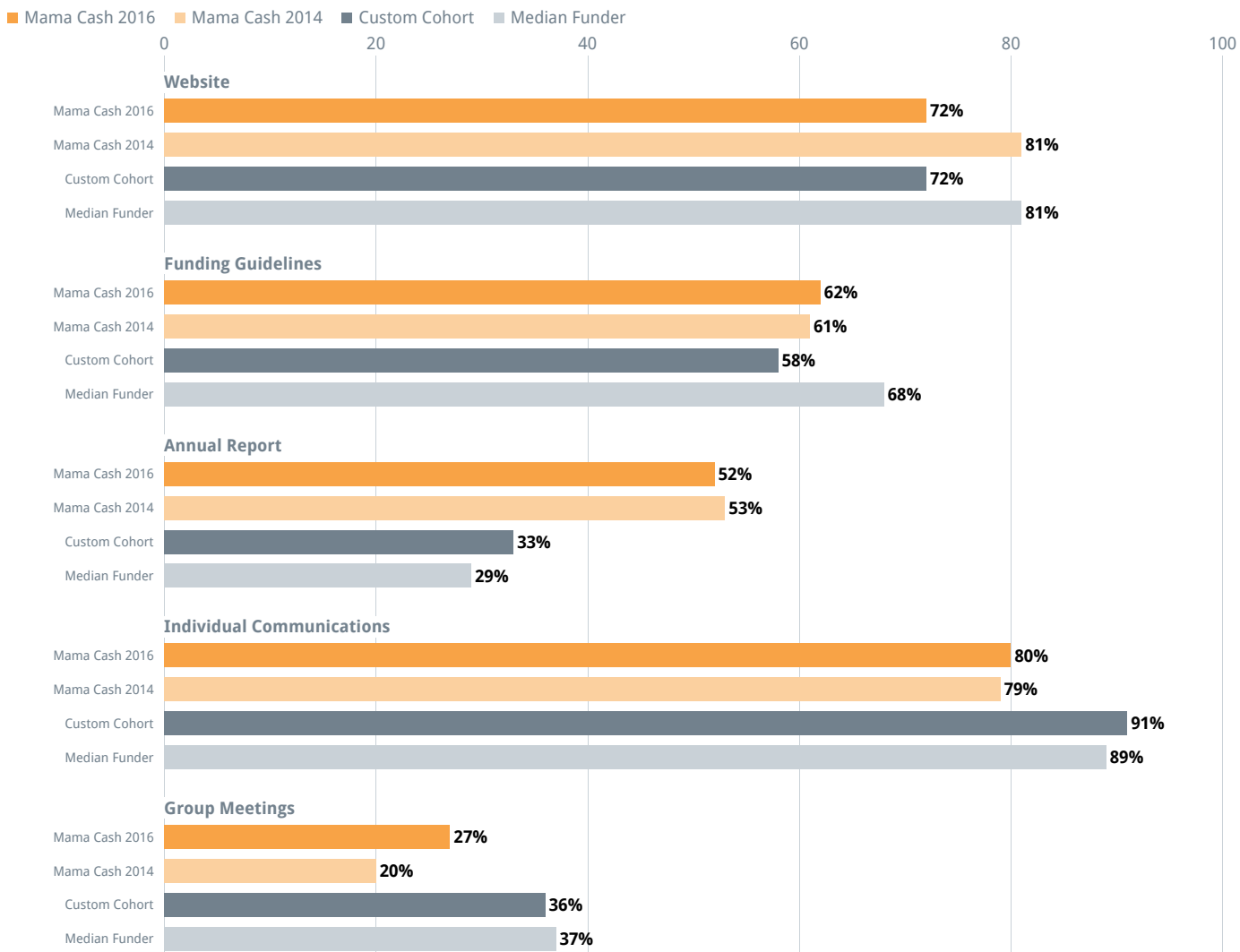


Communication Resources

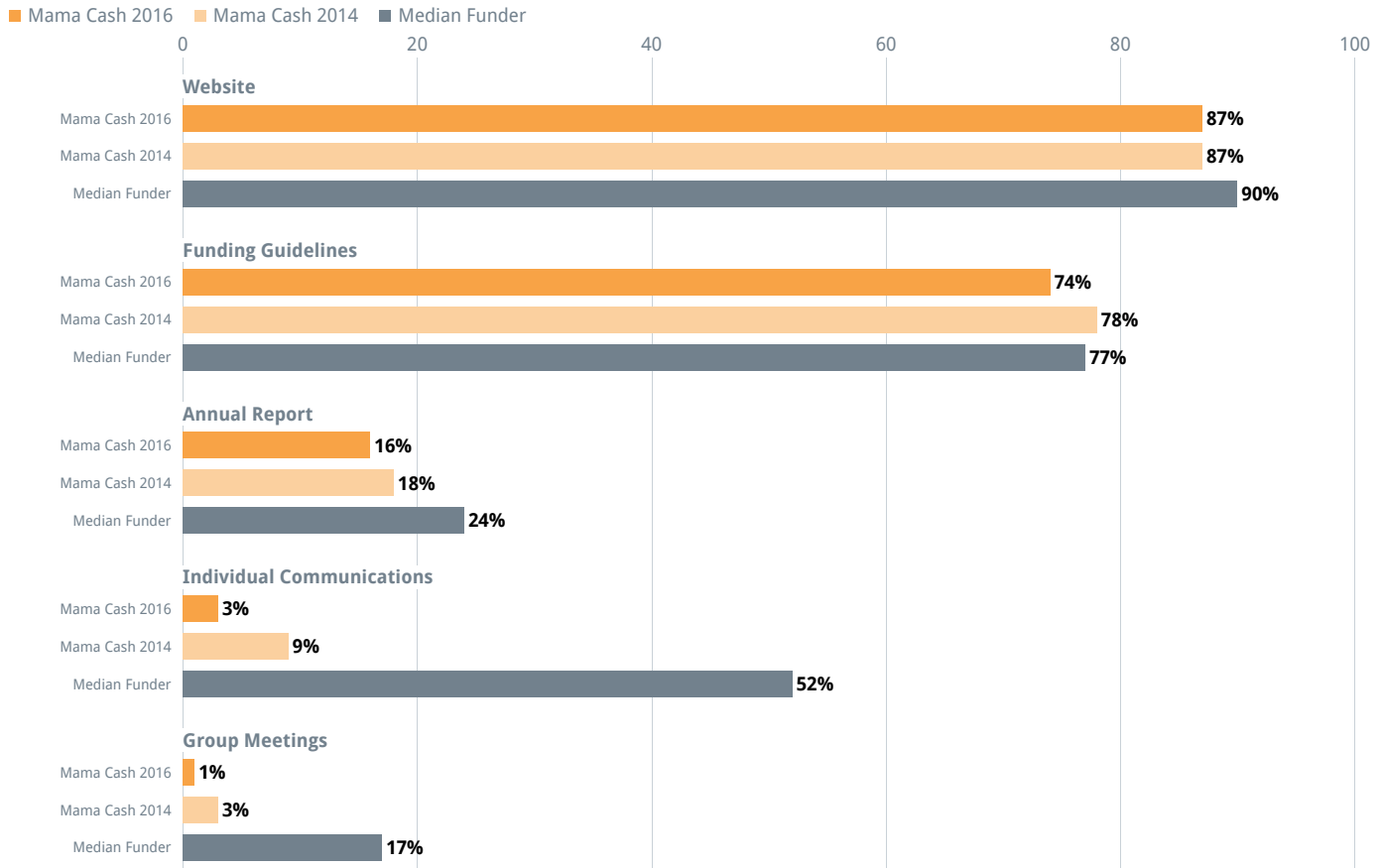
Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of respondents who have used each resource.

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

Usage of Communication Resources (Grantee Responses)

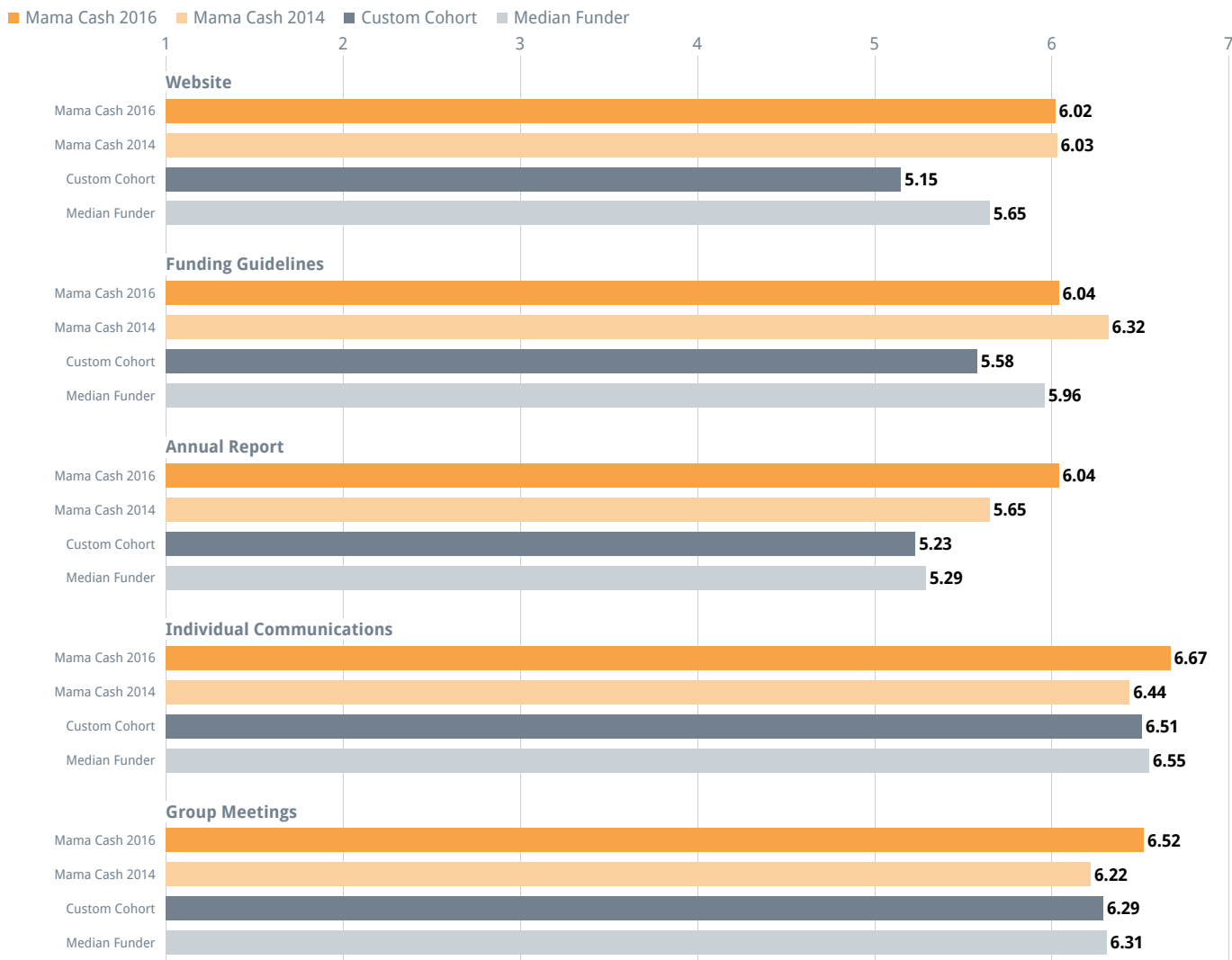


Usage of Communication Resources (Applicant Responses)



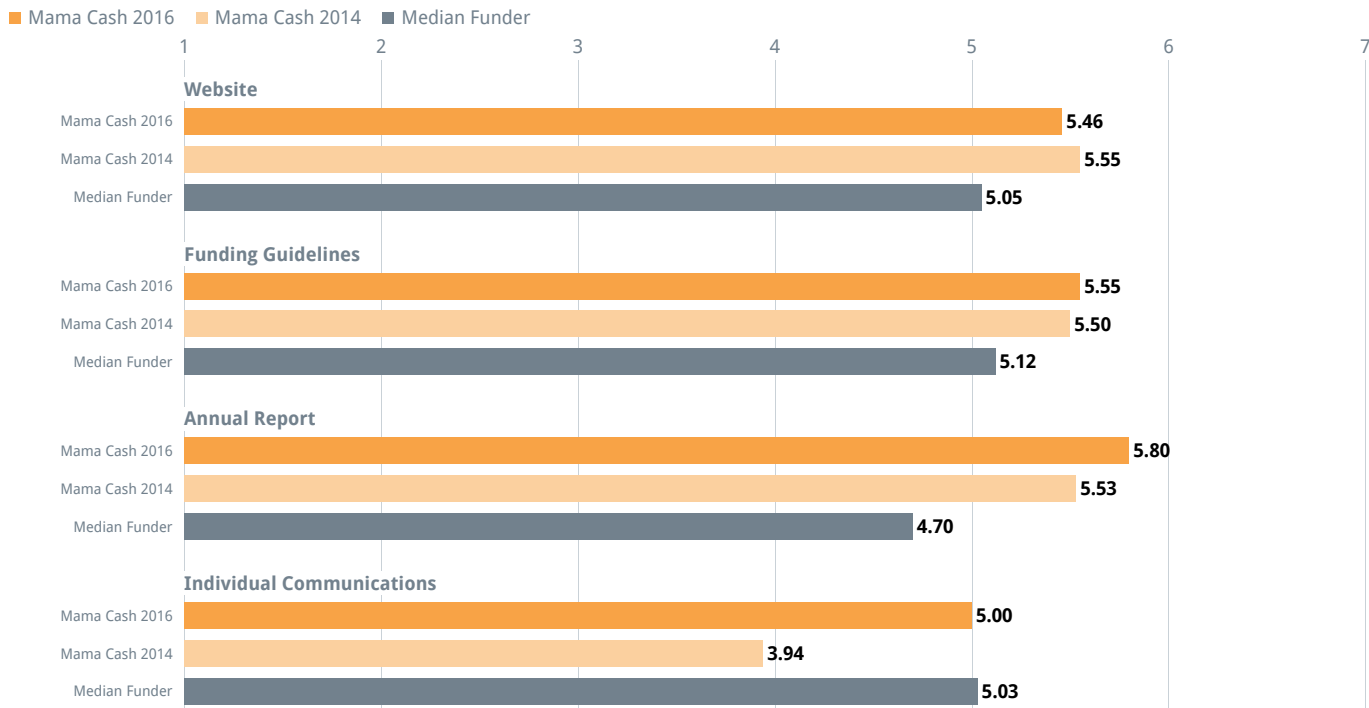
Helpfulness of Communication Resources (Grantee Ratings)

1 = Not at all helpful 7 = Extremely helpful



Helpfulness of Communication Resources (Applicant Ratings)

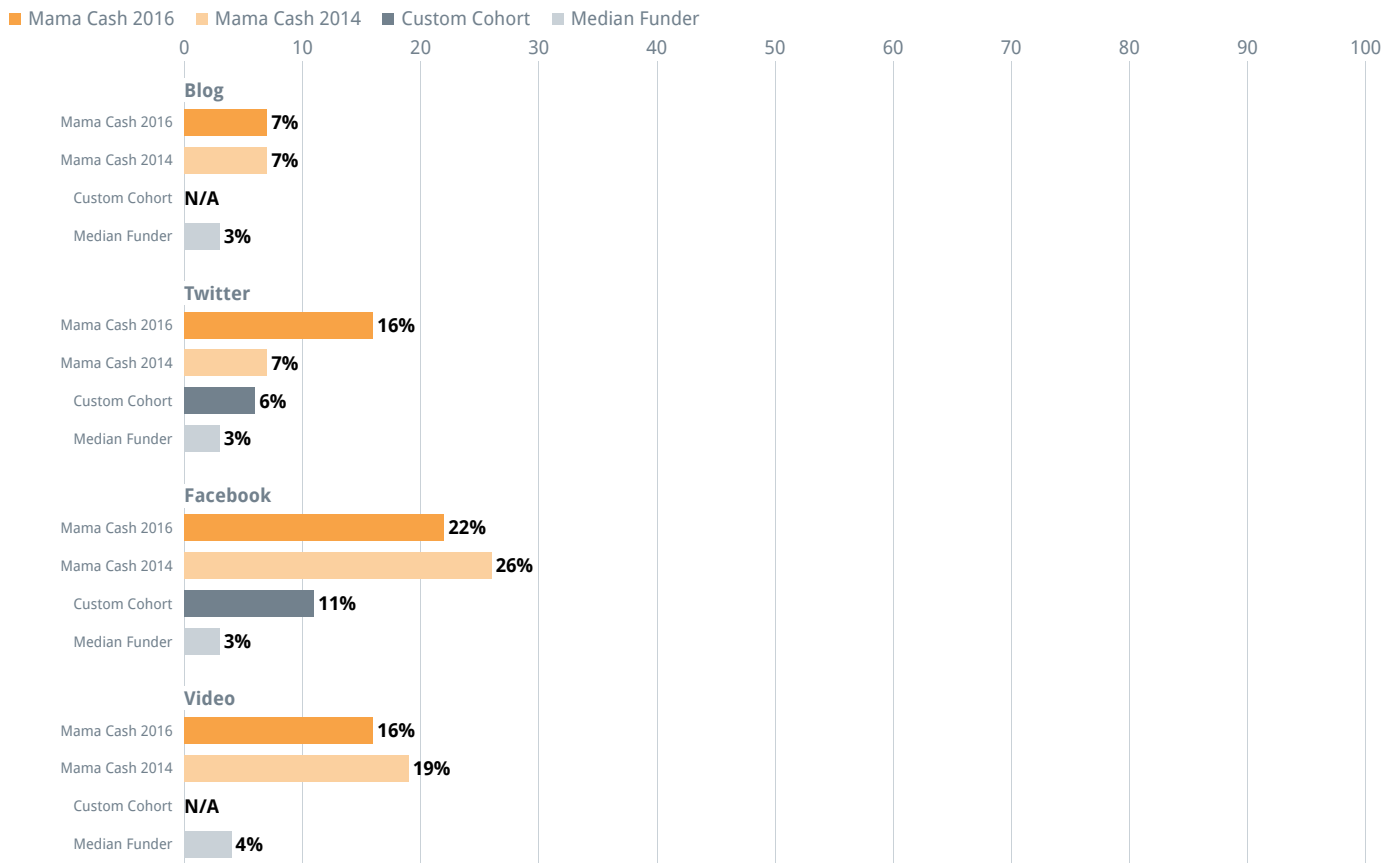
1 = Not at all helpful 7 = Extremely helpful



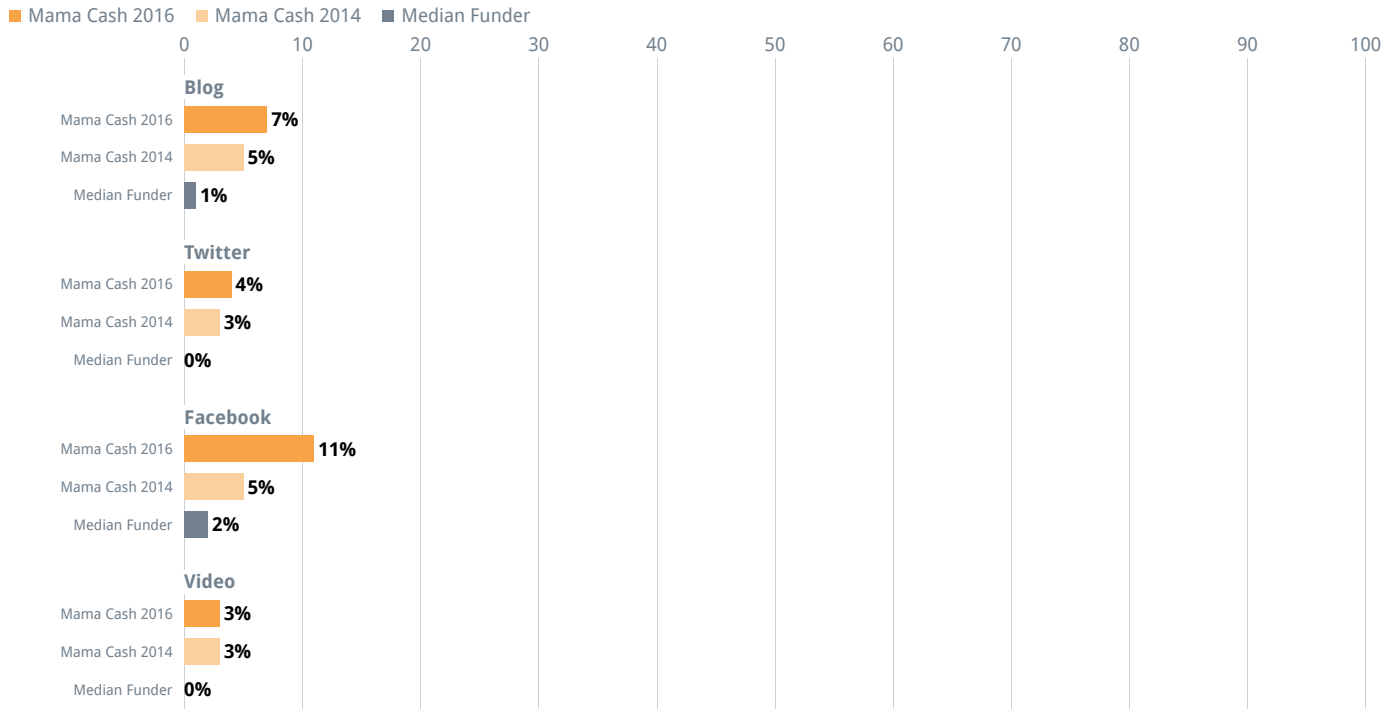
Social Media Resources

Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of grantees and applicants who have used each resource.

Usage of Social Media Resources (Grantee Ratings)

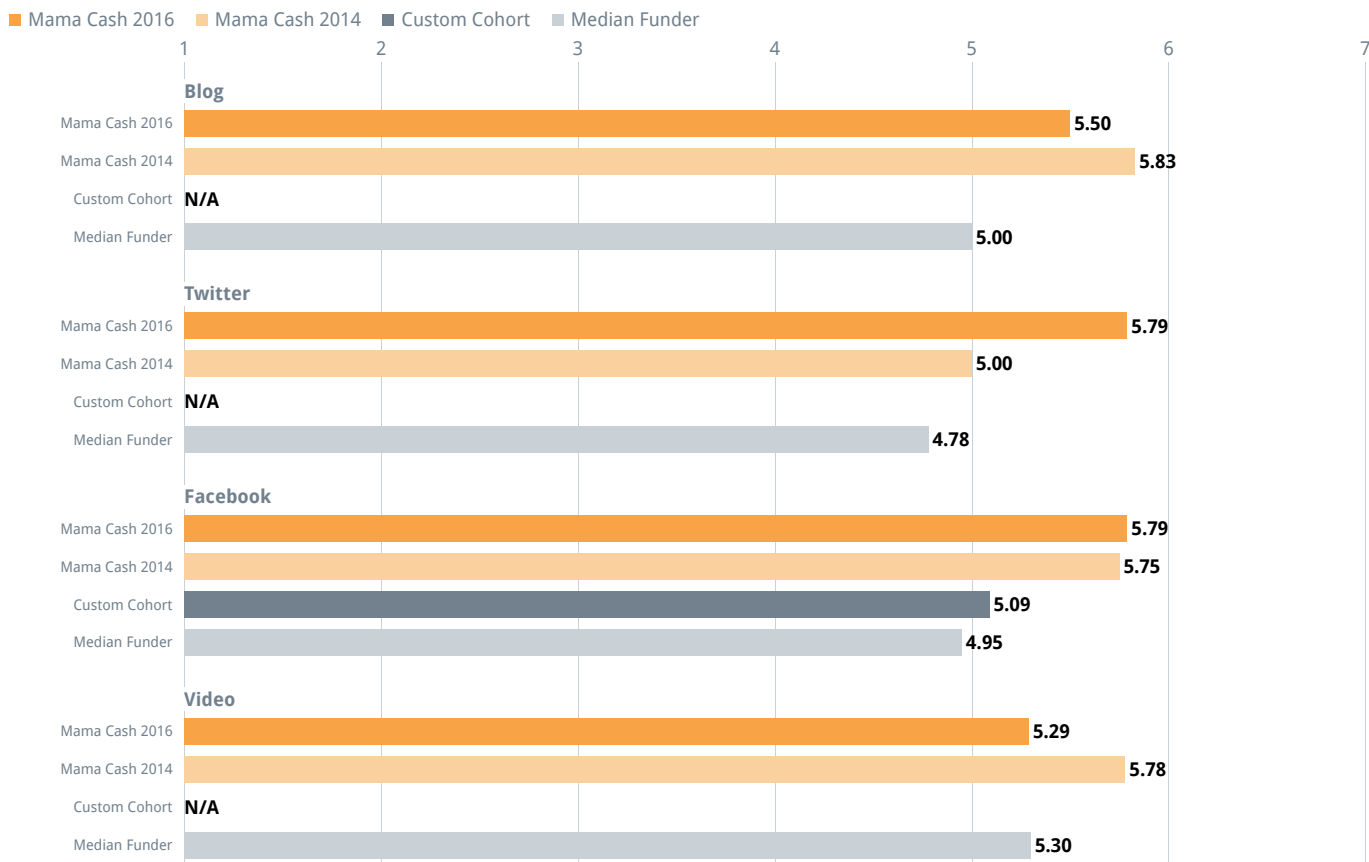


Usage of Social Media Resources (Applicant Ratings)



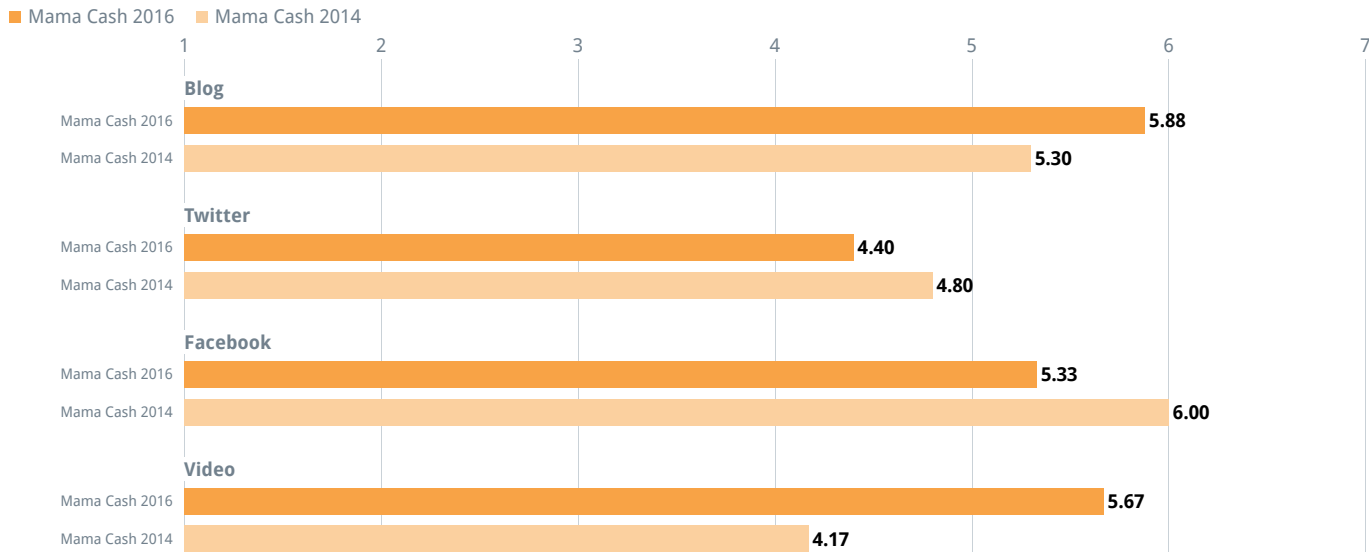
Helpfulness of Social Media Resources (Grantee Ratings)

1 = Not at all helpful 7 = Extremely Helpful



Helpfulness of Social Media Resources (Applicant Ratings)

1 = Not at all helpful 7 = Extremely helpful

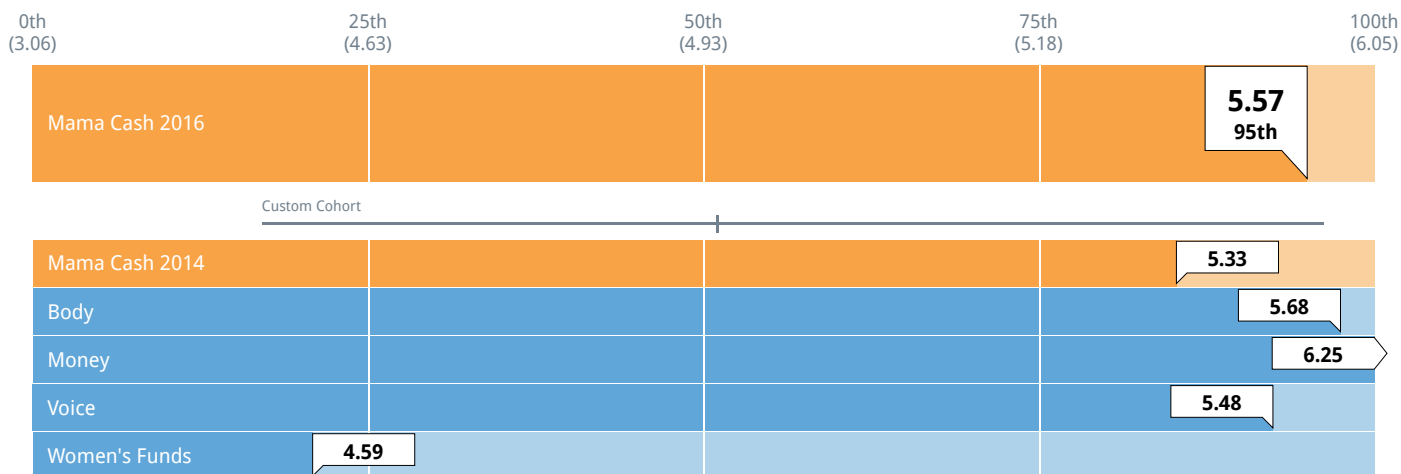


Selection Process

Grantee Ratings

“How helpful was participating in the Foundation’s selection process in strengthening the organization/ program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful



Cohort: Custom Cohort

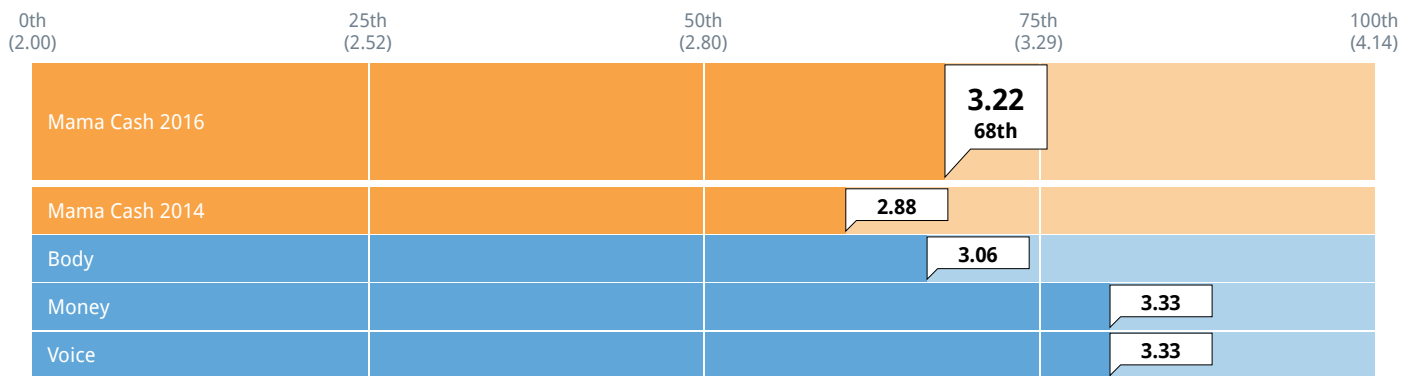
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“How helpful was participating in the Foundation’s selection process in strengthening the organization/program to which the grant funding would have been directed?”

1 = Not at all helpful 7 = Extremely helpful



Cohort: None

Past results: On Off

Subgroup: Portfolio

Pressure to Modify Priorities

Grantee Ratings

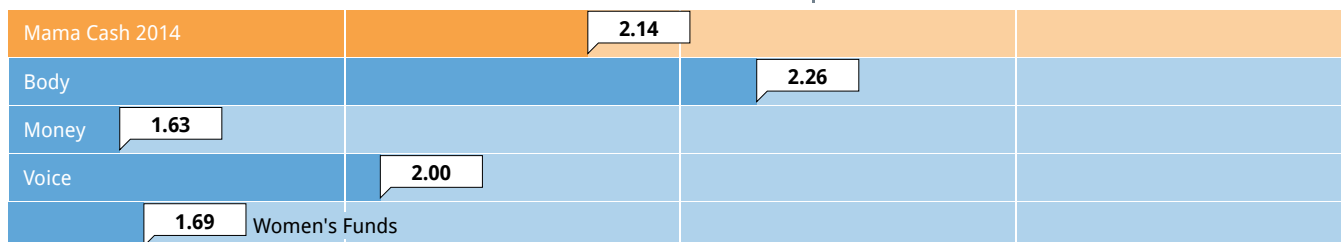
“As you developed your grant proposal, how much pressure did you feel to modify your organization’s priorities in order to create a grant proposal that was likely to receive funding?”

1 = No pressure 7 = Significant pressure

0th (1.22) 25th (1.92) 50th (2.21) 75th (2.47) 100th (3.99)



Custom Cohort



Cohort: Custom Cohort

Past results: On Off

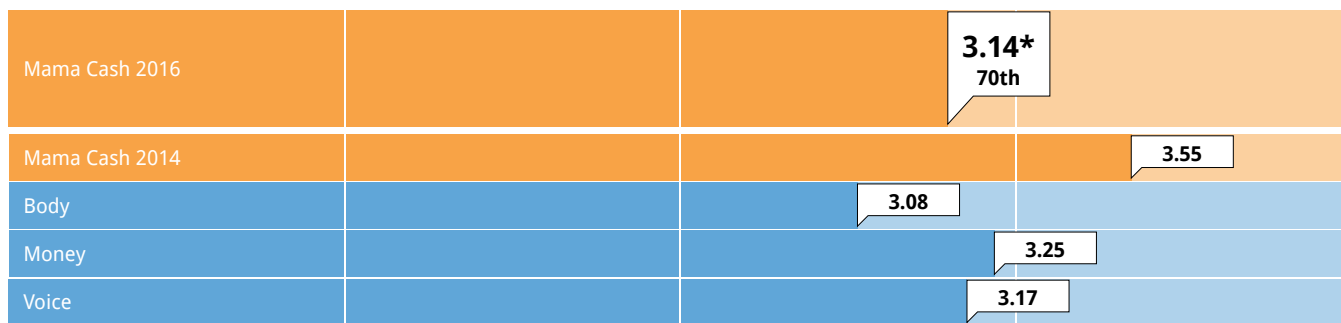
Subgroup: Portfolio

Applicant Ratings

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

1 = No pressure 7 = Significant pressure

0th (2.05) 25th (2.65) 50th (2.91) 75th (3.44) 100th (4.00)



Cohort: None

Past results: On Off

Subgroup: Portfolio

Time Between Submission and Funding Decision

Grantee Responses

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

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than 1 month	16%	1%	6%	10%
1 - 3 months	59%	53%	55%	54%
4 - 6 months	18%	25%	30%	25%
7 - 9 months	1%	12%	5%	6%
10 - 12 months	5%	4%	2%	4%
More than 12 months	1%	4%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Body	Money	Voice	Women's Funds
Less than 1 month	6%	13%	27%	14%
1 - 3 months	72%	67%	35%	71%
4 - 6 months	22%	13%	27%	7%
7 - 9 months	0%	0%	0%	7%
10 - 12 months	0%	8%	8%	0%
More than 12 months	0%	0%	4%	0%

Applicant Responses

“How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?”

Time Between Submission and Funding Decision (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than 1 month	30%	20%	13%
1 to 3 months	64%	58%	54%
4 to 6 months	6%	15%	26%
7 to 9 months	0%	5%	4%
10 to 12 months	0%	2%	2%
More than 12 months	0%	1%	2%

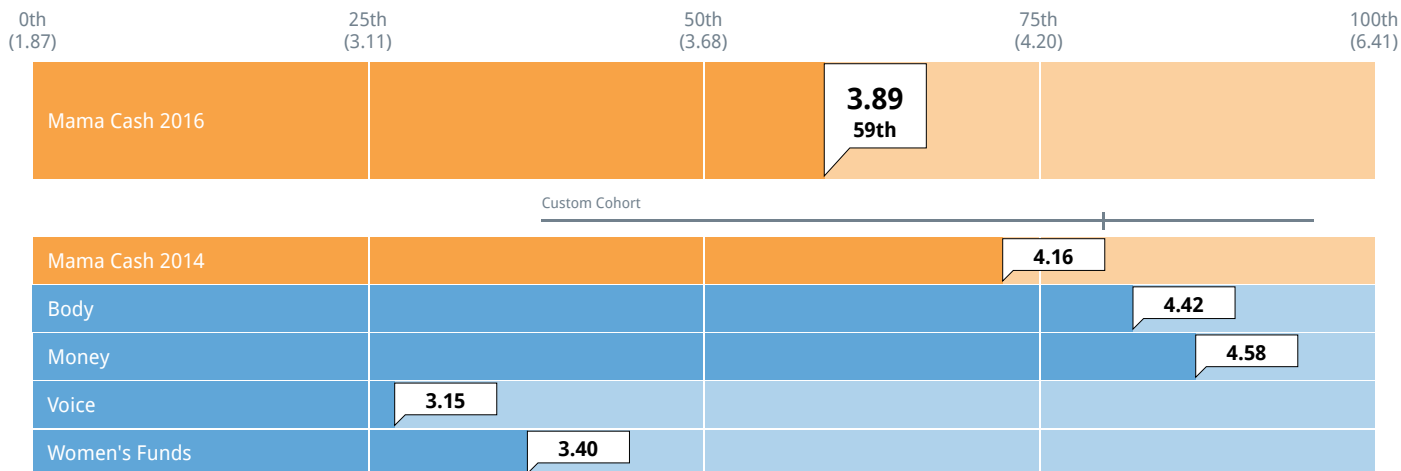
Time Between Submission and Funding Decision (By Subgroup)	Body	Money	Voice
Less than 1 month	30%	25%	32%
1 to 3 months	63%	63%	65%
4 to 6 months	7%	13%	3%
7 to 9 months	0%	0%	0%
10 to 12 months	1%	0%	0%
More than 12 months	0%	0%	0%

Involvement in Proposal Development

Grantee Ratings

“How involved was the Foundation staff in the development of your proposal?”

1 = No involvement 7 = Substantial involvement



Cohort: Custom Cohort

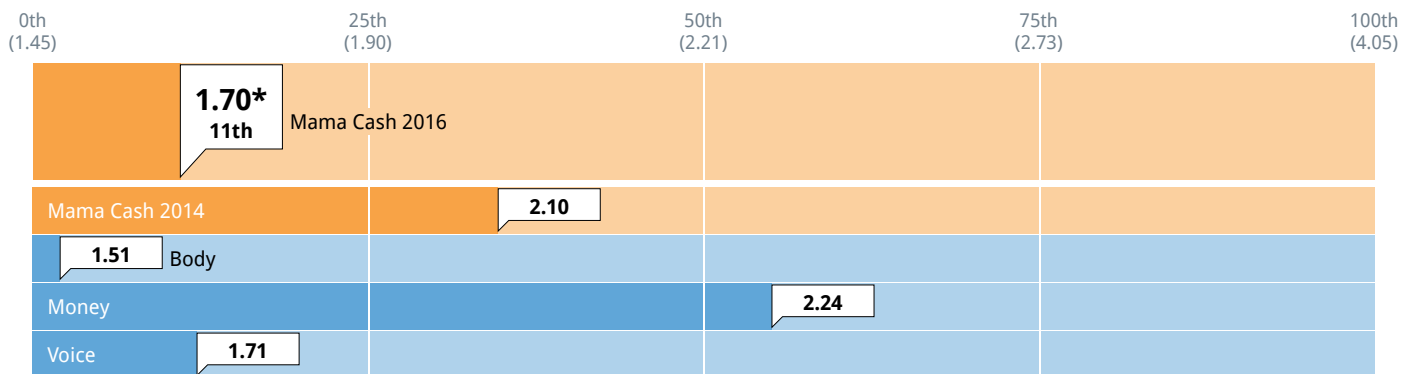
Past results: On Off

Subgroup: Portfolio

Applicant Ratings

“How involved was the Foundation staff in the development of your proposal?”

1 = No involvement 7 = Substantial involvement



Cohort: None

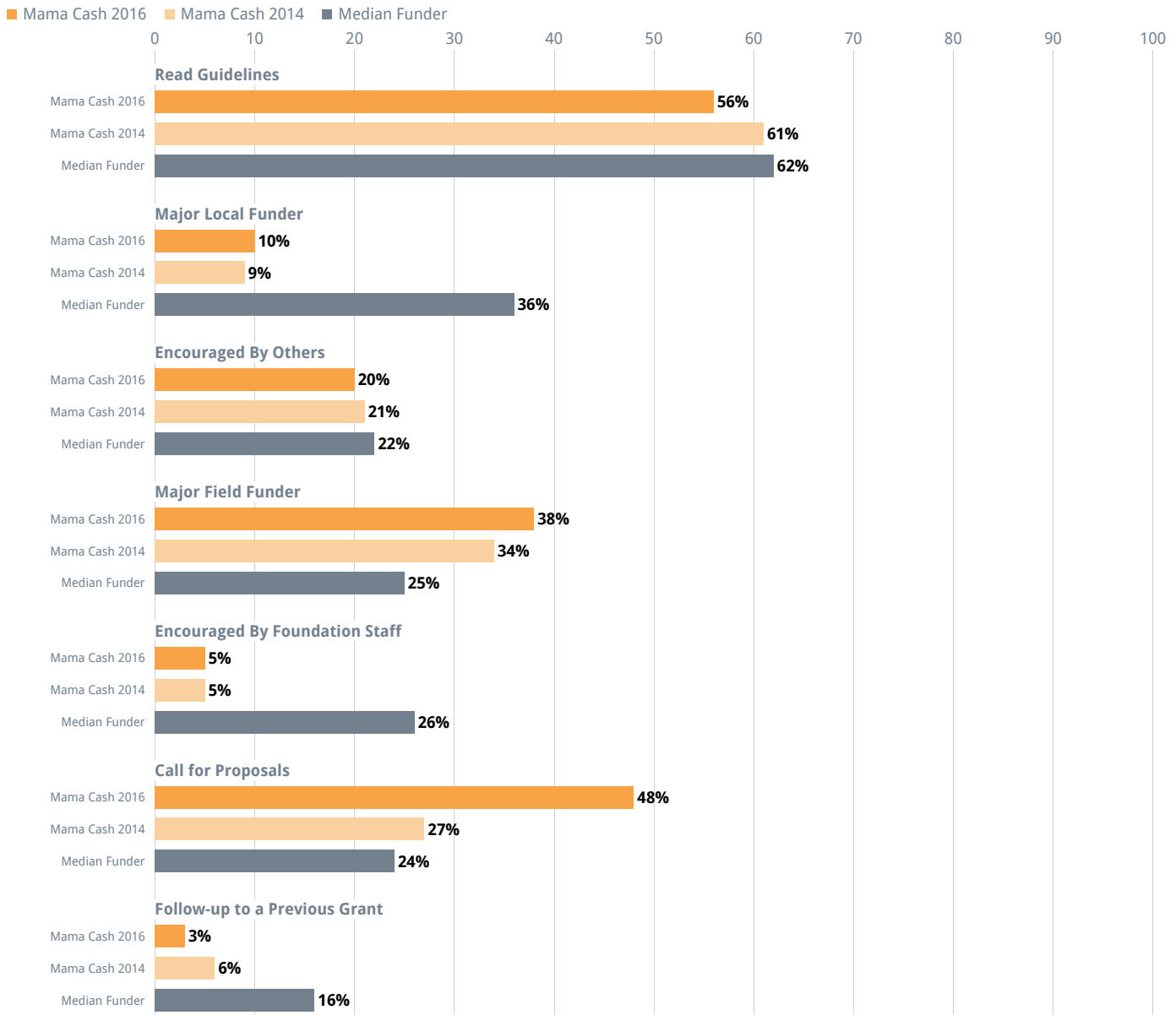
Past results: On Off

Subgroup: Portfolio

Declined Applications

“Why did you apply to the Foundation for funding?”

Reasons for Applying for Funding (Applicant Responses)



Reasons Provided for Declining Proposal

Applicant Responses

"Please choose the option that most resembles the reason the Foundation gave when it declined to fund your proposal."

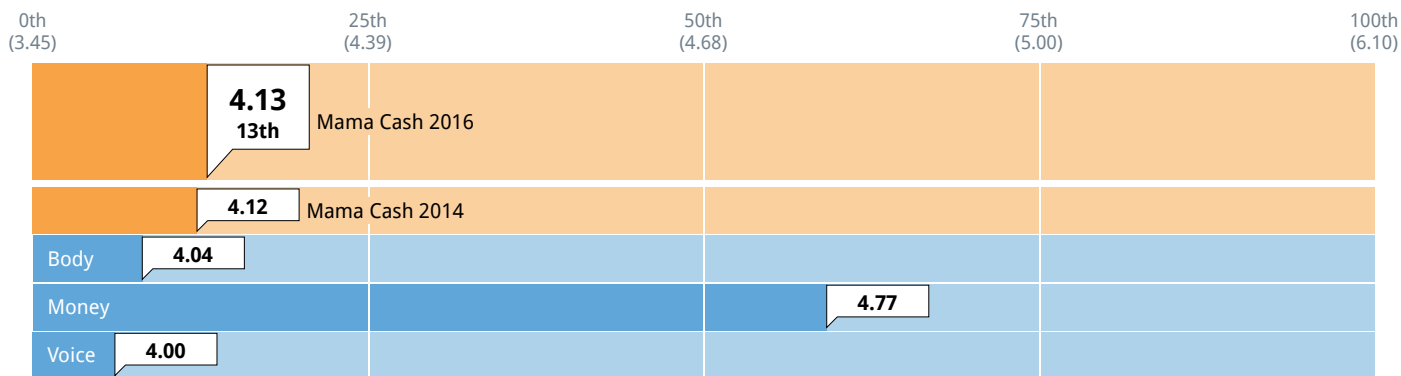
Reasons Provided for Declining Proposal (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
No reason provided	10%	8%	14%
Not enough funds/too many good proposals	40%	29%	29%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	18%	29%	16%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	23%	20%	15%
Other	10%	14%	27%

Reasons Provided for Declining Proposal (By Subgroup)	Body	Money	Voice
No reason provided	14%	9%	6%
Not enough funds/too many good proposals	42%	27%	41%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	17%	12%	20%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	18%	36%	24%
Other	8%	15%	10%

Applicant Ratings

"How would you rate the honesty of the reason(s) the Foundation gave for declining to fund your proposal?"

1 = Not at all honest 7 = Extremely honest



Cohort:

Past results: On Off

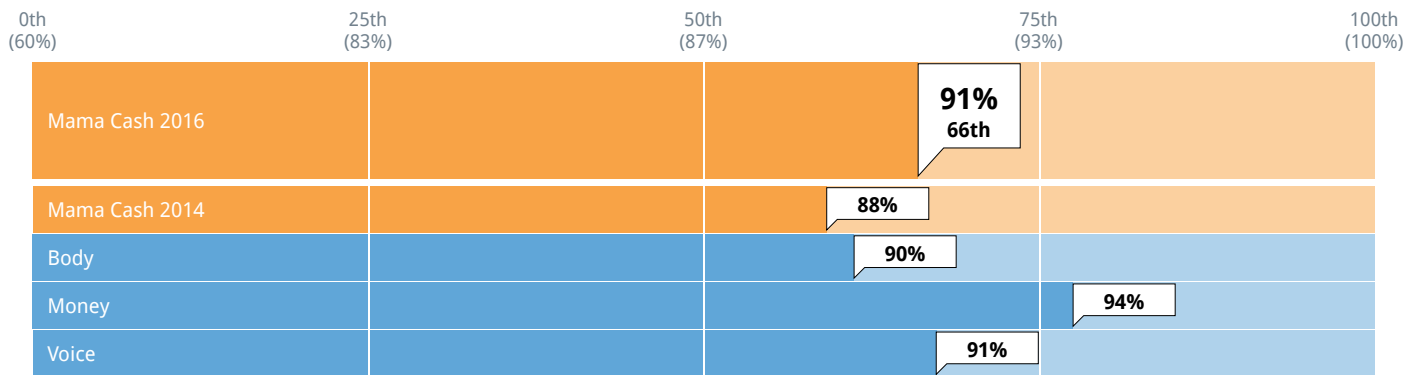
Subgroup:

Implications for Future Applications

Applicant Ratings

“Would you consider applying for funding from the Foundation in the future?”

Proportion that responded "Yes"



Cohort: Past results: On Off Subgroup:

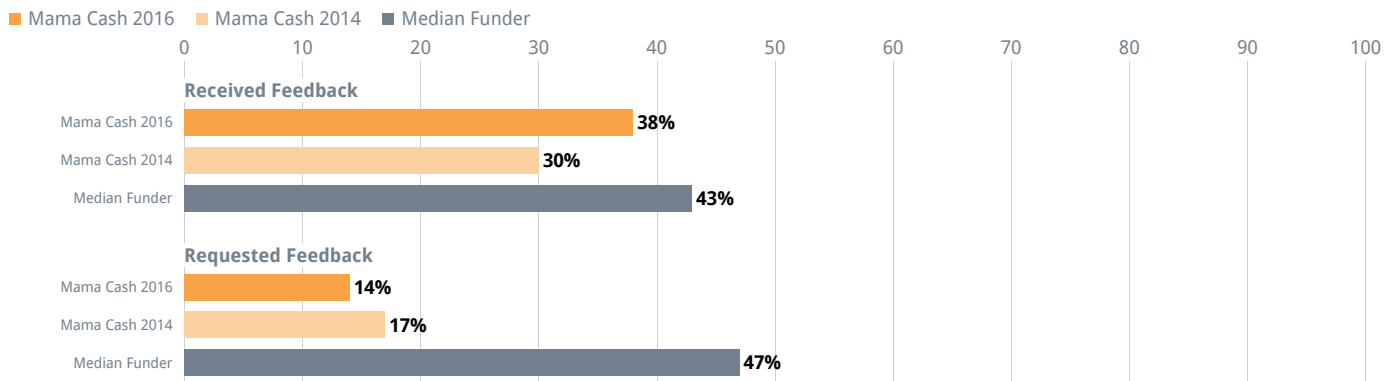
History with the Foundation of Respondents That Would Consider Reapplying (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
First-time applicant	75%	59%	45%
Previously received funding	4%	12%	39%
Previously declined	21%	29%	15%

History with the Foundation of Respondents That Would Consider Reapplying (By Subgroup)	Body	Money	Voice
First-time applicant	74%	72%	76%
Previously received funding	2%	0%	8%
Previously declined	23%	28%	16%

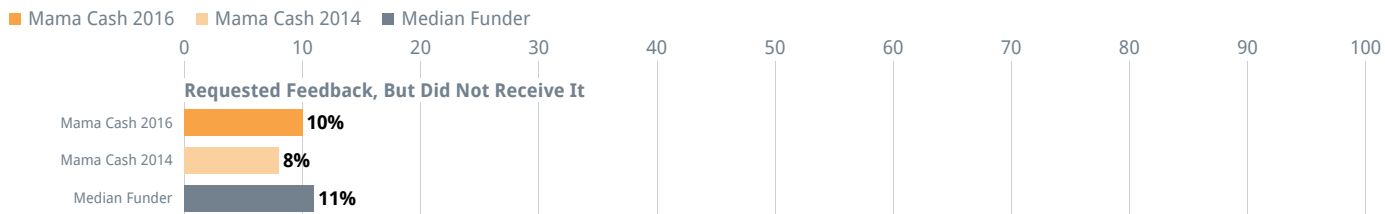
Feedback on Declined Applications

“After your request was declined did you request/receive any feedback or advice from the Foundation?”

Proportion of Applicants that Requested/Received Feedback (Applicant Responses)



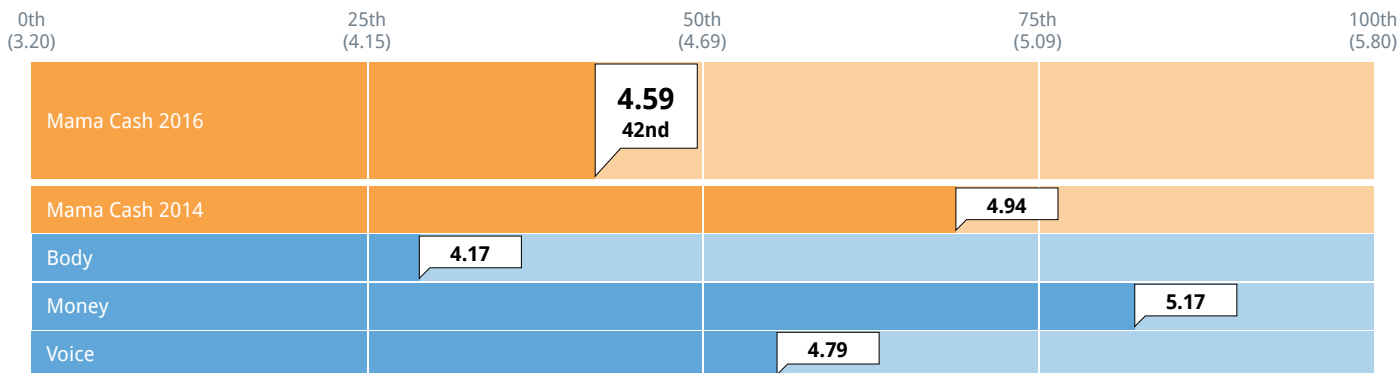
Proportion of Applicants that Requested Feedback, But Did Not Receive It (Applicant Responses)



Applicant Ratings

“Please rate the feedback and advice you received in terms of its helpfulness in strengthening future proposals to this funder.”

1 = Not at all helpful 7 = Extremely helpful



Cohort: None ▾

Past results: On Off

Subgroup: Portfolio ▾

Reporting and Evaluation Process

Grantee Ratings

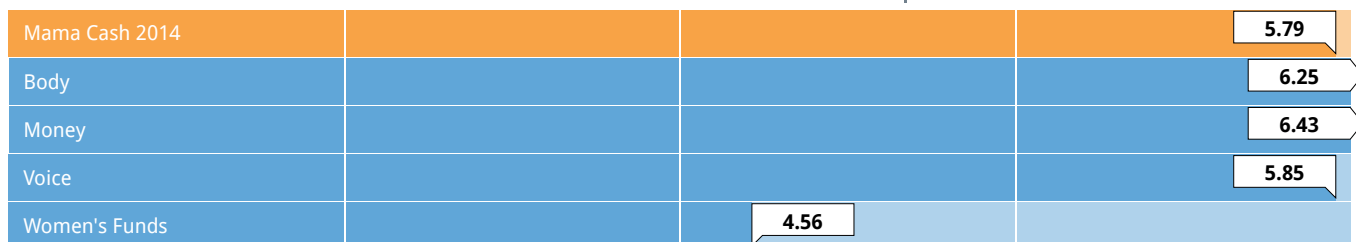
“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful

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



Custom Cohort



Cohort: Custom Cohort

Past results: On Off

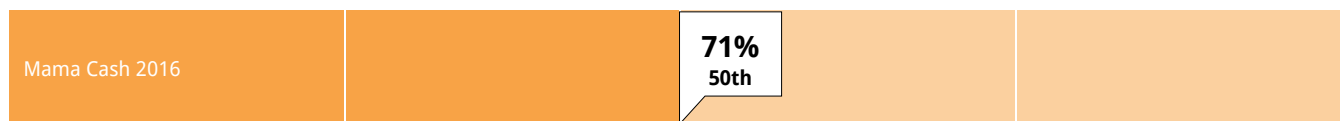
Subgroup: Portfolio

Grantee Ratings

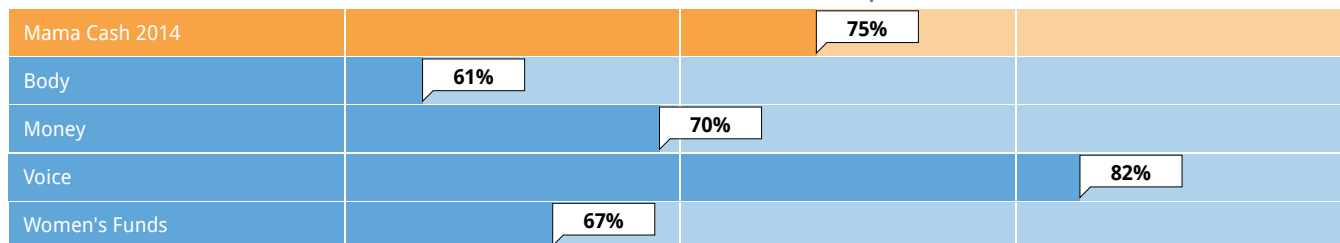
“At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?”

Proportion responding "Yes"

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



Custom Cohort



Cohort: Custom Cohort

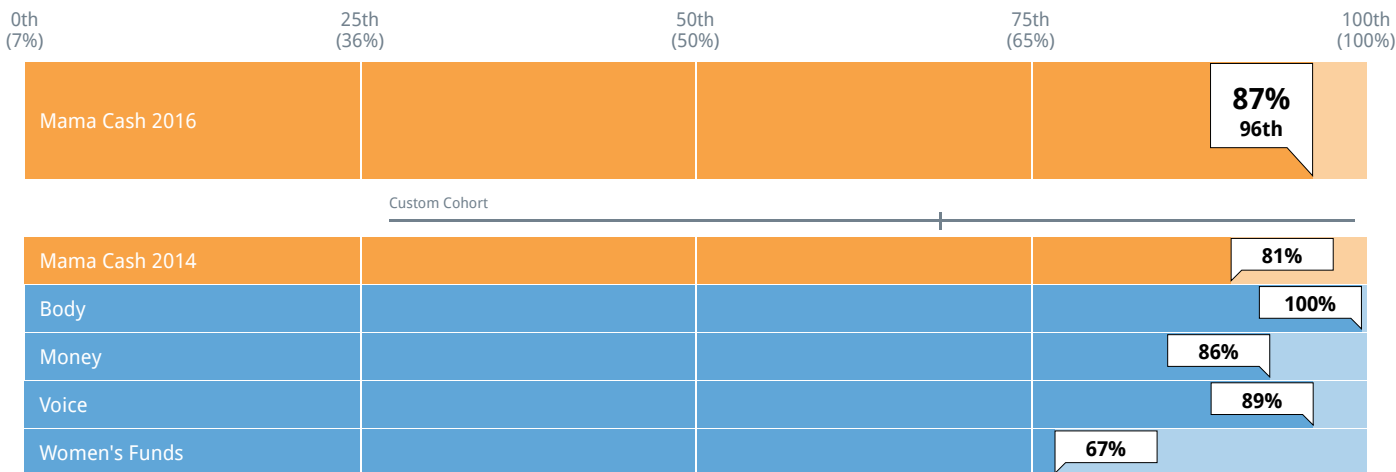
Past results: On Off

Subgroup: Portfolio

Grantee Ratings

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

Proportion responding "Yes"



Cohort: Custom Cohort

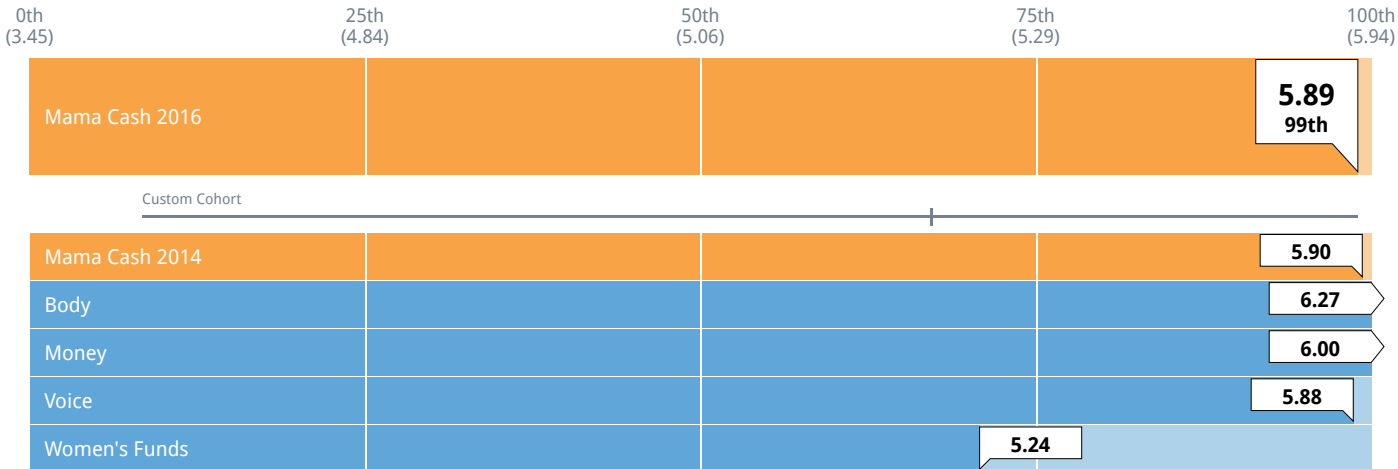
Past results: On Off

Subgroup: Portfolio

Grantee Ratings

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

1 = Not at all helpful 7 = Extremely helpful



Cohort: Custom Cohort

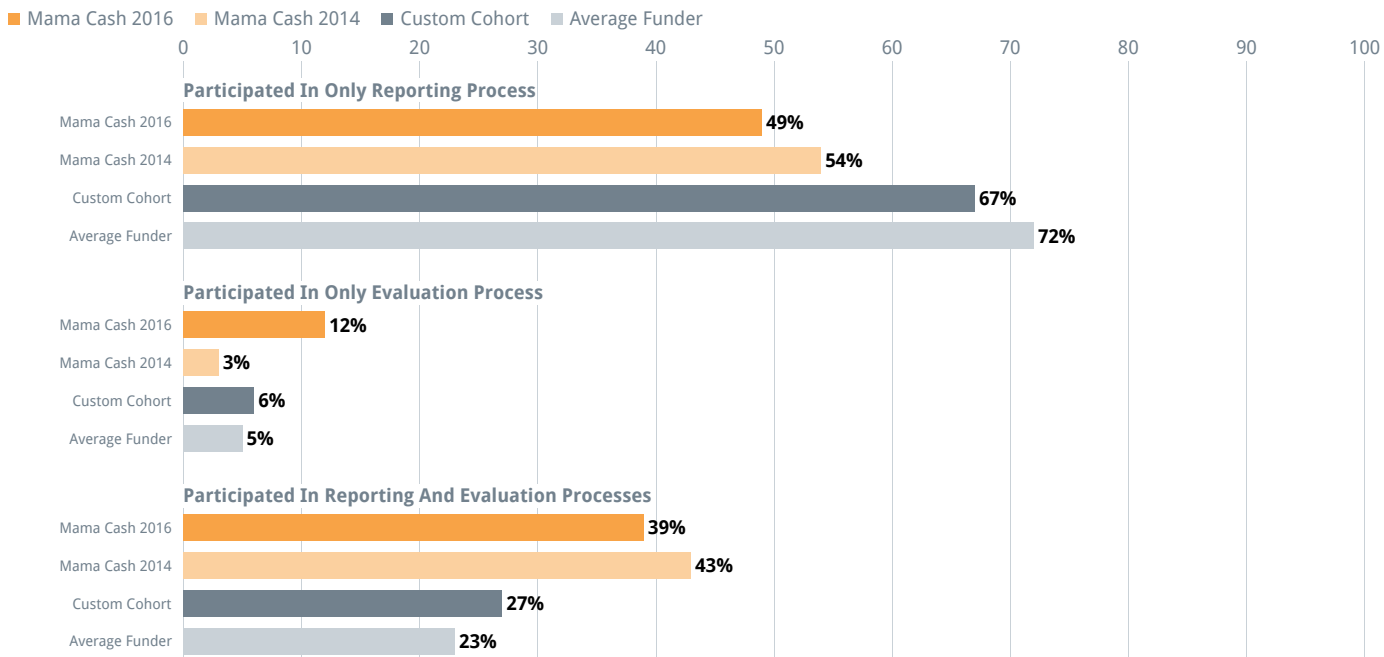
Past results: On Off

Subgroup: Portfolio

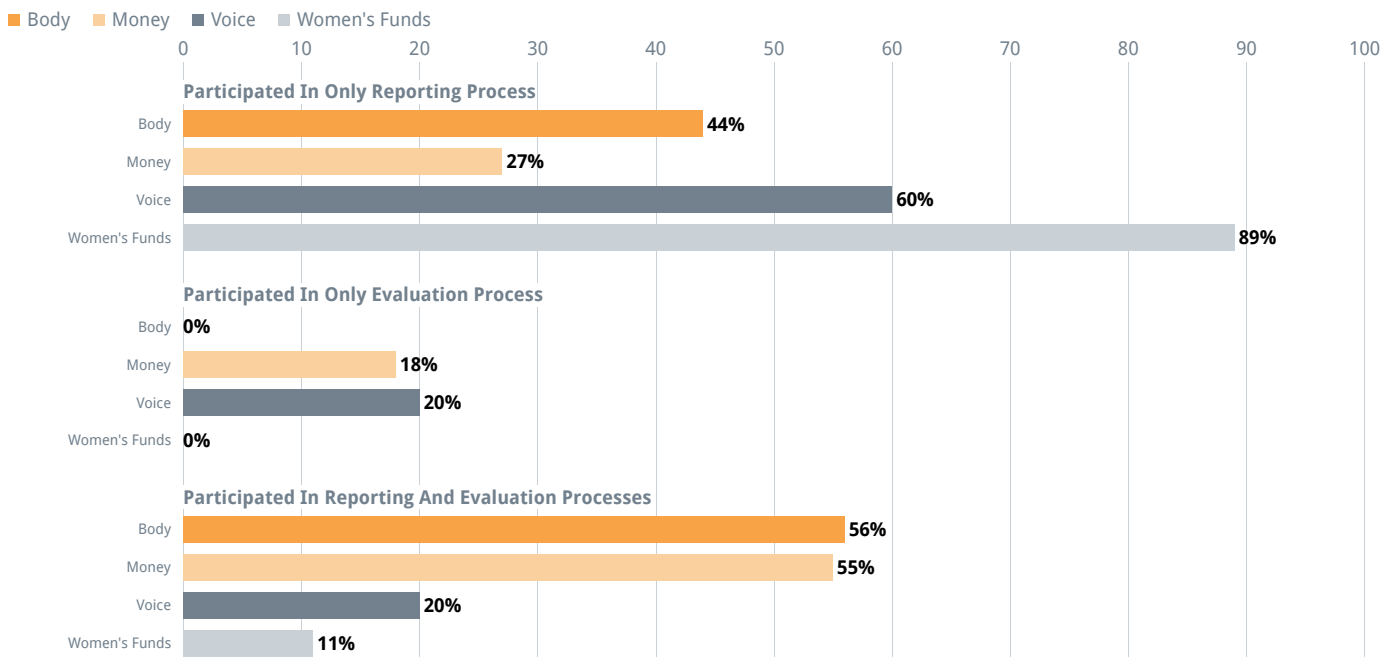
Reporting and Evaluation Process Activities

"Which reporting/evaluation process activities were a part of your process?"

Reporting and Evaluation Process Activities (Grantee Ratings)



Reporting and Evaluation Process Activities (Grantee Ratings) - By Subgroup

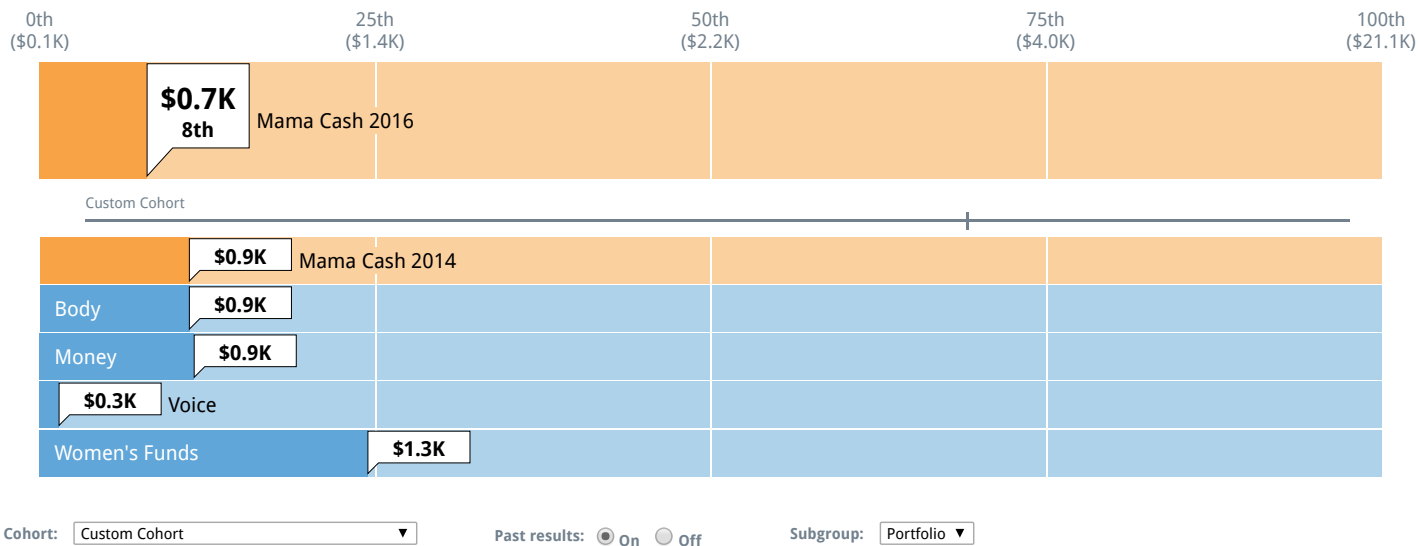


Dollar Return and Time Spent on Processes

Grantee Responses

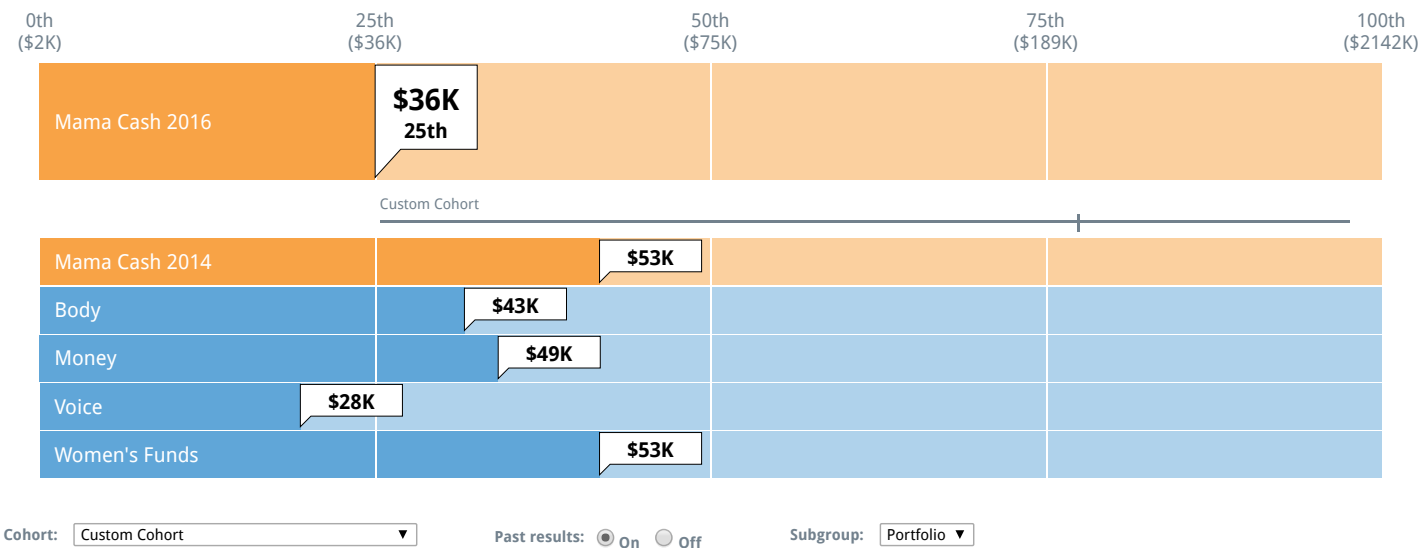
Dollar Return: Median grant dollars awarded per process hour required

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



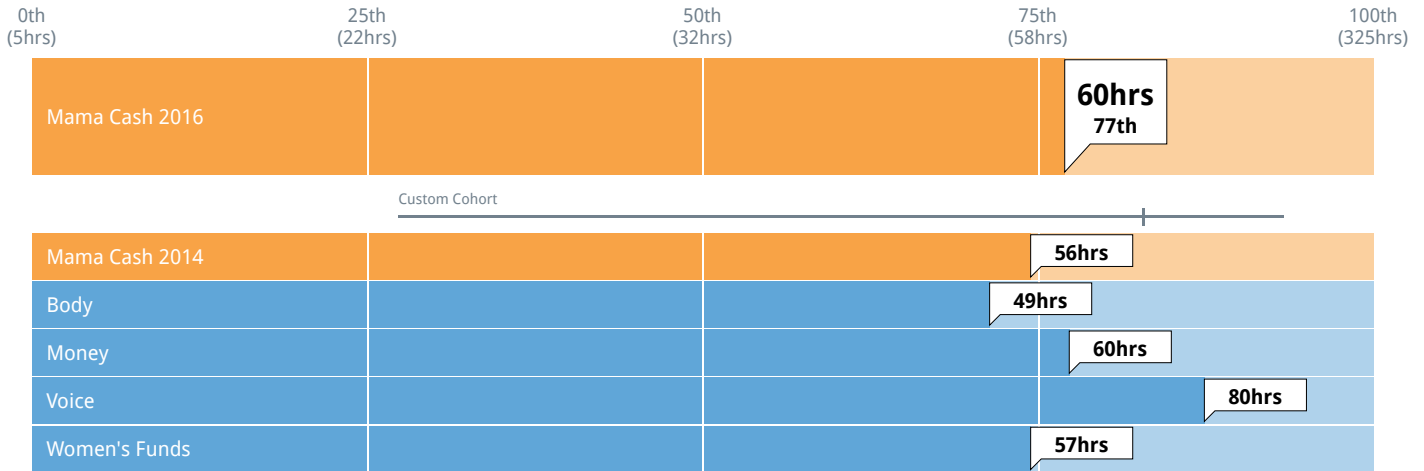
Grantee Responses

Median Grant Size



Grantee Responses

Median hours spent by grantees on funder requirements over grant lifetime



Cohort:

Past results: On Off

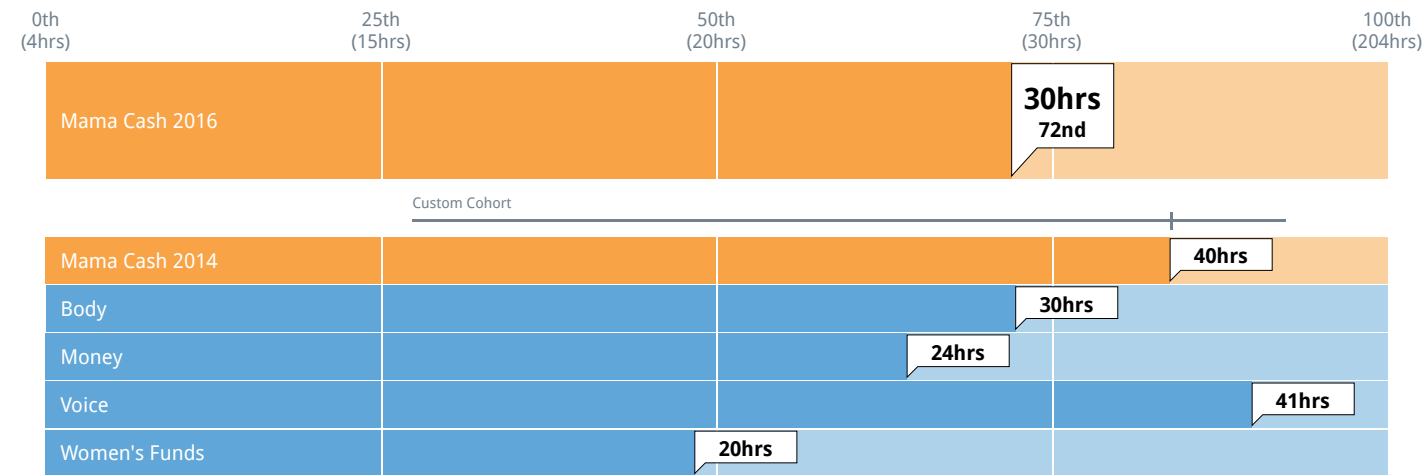
Subgroup:

Time Spent on Selection Process

Grantee Feedback

Grantee Responses

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

Subgroup:

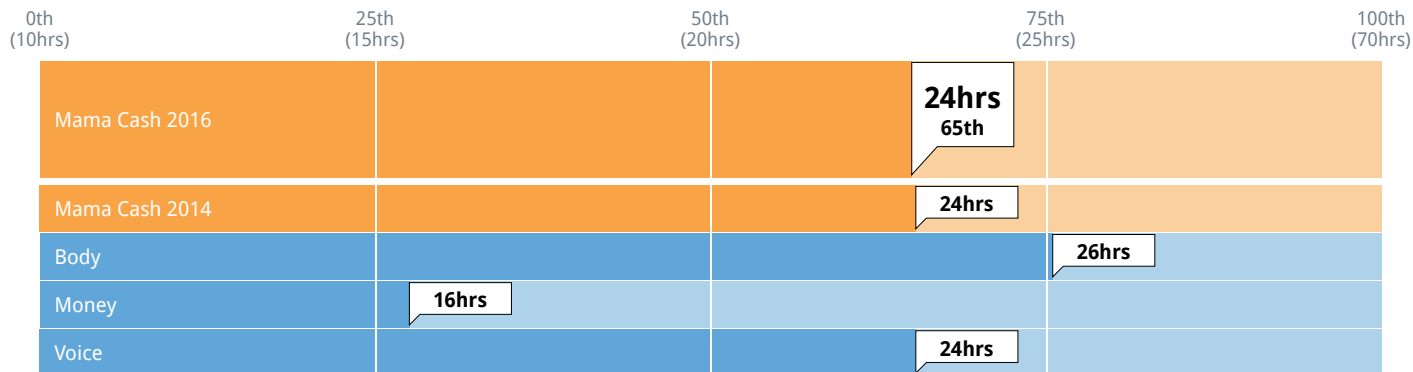
Time Spent On Proposal And Selection Process (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	13%	13%	20%	11%
10 to 19 hours	19%	16%	21%	17%
20 to 29 hours	16%	10%	18%	15%
30 to 39 hours	9%	9%	8%	9%
40 to 49 hours	17%	15%	12%	14%
50 to 99 hours	19%	22%	11%	19%
100 to 199 hours	4%	8%	6%	10%
200+ hours	3%	6%	3%	5%

Time Spent On Proposal And Selection Process (By Subgroup)	Body	Money	Voice	Women's Funds
1 to 9 hours	16%	22%	5%	7%
10 to 19 hours	16%	17%	30%	13%
20 to 29 hours	16%	13%	5%	33%
30 to 39 hours	16%	4%	5%	13%
40 to 49 hours	5%	22%	25%	13%
50 to 99 hours	21%	13%	25%	20%
100 to 199 hours	5%	9%	0%	0%
200+ hours	5%	0%	5%	0%

Applicant Feedback

Applicant Responses

Median Hours Spent on Proposal Process



Cohort: Past results: On Off Subgroup:

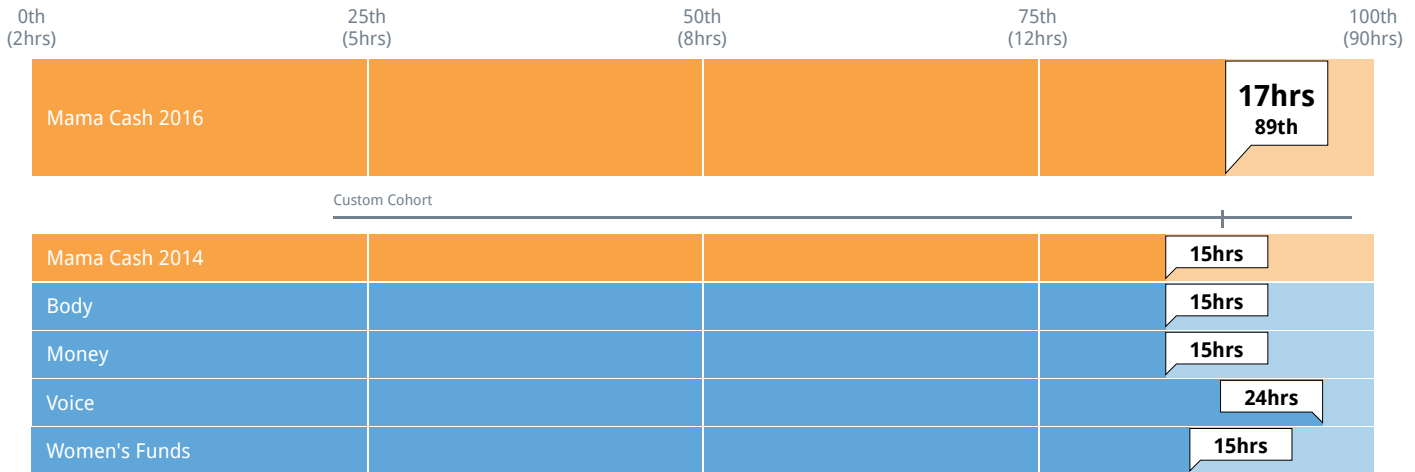
Times Spent on Selection Process (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Fewer than 10 hours	29%	21%	18%
10 to 19 hours	14%	18%	22%
20 to 29 hours	9%	13%	19%
30 to 39 hours	7%	9%	10%
40 to 49 hours	12%	10%	11%
50 to 99 hours	15%	17%	13%
100 to 199 hours	10%	7%	5%
200 hours or more	5%	5%	2%

Times Spent on Selection Process (By Subgroup)	Body	Money	Voice
Fewer than 10 hours	27%	38%	28%
10 to 19 hours	13%	16%	15%
20 to 29 hours	11%	0%	11%
30 to 39 hours	6%	6%	8%
40 to 49 hours	9%	13%	14%
50 to 99 hours	18%	13%	13%
100 to 199 hours	12%	9%	8%
200 hours or more	4%	6%	5%

Time Spent on Reporting and Evaluation Process

Grantee Responses

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



Cohort:

Past results: On Off

Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	26%	28%	53%	31%
10 to 19 hours	26%	32%	20%	25%
20 to 29 hours	21%	13%	10%	15%
30 to 39 hours	7%	1%	4%	6%
40 to 49 hours	7%	6%	4%	7%
50 to 99 hours	8%	10%	5%	9%
100+ hours	4%	11%	4%	6%

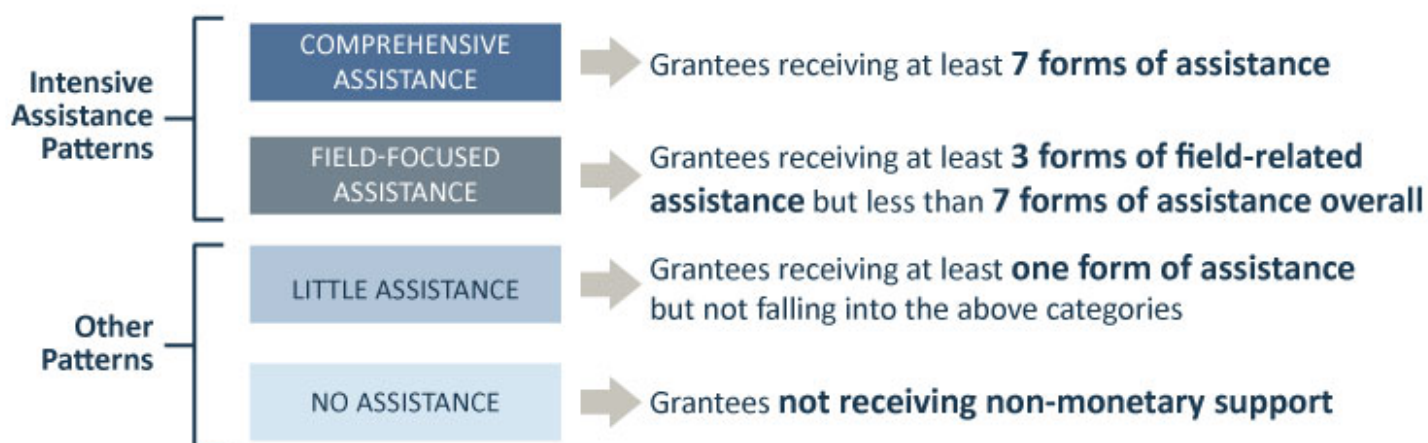
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Body	Money	Voice	Women's Funds
1 to 9 hours	21%	38%	15%	33%
10 to 19 hours	32%	19%	30%	25%
20 to 29 hours	16%	24%	20%	25%
30 to 39 hours	11%	10%	5%	0%
40 to 49 hours	11%	5%	5%	8%
50 to 99 hours	5%	5%	15%	8%
100+ hours	5%	0%	10%	0%

Non-Monetary Assistance

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

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

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.

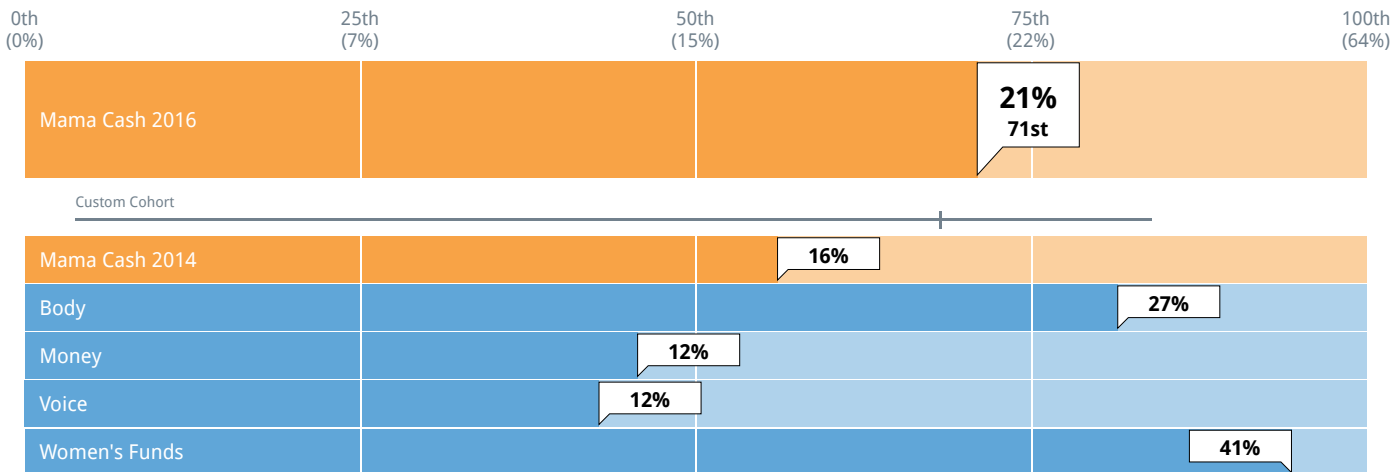


Non-Monetary Assistance Patterns (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Comprehensive	3%	3%	6%	5%
Field-focused	18%	13%	10%	11%
Little	53%	52%	39%	44%
None	26%	32%	45%	40%

Non-Monetary Assistance Patterns (By Subgroup)	Body	Money	Voice	Women's Funds
Comprehensive	5%	0%	4%	6%
Field-focused	23%	13%	8%	35%
Little	41%	67%	65%	29%
None	32%	21%	23%	29%

Grantee Responses

Proportion of grantees that received field-focused or comprehensive assistance



Cohort: Custom Cohort

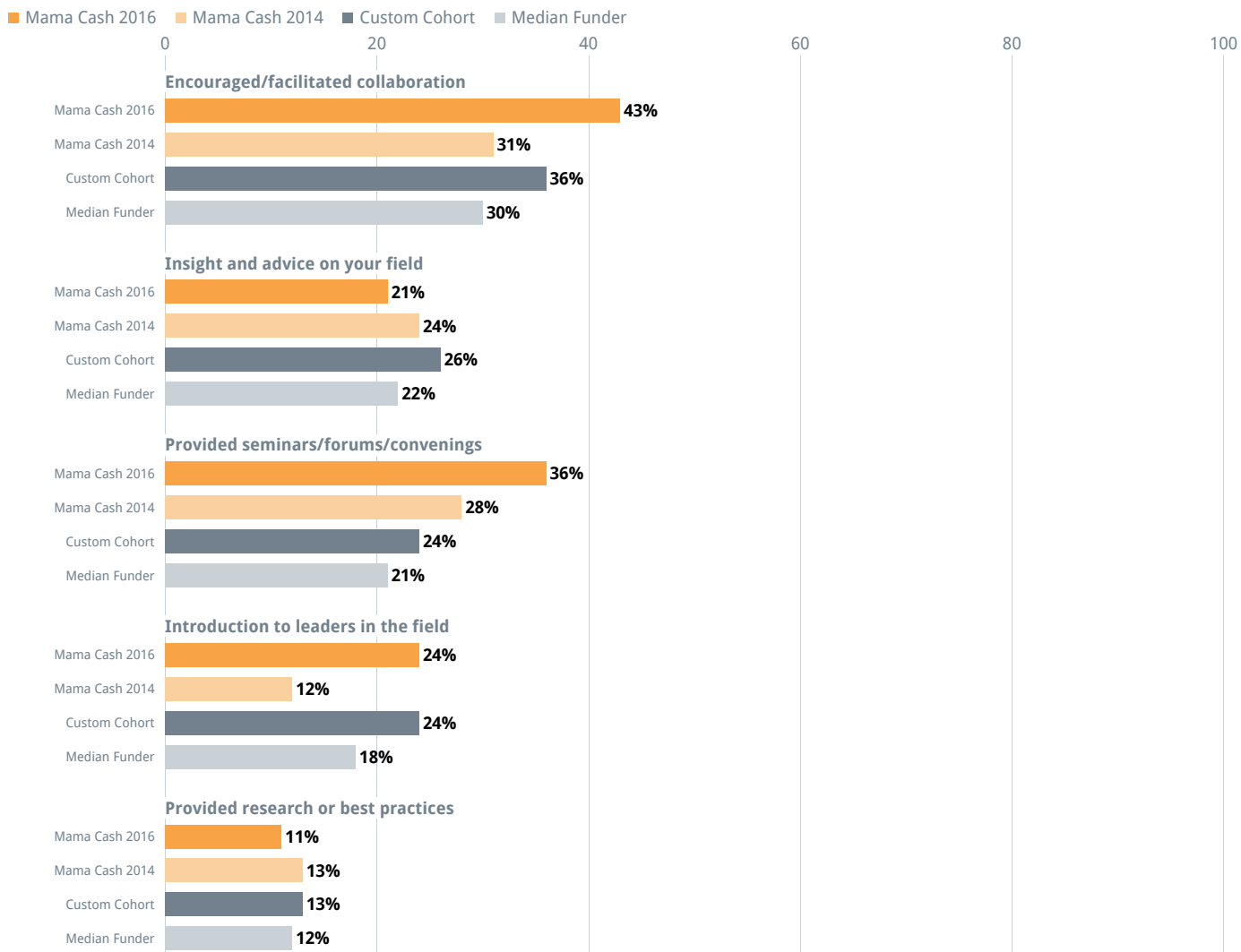
Past results: On Off

Subgroup: Portfolio

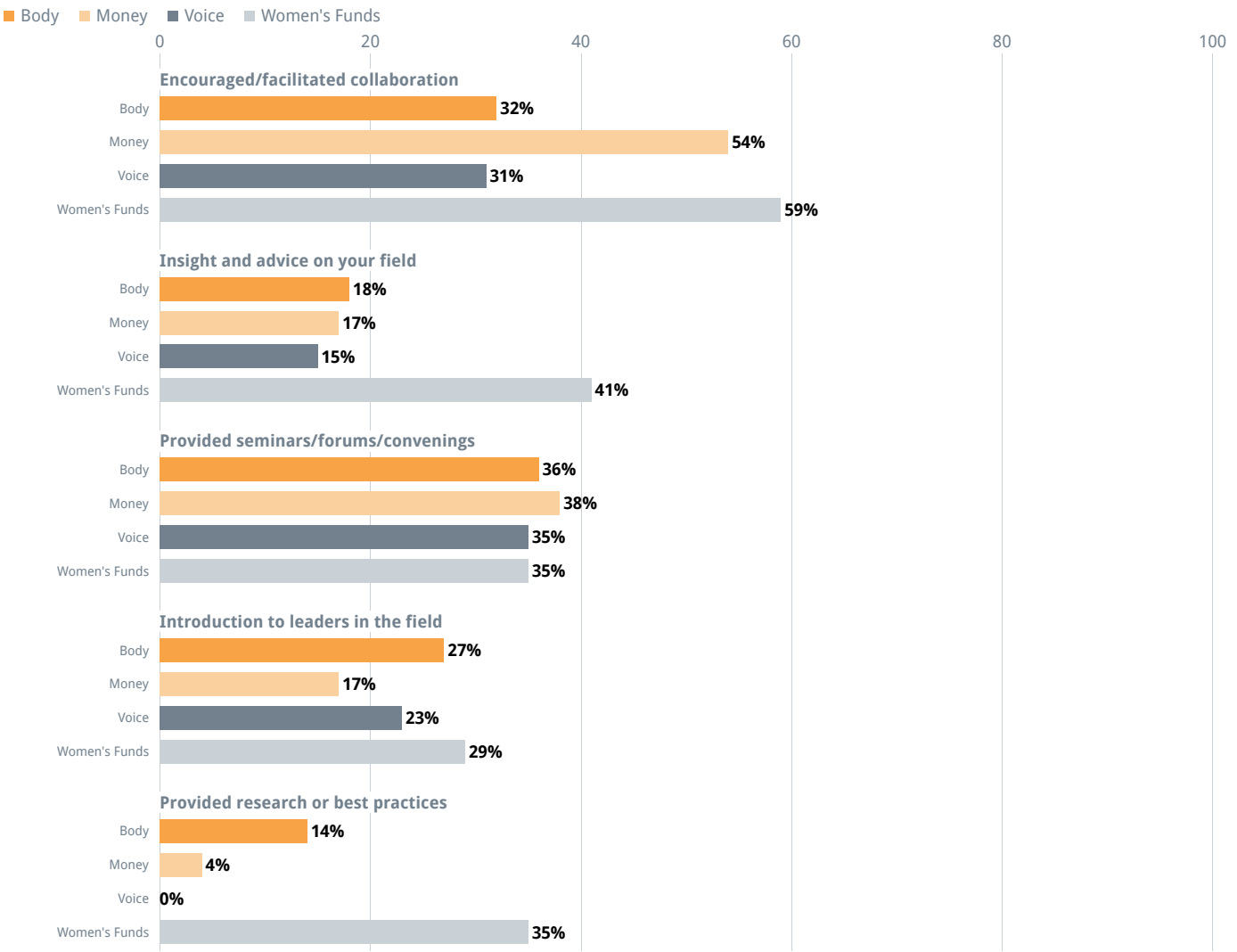
Field-Related Assistance Activities

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

Proportion of Grantees that Received Field-Related Assistance



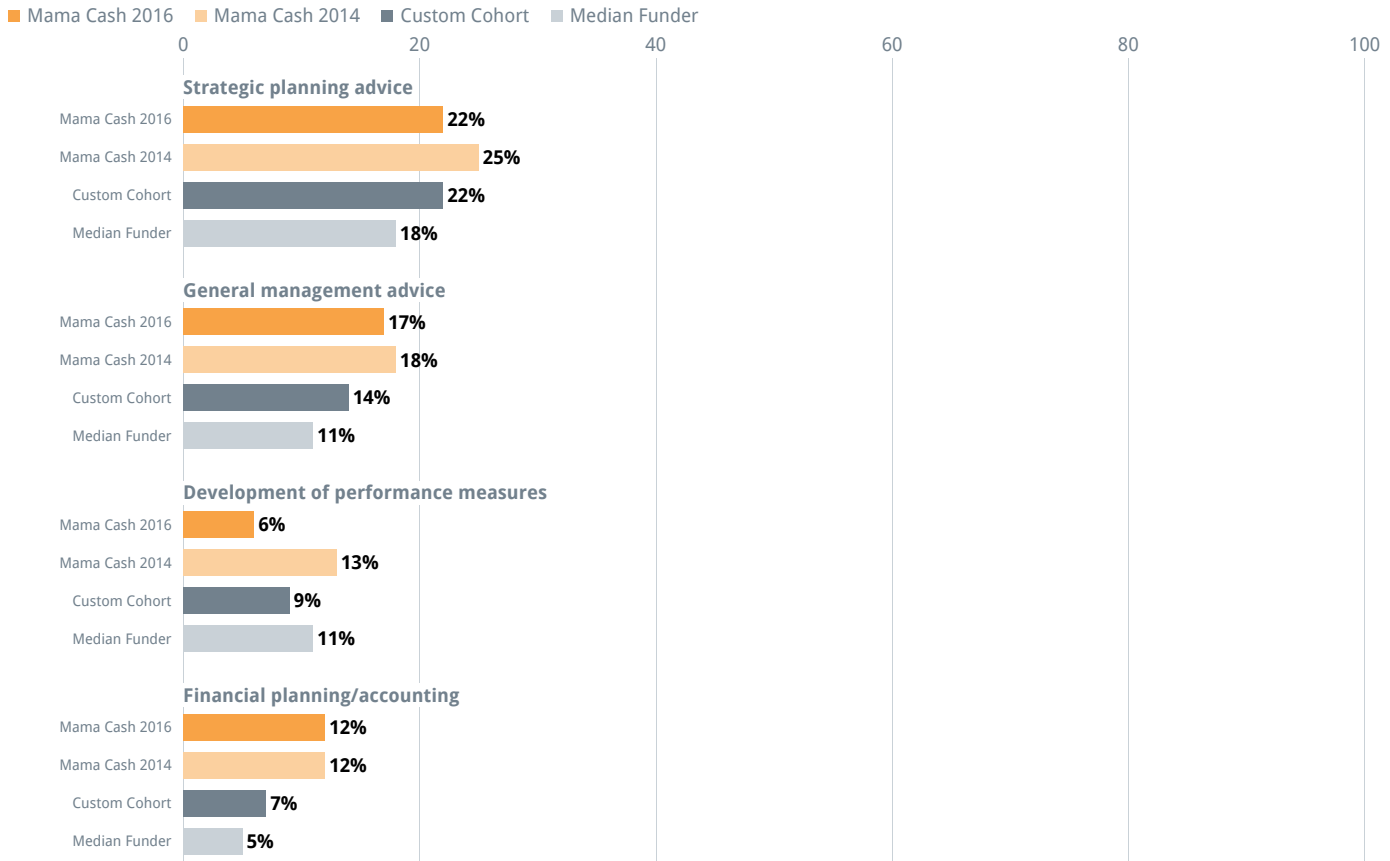
Proportion of Grantees that Received Field-Related Assistance - By Subgroup



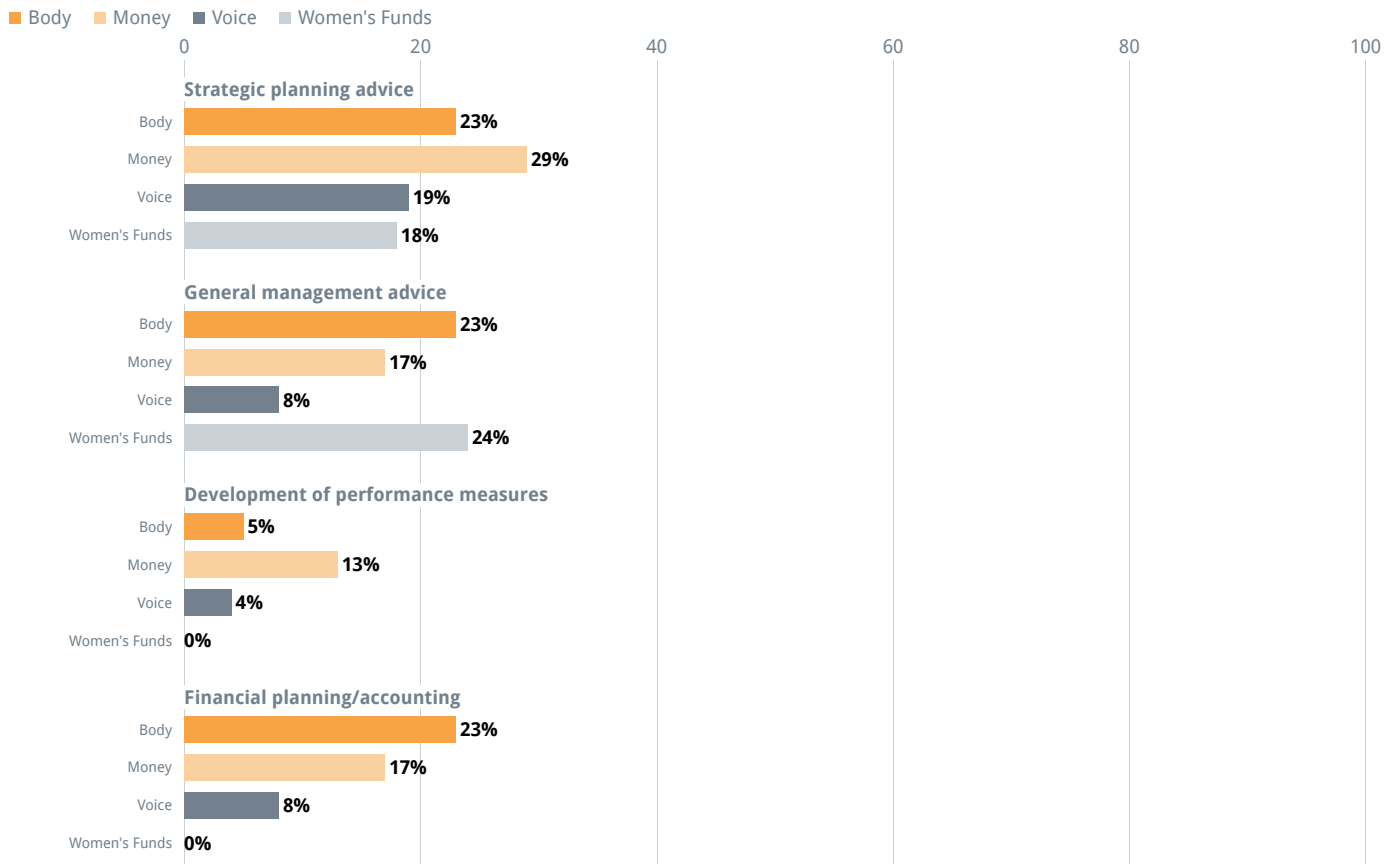
Management Assistance Activities

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

Proportion of Grantees that Received Management Assistance



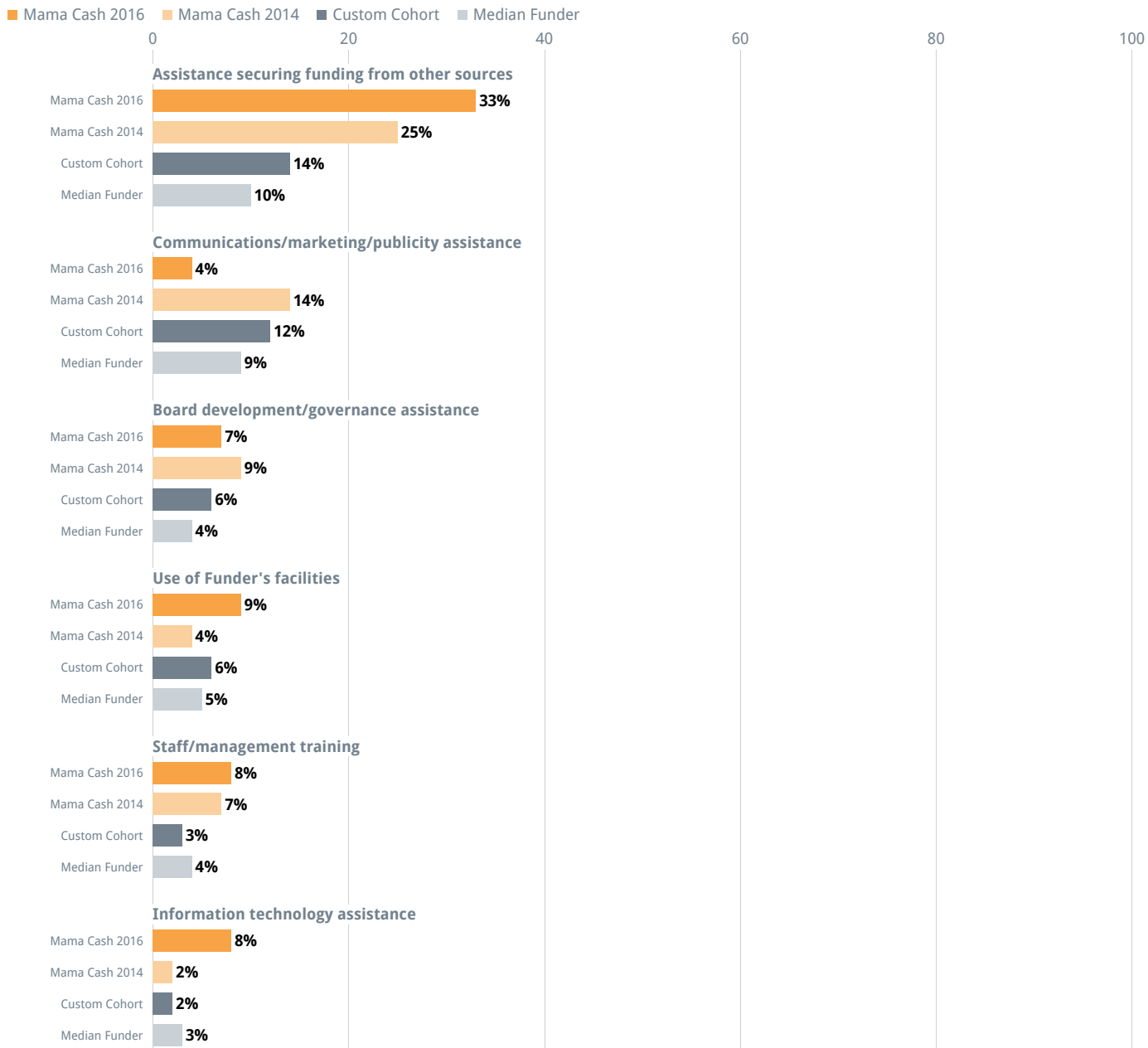
Percentage of Grantees that Received Management Assistance - By Subgroup



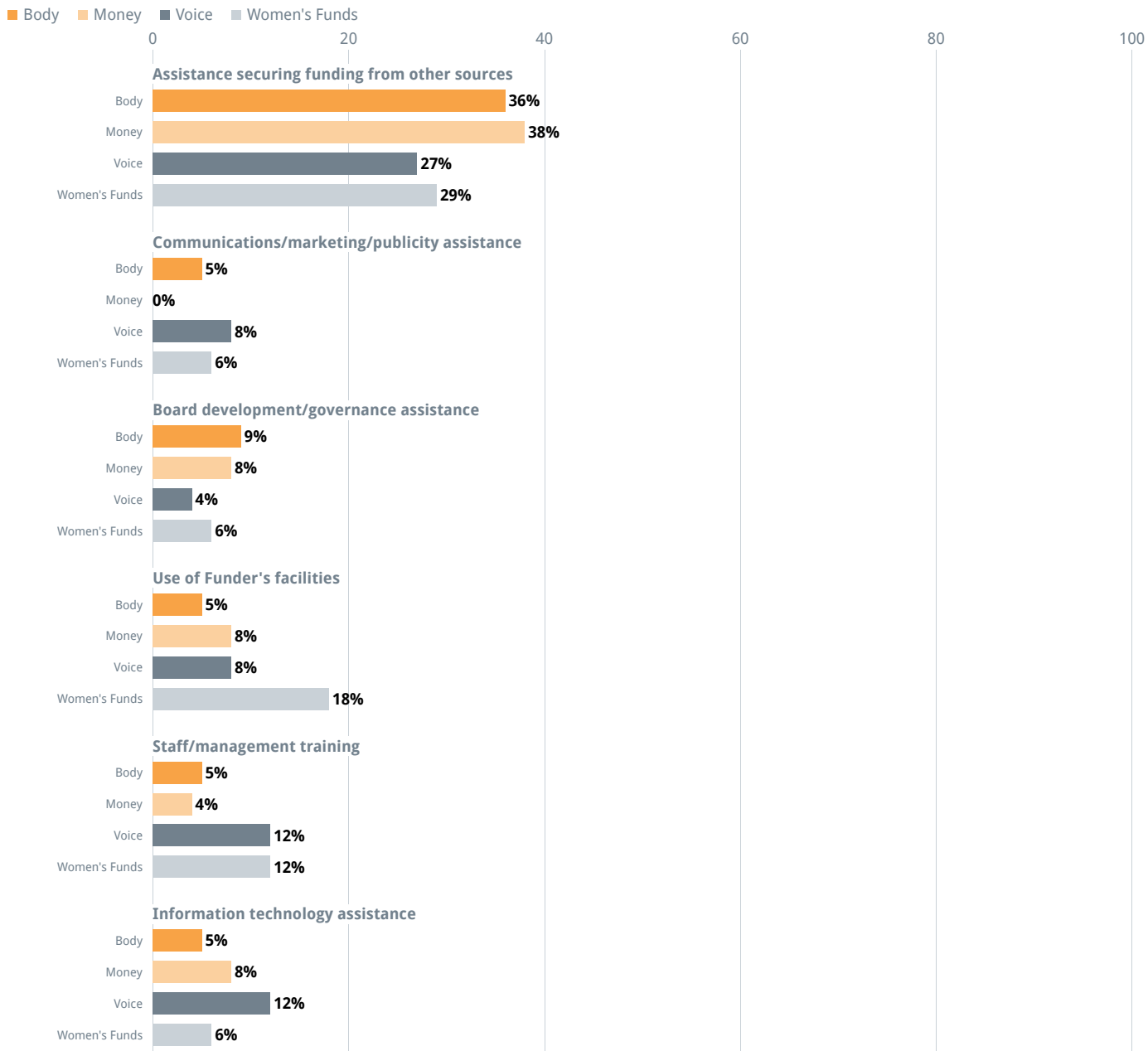
Other Assistance Activities

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

Proportion of Grantees that Received Other Assistance



Proportion of Grantees that Received Other Assistance - By Subgroup



Suggestions for the Foundation

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

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

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Grantmaking Characteristics	29%
Quality of Interactions	25%
Non-Monetary Assistance	18%
Administrative Processes	12%
Impact on and Understanding of Grantees' Fields	6%
Clarity and Consistency of Communications	2%
Other	8%

Proportion of Applicant Suggestions by Topic

Topic of Applicant Suggestion	%
Proposal and Selection Process	46%
Impact on and Understanding of Applicants' Organizations	17%
Quality of Interactions	15%
Impact on and Understanding of Applicants' Fields	8%
Impact on and Understanding of Applicants' Communities	7%
Grantmaking Characteristics	2%
Clarity and Consistency of Foundation Communications	1%
Other	5%

Selected Grantee Comments

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

Grantmaking Characteristics (29%)

- **Longer Grants (N=10)**
 - "The only thing we would like to suggest is multi-year grants and long-term support for organizations working in difficult contexts, in which there [are] very limited access to other similar sources of funding."
 - "Extending the periods of funding to give fund receivers a better chance of sustainability and project development on a wider scale."
- **Larger Grants (N=5)**
 - "Larger grants where possible."
 - "We would hope to have a little more financing."
- **Other (N=4)**
 - "No gaps of months in a year for financing. "

Quality of Interactions (25%)

- **More Site Visits (N=11)**
 - "Only that we could have visits to our region at least once a year from someone from Mama Cash."
 - "Mama Cash may consider conducting site visits to enable them better understand the dynamics of the work grantees do."
- **More Frequent Interactions (N=4)**
 - "Regular communication with partners."
- **Better Responsiveness (N=1)**

Non-Monetary Assistance (18%)

- **Grantee Convenings (N=6)**
 - "I would suggest [that] Mama Cash organizes at least a conference for its grantees once every two years. This platform will enable grant to meet face to face, discuss, network, learn from each other and encourage enhancement of our body and voice."
- **Assistance Securing Funding From Other Resources (N=4)**
 - "Perhaps it could help the groups it no longer funds or finishes funding to sustain their work by providing advice and networking opportunities to find new donors and sources of funding."
- **Other (N=2)**
 - "Provide better support in addition to donations: like evaluation and implementation, we could do a better job with more assistance."

Administrative Processes (12%)

- **Proposal and Selection Process (N=7)**
 - "I did, however, find the budget formats requested in the proposal process for some reason quite challenging even though at first glance they seemed clear and simply laid out."
 - "The only thing is that the application\report forms are a bit too elaborate, so it takes a lot of time."
- **Reporting and Evaluation Process (N=1)**
 - "Please make ... written evaluation process more straightforward so that the work of completing it does not fall so heavily on a few of our members."

Impact on and Understanding of Grantees' Fields (6%)

- **Fields Funded (N=2)**
 - "It would be great if Mama Cash would support a leadership fund to exclusively invest in building new leaders."
- **Public Policy (N=2)**
 - "Focus more on governments to pressure them to take action on women's issues."

Clarity and Consistency of Communications (2%)

- **Email (N=1)**
 - "Not to use the email platform because they go into SPAM."

Other (8%)

Selected Applicant Comments

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

Proposal and Selection Process (46%)

- **Guidelines (N=23)**
 - "For Mama Cash to speak clearly of its areas of intervention; the level of funding and what it can not fund."
 - "[Provide] descriptive guidelines for writing the proposal."
 - "Please give detailed grant guidelines and [names of programs that have previously been supported]."
- **Provide More Feedback (N=18)**
 - "When rejecting an LOI it would be good to know what is lacking in our approach or strategy or not eligible."
 - "On each rejection letter, where and when appropriate, please help make suggestions on the proposals."
 - "Educate prospective grantees about the reasons for declining their proposals. This will improve either working, aim, objective, and outcome of the NGOs. The aim and objective of Mama Cash are well defined. The methodology of NGO may need improvement. Thus by informing NGOs of the declination of their proposal, NGOs may become more effective."
- **LOI (N=6)**
 - "The letter of interest should be modified and the questions should clear and allow generation of ideas."
 - "Call for full applications from Interested Applicant instead of the Letter of Intent.."
- **Staff Involvement and Communication (N=5)**
 - "Guidance during proposal development."
- **Streamline (N=5)**
 - "Simplify the requirements. It is not easy to have all the themes in one small project proposal."
- **Provide Regional Contacts (N=4)**
 - "Have someone in the country (where the proposal comes from) to give more recommendation and explanation on the organization or to cross check the proposal with the work of the organization."
- **Technological Assistance (N=4)**
 - "Develop strategies how to reach out to those who have no access to technology or the social media."
- **Archive Applicant Proposals (N=3)**
 - "I also suggest that applications should be archived for future considerations or referred to other donors with relevant interests."
- **Call for Applications (N=2)**
 - "Launch several calls for proposals"
- **Distribution of Funds (N=2)**
 - "Meet at least the needs of half of the proposals received by ... decreasing the award given to the winners"
- **Other (N=12)**

Impact on and Understanding of Applicants' Organizations (17%)

- **Organizations Funded (N=20)**
 - "Consider the first time un-registered small organization[s]."
 - "Mama Cash must support to grassroots small women organization for funding."
 - "We believe that Mama Cash could also consider the organizations that have not easy access to international financing and especially those ... who work in isolated rural areas."
- **Understanding Applicants' Organizations (N=11)**
 - "Take the time and effort to get to know what we stand for before rejecting our application."
 - "Learn more about its partners."

Quality of Interactions (15%)

- **More Site Visits (N=11)**
 - "Field visits to the [our organization], especially to our women's group."
 - "A member from the staff of Mama Cash [should] visit our community whom we serve then there will be first-hand knowledge to fund the project. Field visit is important to become better funder.."
- **More Frequent Interactions (N=10)**
 - "More communication between Mama Cash and the organizations that look for funding."
 - "Maintain constant communication with applicants"
- **In-Person Conversation (N=3)**

- "Face to face engagements even over Skype. If possible."

- **Other (N=4)**

Impact on and Understanding of Applicants' Fields (8%)

- **Fields Funded (N=11)**

- "Mama Cash should adjust its focus to make inclusive the protection of ... females, including but not limited to trans people."
- "Be inclusive to understand marginalized groups, especially groups of women with disabilities. Little disabled women's groups access Mama Cash fund."

- **Understanding Applicants' Fields (N=2)**

- "Mama Cash should take into account the multidimensional nature of the right of women and girls."

- **Other (N=1)**

Impact on and Understanding of Applicants' Communities (7%)

- **Regions and Communities Funded (N=10)**

- "Consider grant seekers from all continents."
- "I feel like there's a bias towards developing or non-OECD countries, which seems unfair because developed countries may still face enormous restrictions especially when it comes to sex workers or transgender people's rights."

- **Understanding of Applicants' Communities (N=2)**

- "They need to better understand the needs of different countries and communities."

Grantmaking Characteristics (N = 4, 2%)

- "Ability to be able to fund more projects"

Clarity and Consistency of Foundation Communications (N = 2, 1%)

Other (N = 9, 5%)

Contextual Data

Grantee Responses

Grantmaking Characteristics

Length of Grant Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Average grant length	1.9 years	1.8 years	2.2 years	2.0 years

Length of Grant Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 year	49%	44%	47%	39%
2 years	32%	43%	23%	30%
3 years	8%	9%	18%	20%
4 years	2%	3%	4%	4%
5 or more years	8%	1%	8%	6%

Type of Grant Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program / Project Support	56%	53%	64%	71%
General Operating / Core Support	43%	43%	21%	22%
Capital Support: Building / Renovation / Endowment Support / Other	0%	1%	6%	2%
Technical Assistance / Capacity Building	1%	2%	4%	4%
Scholarship / Fellowship	0%	0%	2%	1%
Event / Sponsorship Funding	0%	1%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Body	Money	Voice	Women's Funds
Average grant length	2.0 years	1.9 years	1.5 years	2.4 years

Length of Grant Awarded (By Subgroup)	Body	Money	Voice	Women's Funds
1 year	50%	35%	64%	47%
2 years	27%	52%	24%	24%
3 years	14%	9%	4%	6%
4 years	0%	0%	8%	0%
5 or more years	9%	4%	0%	24%

Type of Grant Awarded (By Subgroup)	Body	Money	Voice	Women's Funds
Program / Project Support	32%	83%	62%	41%
General Operating / Core Support	68%	13%	38%	59%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	0%
Technical Assistance / Capacity Building	0%	4%	0%	0%
Scholarship / Fellowship	0%	0%	0%	0%
Event / Sponsorship Funding	0%	0%	0%	0%

Grant Size

Grant Amount Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median grant size	\$36K	\$53K	\$75K	\$200K

Grant Amount Awarded (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than \$10K	9%	6%	10%	3%
\$10K - \$24K	20%	8%	13%	6%
\$25K - \$49K	34%	34%	13%	12%
\$50K - \$99K	26%	36%	16%	18%
\$100K - \$149K	6%	11%	9%	12%
\$150K - \$299K	2%	3%	15%	17%
\$300K - \$499K	1%	0%	8%	12%
\$500K - \$999K	2%	0%	7%	10%
\$1MM and above	0%	1%	8%	12%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	37%	48%	4%	7%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Body	Money	Voice	Women's Funds
Median grant size	\$43K	\$49K	\$28K	\$53K

Grant Amount Awarded (By Subgroup)	Body	Money	Voice	Women's Funds
Less than \$10K	0%	5%	8%	24%
\$10K - \$24K	6%	18%	36%	12%
\$25K - \$49K	61%	27%	36%	12%
\$50K - \$99K	22%	45%	12%	24%
\$100K - \$149K	0%	0%	8%	18%
\$150K - \$299K	11%	0%	0%	0%
\$300K - \$499K	0%	5%	0%	0%
\$500K - \$999K	0%	0%	0%	12%
\$1MM and above	0%	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Body	Money	Voice	Women's Funds
Size of grant relative to size of grantee budget	37%	70%	34%	9%

Application Characteristics

Applicant Responses

Type of Grant Requested (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Program/project support	87%	78%	71%
General operating	10%	13%	11%
Scholarship or research fellowship	0%	1%	1%
Technical assistance/capacity building	1%	4%	4%
Event/sponsorship funding	0%	3%	1%
Capital support: building/renovation/endowment support/other	1%	2%	11%

Grant Amount Requested (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Grant Amount	\$25K	\$23K	\$50K

Grant Amount Requested (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$10K	17%	24%	10%
\$10K - \$24K	32%	27%	21%
\$25K - \$49K	28%	28%	19%
\$50K - \$99K	15%	17%	19%
\$100K - \$149K	4%	4%	10%
\$150K - \$299K	2%	1%	11%
\$300K - \$499K	0%	0%	5%
\$500K - \$999K	0%	0%	3%
\$1MM and above	3%	0%	2%

Application Characteristics - By Subgroup

Type of Grant Requested (By Subgroup)	Body	Money	Voice
Program/project support	84%	97%	88%
General operating	15%	0%	9%
Scholarship or research fellowship	0%	0%	0%
Technical assistance/capacity building	1%	0%	2%
Event/sponsorship funding	0%	0%	0%
Capital support: building/renovation/endowment support/other	0%	3%	2%

Grant Amount Requested (By Subgroup)	Body	Money	Voice
Median Grant Amount	\$20K	\$18K	\$30K

Grant Amount Requested (By Subgroup)	Body	Money	Voice
Less than \$10K	19%	25%	14%
\$10K - \$24K	35%	36%	27%
\$25K - \$49K	22%	25%	34%
\$50K - \$99K	18%	7%	16%
\$100K - \$149K	1%	7%	5%
\$150K - \$299K	1%	0%	2%
\$300K - \$499K	0%	0%	0%
\$500K - \$999K	0%	0%	0%
\$1MM and above	4%	0%	2%

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Operating Budget of Grantee Organization (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$0.1M	\$1.5M	\$1.6M

Operating Budget of Grantee Organization (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
<\$100K	58%	65%	9%	11%
\$100K - \$499K	29%	34%	20%	21%
\$500K - \$999K	8%	0%	14%	13%
\$1MM - \$4.9MM	4%	1%	29%	28%
\$5MM - \$24MM	1%	0%	18%	16%
>=\$25MM	0%	0%	11%	11%

Operating Budget of Grantee Organization (By Subgroup)	Body	Money	Voice	Women's Funds
Median Budget	\$0.1M	\$0.0M	\$0.1M	\$0.5M

Operating Budget of Grantee Organization (By Subgroup)	Body	Money	Voice	Women's Funds
<\$100K	61%	76%	63%	20%
\$100K - \$499K	39%	14%	33%	33%
\$500K - \$999K	0%	5%	0%	33%
\$1MM - \$4.9MM	0%	0%	4%	13%
\$5MM - \$24MM	0%	5%	0%	0%
>=\$25MM	0%	0%	0%	0%

Operating Budget of Applicant Organizations

Operating Budget of Applicant Organization (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Budget	\$0.1M	\$0.0M	\$0.6M

Operating Budget of Applicant Organization (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$100K	62%	76%	17%
\$100K-\$499K	30%	21%	29%
\$500K-\$999K	4%	2%	13%
\$1MM-\$4.9MM	2%	1%	23%
\$5MM-\$25MM	1%	0%	11%
\$25MM and above	0%	0%	8%

Operating Budget of Applicant Organization (By Subgroup)	Body	Money	Voice
Median Budget	\$0.1M	\$0.0M	\$0.1M

Operating Budget of Applicant Organization (By Subgroup)	Body	Money	Voice
Less than \$100K	69%	69%	54%
\$100K-\$499K	25%	28%	36%
\$500K-\$999K	5%	3%	4%
\$1MM-\$4.9MM	1%	0%	3%
\$5MM-\$25MM	0%	0%	2%
\$25MM and above	0%	0%	1%

Additional Grantee Characteristics

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
First grant received from the Foundation	10%	34%	29%	37%
Consistent funding in the past	79%	54%	52%	48%
Inconsistent funding in the past	10%	12%	19%	15%

Funding Status and Grantees Previously Declined Funding (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	86%	76%	80%	83%
Percent of grantees previously declined funding by the Foundation	25%	22%	32%	15%

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Body	Money	Voice	Women's Funds
First grant received from the Foundation	5%	13%	12%	12%
Consistent funding in the past	90%	70%	81%	76%
Inconsistent funding in the past	5%	17%	8%	12%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Body	Money	Voice	Women's Funds
Percent of grantees currently receiving funding from the Foundation	86%	87%	84%	88%
Percent of grantees previously declined funding by the Foundation	32%	17%	22%	33%

Grantee Demographics

Job Title of Respondents (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Executive Director	53%	44%	47%	44%
Other Senior Management	11%	5%	15%	16%
Project Director	8%	16%	12%	13%
Development Director	0%	2%	9%	7%
Other Development Staff	3%	4%	7%	10%
Volunteer	4%	3%	1%	0%
Other	20%	26%	9%	9%

Gender of Respondents (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Female	99%	98%	64%	63%
Male	1%	2%	36%	37%

Applicant Demographics

Job Title of Respondents (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Executive Director/CEO	59%	61%	46%
Other Senior Management	6%	6%	12%
Project Director	21%	14%	10%
Development Director	1%	4%	11%
Other Development Staff	1%	2%	7%
Volunteer	4%	2%	2%
Other	8%	11%	12%

Gender of Respondents (Overall)	Mama Cash 2016	Mama Cash 2014	Average Funder
Male	11%	18%	35%
Female	86%	81%	62%

Funder Characteristics

Financial Information (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total assets	\$12.9M	\$5.8M	\$226.2M	\$166.7M
Total giving	\$3.5M	\$3.8M	\$14.5M	\$24.4M

Funder Staffing (Overall)	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total staff (FTEs)	30	31	14	31
Percent of staff who are program staff	30%	30%	40%	43%

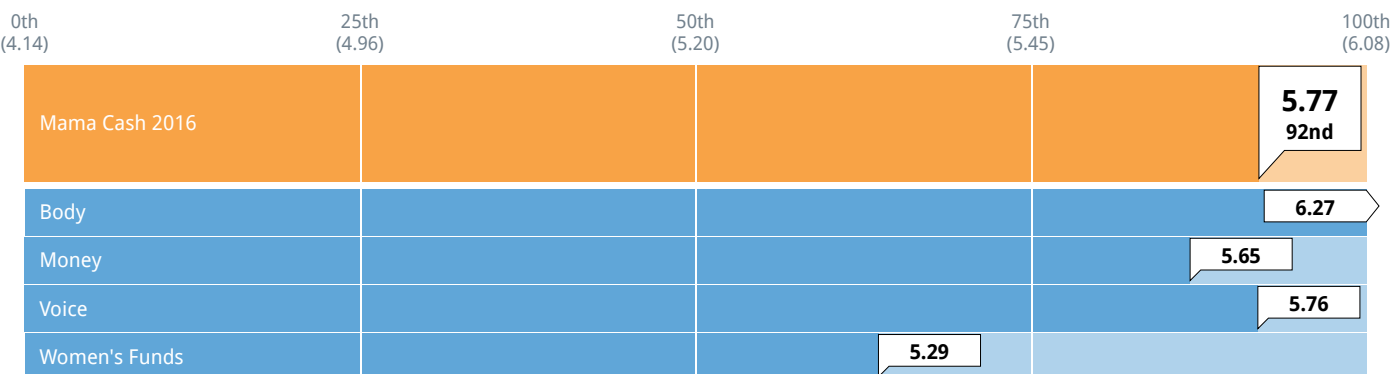
Additional Measures

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

Grantee Ratings

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

1 = Not at all 7 = To a great extent



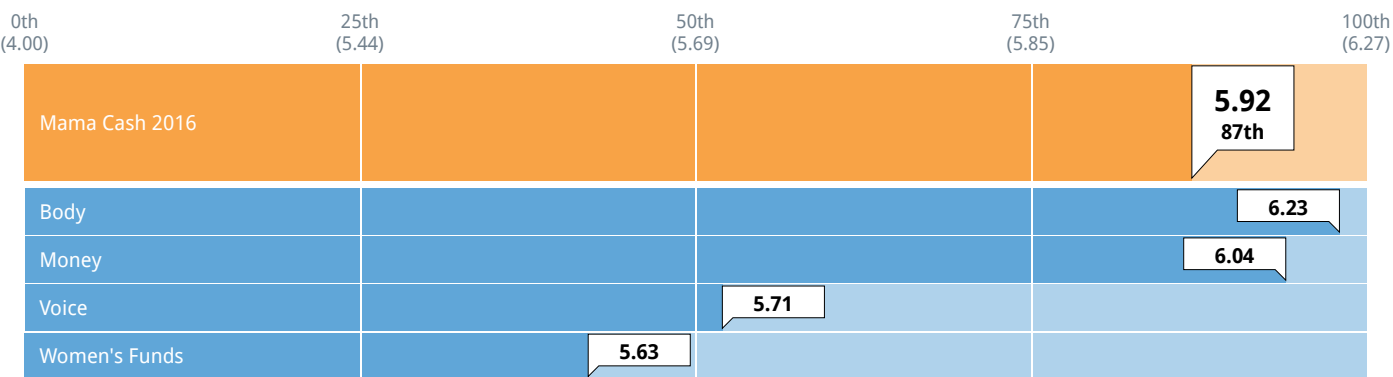
Cohort: Past results: On Off Subgroup:

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

Grantee Ratings

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

1 = Limited understanding 7 = Thorough understanding

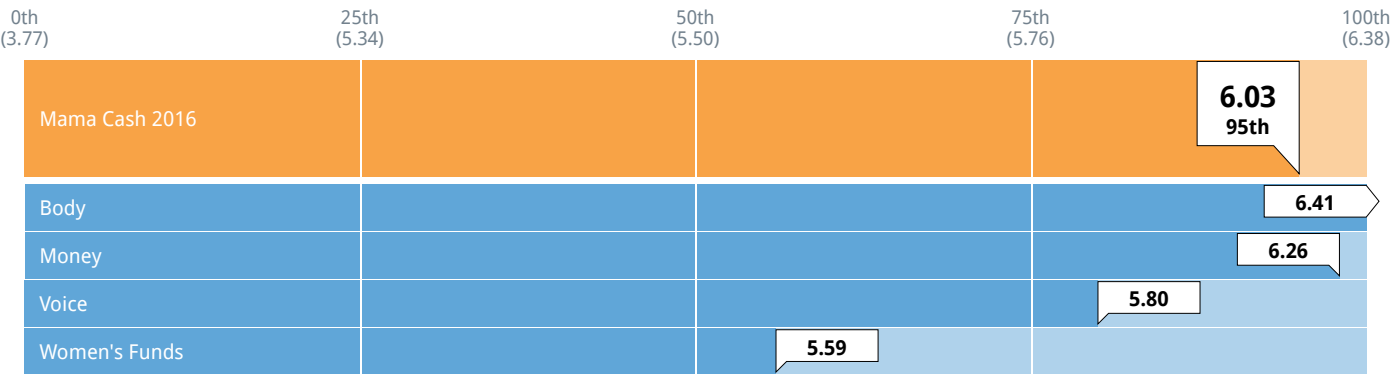


Cohort: Past results: On Off Subgroup:

Grantee Ratings

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

1 = Not at all 7 = To a great extent



Cohort:

Past results: On Off

Subgroup:

Additional Survey Information

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

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Mama Cash’s grantee and applicant surveys were 89 and 232, respectively.

Grantee Perception Report - Core Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	87
How well does the Foundation understand the field in which you work?	85
To what extent has the Foundation advanced the state of knowledge in your field?	85
To what extent has the Foundation affected public policy in your field?	76
Overall, how would you rate the Foundation's impact on your local community?	84
How well does the Foundation understand the local community in which you work?	80
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	89
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	87
How well does the Foundation understand your organization's strategy and goals?	85
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	87
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	88
Who most frequently initiated the contact you had with your program officer during this grant?	89
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	84
Has your main contact at the Foundation changed in the past six months?	83
Did you submit [a proposal] to the Foundation for this grant?	88
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	85
How involved was Foundation staff in the development of your grant proposal?	84
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	82
Was there or will there be a reporting/evaluation process?	88
Was an external evaluator involved in your reporting/evaluation process?	64
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	63
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	78
Have you ever been declined funding from the Foundation?	81
Are you currently receiving funding from the Foundation?	87
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	87
How well does the Foundation understand your intended beneficiaries' needs?	85
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	87

Applicant Perception Report Core Question Text

Count of Responses

Applicant Perception Report Core Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	170
How well does the Foundation understand the field in which you work?	164
Overall, how would you rate the Foundation's impact on your local community?	174
How well does the Foundation understand the local community in which you work?	160
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	201
How well does the Foundation understand your organization's strategy and goals?	153
What was the dollar amount of your grant request to the Foundation?	195
How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?	204
How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?	217
After your request was declined did you request any feedback or advice from the Foundation?	221
After your request was declined did you receive any feedback or advice from the Foundation?	226

About CEP and Contact Information

Mission:

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

Vision:

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

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

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

About the GPR and APR

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

CEP developed the Applicant Perception Report (APR) as a complement to the Grantee Perception Report. Based on a separate, shorter survey, the APR allows philanthropic funders to understand the candid perspectives of declined applicants on a number of important dimensions. The APR shows an individual funder the perceptions of its applicants relative to a set of perceptions of 40 funders whose declined applicants were surveyed by CEP.

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