

GRANTEE PERCEPTION REPORT®
APPLICANT PERCEPTION REPORT®

PREPARED FOR
Mama Cash

MAY 2014



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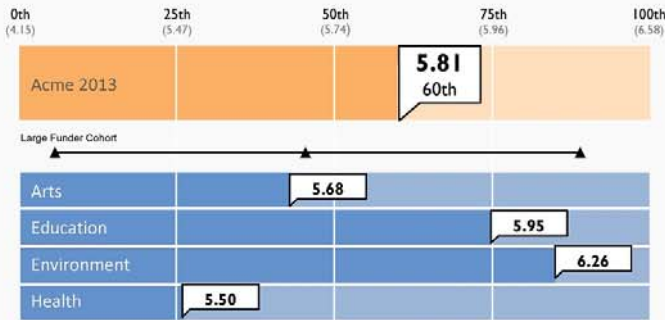
The online version of this report can be accessed at cep.surveymresults.org.

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HOW TO READ CHARTS

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements, or view the Video Tour.



PERCENTILE SCALE

Every participating funder's average rating is ranked along a percentile scale.



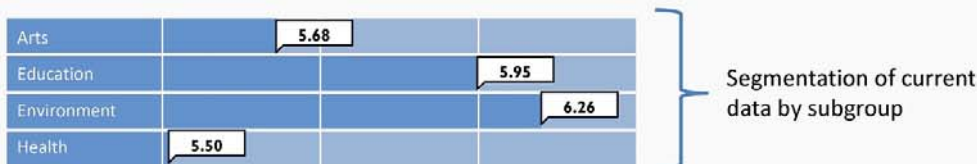
YOUR RESULTS



COMPARATIVE COHORT



SUBGROUP DATA



MISSING DATA

Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than five responses.

EXECUTIVE SUMMARY

Executive Summary

The following summary highlights key findings about grantees' perceptions of Mama Cash compared to other foundations whose grantees CEP has surveyed.

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders. Improvements or declines over time are reported when ratings are higher or lower by at least 15 percentile points.

Compared to grantees of the typical funder, Mama Cash grantees in 2014 have:

more positive perceptions regarding the Foundation's:

- » Impact on their fields
- » Impact on their organizations
- » Selection process
- » Reporting/evaluation process

similarly positive perceptions regarding the Foundation's:

- » Impact on their local communities
- » Relationships with grantees

Compared to applicants of the typical funder, Mama Cash applicants have:

similarly positive perceptions regarding the Foundation's:

- » Impact on their fields
- » Selection process

less positive perceptions regarding the Foundation's:

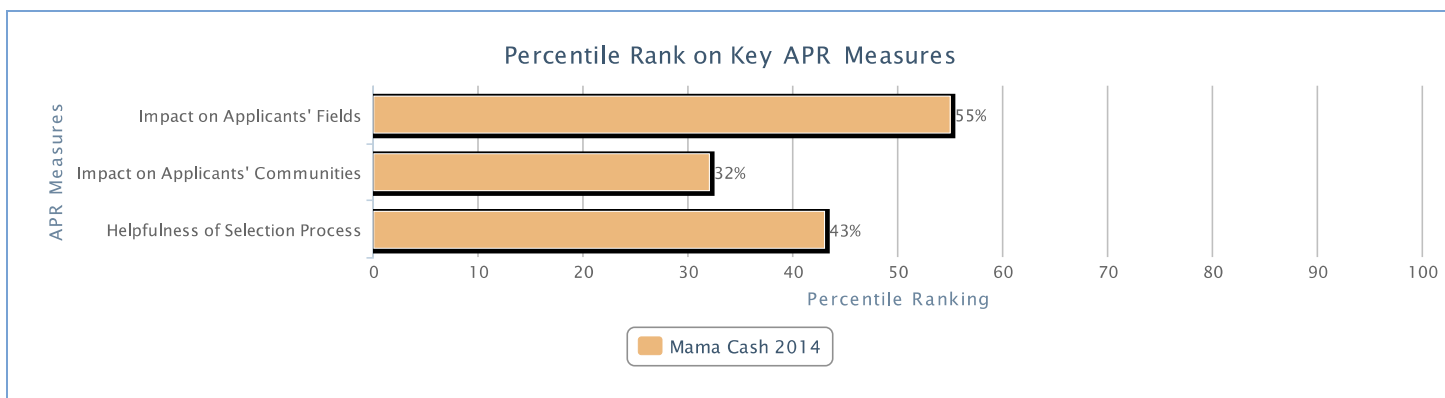
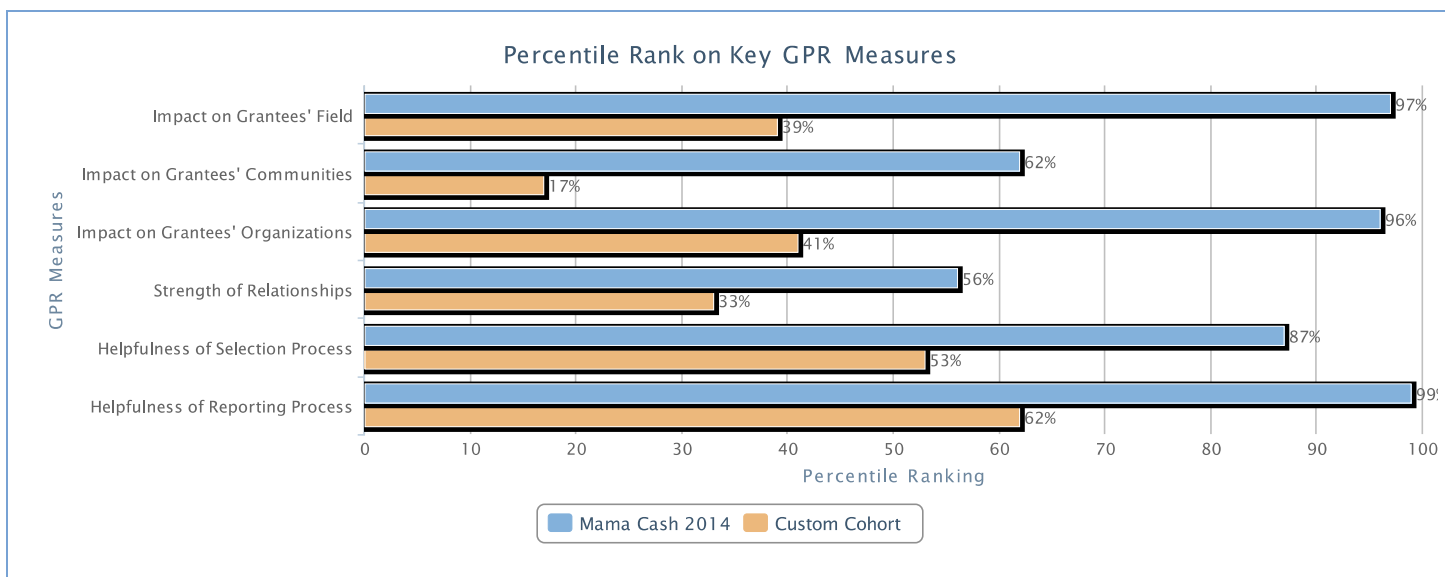
- » Impact on their local communities

Summary of Differences by Subgroups

Program Area: No group consistently rates higher or lower than others when grantees are segmented by Program Area.

GPR and APR Ratings Summary

The chart below shows Mama Cash's percentile rankings on key areas of the GPR and APR relative to CEP's overall comparative datasets, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for Mama Cash's selected peer cohort for the GPR results.



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 "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>.

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. Six applicants described the foundation as "Women" and 6 as "Donor," the two most commonly used words.



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SURVEY POPULATION

GRANTEE SURVEY METHODOLOGY:

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Mama Cash 2014	February and March 2014	2013	97	68%

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 decade of grantee surveys of nearly 300 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr/>.

Subgroups:

In addition to showing Mama Cash's overall ratings, this report shows ratings segmented by Program Area.

Program Area	Number of Responses
Body	41
Money	31
Voice	25

APPLICANT SURVEY METHODOLOGY:

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Mama Cash 2014	February and March 2014	2013	201	32%

Mama Cash's applicant survey results are compared to CEP's dataset of more than 40 funders. The full list of participating funders can be found in the "Funders in APR Dataset" section of this report.

COMPARATIVE COHORTS

Customized Cohort

Mama Cash selected a set of 11 funders to create a smaller comparison group that more closely resembles Mama Cash in scale and scope. Mama Cash's custom cohort is composed of funders with a human rights focus.

Custom Cohort
Adessium
Arcus Foundation
EMPower
Humanity United
Levi Strauss Foundation
Mama Cash
Oak Foundation
Rockefeller Foundation
The Atlantic Philanthropies
The Ford Foundation
The Overbrook Foundation

Standard Cohorts

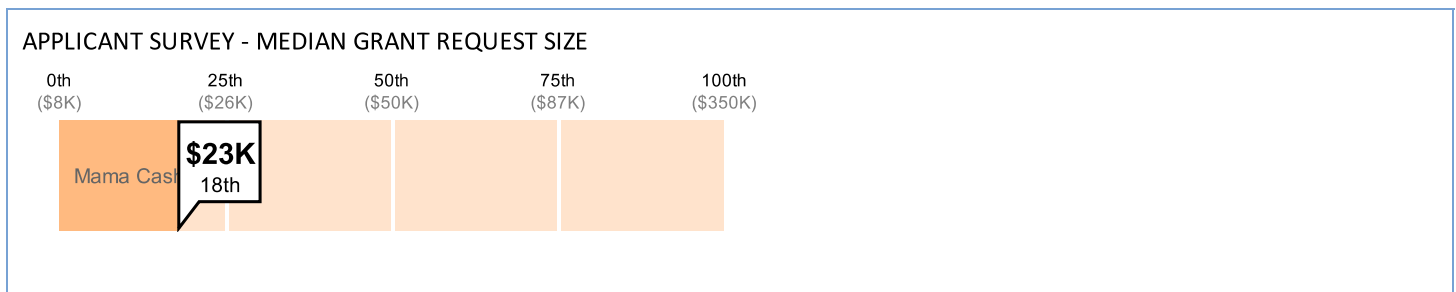
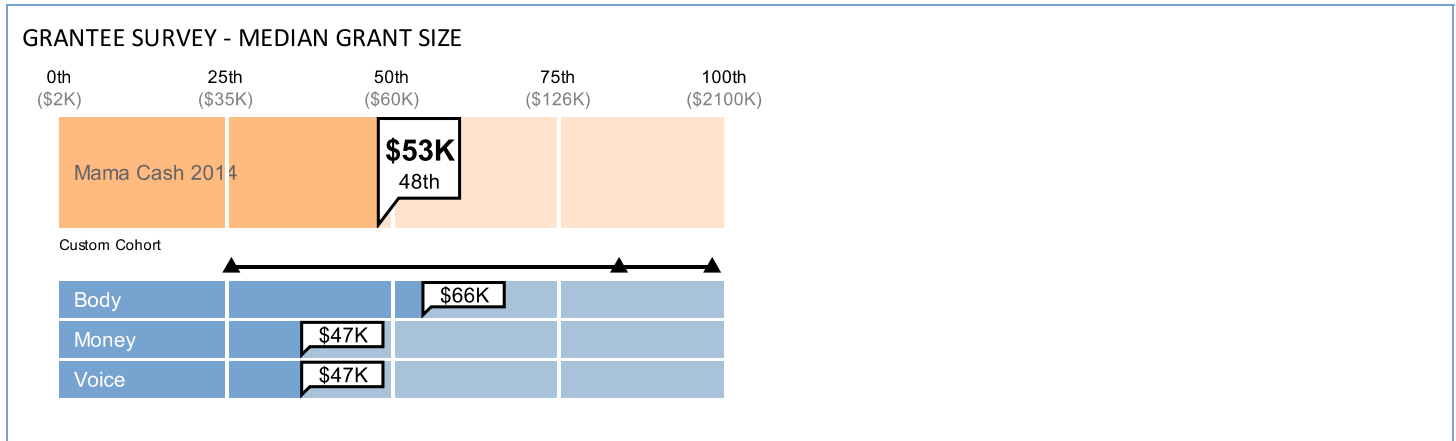
CEP also included nine standard cohorts to allow for comparisons to a variety of different types of funders. A full list of funders in each cohort is provided in the "Funders in Comparative Cohorts" section of the online report.

Cohort Name	Count	Description
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversion funders in the GPR dataset
Small Private Funders	60	Private funders with annual giving of less than \$10 million
Medium Private Funders	94	Private funders with annual giving of \$10 million - \$49 million
Large Private Funders	33	Private funders with annual giving of \$50 million or more
Regional Funders	194	Funders that make grants in a specific community or region of the US
National Funders	57	Funders that make grants across the US
International Funders	36	Funders that make grants outside the US

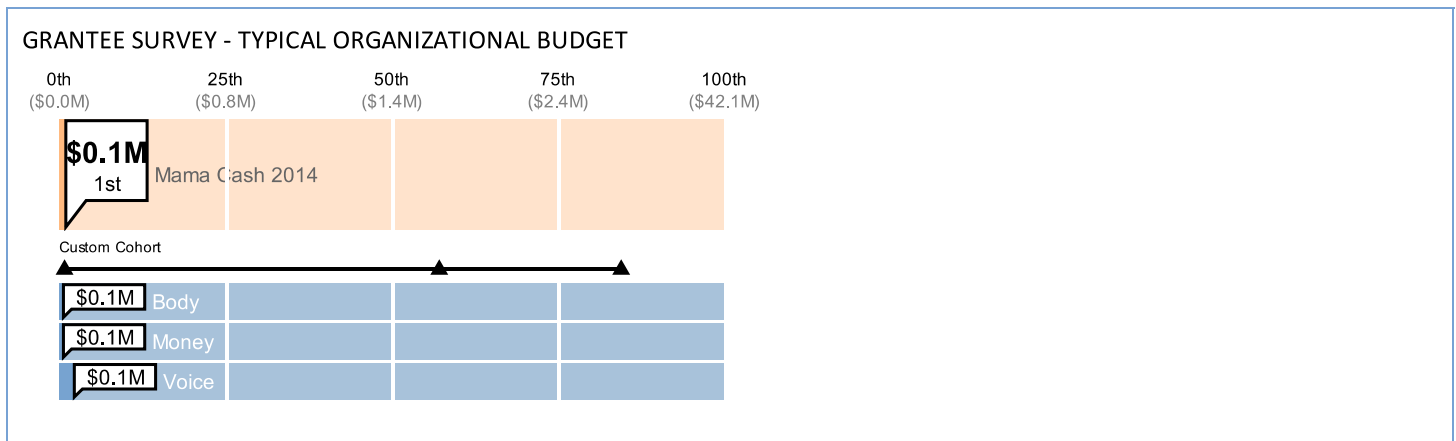
GRANTMAKING AND APPLICATION CHARACTERISTICS

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.

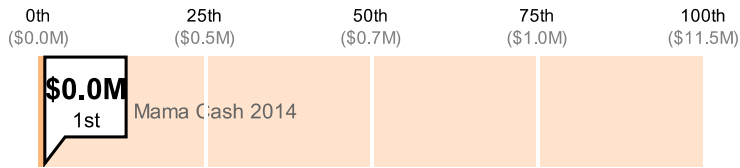
Grant Size



Grantee/Applicant Budget



APPLICANT SURVEY - TYPICAL ORGANIZATIONAL BUDGET



Type of Funding Received/Requested

Type of Support (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Percent of grantees receiving operating support	43%	20%	19%
Percent of grantees receiving program/project support	53%	64%	72%
Percent of grantees receiving other types of support	4%	16%	9%

Cohort: Past results: On Off

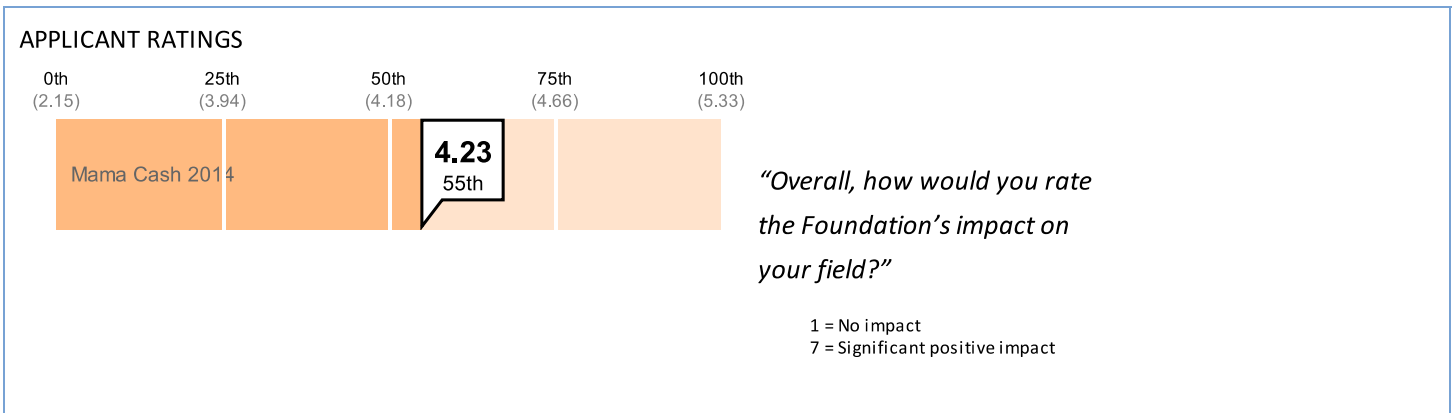
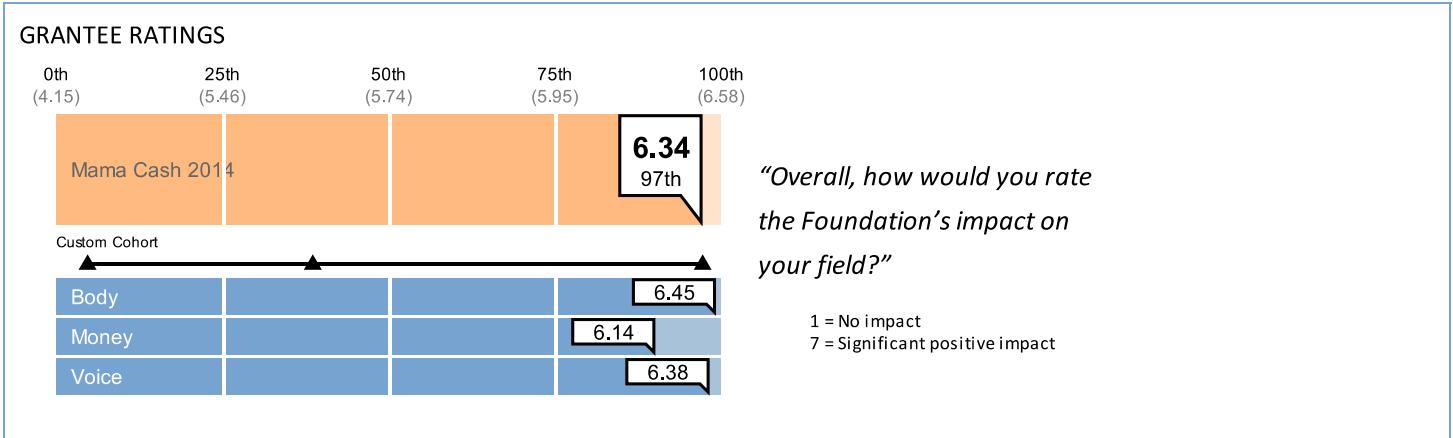
Type of Grant Requested (Overall)	Mama Cash 2014	Average Funder
Program/project support	78%	67%
General operating	13%	12%
Scholarship or research fellowship	1%	1%
Technical assistance/capacity building	4%	5%
Event/sponsorship funding	3%	1%
Capital support: building/renovation/endowment support/other	2%	14%

Cohort: Past results: On Off

Program Staff Load (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.4M	\$2.5M	\$2.1M
Applications per program full-time employee	11	28	13
Active grants per program full-time employee	13	33	19

Cohort: Past results: On Off

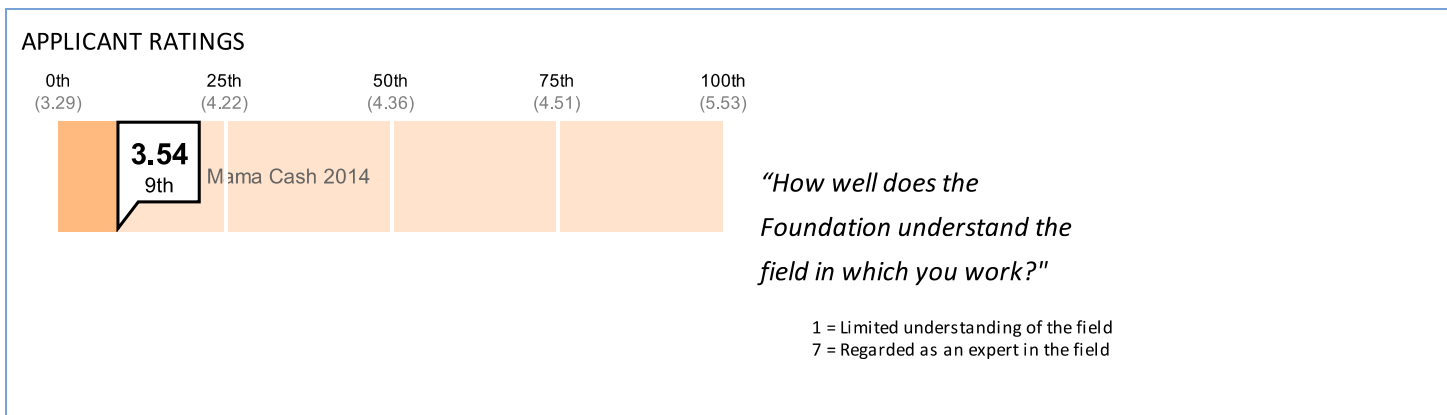
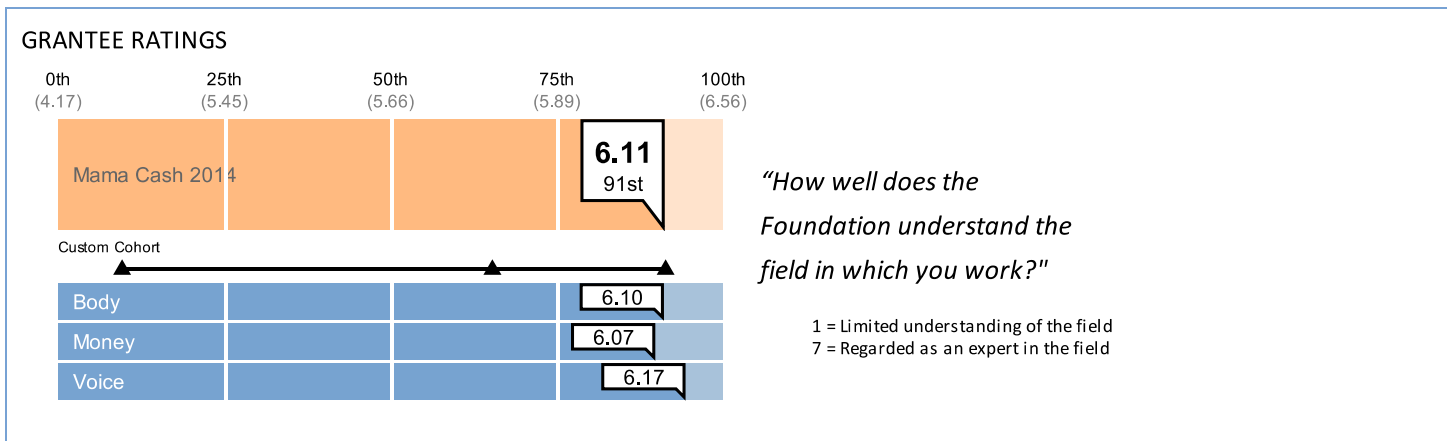
IMPACT ON AND UNDERSTANDING OF FIELDS



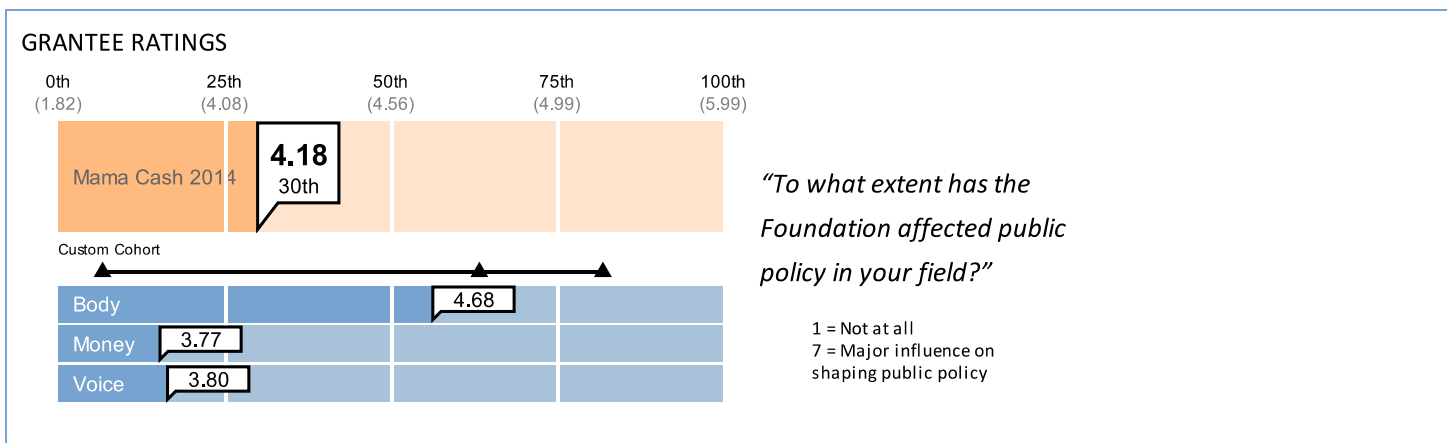
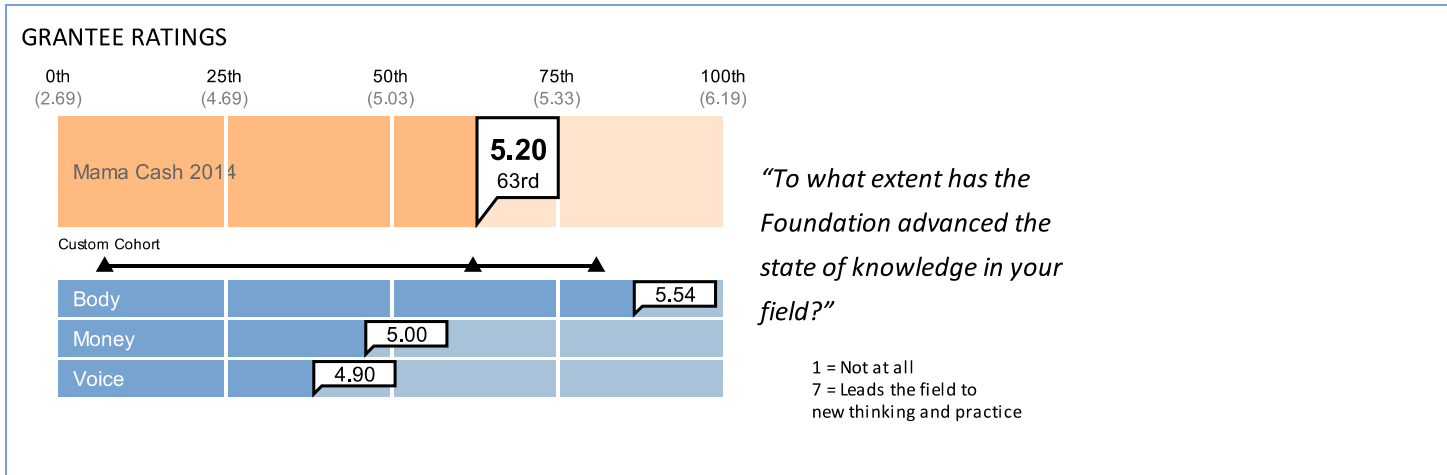
Selected Grantee Comments:

- » “As one of the few funders of sex worker run organisations they are extremely important in regards to providing understanding and credibility to our field.”
- » “We would like to have more support for advocacy activities.”
- » “The impact of the foundation in my field is tremendous.”

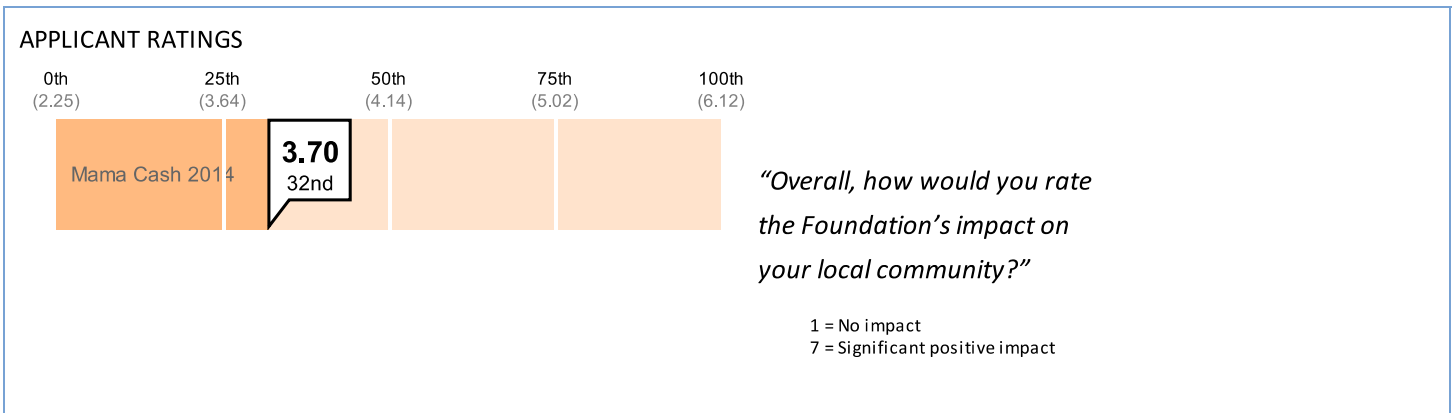
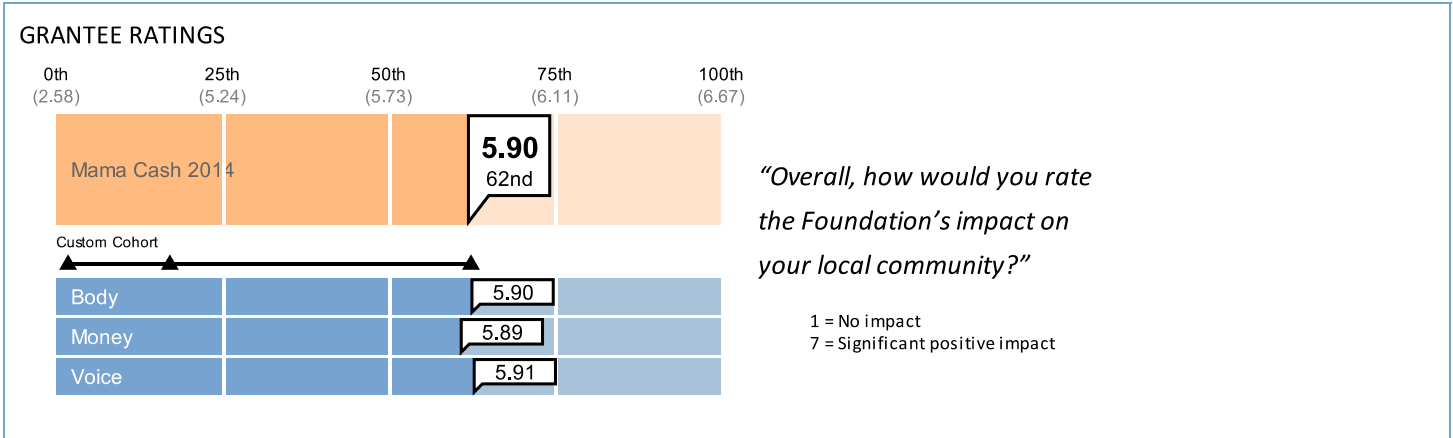
Understanding of Fields



Advancing Knowledge and Public Policy



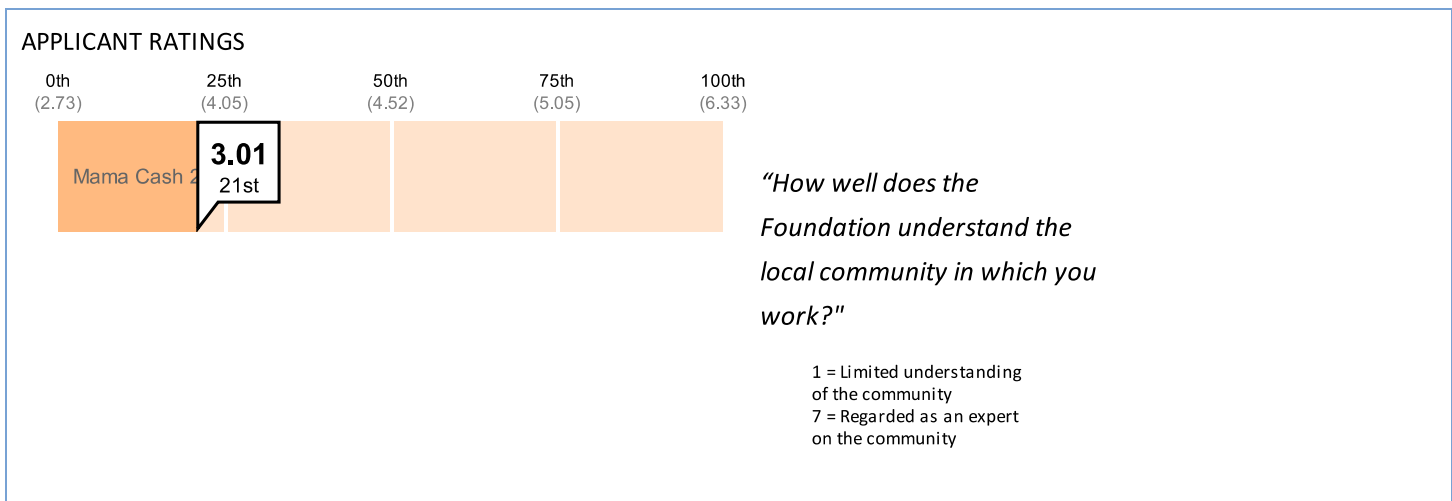
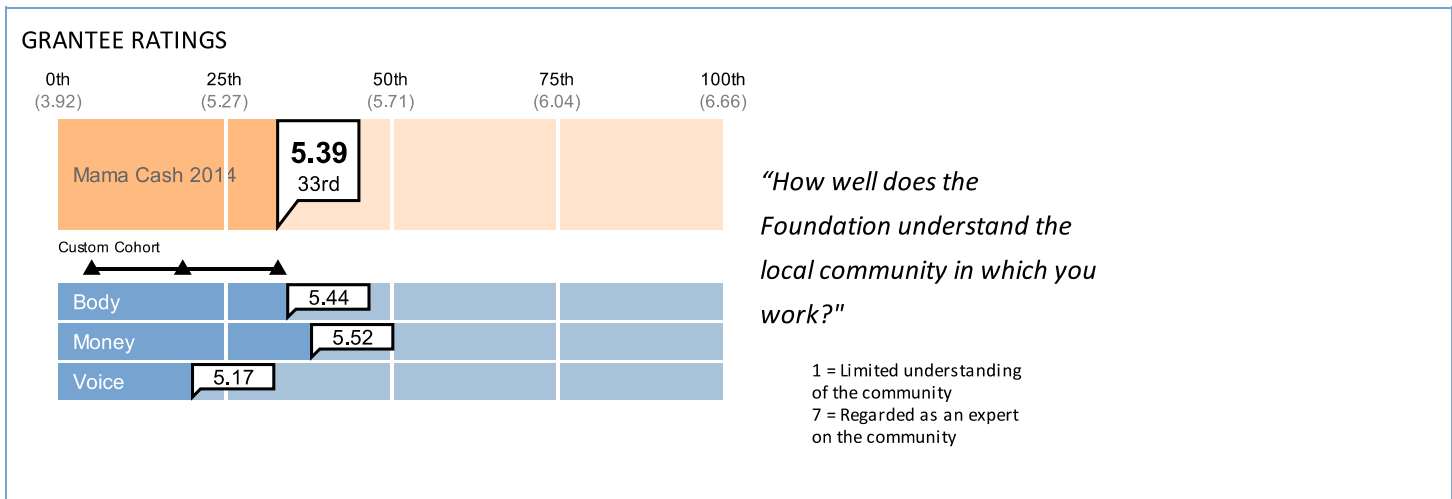
IMPACT ON AND UNDERSTANDING OF LOCAL COMMUNITIES



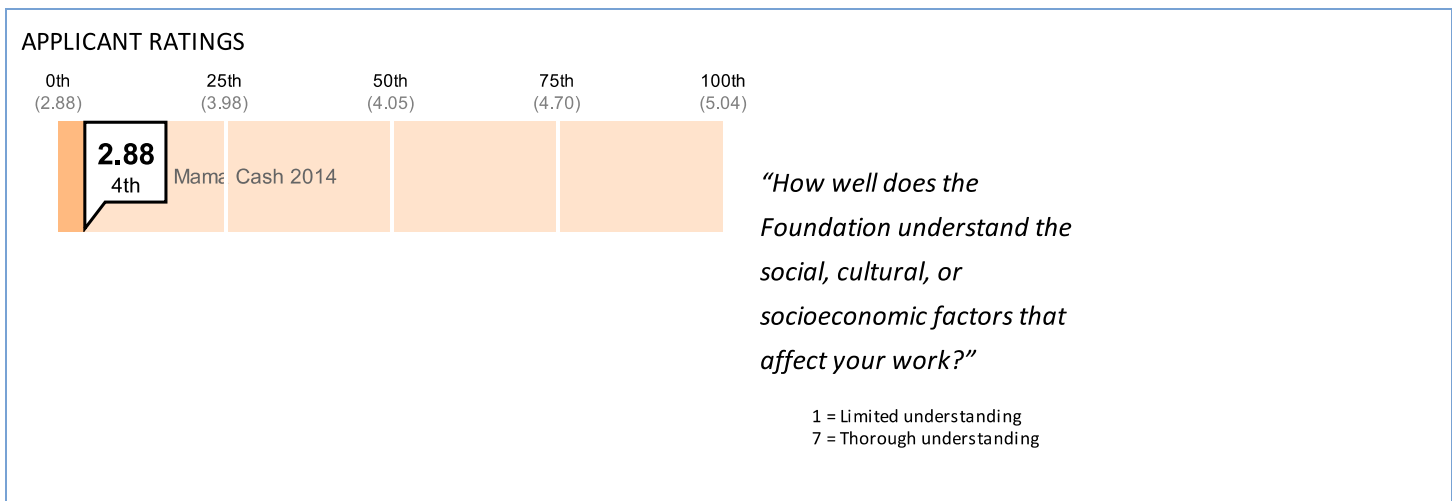
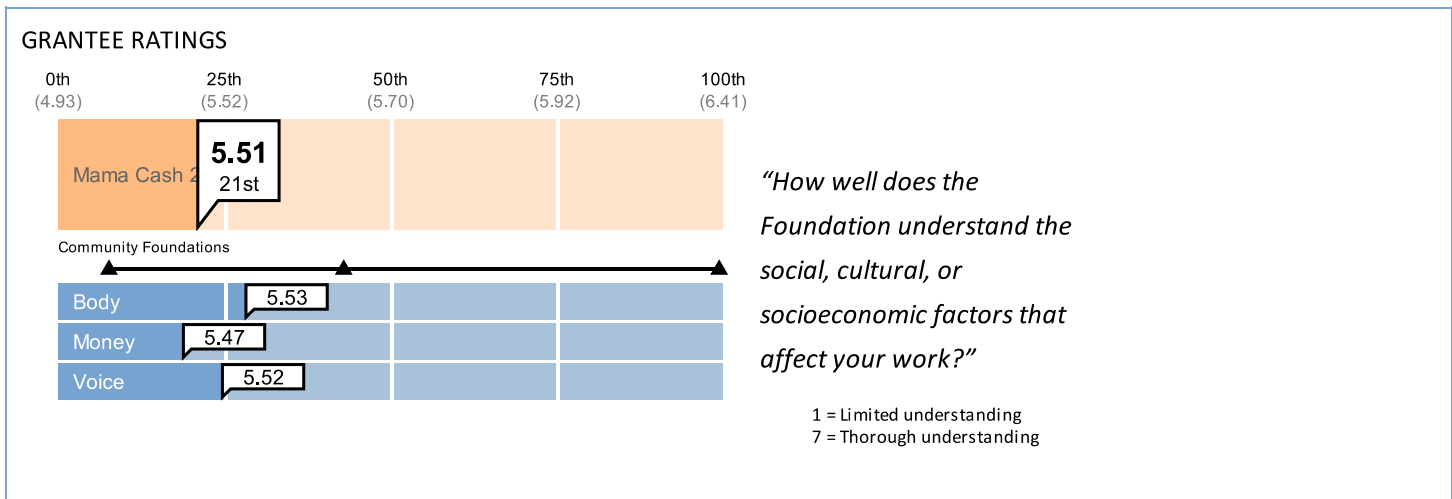
Selected Grantee Comments:

- » “The Foundation helped to re-articulate [the] Women’s Movement [in our] Region, as it provided the necessary resources to organize meetings and seminars and mobilize women from very remote points of the...region.”
- » “Mama Cash’s impact in the field of women’s human rights is well documented, but understanding of [our] community and the role of...women in [our] community is limited.”
- » “Mama cash is seen as leader in women’s rights work in Asia, and it has an impact on the local cultures, customs and policies through its partner organizations.”

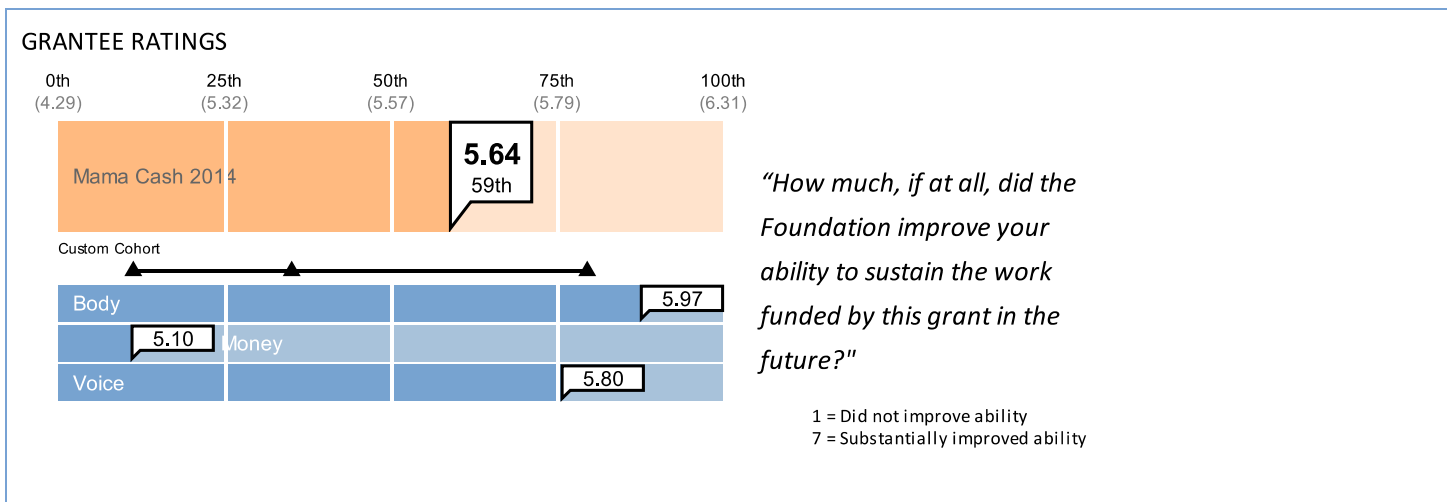
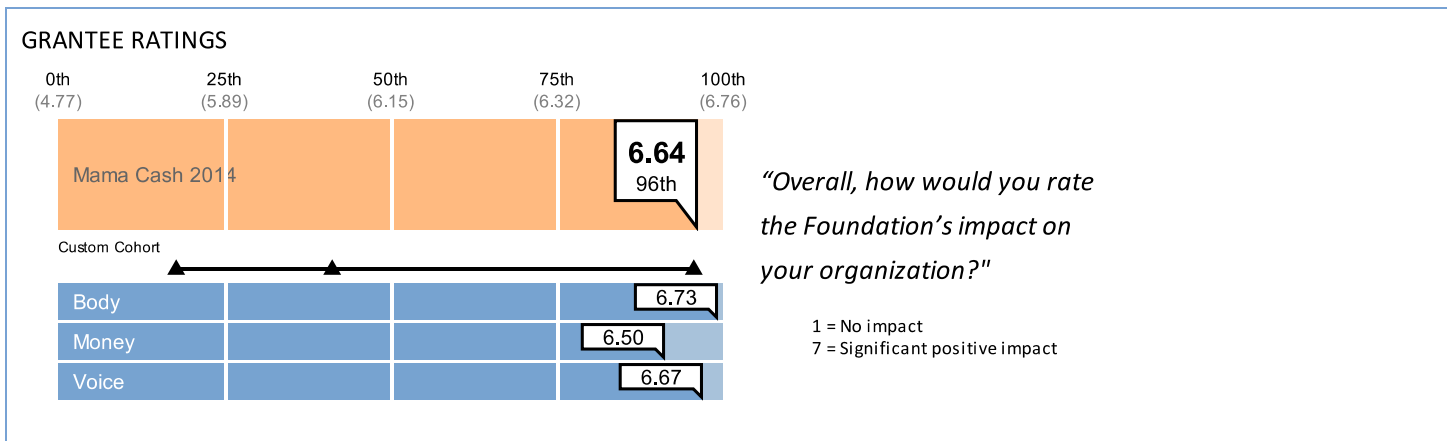
Understanding of Local Communities



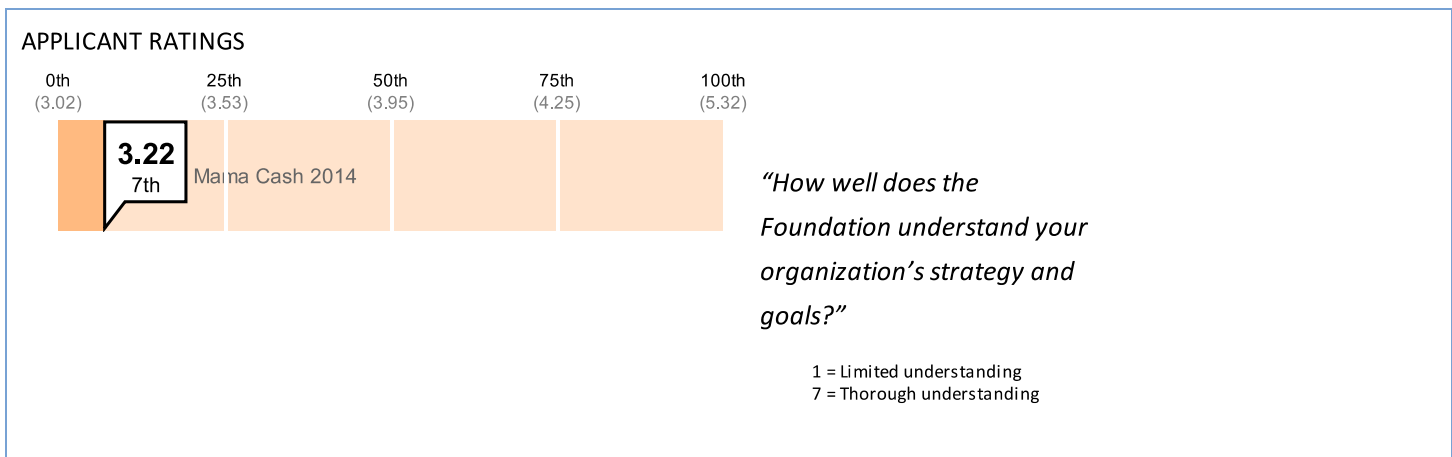
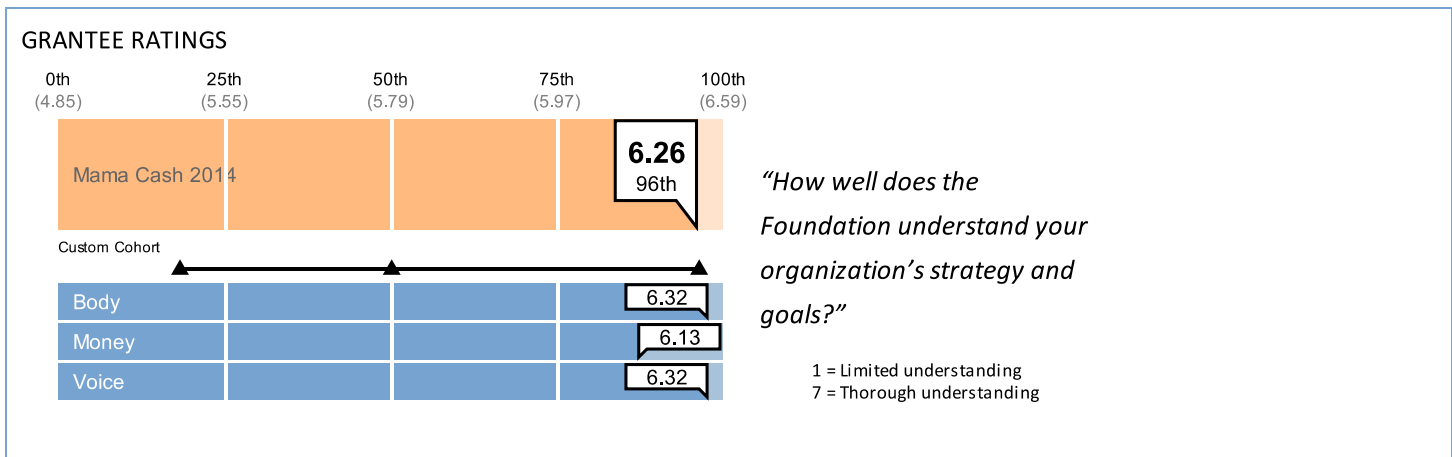
Understanding of Contextual Factors



IMPACT ON AND UNDERSTANDING OF ORGANIZATIONS



Understanding of Organizations



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 2014	Average Funder	Custom Cohort
Enhanced Capacity	34%	30%	26%
Expanded Existing Program Work	14%	26%	31%
Maintained Existing Program	29%	19%	17%
Added New Program Work	23%	25%	26%

Cohort: ▼

Past results: On Off

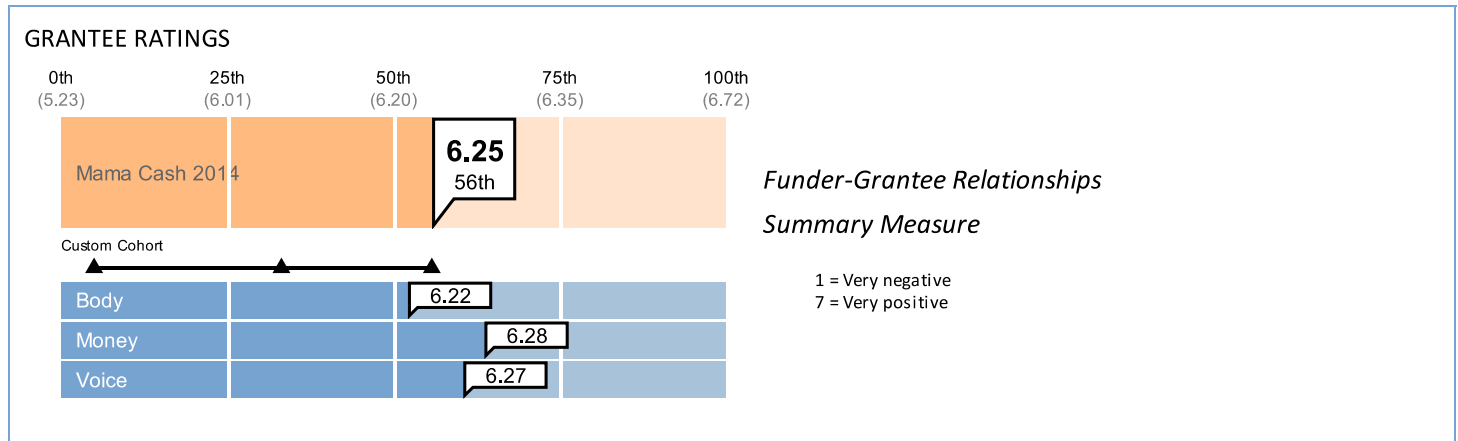
Primary Effect of Grant on Grantee's Organization (By Subgroup)	Body	Money	Voice
Enhanced Capacity	39%	28%	35%
Expanded Existing Program Work	7%	17%	22%
Maintained Existing Program	32%	24%	30%
Added New Program Work	22%	31%	13%

Subgroup: ▼

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:

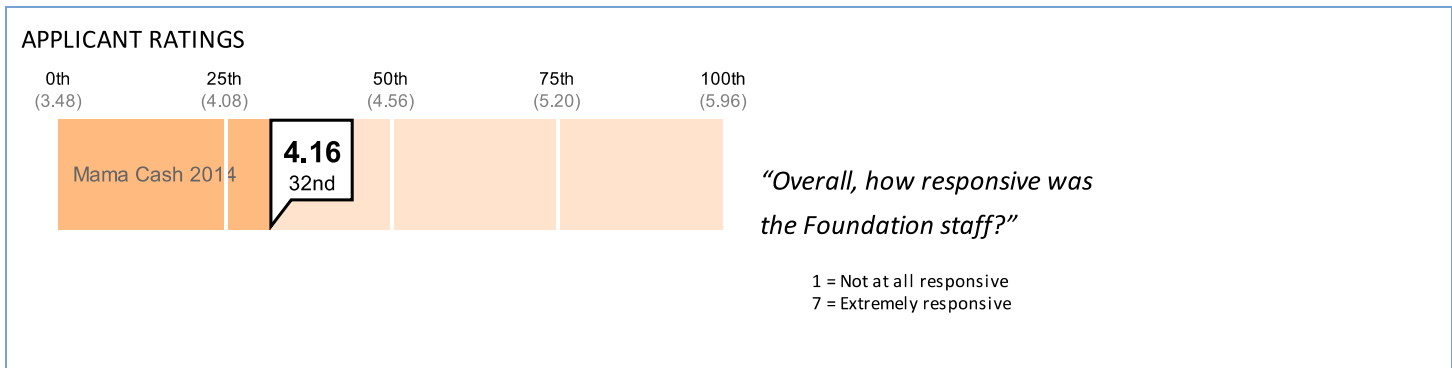
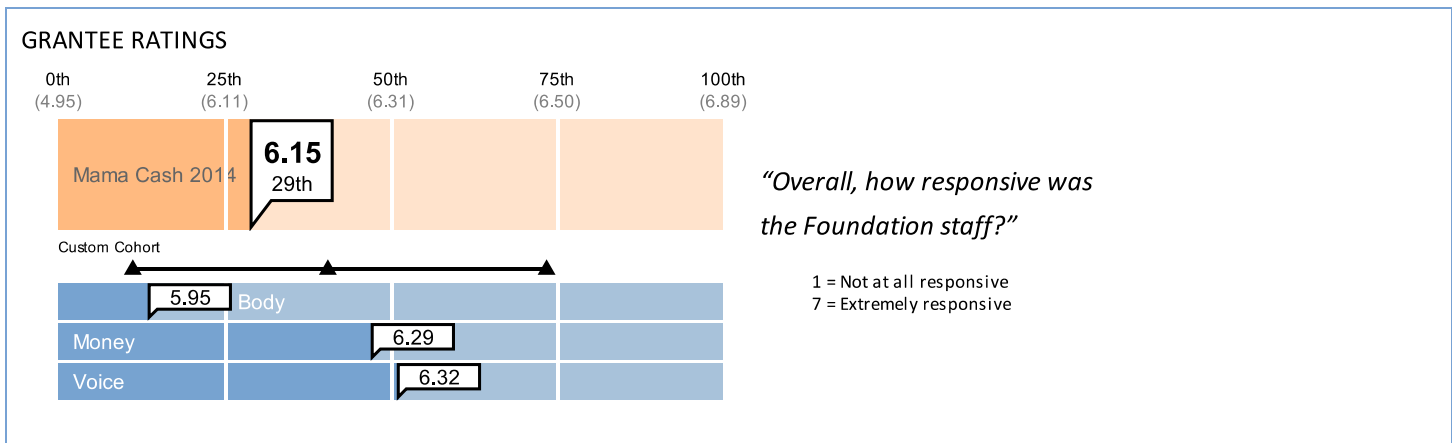
1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation’s goals and strategy
5. Consistency of information provided by different communications



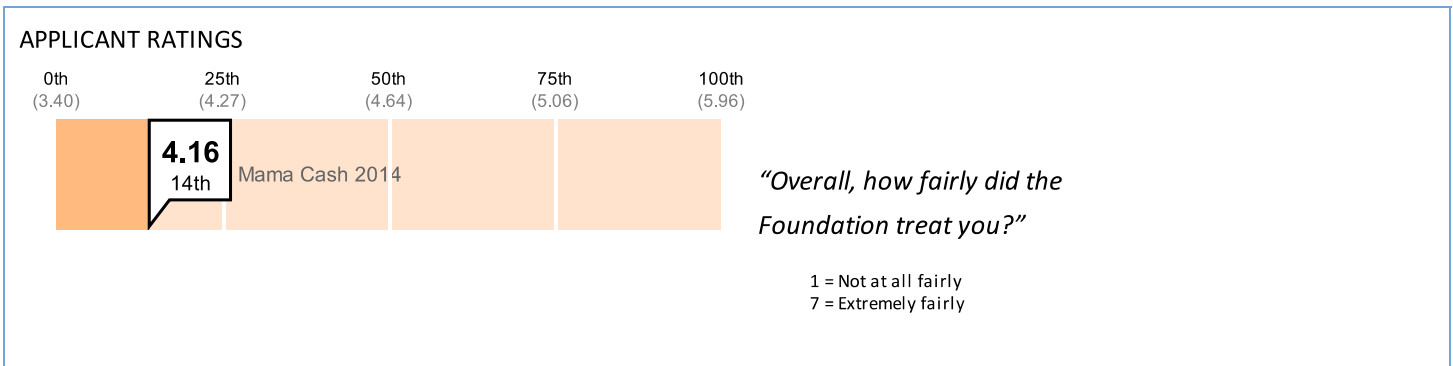
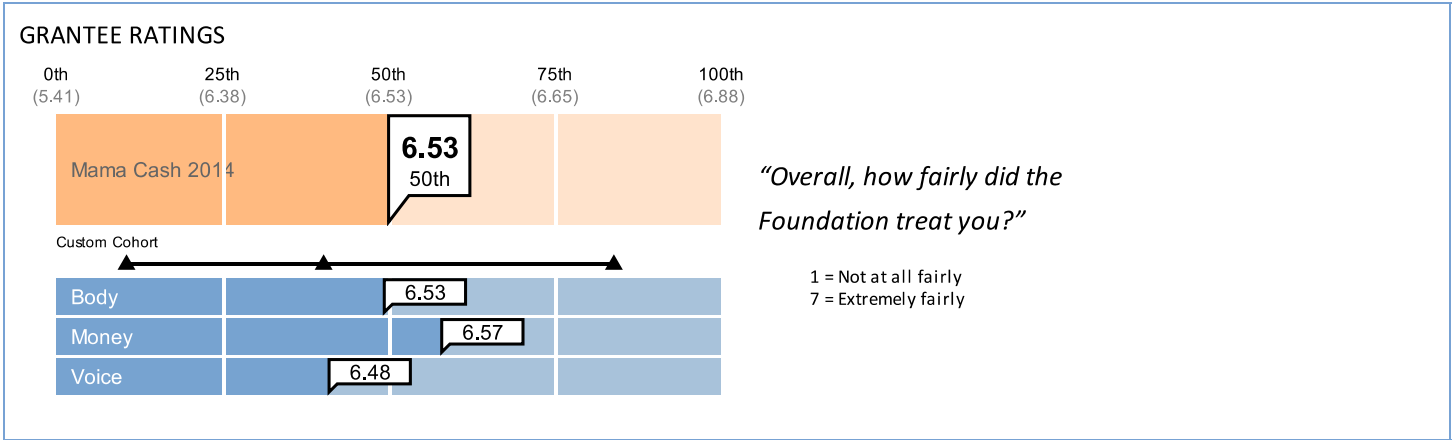
Selected Grantee Comments:

- » “First and foremost, the communication is very good, in various ways, friendly, warm, always counseling, and concerned about strengthening our organization, always present in our good moments and bad.”
- » “The only problem was that there were changes in the staff we were dealing with.”
- » “Mama Cash is a very approachable Foundation; we appreciate being able to speak directly and candidly with the representative.”
- » “At our organisation we would appreciate more regular communication with our contact points , perhaps once every quarter.”
- » “However, the interactions and communication of Mama Cash, though has been strong, we think it would be more better to increase the frequency of interactions and a broader platform of discussion.”

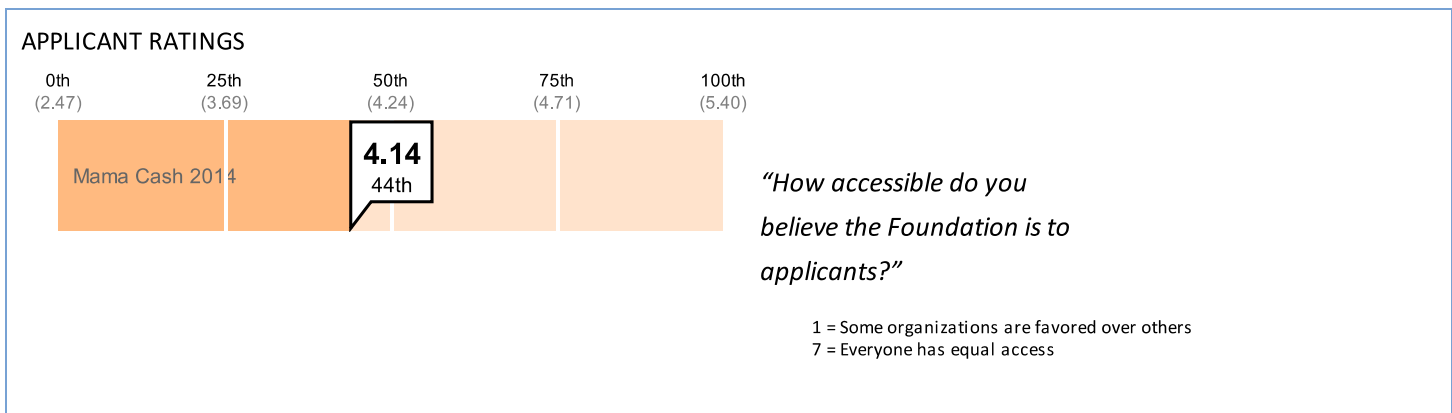
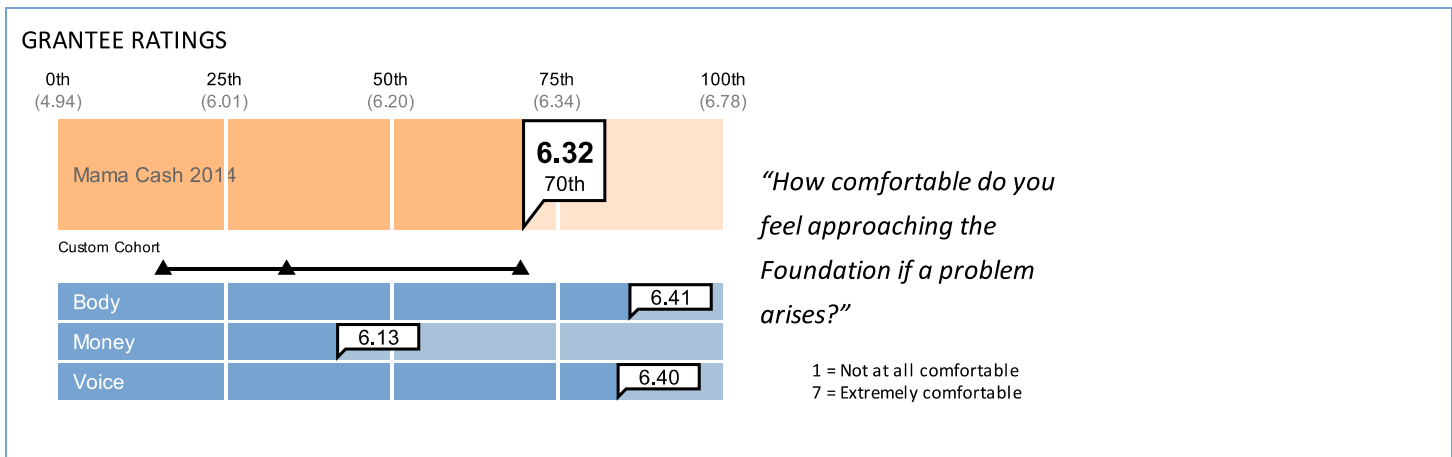
Responsiveness



Fairness



Comfort and Accessibility



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 2014	Average Funder	Custom Cohort
Weekly or more often	8%	2%	3%
A few times a month	11%	9%	14%
Monthly	10%	13%	18%
Once every few months	62%	51%	57%
Yearly or less often	7%	25%	9%

Cohort:

Past results: On Off

Frequency of Contact with Program Officer (By Subgroup)	Body	Money	Voice
Weekly or more often	7%	6%	12%
A few times a month	7%	16%	12%
Monthly	2%	10%	24%
Once every few months	71%	61%	48%
Yearly or less often	10%	6%	4%

Subgroup:

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

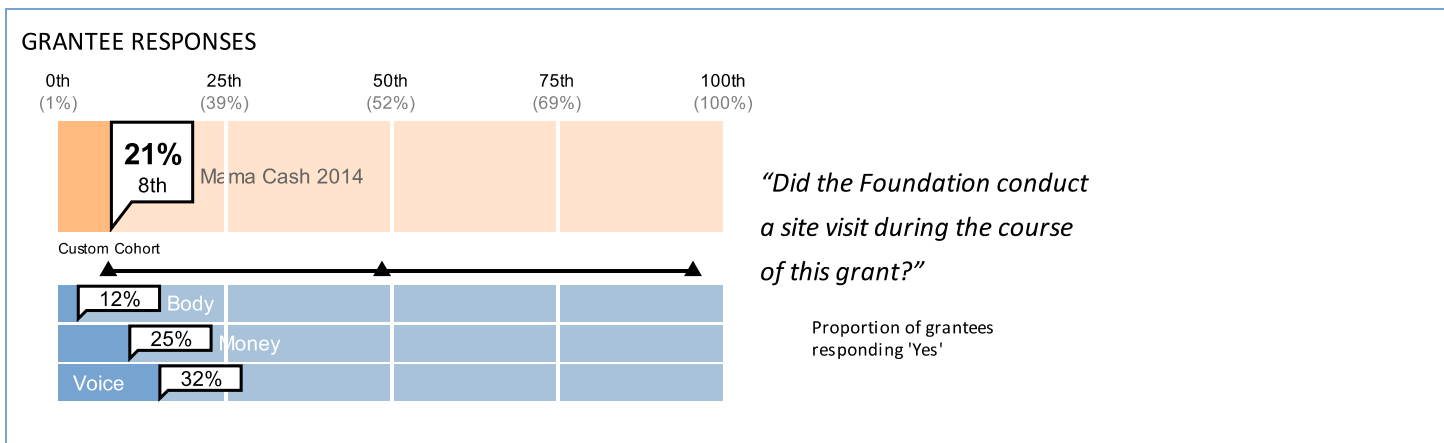
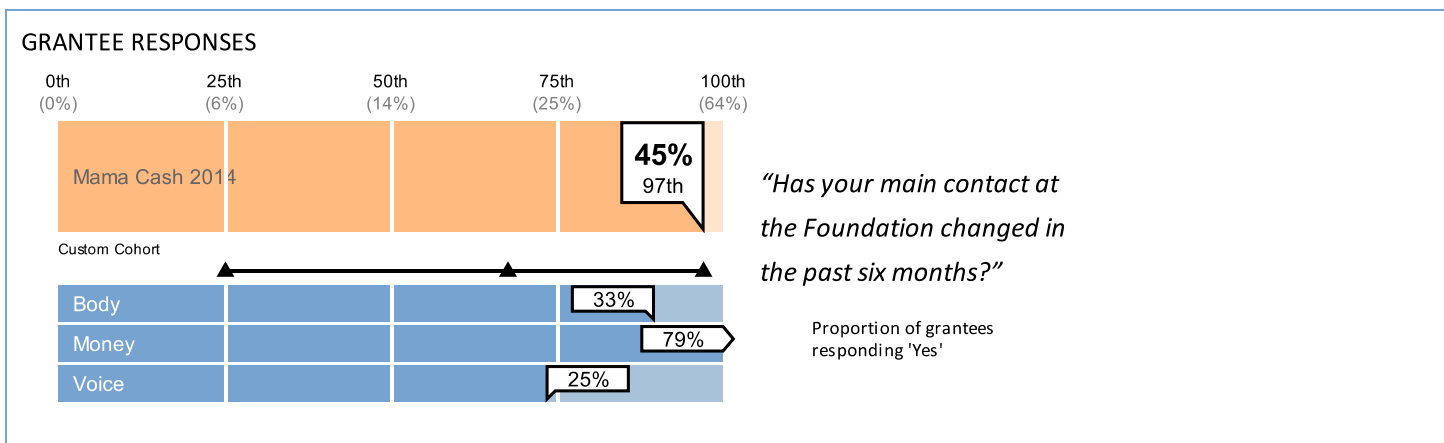
Initiation of Contact with Program Officer (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Program Officer	26%	15%	13%
Both of equal frequency	59%	49%	58%
Grantee	15%	36%	29%

Cohort:

Past results: On Off

Initiation of Contact with Program Officer (By Subgroup)	Body	Money	Voice
Program Officer	18%	30%	36%
Both of equal frequency	57%	63%	56%
Grantee	25%	7%	8%

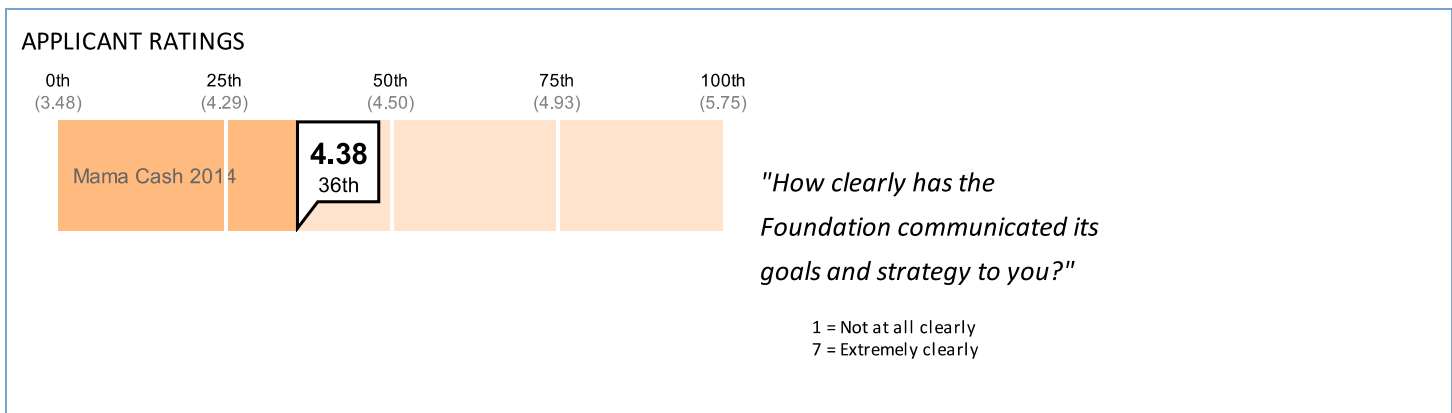
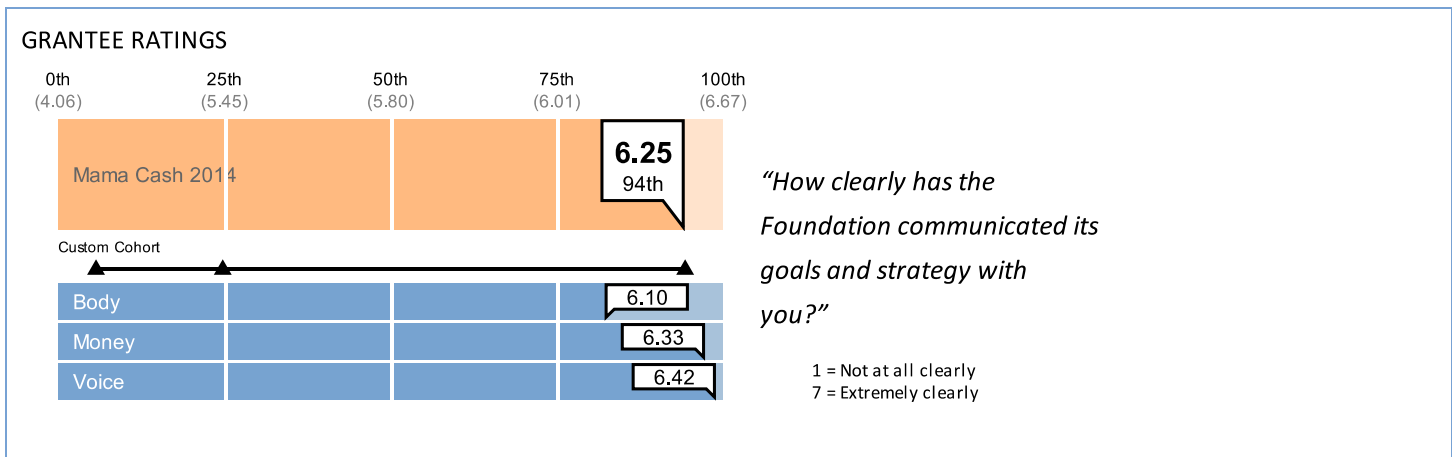
Contact Change and Site Visits



Behind the Numbers

Mama Cash grantees that report receiving a site visit rate the Foundation higher for its understanding of their fields and communities, as well as its impact on their communities, its effect on the sustainability of their organizations, the helpfulness of the selection process and Foundation staff's responsiveness.

COMMUNICATION



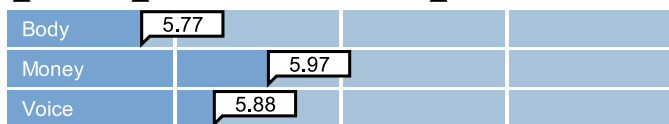
Consistency of Communication

GRANTEE RATINGS

0th (4.80) 25th (5.82) 50th (6.06) 75th (6.23) 100th (6.69)



Custom Cohort

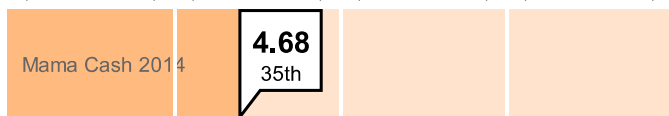


“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?”

1 = Not at all consistent
7 = Completely consistent

APPLICANT RATINGS

0th (3.60) 25th (4.51) 50th (4.81) 75th (5.13) 100th (5.89)



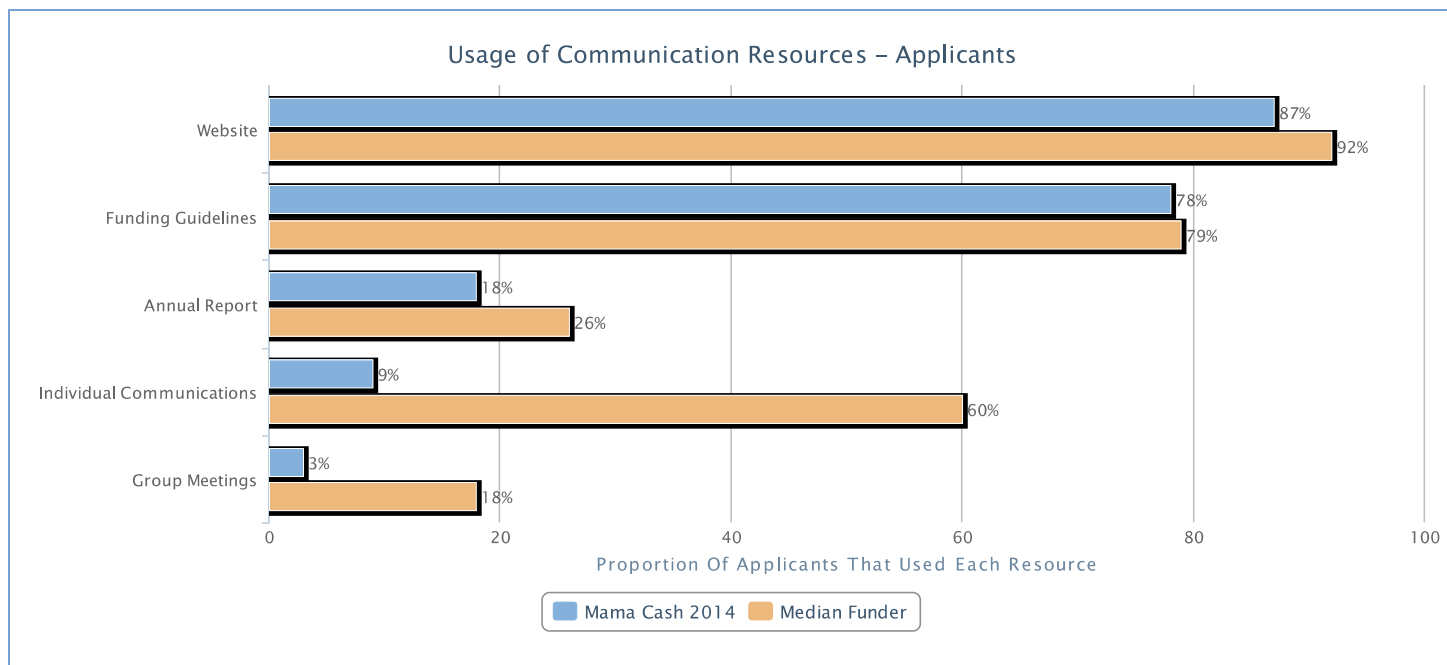
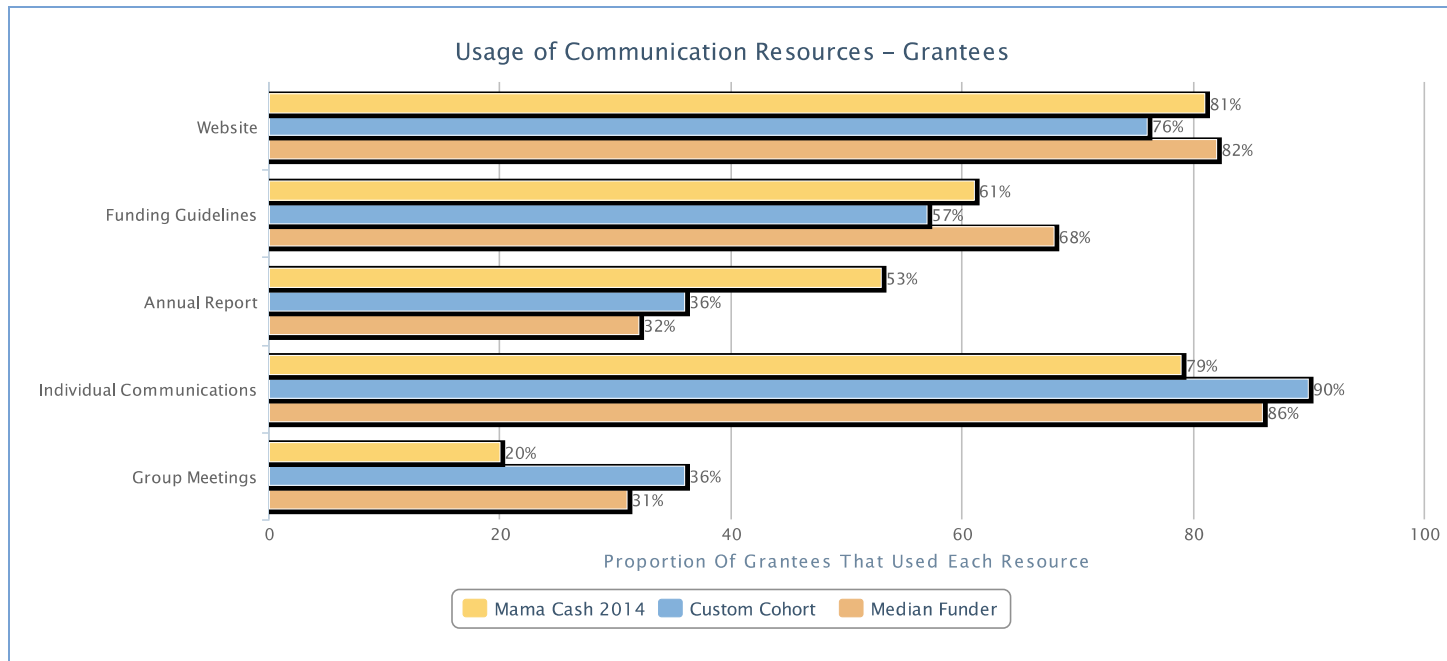
“How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?”

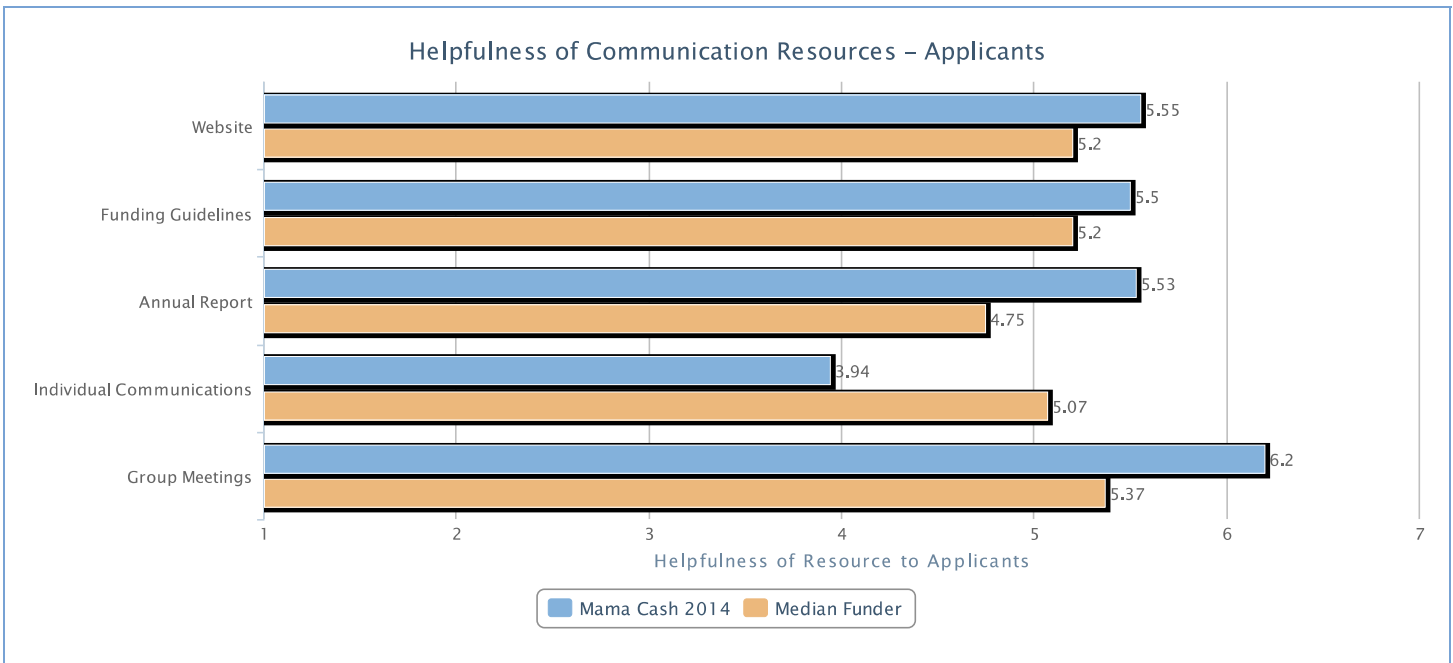
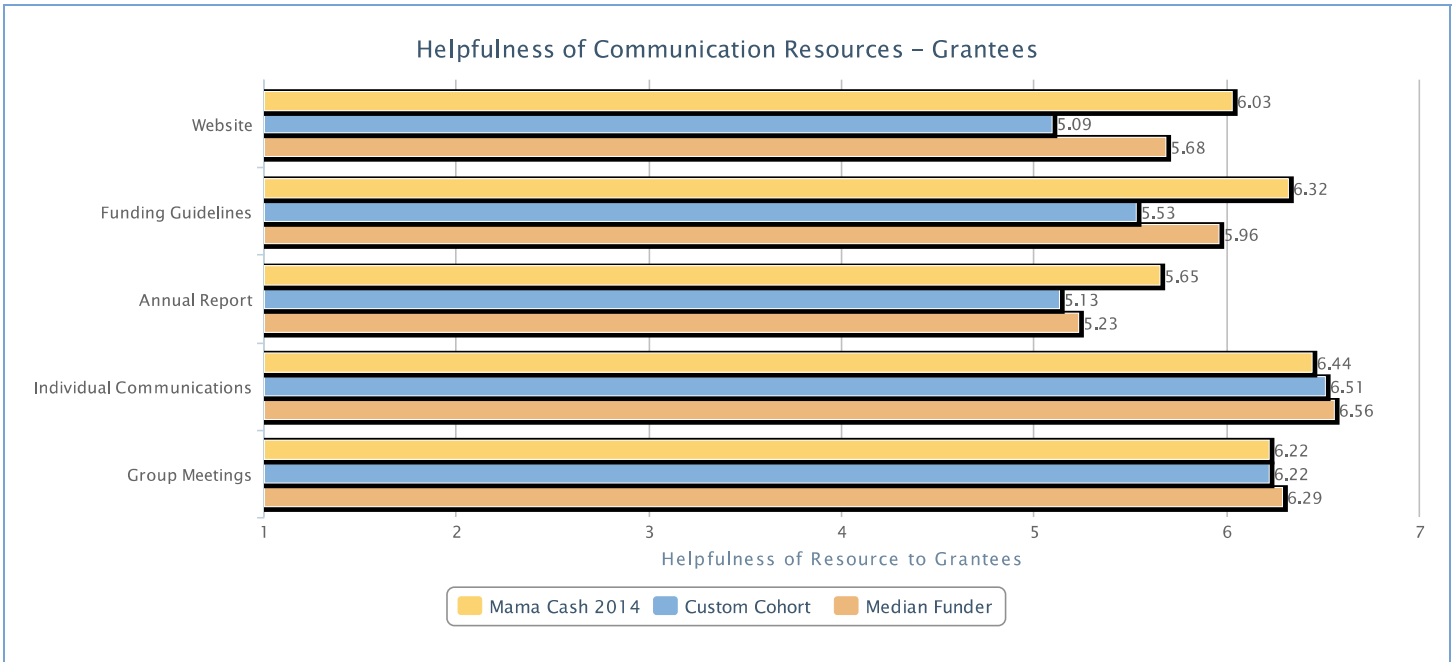
1 = Not at all consistent
7 = Completely consistent

Communication Resources

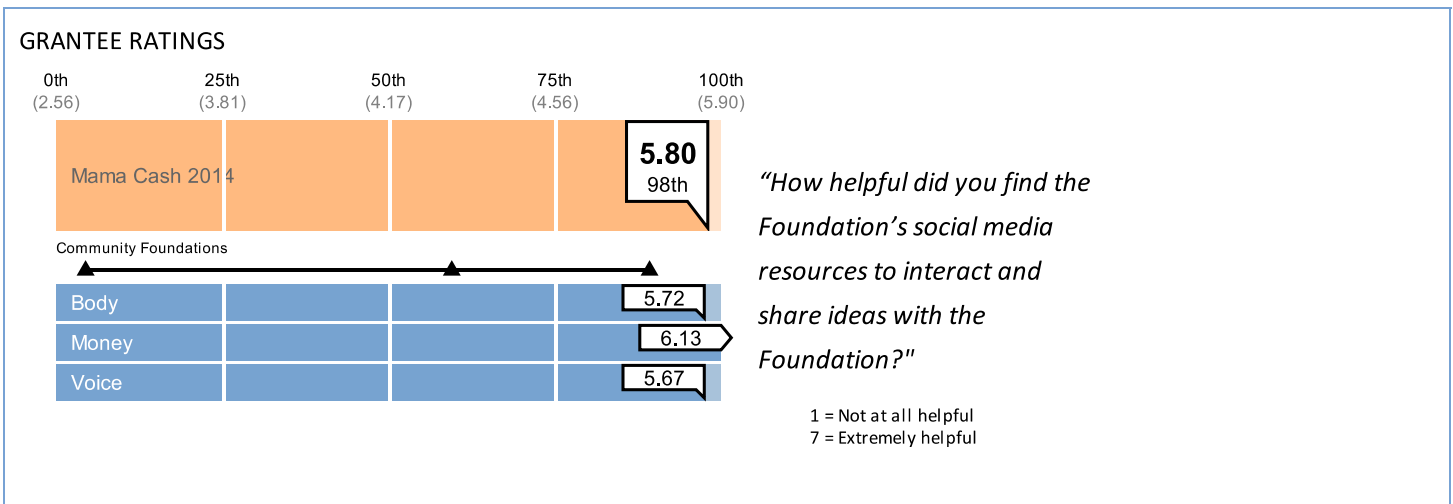
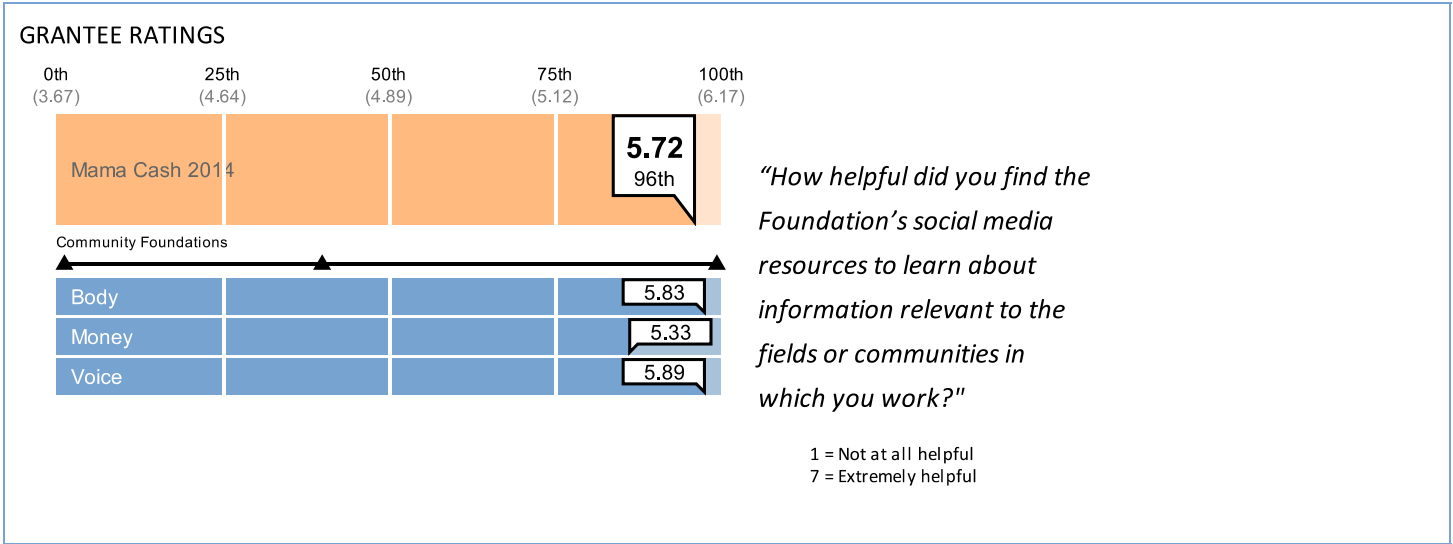
Grantees and applicants were asked whether they used each of the following communications resources from the Foundation and how helpful they found each resource. The following charts show the proportions of respondents who have used each resource.

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



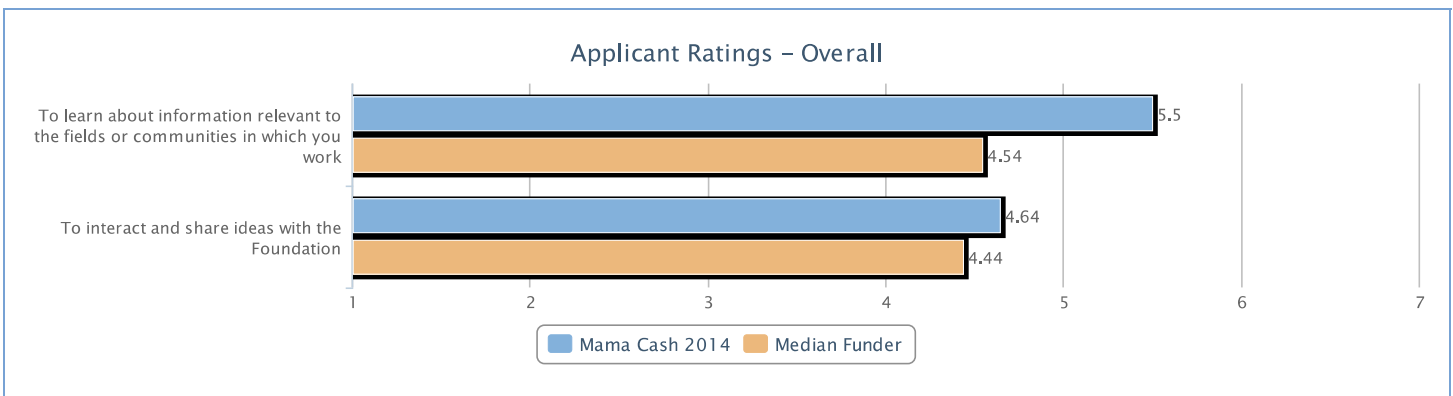


Social Media



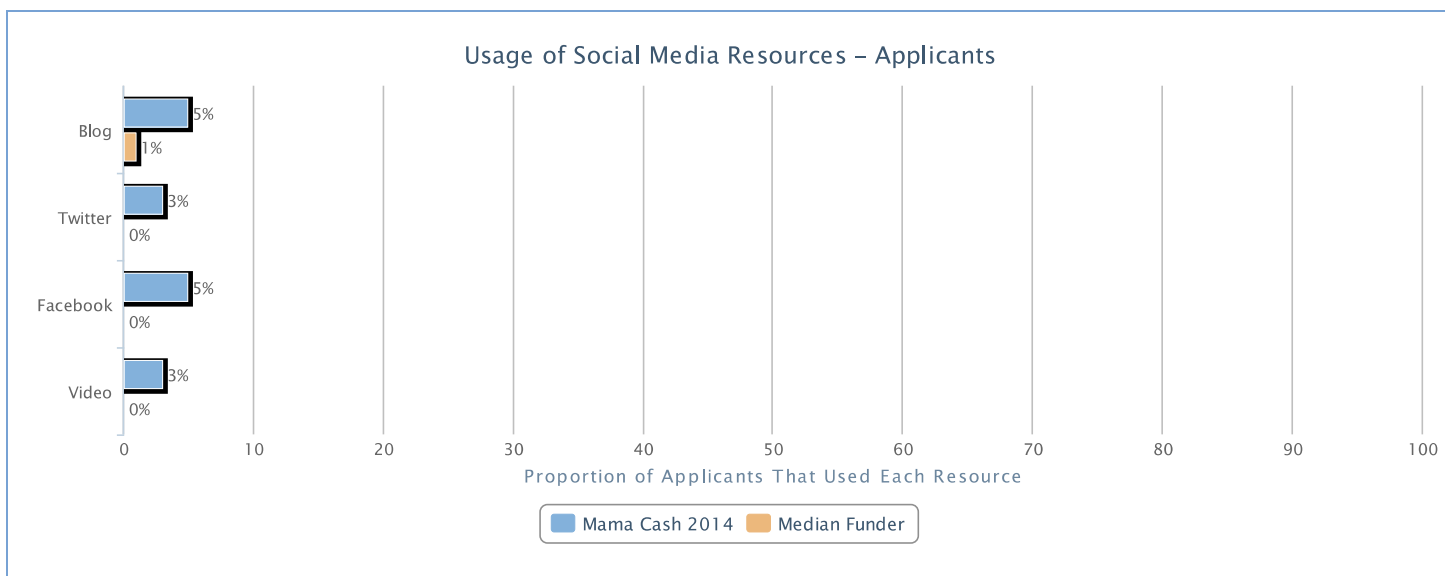
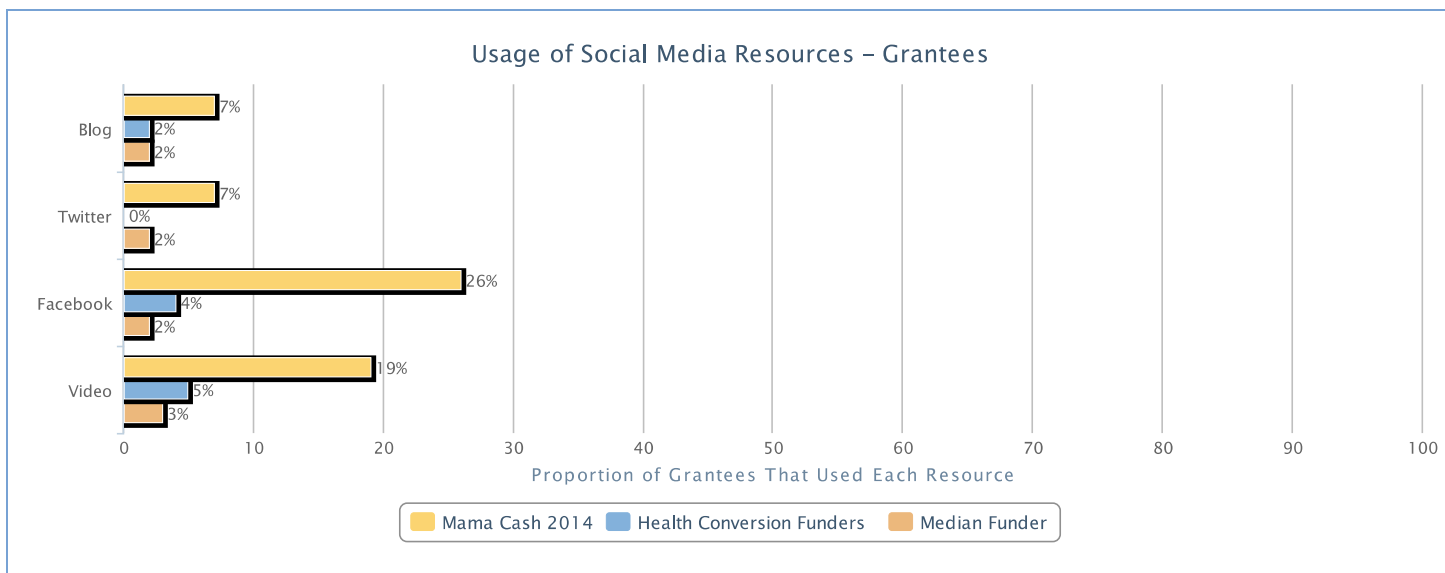
Applicant Ratings

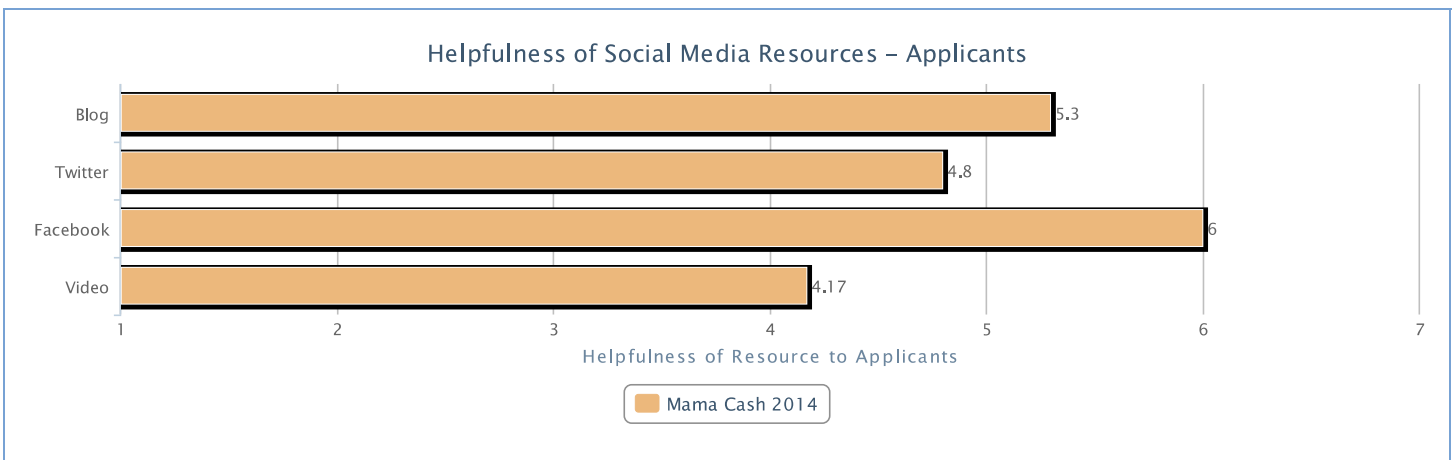
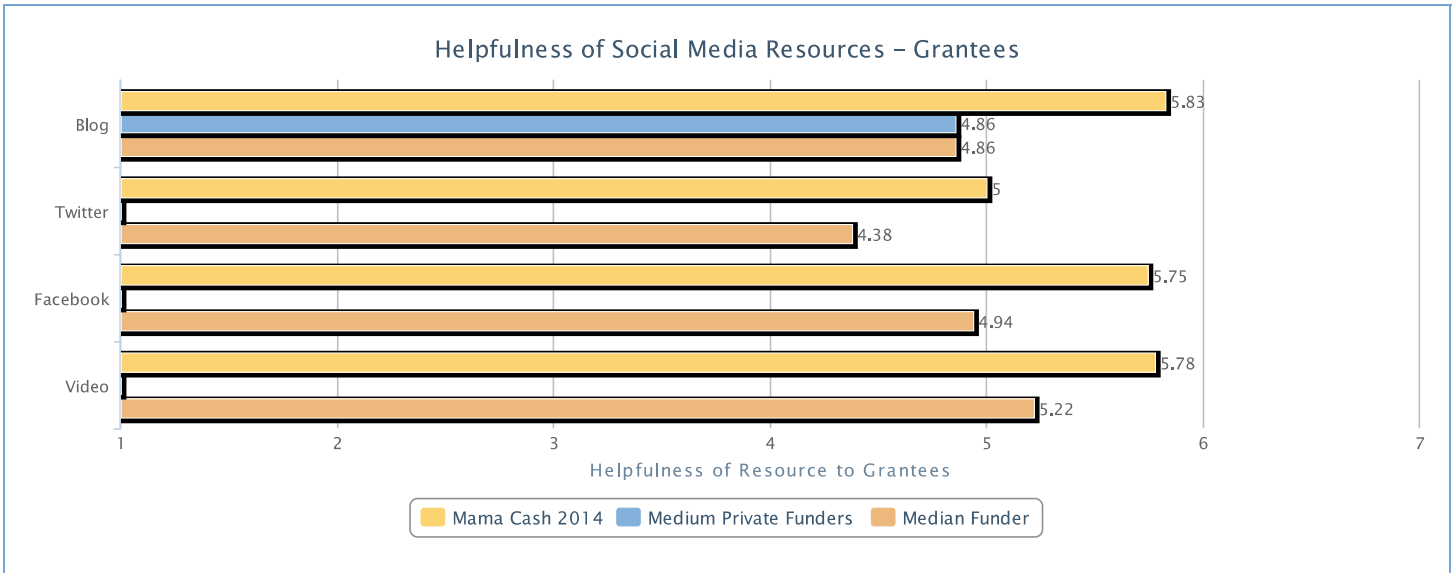
How helpful did you find the Foundation’s social media resources for the following purposes? (1 = Not at all helpful, 7 = Extremely helpful)



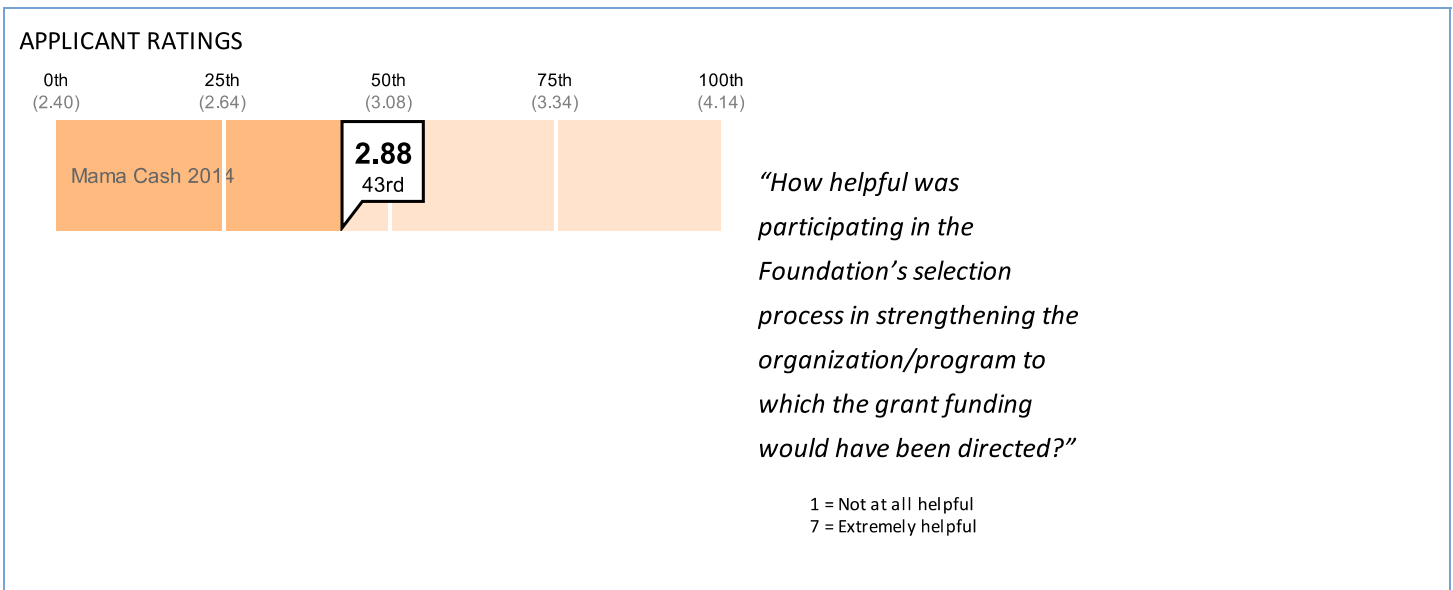
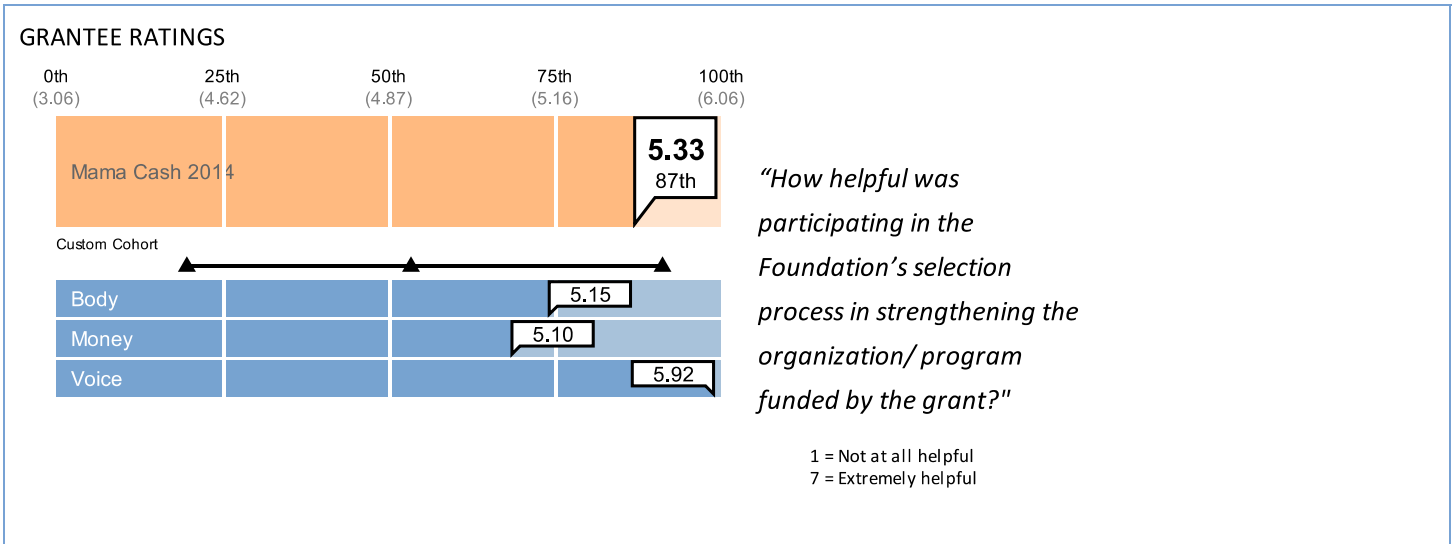
Social Media Activities

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.





SELECTION PROCESS



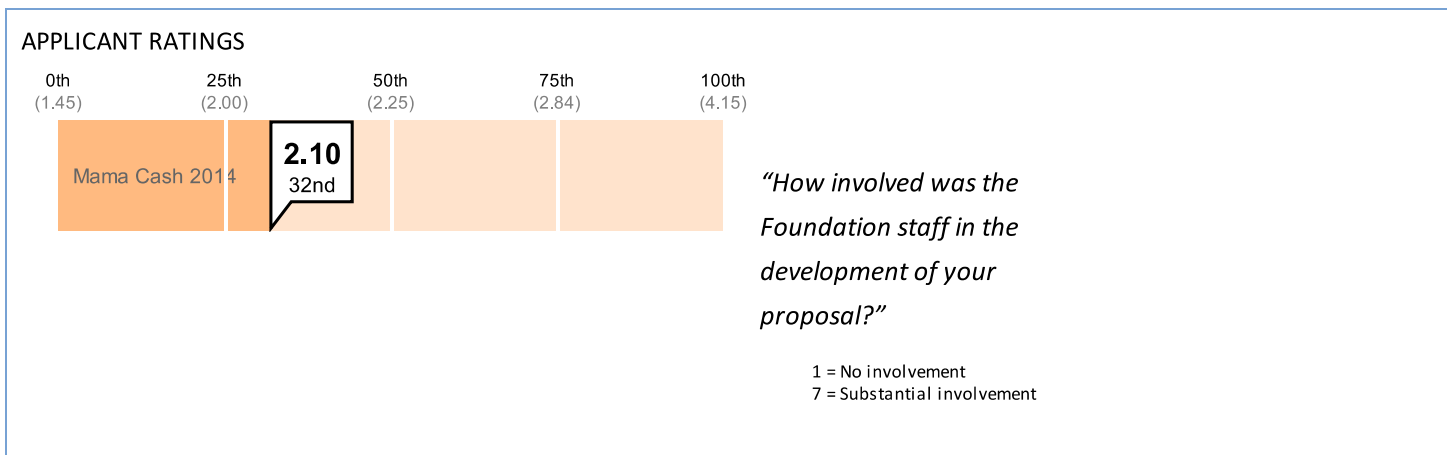
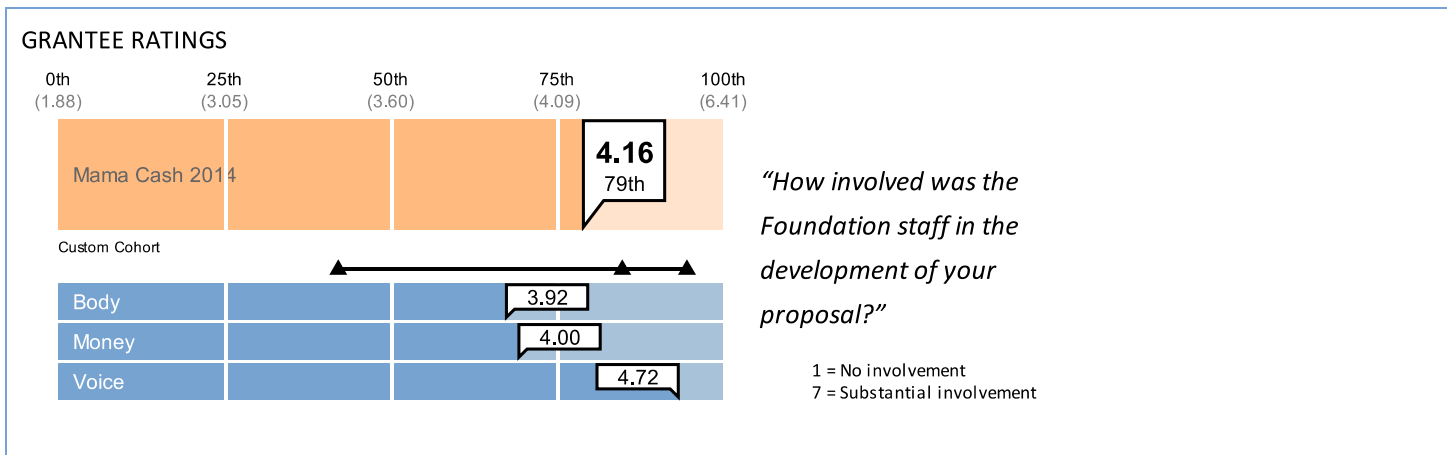
Selected Grantee Comments:

- » “Mama Cash is the only organization that has such a simple selection and evaluation process. There is not much complexity, formality, or technicality, which can make things more difficult with other financiers and, overall, cause...organizations to lose capacity and create only empirical processes.”
- » “The granting process is too long and especially for small emerging organisations like ourselves. The contact needs to be more regular and consistent as we had to push for our process to be completed. We also delayed on some parts of the proposal due to a lack of understanding about what was required. A handy information page will be useful.”
- » “Grant negotiation took over one year. Significantly impacted on when we started our work. Please work on this. I am scared of a grant review, we do not know how long it will take.”
- » “Process is very transparent, feminist and encouraging. We learn a lot about our own capacity and how feminist funding works. We could also use this experience in developing our own M&E system.”
- » “Very pressuring and detailed and time consuming sometimes. So that adds to the pressure of the work sometimes but aside from this, it's all a smooth and friendly and understanding process.”

Selected Applicant Comments:

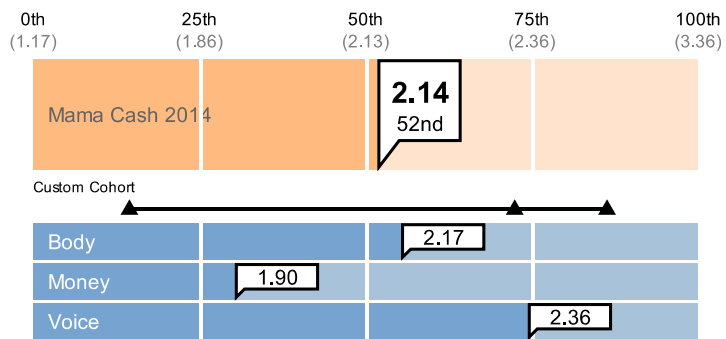
- » “The process is quick and transparent.”
- » “Their method of communication was a little bit long because our application was sent...and was reviewed and declined [three months later], We think if the foundation can reduce their review time to a 4 weeks period that will be awesome.”
- » “In our opinion which is based on the number of times our proposals were declined, we see no fairness in the process of distributing grants, although there are lots of mutual goals between our organization and the foundation because we too are a women's organization that cares about and work for women's causes in all fields : economical, political and social....”
- » “The bad thing is that we never received an official note on that our request was denied, the last contact we had was when we heard the organization was really busy and in a reorganization process. So maybe that had to do with the silence, but we only found out by the request to fill in this form that our request was denied. We hope to hear more about the reasons.”
- » “We received two responses for [the] decline with different reasons. Their processes seem quite distant and cold, so you never sure if there is a real person behind the email communication.”
- » “The foundation is good but they should stop favouring some organizations because they know them, and if they want to know about an organization, they should at least come and visit the organization and they find out what kind of work they are doing instead of consulting just individuals because the foundation may get false information about a certain organization.”

Involvement in Proposal Development



Pressure to Modify Priorities

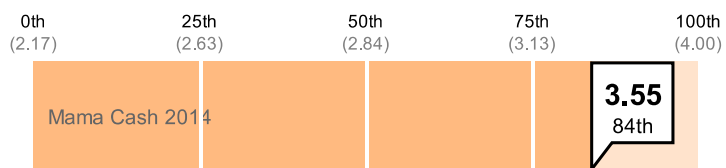
GRANTEE RATINGS



“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

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

Time Between Submission and Funding Decision

Grantee Feedback: “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 2014	Average Funder	Custom Cohort
Less than 1 month	1%	6%	7%
1 - 3 months	53%	54%	54%
4 - 6 months	25%	31%	26%
7 - 9 months	12%	5%	7%
10 - 12 months	4%	2%	3%
More than 12 months	4%	2%	2%

Cohort:

Past results: On Off

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Body	Money	Voice
Less than 1 month	0%	4%	0%
1 - 3 months	46%	57%	60%
4 - 6 months	23%	25%	28%
7 - 9 months	18%	11%	4%
10 - 12 months	5%	4%	4%
More than 12 months	8%	0%	4%

Subgroup:

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

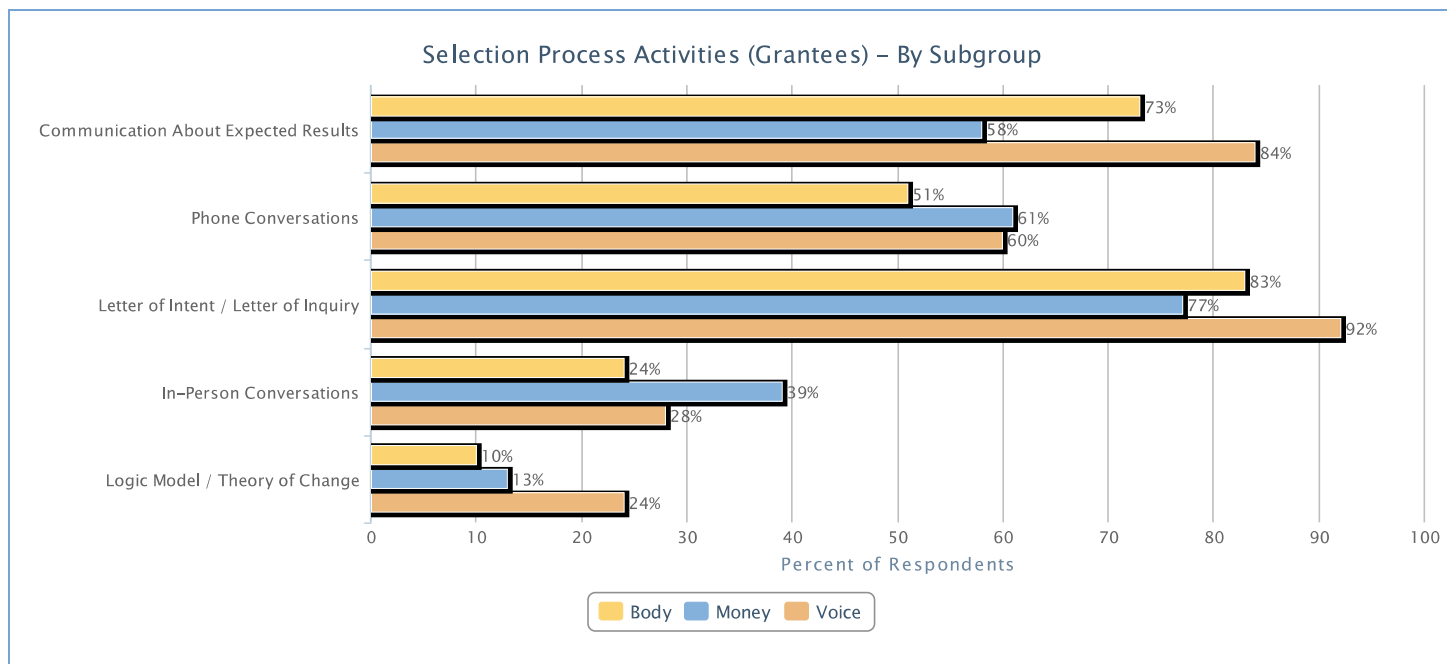
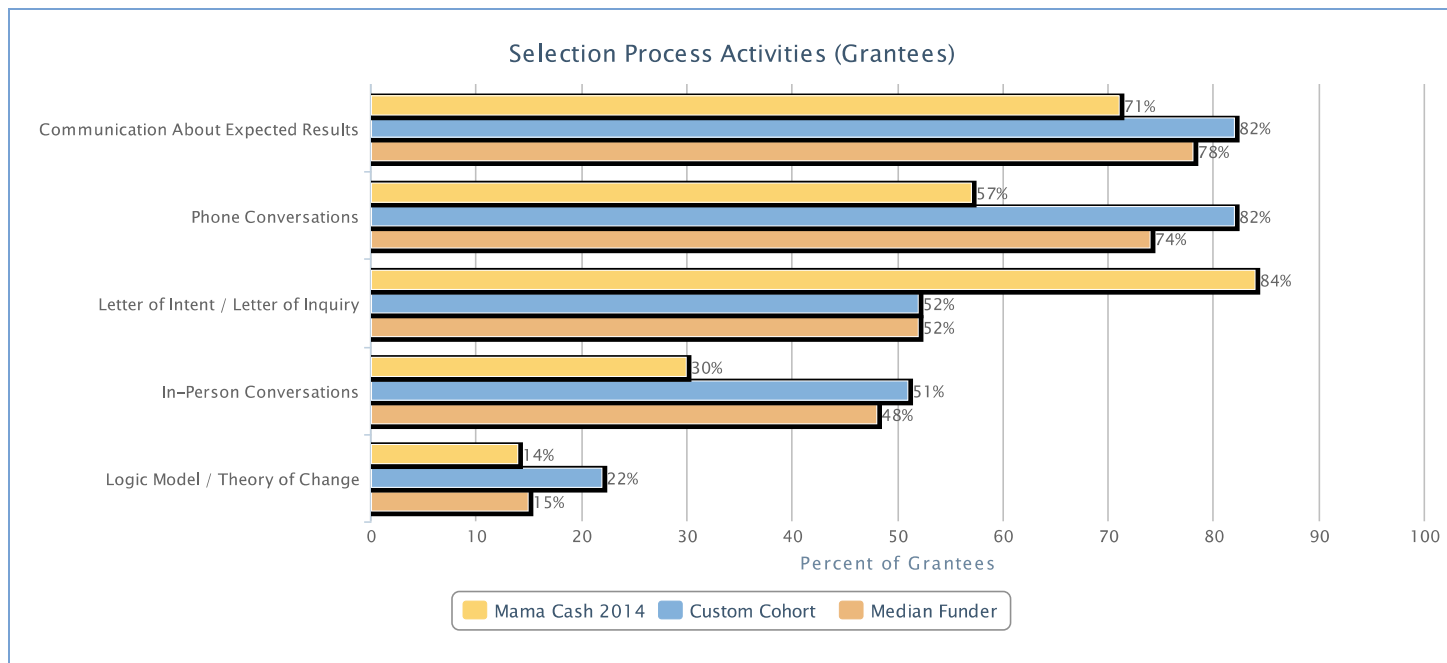
Time Between Submission and Funding Decision (Overall)	Mama Cash 2014	Average Funder
Less than 1 month	20%	12%
1 to 3 months	58%	55%
4 to 6 months	15%	24%
7 to 9 months	5%	5%
10 to 12 months	2%	1%
More than 12 months	1%	2%

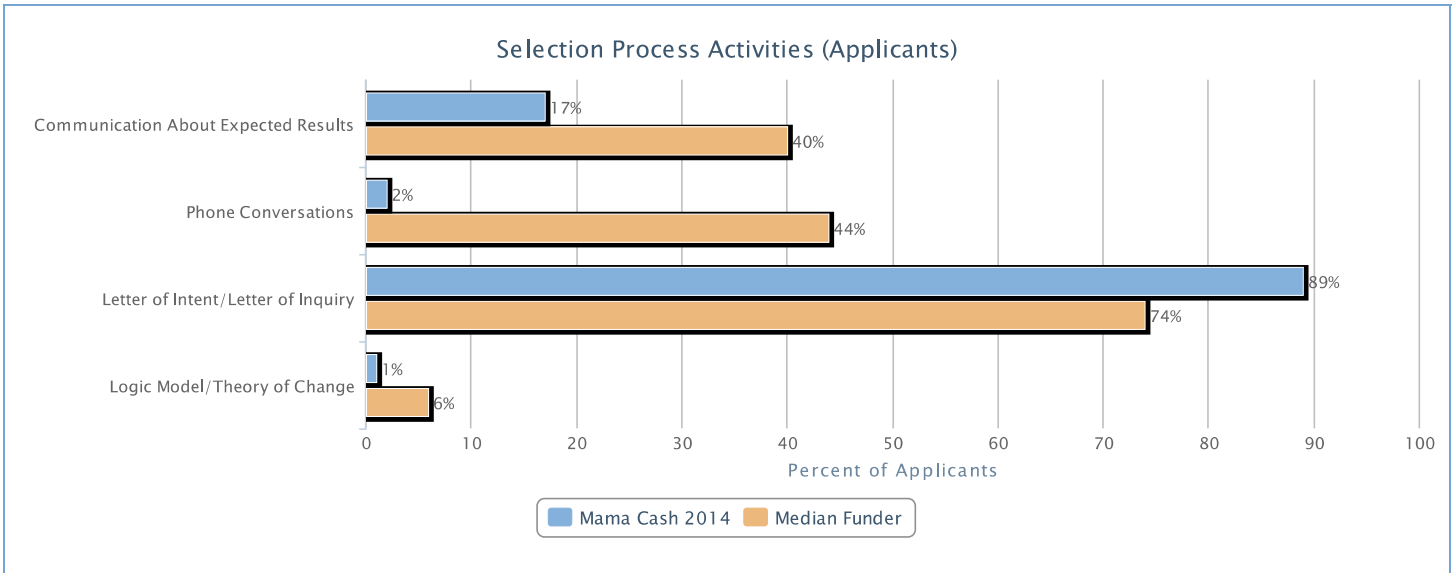
Cohort:

Past results: On Off

Selection Process Activities

"Which selection/proposal process activities were a part of your process?"





Time Spent on Selection Process

Grantee Feedback: Hours Spent on Selection Process

Time Spent On Proposal And Selection Process (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	13%	24%	11%
10 to 19 hours	16%	23%	16%
20 to 29 hours	10%	17%	15%
30 to 39 hours	9%	7%	10%
40 to 49 hours	15%	11%	15%
50 to 99 hours	22%	10%	18%
100 to 199 hours	8%	5%	10%
200+ hours	6%	3%	5%

Cohort:

Past results: On Off

Time Spent On Proposal And Selection Process (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Median Hours	40 hrs	20 hrs	40 hrs

Cohort:

Past results: On Off

Time Spent On Proposal And Selection Process (By Subgroup)	Body	Money	Voice
1 to 9 hours	9%	19%	13%
10 to 19 hours	20%	19%	8%
20 to 29 hours	11%	11%	8%
30 to 39 hours	9%	7%	13%
40 to 49 hours	20%	4%	21%
50 to 99 hours	23%	26%	17%
100 to 199 hours	3%	4%	21%
200+ hours	6%	11%	0%

Subgroup:

Time Spent On Proposal And Selection Process (By Subgroup)	Body	Money	Voice
Median Hours	40 hrs	30 hrs	40 hrs

Subgroup:

Applicant Feedback: Hours Spent on Selection Process

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

Cohort: Past results: On Off

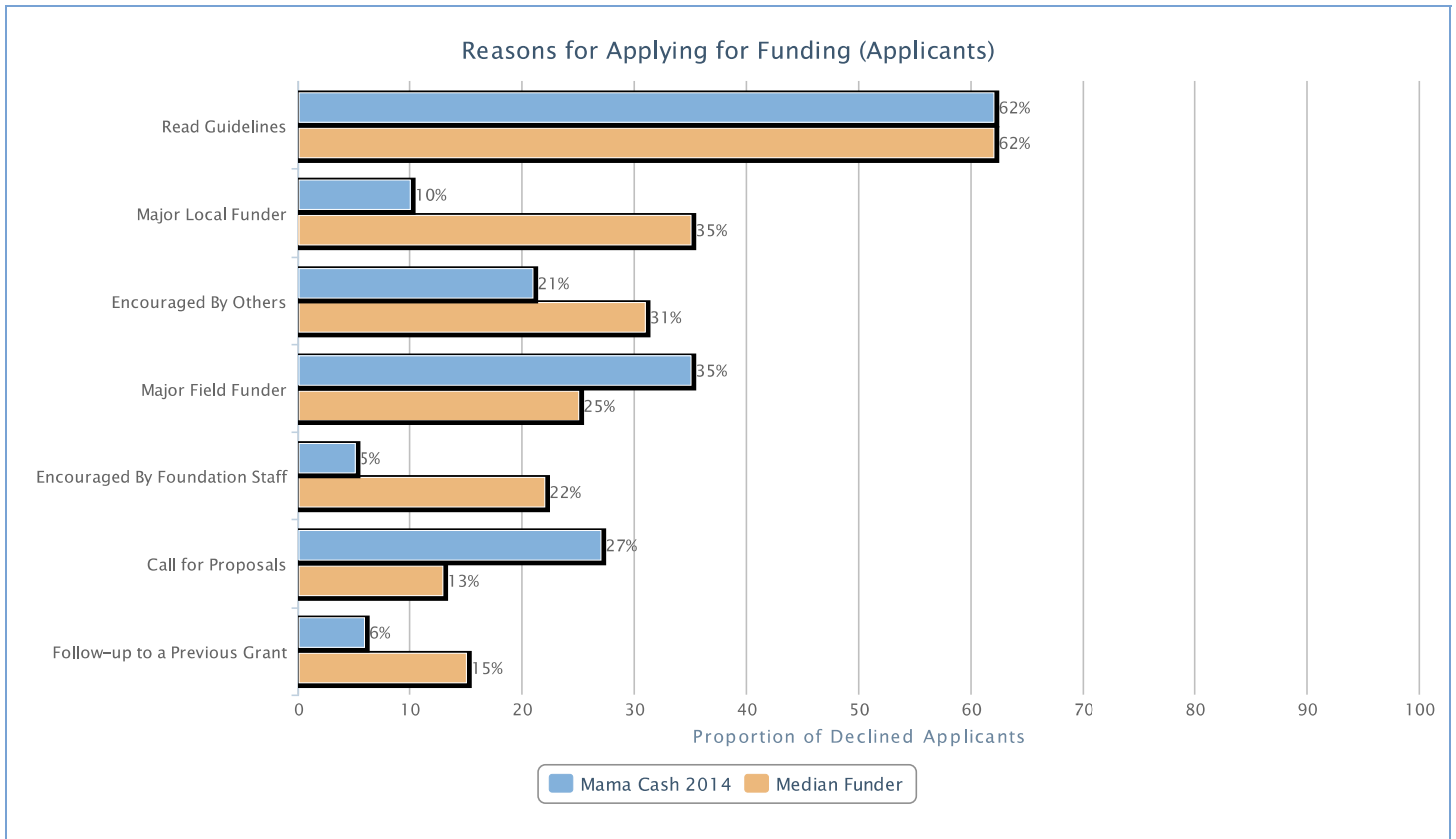
Time Spent on Proposal and Selection Process (Overall)	Mama Cash 2014	Median Funder
Median Hours	24 hrs	20 hrs

Cohort: Past results: On Off

DECLINED APPLICATIONS

APPLICANT RESPONSES:

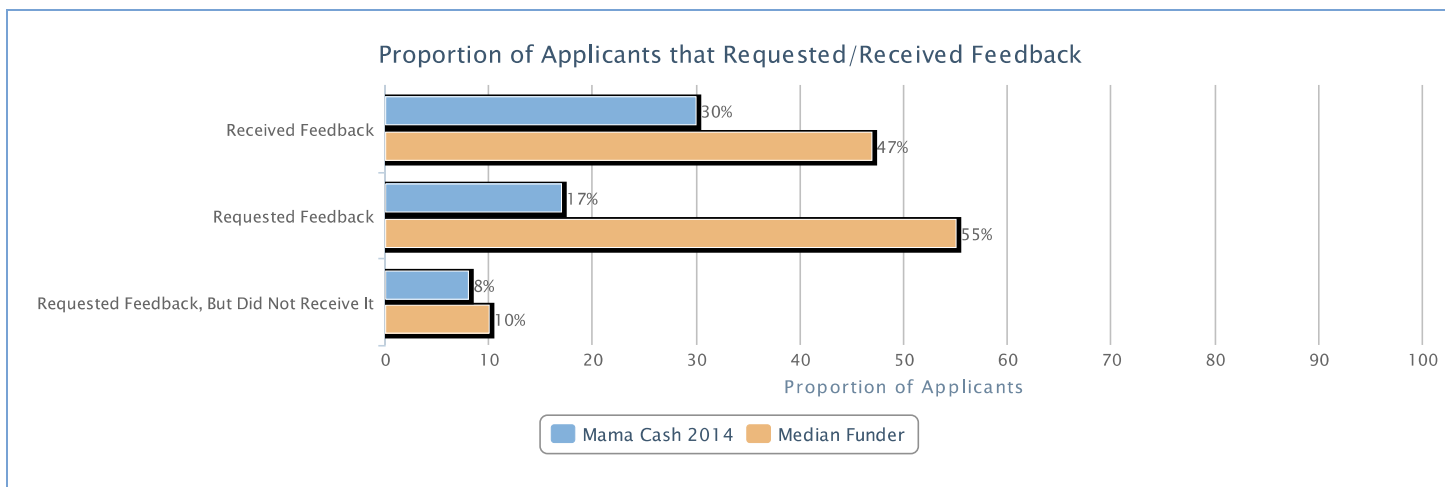
“Why did you apply to the Foundation for funding?”



Feedback on Declined Applications

APPLICANT RESPONSES:

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



APPLICANT RATINGS

0th (3.24) 25th (4.16) 50th (4.67) 75th (5.05) 100th (5.80)



“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

Reasons Provided for Declining Proposal

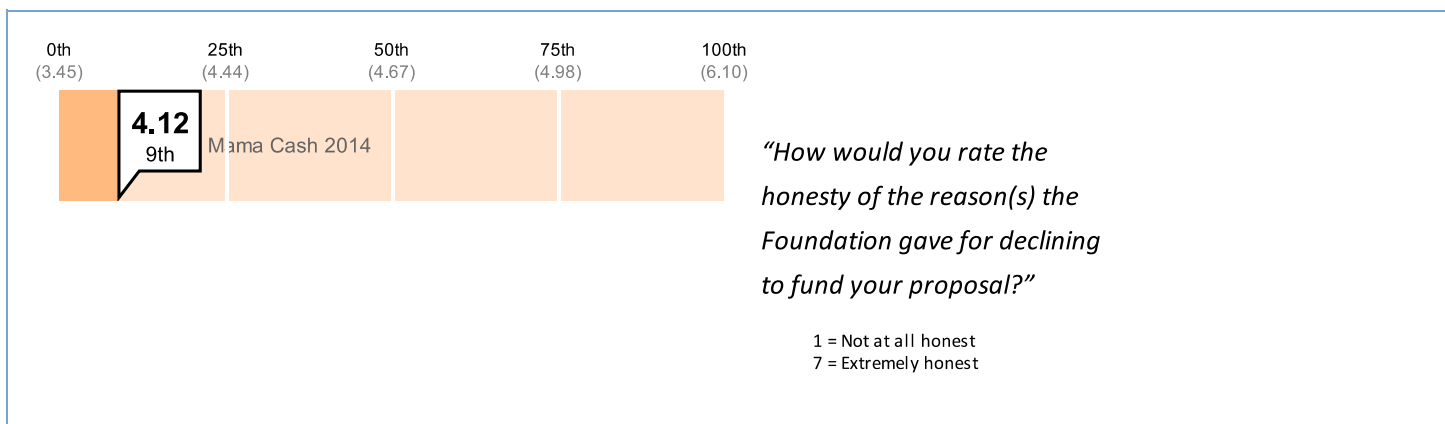
APPLICANT RESPONSES

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

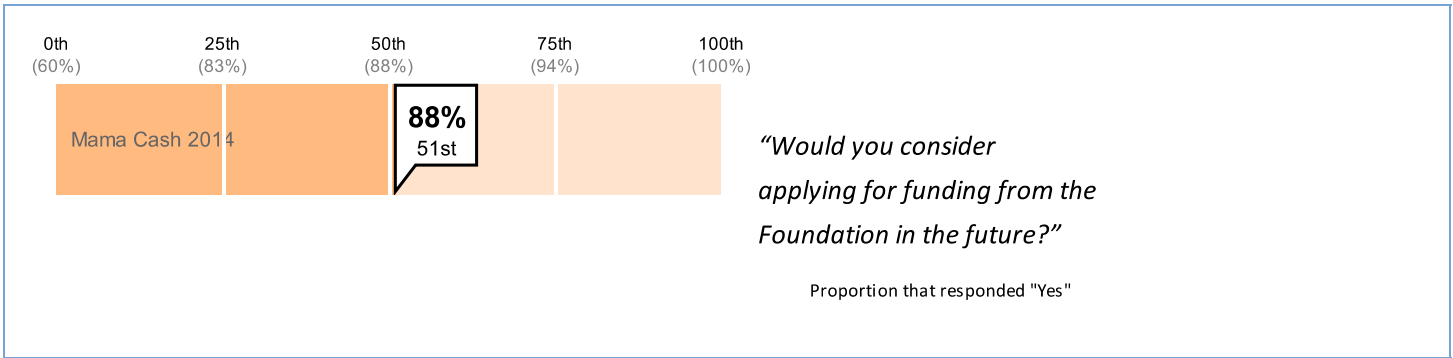
Reasons Provided for Declining Proposal (Overall)	Mama Cash 2014	Average Funder
No reason provided	8%	11%
Not enough funds/too many good proposals	29%	27%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	29%	17%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	20%	16%
Other	14%	30%

Cohort:

Past results: On Off



Implications for Future Applications



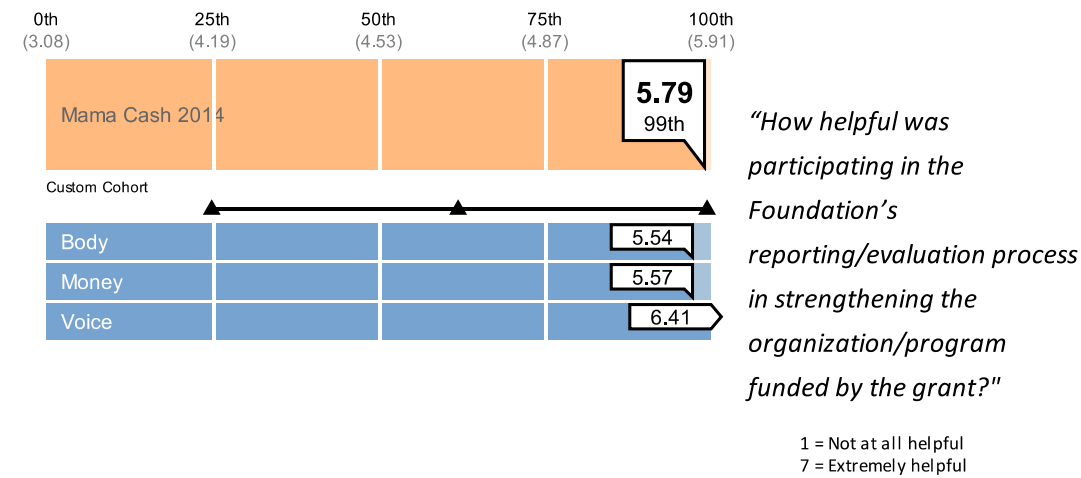
History with the Foundation of Respondents That Would Consider Reapplying (Overall)	Mama Cash 2014	Average Funder
First-time applicant	59%	43%
Previously received funding	12%	42%
Previously declined	29%	14%

Cohort: None ▾

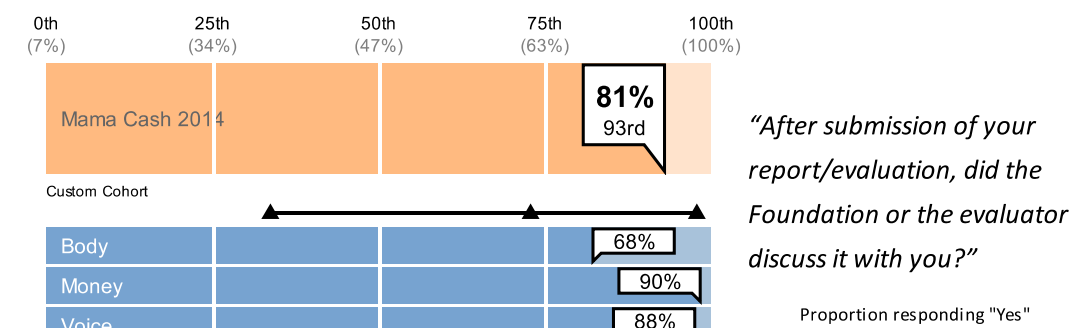
Past results: On Off

REPORTING AND EVALUATION PROCESS

GRANTEE RATINGS



GRANTEE RATINGS



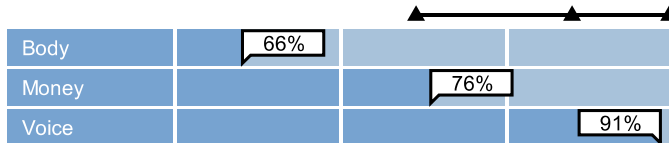
Discussion of Assessment

GRANTEE RATINGS

0th (24%) 25th (59%) 50th (70%) 75th (79%) 100th (94%)



Custom Cohort

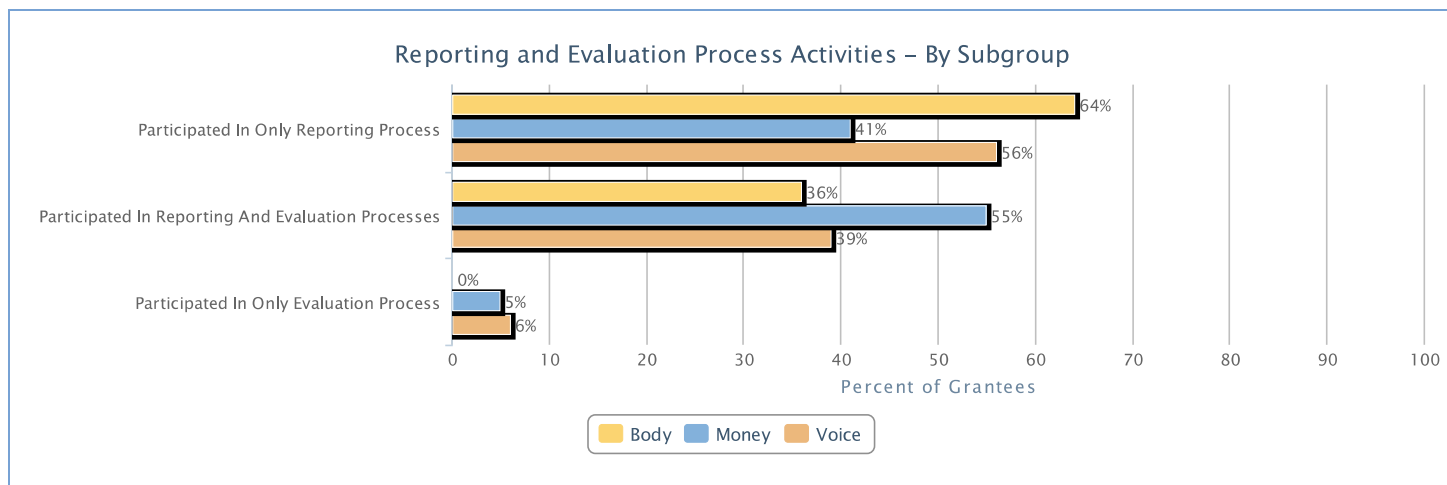
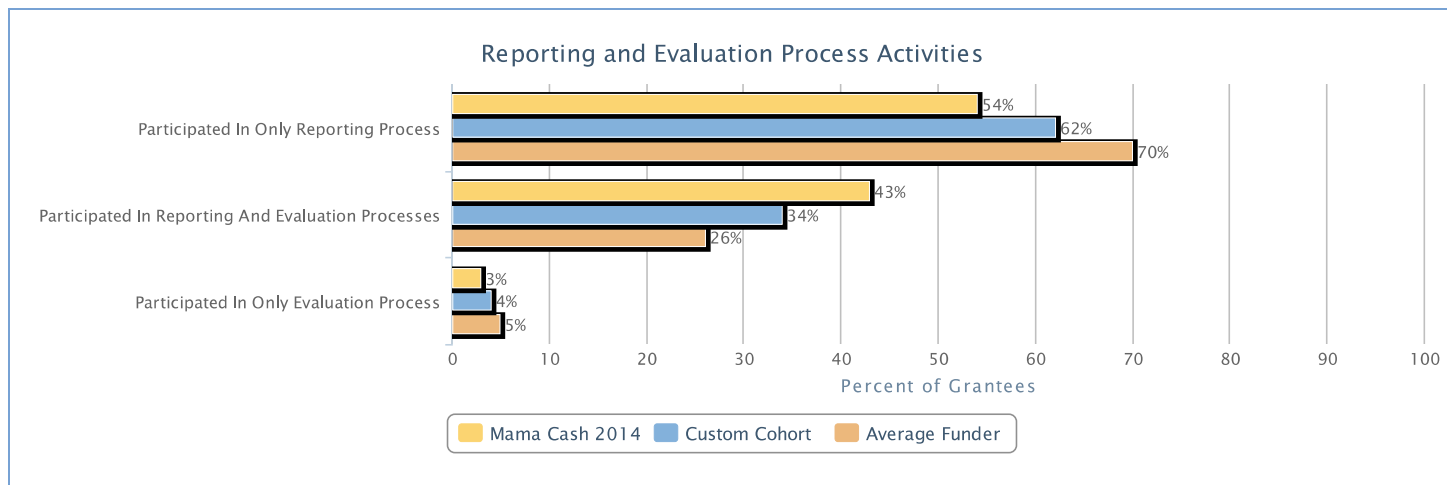


“At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?”

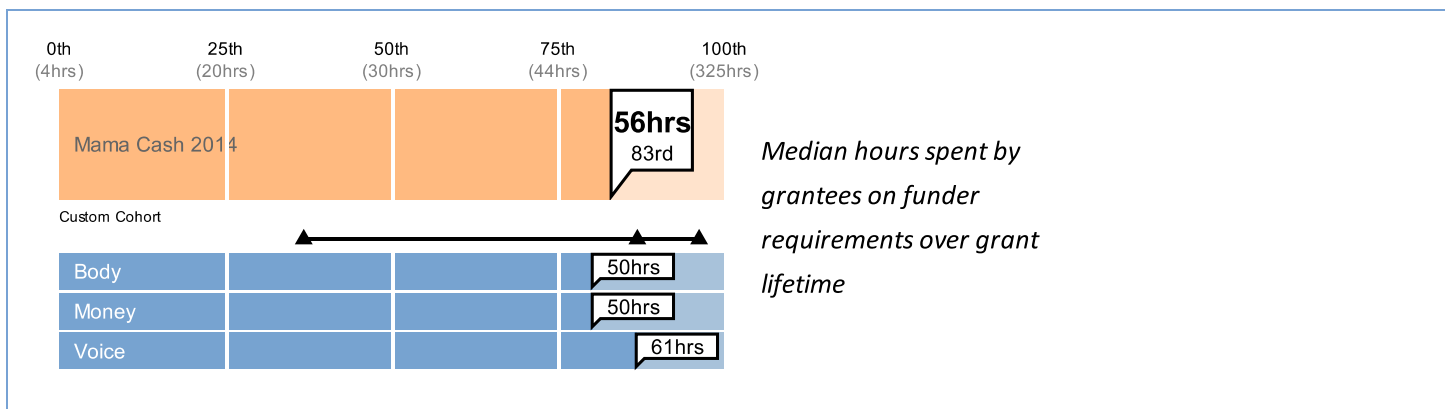
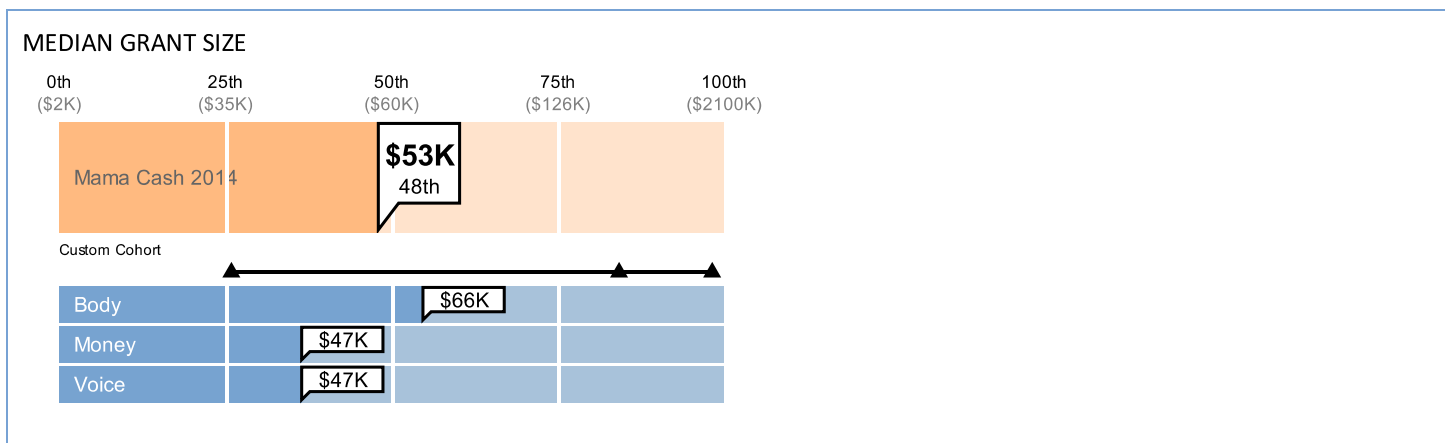
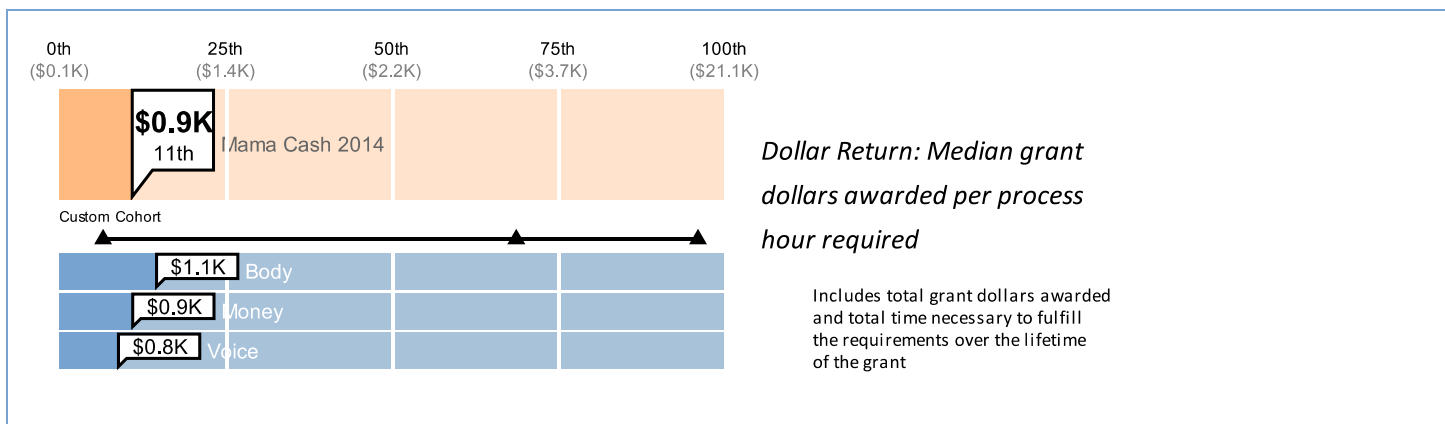
Proportion responding 'Yes'

Reporting and Evaluation Process Activities

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



Dollar Return



Time Spent on Reporting and Evaluation Process

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	28%	57%	32%
10 to 19 hours	32%	19%	25%
20 to 29 hours	13%	10%	14%
30 to 39 hours	1%	4%	5%
40 to 49 hours	6%	3%	7%
50 to 99 hours	10%	4%	10%
100+ hours	11%	3%	6%

Cohort:

Past results: On Off

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Median Hours	15 hrs	7 hrs	16 hrs

Cohort:

Past results: On Off

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Body	Money	Voice
1 to 9 hours	33%	33%	11%
10 to 19 hours	23%	38%	39%
20 to 29 hours	13%	13%	11%
30 to 39 hours	3%	0%	0%
40 to 49 hours	3%	0%	17%
50 to 99 hours	20%	4%	0%
100+ hours	3%	13%	22%

Subgroup:

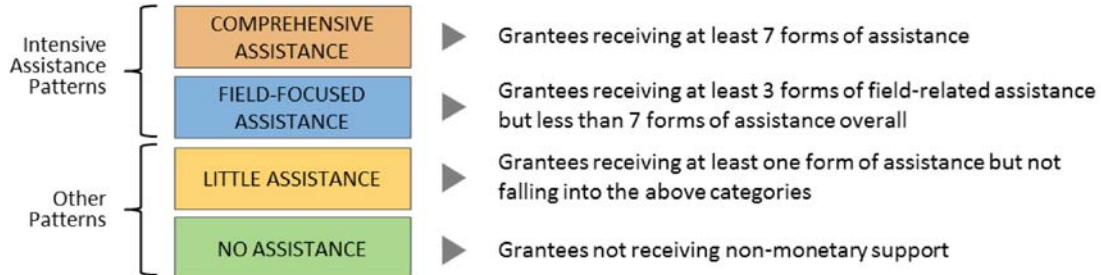
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Body	Money	Voice
Median Hours	16 hrs	14 hrs	20 hrs

Subgroup:

NON-MONETARY ASSISTANCE

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

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 2014	Average Funder	Custom Cohort
Comprehensive	3%	6%	4%
Field-focused	13%	8%	10%
Little	52%	35%	44%
None	32%	51%	43%

Cohort:

Past results: On Off

Non-Monetary Assistance Patterns (By Subgroup)	Body	Money	Voice
Comprehensive	2%	3%	4%
Field-focused	5%	23%	16%
Little	61%	45%	44%
None	32%	29%	36%

Subgroup:

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

Management Assistance

- General management advice
- Strategic planning advice
- Financial planning/accounting
- Development of performance measures

Field-Related Assistance

- Encouraged/facilitated collaboration
- Insight and advice on your field
- Introductions to leaders in field
- Provided research or best practices
- Provided seminars/forums/convenings

Other Assistance

- Board development/governance assistance
- Information technology assistance
- Communications/marketing/publicity assistance
- Use of Foundation facilities
- Staff/management training

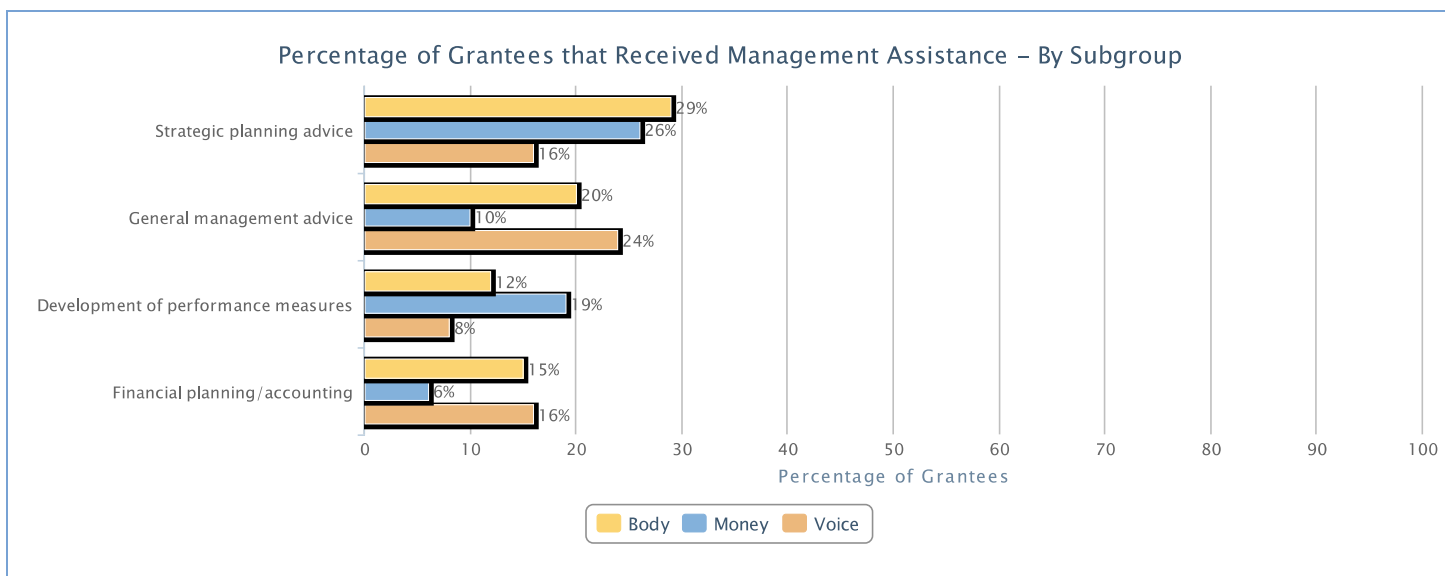
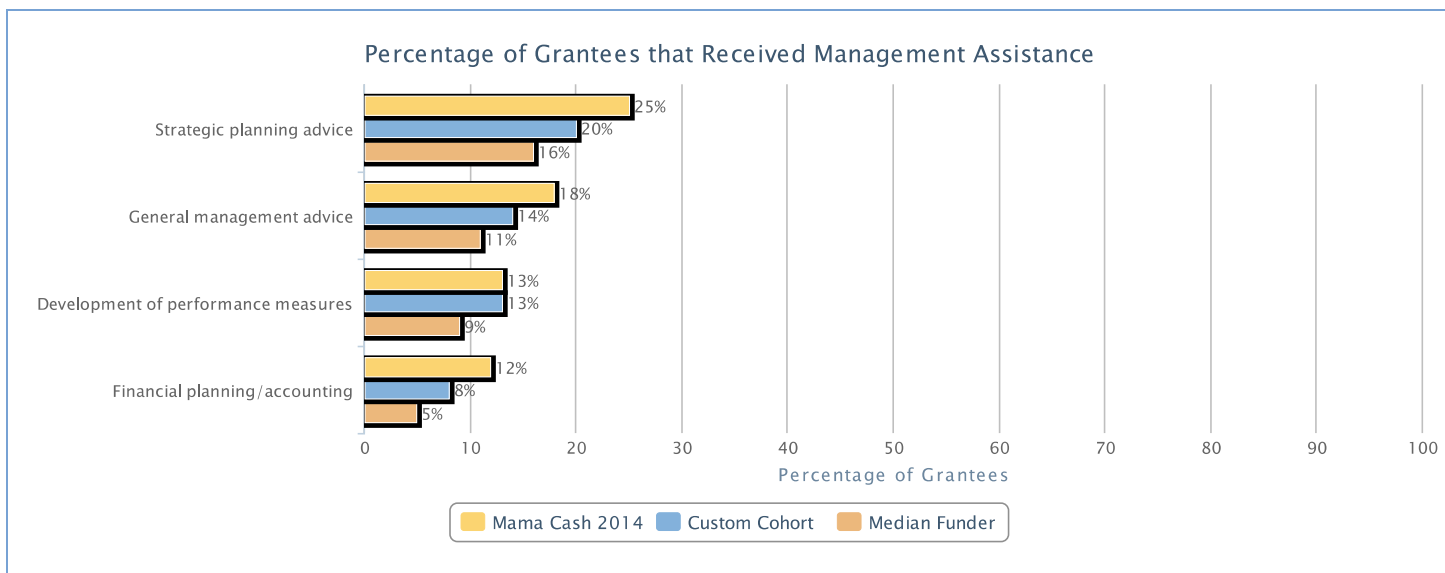
Selected Grantee Comments

» “Our program officer has been successfully connected us to like-minded organizations where we have learnt so much.”

» “It is good to hear and chat with the person who handled our funding. She has been helpful in providing other links in other parts of the world who do similar work.”

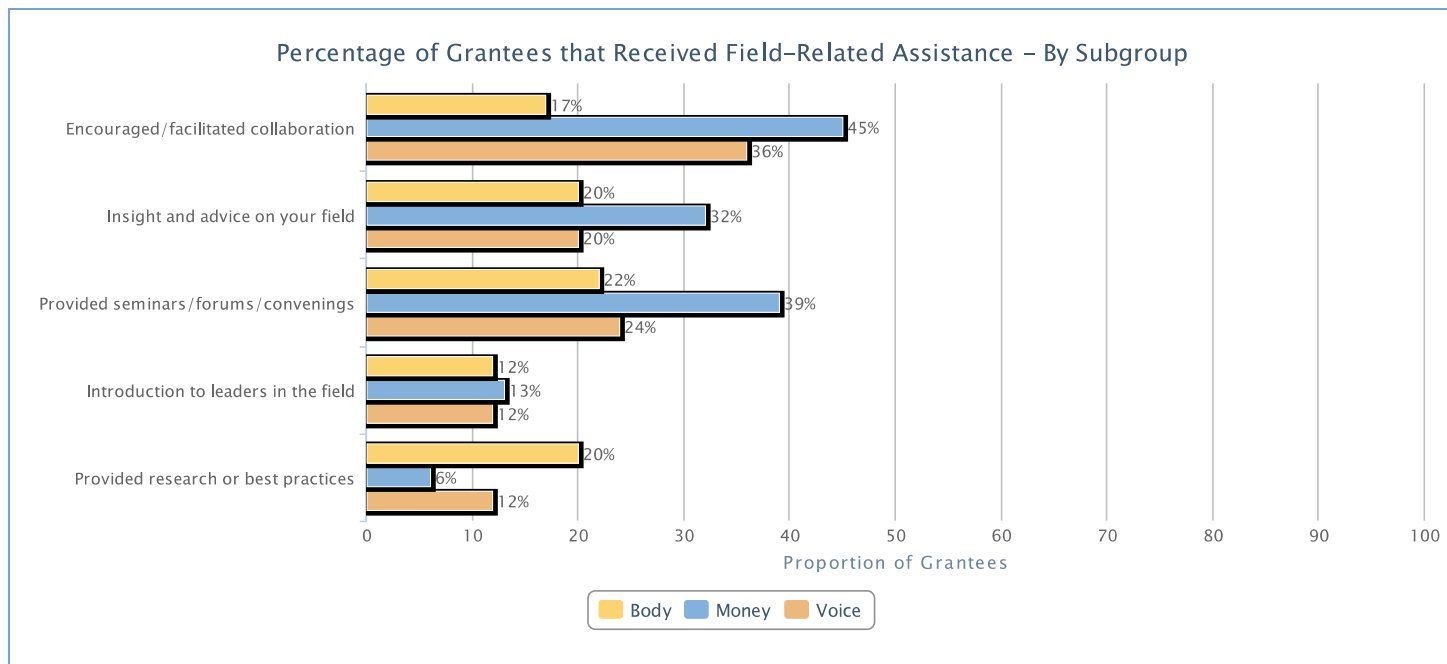
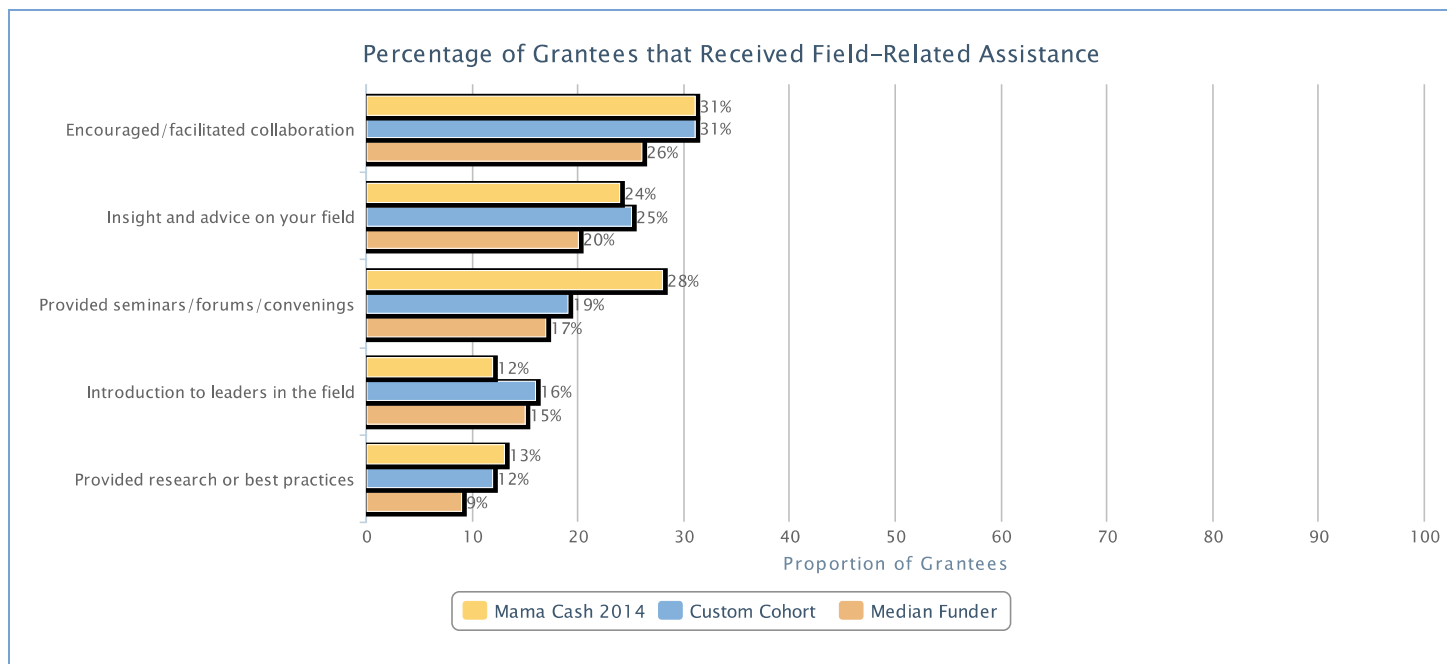
Management Assistance Activities

"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."



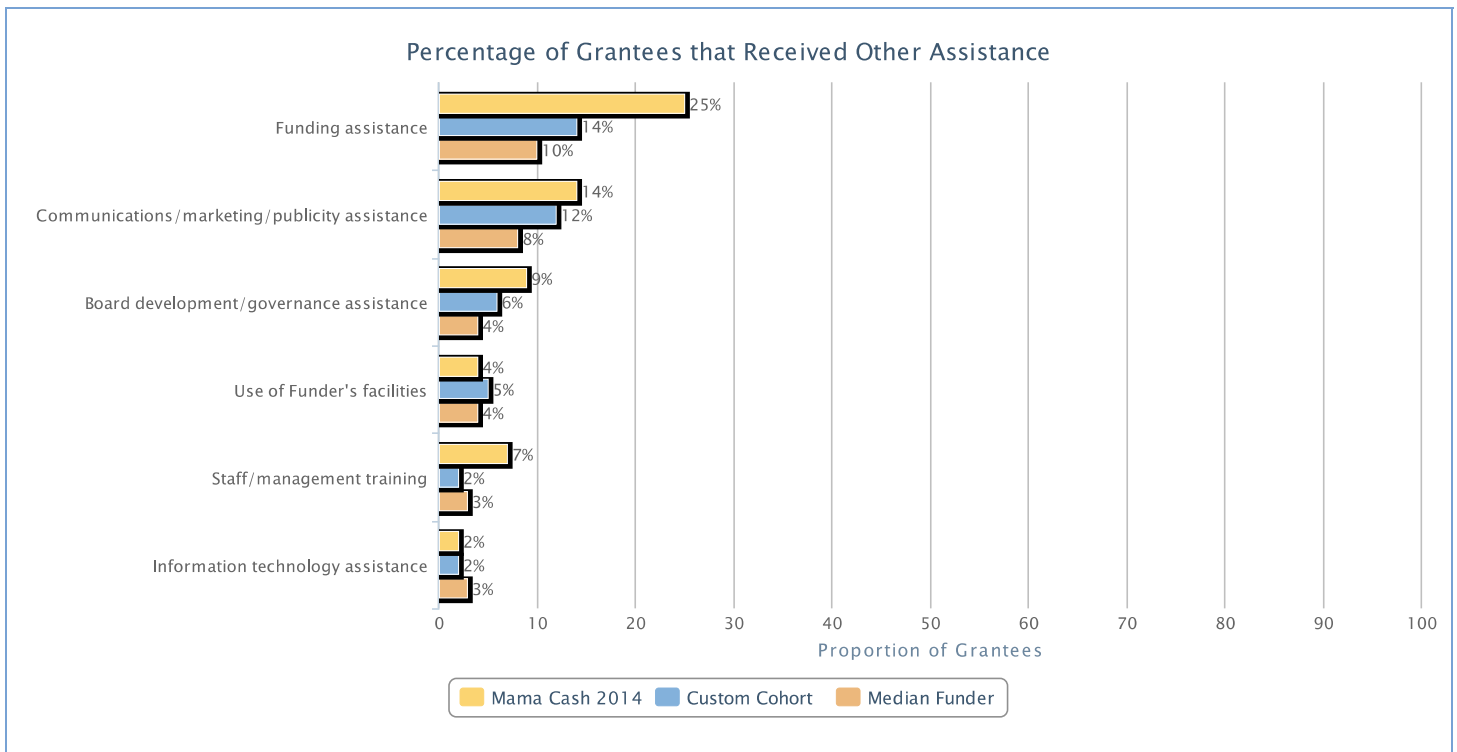
Field-Related Assistance Activities

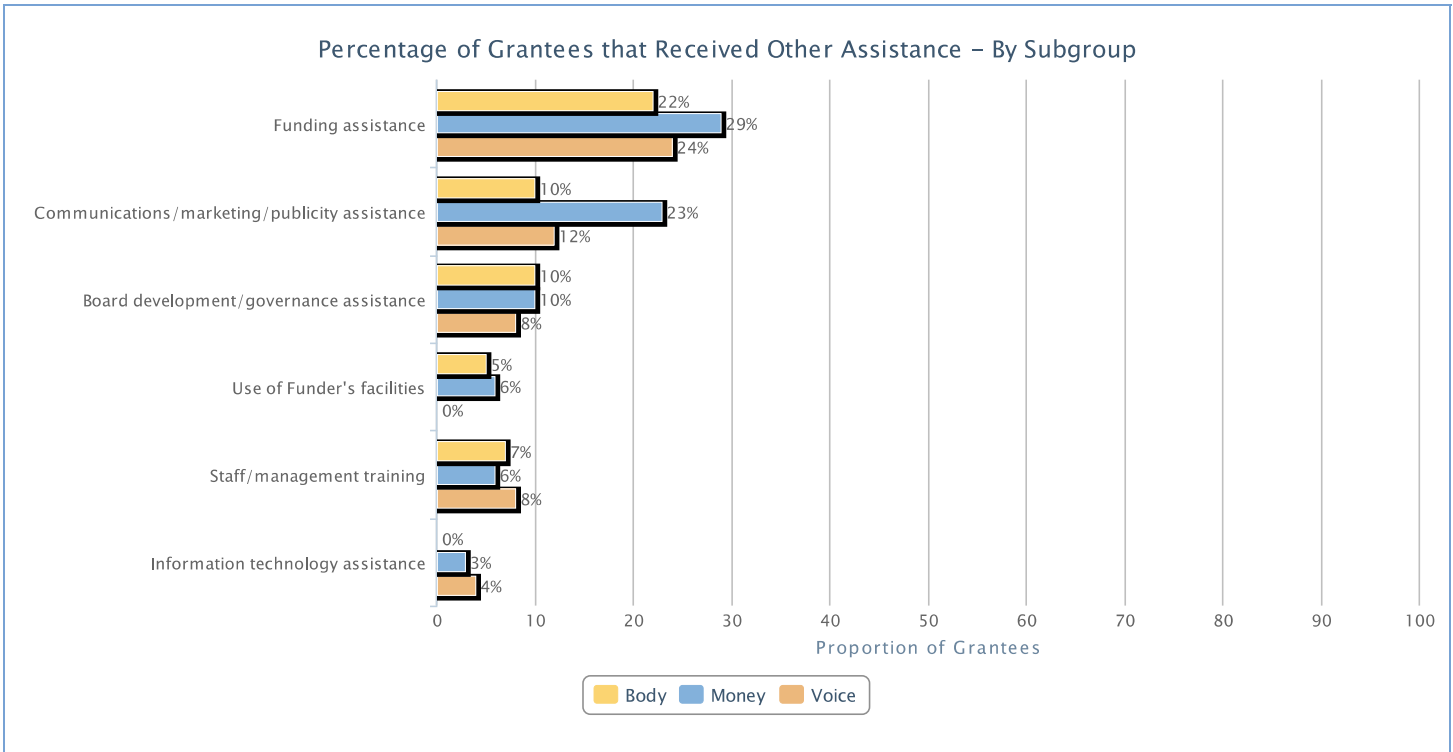
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."



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."





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 comments and suggestions, click [here](#), and for the full set of applicant comments and suggestions, click [here](#). 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	%
Quality and Quantity of Interactions	25%
Non-Monetary Assistance	18%
Administrative Processes	18%
Grantmaking Patterns	14%
Assistance Securing Funding	7%
Funding Focus	5%
Clarity of Communications	4%
Understanding of and Impact on Grantees' Organizations	4%
Other	5%

Proportion of Applicant Suggestions by Topic

Topic of Applicant Suggestion	%
Application Process and Feedback	27%
Funding Focus	27%
Impact on and Understanding of Grantee Organizations	16%
Quality and Quantity of Interactions	11%
Grantmaking Patterns	8%
Other	10%

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.

QUALITY AND QUANTITY OF INTERACTIONS (25%)

» More Site Visits (N=8)

- » "I would suggest that mama cash could conduct field visits, even if it is one visit per year."
- » "Visit the grantee once to engage with the members [so the Foundation is] not just hear[ing] from the office but also get[ting] the issues from the source direct[ly]."

» More frequent interactions (N=6)

- » "Increasing communication with grantees."

» Improved responsiveness (N=4)

- » "Improve response times and follow-up for the organizations you support."

» General (N=4)

- » "Better Communication with the Admin Team."

» Staff turnover (N=3)

- » "More efficient staff turnover."

NON-MONETARY ASSISTANCE (18%)

» General (N=9)

- » "Cannot think how they could be a better donor really but feel they have more to offer than just cash! It would be good to have some access to the knowledge and analysis skills that Mama Cash has. They are in a unique position of having a bird's eye view of many issues in many corners of the world that would be great to have them available for feedback on our ideas, plans, failures and successes."
- » "To provide training program on how to procure funding, write funding proposals."

» More convenings (N=8)

- » "Perhaps the foundation could organize meetings of grantees for the purpose of exchange sharing and also facilitate trainings on capacity building for NGOs."
- » "Organize networking meetings for its grantees once every 2 years (could be done in collaboration with other women's rights funders) - as experience sharing and discourse building events. It would also allow for face-to-face contact with Mama Cash staff, and we feel it will contribute to advancing the international women's movement."

ADMINISTRATIVE PROCESSES (18%)

» General (N=12)

- » "Improvement of regulations in the process to receive a donation."
- » "Streamline time and instruments for discussion and approval of proposals."
- » "Wish mama cash and other women's funds would sit down and agree on a more unified reporting system and cycle."

» Speed Up Selection Process (N=5)

- » "Our suggestion is that the Foundation should respond faster to the applicants about whether or not they have been funded, because long waiting periods - especially when it comes to core support - can have impact very negatively the organisation's sustainability."

GRANTMAKING PATTERNS (14%)

» Longer Grants (N=12)

- » "Perhaps provide long-term funding for core support if possible."
- » "Making opportunity to create long term projects."
- » "We would like the Foundation to help us for a medium or long period of time, not short term."

» Larger and Longer Grants (N=2)

- » "The grant should be consistent for at least 5 to 7 years. The volume of the grant should be enhanced."

ASSISTANCE SECURING FUNDING (7%)

- » "Link us with other funders who can support our activities backing our ideology and values. This will enable us to maintain a sustainable source of resources to expand our work effectively."
- » "Be more proactive in suggesting other sources of funding to small organisations like ours and give recommendations to other donors."

FUNDING FOCUS (5%)

- » "Increase funding in legal issues of transgender people."

» “More funding for work in rural communities so the women and girls there don't stay marginalised.”

CLARITY OF COMMUNICATIONS (4%)

» “To enable communication in grantees native languages.”

» “If you have decided to prioritize sexually diverse groups, please explicitly state that.”

UNDERSTANDING OF AND IMPACT ON GRANTEES' ORGANIZATIONS (4%)

» “Maybe more discussion at the beginning of the process for the Fdn staff to get to know the environment in which the grantee operates, especially where that environment is so different from the one in which the Fdn is based....”

OTHER (5%)

» “Promote follow-up on the activities you support, pushing for emersion of personnel in the activities achieved by your grantees. We understand that distance...makes following up on the...project...difficult. However, we strongly suggest the use of technological resources (internet, e-mails, chat rooms like Skype, for example).”

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.

FUNDING FOCUS (27%)

» Focus on Different Fields and/or Beneficiary Populations (N=33)

- » "Infant organization[s] should be given priority too."
- » "To expand their support to other NGO and Faith Based Organisation in [our region], where there is a big problem of Gender based violence."
- » "See the needs of the those struggling with extreme poverty and help them."
- » "Consider funding of projects from developing countries...."
- » "It has to broaden its perspectives of feminism to embrace economic/financial, political, social and cultural rights perspectives not only concentrating too much on sexual rights or orientations.... In summary there is a need for a paradigm shift by Mama cash."
- » "The foundation should make efforts to consider vulnerable groups for funding for example women with disabilities and children with disabilities."

» Focus on Different Types of Organizations (N=15)

- » "We suggest that these funds are put in programmes that support small grass root organizations because hardly do such organizations receive government, bilateral, multilateral or grants from large international organizations."
- » "Help organisations which do not have access to funding."
- » "Provide seed money to the growing organizations."

APPLICATION PROCESS AND FEEDBACK (27%)

» Provide Reasons and More Feedback for Declining Applications (N=14)

- » "They should give feedback based on reasoning not simply sweeping statements like 'your proposal does not fit within our funding limit.'"
- » "The Foundation must share the reasons for declining any application, and suggest measures for the improvements in future application."
- » "If a proposal is rejected, I think, the Foundation should give a clear feedback as to the reason why this particular project is rejected...."

» General (N=12)

- » "Actually read the letters of intent and make an effort to find out more about the applying organization if they are not sure or have never heard of it. Alternatively - make it clear on the landing page that they only entertain invited applicants."
- » "To make the selection process easier for new established NGOs."
- » "Improving on the selection process."

» Learn More about Applicant Organizations (N=8)

- » "The foundation should try to request more information from its partners before giving feedback. Telephone [call] could...help."

» Communications Around Process (N=7)

- » "We need better communication and clear procedures from the foundation regarding the steps of following the proposal."

» Process Too Cumbersome (N=3)

- » "Funding process should be simplified."

» Speed Up Selection Process (N=2)

- » "[Might] like to study the potential organization deeply at first instance so that proposal can be approved faster and work started as per the schedule."

» More Flexibility (N=2)

- » "The foundation should be flexible in its grant application guidelines."

IMPACT ON AND UNDERSTANDING OF APPLICANT ORGANIZATIONS (16%)

» Improve Understanding of My Organization (N=22)

- » "It is very important for the funder to understand the community in which the applicant operates."
- » "We need to be flexible to one another and understand the village perspective rather than just...city women who are good in proposal writing or who are able to get experts to draft their proposals. We lack that capacity in the rural set up."
- » "Really take the time for the applications and expand your horizons, look behind and between the lines, or better said, look further then what your interpretations of the lines are."
- » "The foundation should find out more about first time applicants and try and fund them."

» Consider My Organization (N=7)

- » "Consider all of us applicants."

QUALITY AND QUANTITY OF INTERACTIONS (11%)

- » "Before declin[ing] proposal[s] let them visit the organisation or interview the organisation to get more information about the organisation before

decline.”

- » “Better communication and follow up to questions posed to the foundation.”
- » “Also, they should maintain a regular communication with their grantees as this will make them a better funder. They should also be extremely open, very honest and transparent.”
- » “We would like Mama Cash to visit our installations, sending a person or through the embassy that you all have in [our country], so that they can see our work and the situations that we deal with directly so that they can better consider our request for funds.”

GRANTMAKING PATTERNS (8%)

- » “Should increase its funding.”
- » “Give more smaller grants instead of rejecting.”
- » “Support more [of] the grantees’ core programmes.”
- » “Consider fund[ing] a particular organization for several years (at least for a period of at least 4 years) in order to create a greater impact.”

OTHER (10%)

» **General (N=5)**

- » “Analyse the impacts and changed lives of the beneficiaries”

» **External Communications (N=5)**

- » “It should make its webpage more interactive e.g. having it translated to other languages for easier understanding and feedback...”

» **Assistance to Applicants (N=4)**

- » “Identifying declined applicants and begin to build their capacities before they could receive grants or else work with them to develop their proposals.”

» **Greater Openness to Men (N=4)**

- » “[Be] open to feminist organizations that are run by women but include men.”

CONTEXTUAL DATA

Grantmaking Characteristics (Grantee Responses Only)

Length of Grant Awarded (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Average grant length	1.8 years	2.1 years	1.8 years

Cohort:

Past results: On Off

Length of Grant Awarded (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
1 year	44%	50%	42%
2 years	43%	21%	31%
3 years	9%	17%	19%
4 years	3%	3%	3%
5 or more years	1%	8%	5%

Cohort:

Past results: On Off

Type of Grant Awarded (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Program / Project Support	53%	64%	72%
General Operating / Core Support	43%	20%	19%
Capital Support: Building / Renovation / Endowment Support / Other	1%	8%	2%
Technical Assistance / Capacity Building	2%	5%	5%
Scholarship / Fellowship	0%	2%	1%
Event / Sponsorship Funding	1%	1%	1%

Cohort:

Past results: On Off

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Body	Money	Voice
Average grant length	1.8 years	2.1 years	1.4 years

Subgroup: ▼

Length of Grant Awarded (By Subgroup)	Body	Money	Voice
1 year	32%	39%	73%
2 years	59%	36%	23%
3 years	5%	21%	0%
4 years	5%	0%	5%
5 or more years	0%	4%	0%

Subgroup: ▼

Type of Grant Awarded (By Subgroup)	Body	Money	Voice
Program / Project Support	46%	62%	54%
General Operating / Core Support	49%	38%	38%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	4%
Technical Assistance / Capacity Building	5%	0%	0%
Scholarship / Fellowship	0%	0%	0%
Event / Sponsorship Funding	0%	0%	4%

Subgroup: ▼

Grant Size

Grant Amount Awarded (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Median grant size	\$53K	\$60K	\$200K

Cohort:

Past results: On Off

Grant Amount Awarded (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Less than \$10K	6%	11%	3%
\$10K - \$24K	8%	15%	5%
\$25K - \$49K	34%	15%	13%
\$50K - \$99K	36%	17%	20%
\$100K - \$149K	11%	10%	11%
\$150K - \$299K	3%	14%	16%
\$300K - \$499K	0%	7%	11%
\$500K - \$999K	0%	5%	9%
\$1MM and above	1%	7%	12%

Cohort:

Past results: On Off

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	48%	3%	7%

Cohort:

Past results: On Off

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Body	Money	Voice
Median grant size	\$66K	\$46K	\$46K

Subgroup:

Grant Amount Awarded (By Subgroup)	Body	Money	Voice
Less than \$10K	5%	7%	5%
\$10K - \$24K	3%	15%	9%
\$25K - \$49K	31%	33%	41%
\$50K - \$99K	46%	30%	27%
\$100K - \$149K	10%	11%	14%
\$150K - \$299K	3%	4%	5%
\$300K - \$499K	0%	0%	0%
\$500K - \$999K	0%	0%	0%
\$1MM and above	3%	0%	0%

Subgroup:

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Body	Money	Voice
Size of grant relative to size of grantee budget	50%	59%	41%

Subgroup:

Application Characteristics

Application Characteristics (Applicant Responses Only)

Type of Grant Requested (Overall)	Mama Cash 2014	Average Funder
Program/project support	78%	67%
General operating	13%	12%
Scholarship or research fellowship	1%	1%
Technical assistance/capacity building	4%	5%
Event/sponsorship funding	3%	1%
Capital support: building/renovation/endowment support/other	2%	14%

Cohort: Past results: On Off

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

Cohort: Past results: On Off

Grant Amount Requested (Overall)	Mama Cash 2014	Average Funder
Less than \$10K	24%	10%
\$10K - \$24K	27%	20%
\$25K - \$49K	28%	19%
\$50K - \$99K	17%	20%
\$100K - \$149K	4%	11%
\$150K - \$299K	1%	10%
\$300K - \$499K	0%	4%
\$500K - \$999K	0%	3%
\$1MM and above	0%	2%

Cohort: Past results: On Off

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Operating Budget of Grantee Organization (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$1.4M	\$1.6M

Cohort:

Past results: On Off

Operating Budget of Grantee Organization (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
<\$100K	65%	8%	11%
\$100K - \$499K	34%	20%	22%
\$500K - \$999K	0%	14%	12%
\$1MM - \$4.9MM	1%	30%	29%
\$5MM - \$24MM	0%	17%	17%
>=\$25MM	0%	10%	10%

Cohort:

Past results: On Off

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

Subgroup:

Operating Budget of Grantee Organization (By Subgroup)	Body	Money	Voice
<\$100K	66%	77%	50%
\$100K - \$499K	31%	23%	50%
\$500K - \$999K	0%	0%	0%
\$1MM - \$4.9MM	3%	0%	0%
\$5MM - \$24MM	0%	0%	0%
>=\$25MM	0%	0%	0%

Subgroup:

Operating Budget of Applicant Organizations

Operating Budget of Applicant Organization (Overall)	Mama Cash 2014	Median Funder
Median Budget	\$0.0M	\$0.7M

Cohort:

Past results: On Off

Operating Budget of Applicant Organization (Overall)	Mama Cash 2014	Average Funder
Less than \$100K	76%	16%
\$100K-\$499K	21%	27%
\$500K-\$999K	2%	14%
\$1MM-\$4.9MM	1%	24%
\$5MM-\$25MM	0%	11%
\$25MM and above	0%	8%

Cohort:

Past results: On Off

Additional Grantee Characteristics

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
First grant received from the Foundation	34%	28%	41%
Consistent funding in the past	54%	53%	45%
Inconsistent funding in the past	12%	19%	14%

Cohort:

Past results: On Off

Funding Status and Grantees Previously Declined Funding (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	76%	76%	82%
Percent of grantees previously declined funding by the Foundation	22%	32%	15%

Cohort:

Past results: On Off

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Body	Money	Voice
First grant received from the Foundation	25%	45%	35%
Consistent funding in the past	63%	41%	57%
Inconsistent funding in the past	13%	14%	9%

Subgroup:

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Body	Money	Voice
Percent of grantees currently receiving funding from the Foundation	73%	75%	82%
Percent of grantees previously declined funding by the Foundation	19%	14%	38%

Subgroup:

Grantee Demographics

Job Title of Respondents (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Executive Director	44%	47%	42%
Other Senior Management	5%	13%	15%
Project Director	16%	10%	14%
Development Director	2%	12%	8%
Other Development Staff	4%	8%	10%
Volunteer	3%	1%	0%
Other	26%	10%	10%

Cohort: ▼

Past results: On Off

Gender of Respondents (Overall)	Mama Cash 2014	Average Funder	Custom Cohort
Female	98%	63%	62%
Male	2%	37%	38%

Cohort: ▼

Past results: On Off

Applicant Demographics

Job Title of Respondents (Overall)	Mama Cash 2014	Average Funder
Executive Director/CEO	61%	46%
Other Senior Management	6%	11%
Project Director	14%	10%
Development Director	4%	12%
Other Development Staff	2%	7%
Volunteer	2%	2%
Other	11%	13%

Cohort:

Past results: On Off

Gender of Respondents (Overall)	Mama Cash 2014	Average Funder
Male	18%	36%
Female	81%	62%

Cohort:

Past results: On Off

Funder Characteristics

Financial Information (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Total assets	\$5.8M	\$232.1M	\$155.8M
Total giving	\$3.8M	\$14.0M	\$17.2M

Cohort:

Past results: On Off

Funder Staffing (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Total staff (FTEs)	31	13	30
Percent of staff (FTEs) actively managing grantee relationships	29%	39%	29%
Percent of staff who are program staff	30%	45%	44%

Cohort:

Past results: On Off

Grantmaking Processes (Overall)	Mama Cash 2014	Median Funder	Custom Cohort
Proportion of grants that are proactive	6%	40%	93%
Proportion of grantmaking dollars that are proactive	5%	40%	90%

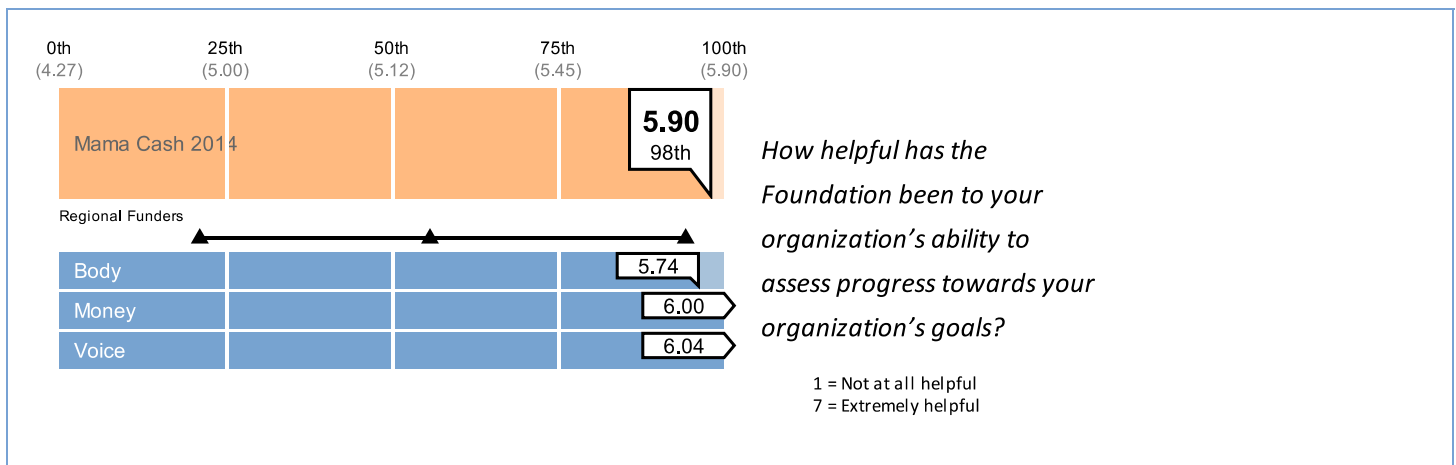
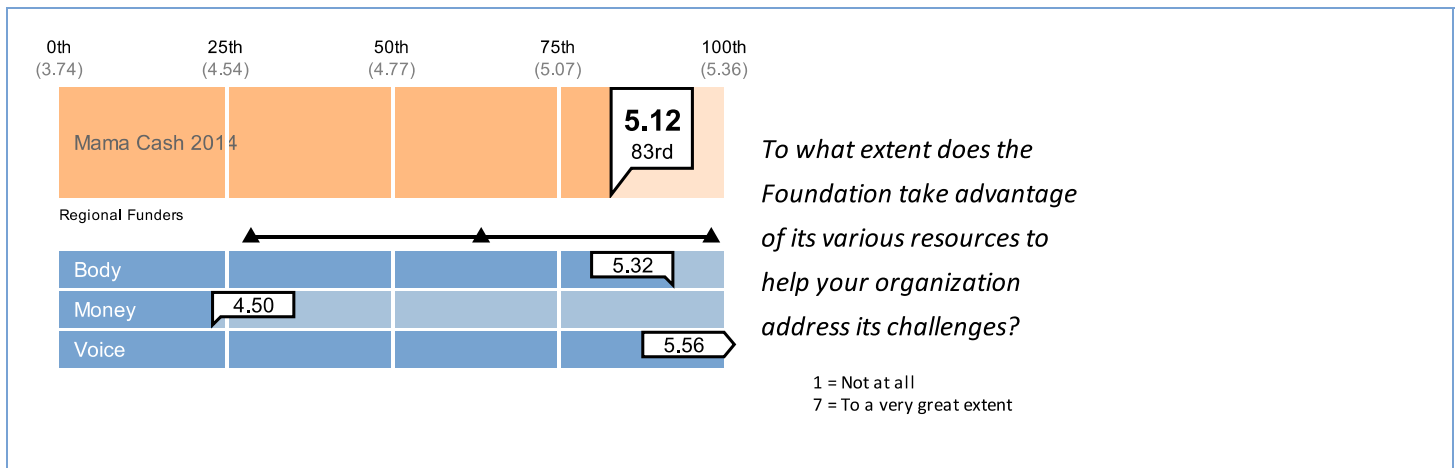
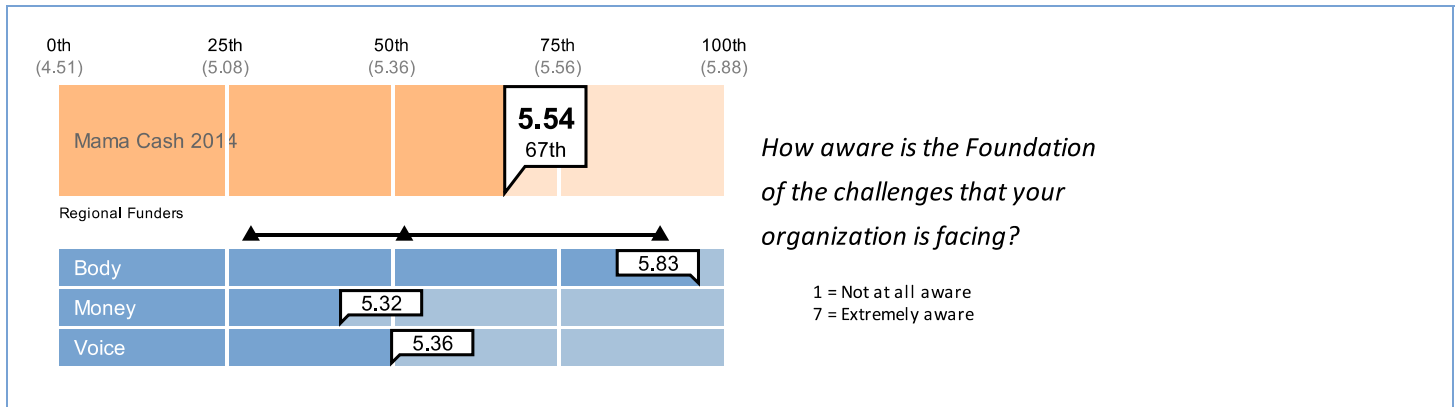
Cohort:

Past results: On Off

ADDITIONAL MEASURES

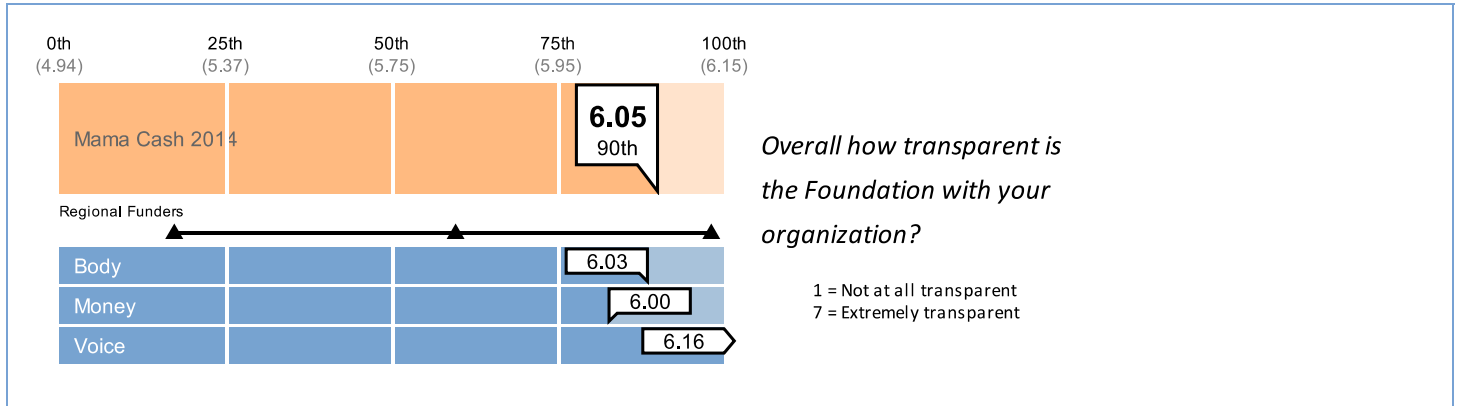
Grantee Feedback

The following questions were recently added to the grantee survey and depict comparative data from only 24 funders.

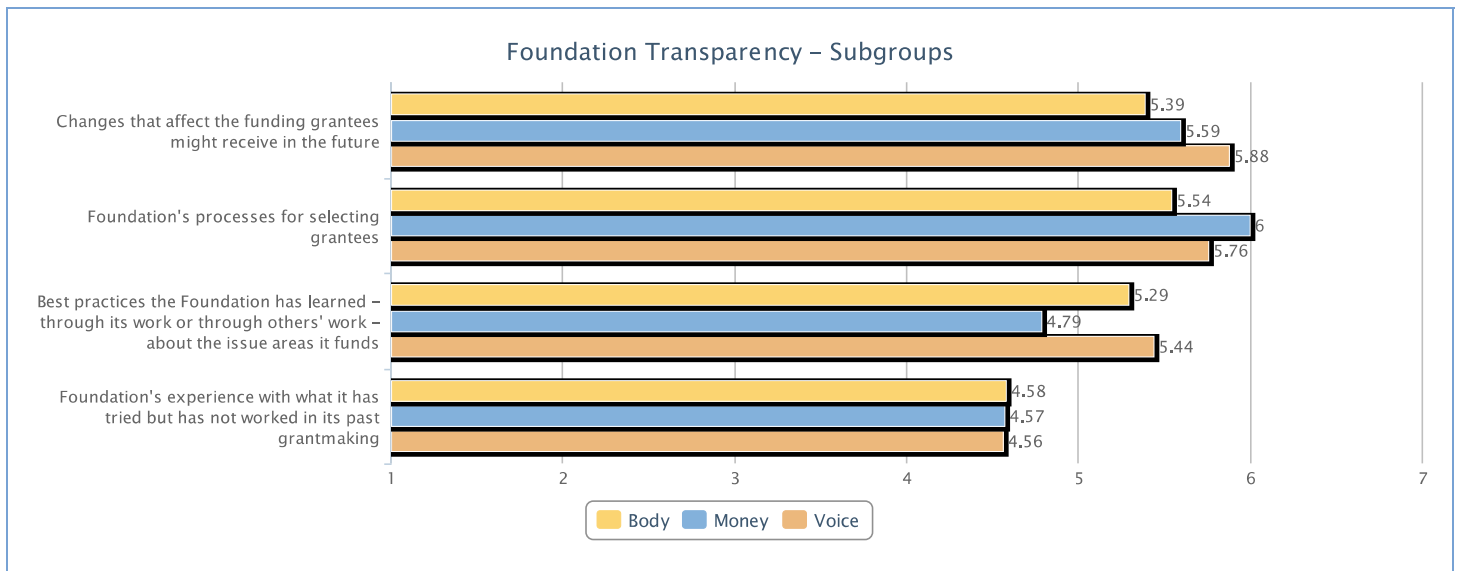
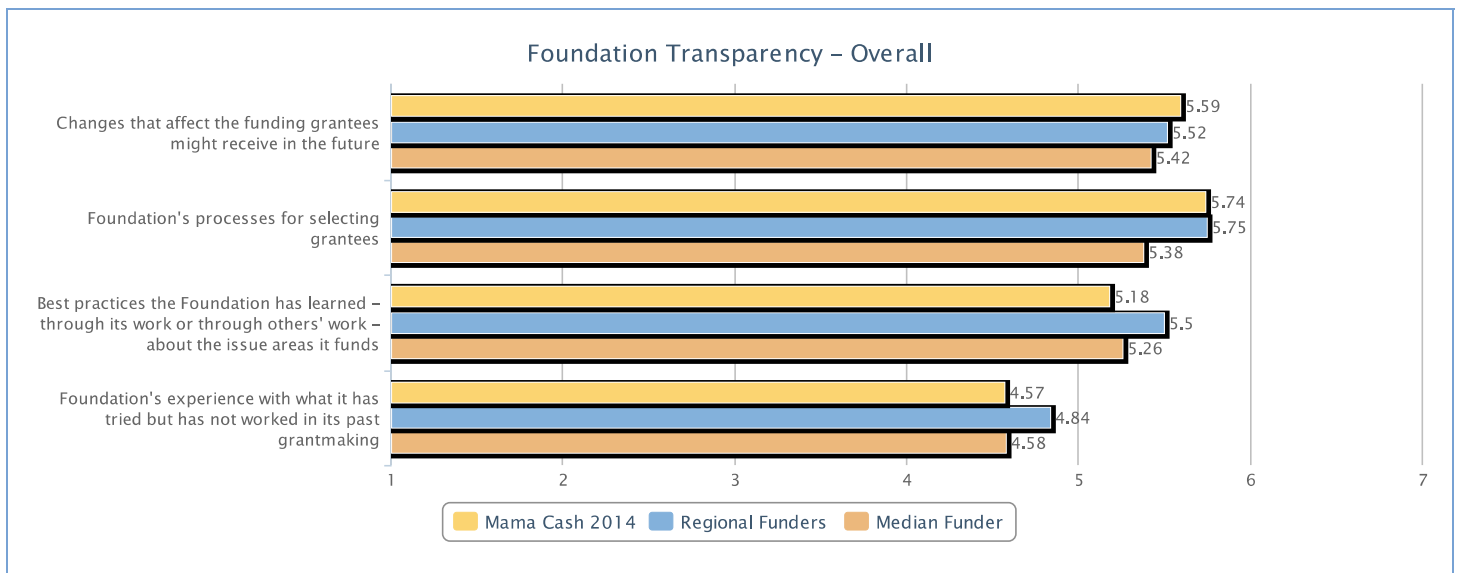


Funder Transparency

Grantee Feedback



Grantees were asked to rate how transparent Mama Cash is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."



FUNDERS IN GPR COMPARATIVE COHORTS

The full list of funders included in each standard cohort is below.

Community Foundations

Ann Arbor Area Community Foundation
California Community Foundation
Central Indiana Community Foundation
Chicago Community Trust
Cleveland Foundation
Columbus Foundation and Affiliated
Organizations
Community Foundation Silicon Valley
East Bay Community Foundation
Erie Community Foundation
Fremont Area Community Foundation
Grand Rapids Community Foundation

Greater Cincinnati Foundation
Gulf Coast Community Foundation of Venice
Hampton Roads Community Foundation
Hartford Foundation for Public Giving
Kalamazoo Community Foundation
Latino Community Foundation
Maine Community Foundation
Marin Community Foundation
Minneapolis Foundation
New Hampshire Charitable Foundation
New York Community Trust
Peninsula Community Foundation

Philadelphia Foundation
Pittsburgh Foundation
Rhode Island Foundation
Rochester Area Community Foundation
Saint Paul Foundation
Santa Barbara Foundation
Santa Fe Community Foundation
The Boston Foundation
Vancouver Foundation
Vermont Community Foundation

Health Conversion Funders

Baptist Community Ministries
California Endowment
California Wellness Foundation
Caring for Colorado Foundation
Colorado Health Foundation
Colorado Trust
Community Memorial Foundation
Connecticut Health Foundation
Danville Regional Foundation
Endowment for Health

Harvest Foundation of the Piedmont
Health Care Foundation of Greater Kansas City
Health Foundation of Greater Cincinnati
Kansas Health Foundation
Kessler Foundation
Maine Health Access Foundation
MetroWest Community Health Care Foundation
Michael Reese Health Trust
Missouri Foundation for Health
Mt. Sinai Health Care Foundation

New York State Health Foundation
Northwest Health Foundation
Quantum Foundation
Rose Community Foundation
Saint Luke's Foundation
The Assisi Foundation of Memphis, Inc.
Williamsburg Community Health Foundation
Winter Park Health Foundation

Small Private Funders

444S Foundation
Adolph Coors Foundation
Alphawood Foundation
Amelia Peabody Foundation
Benwood Foundation
Blue Cross Blue Shield of Massachusetts
Foundation
Cannon Foundation
Carrie Estelle Doheny Foundation
Case Foundation
Charles and Helen Schwab Foundation
Clowes Fund
Collins Foundation
E. Rhodes and Leona B. Carpenter Foundation
Eden Hall Foundation
EMPower
Eugene and Agnes E. Meyer Foundation
F.B. Heron Foundation
Fan Fox and Leslie R. Samuels Foundation
First Fruit
Frist Foundation

GAR Foundation
Gates Family Foundation
Gaylord and Dorothy Donnelley Foundation
Grable Foundation
Harold K.L. Castle Foundation
Helen Andrus Benedict Foundation
Hess Foundation
Hyams Foundation
Jacob and Valeria Langeloth Foundation
Jessie Smith Noyes Foundation
John H. and Wilhelmina D. Harland
Charitable Foundation, Inc.
John P. McGovern Foundation
Josiah Macy, Jr. Foundation
Lenfest Foundation
Lloyd A. Fry Foundation
Louis Calder Foundation
Lucile Packard Foundation for Children's Health
Medina Foundation
Nord Family Foundation
Overbrook Foundation

Peter and Elizabeth C. Tower Foundation
Raskob Foundation for Catholic Activities
Raymond John Wean Foundation
Rollin M. Gerstacker Foundation
Ruth Mott Foundation
S & G Foundation
S. H. Cowell Foundation
Shelton Family Foundation
Sobrato Family Foundation
The Abell Foundation
The Brainerd Foundation
The Brinson Foundation
The Fund for New Jersey
Victoria Foundation
Waitt Family Foundation
Wilburforce Foundation
William Caspar Graustein Memorial Fund
William Stamps Farish Fund
Woods Fund of Chicago
Zeist Foundation

Medium Private Funders

Adessium Foundation	France-Merrick Foundation	One Foundation
Ahmanson Foundation	George Gund Foundation	Paul G. Allen Foundations
Altman Foundation	George S. and Dolores Dore Eccles Foundation	Paul Hamlyn Foundation
Ambrose Monell Foundation	Geraldine R. Dodge Foundation	Pears Foundation
Amon G. Carter Foundation	Gill Foundation	Polk Bros. Foundation
Andersen Foundation	Goizueta Foundation	Pritzker Foundation
Anschutz Foundation	Hall Family Foundation	Public Welfare Foundation
Arcus Foundation	Horace W. Goldsmith Foundation	Ralph M. Parsons Foundation
AVI CHAI Foundation	Iowa West Foundation	Rasmuson Foundation
Beldon Fund	J. A. and Kathryn Albertson Foundation	Richard and Rhoda Goldman Fund
Blandin Foundation	J. Bulow Campbell Foundation	Richard M. Fairbanks Foundation
Blue Shield of California Foundation	J. Willard and Alice S. Marriott Foundation	Rockefeller Brothers Fund
Bradley Foundation	James Graham Brown Foundation	Russell Family Foundation
Bradley-Turner Foundation	Jay and Rose Phillips Family Foundation	Sherman Fairchild Foundation
Brown Foundation	Jessie Ball duPont Fund	Shubert Foundation
Bush Foundation	John A. Hartford Foundation	Skillman Foundation
Champlin Foundations	John R. Oishei Foundation	Skoll Foundation
Charles and Lynn Schusterman Family Foundation	Kate B. Reynolds Charitable Trust	Stuart Foundation
Christensen Fund	Kendeda Fund	Surdna Foundation
Clark Foundation	Kronosky Charitable Foundation	T.L.L. Temple Foundation
Claude Worthington Benedum Foundation	Leichtag Foundation	The Jim Joseph Foundation
College Access Foundation of California	Longwood Foundation	Virginia G. Piper Charitable Trust
Conrad N. Hilton Foundation	M. J. Murdock Charitable Trust	Walter & Elise Haas Fund
Daniels Fund	Marguerite Casey Foundation	Wayne and Gladys Valley Foundation
Dekko Foundation	Mary Reynolds Babcock Foundation	Weingart Foundation
Dyson Foundation	Mathile Family Foundation	William K. Warren Foundation
Educational Foundation of America	Meyer Memorial Trust	William Randolph Hearst Foundations
El Pomar Foundation	Morris and Gwendolyn Cafritz Foundation	William T. Kemper Foundation
Evelyn and Walter Haas, Jr. Fund	Nathan Cummings Foundation	Windgate Charitable Foundation
F. M. Kirby Foundation	Nina Mason Pulliam Charitable Trust	Yad Hanadiv
Ford Family Foundation	Northwest Area Foundation	Z. Smith Reynolds Foundation
	Omidyar Network	

Large Private Funders

Alfred P. Sloan Foundation	Harry and Jeanette Weinberg Foundation	Robert Wood Johnson Foundation
Alliance for a Green Revolution in Africa	Heinz Endowments	Rockefeller Foundation
Annenberg Foundation	Houston Endowment	Sea Change Foundation
Barr Foundation	James Irvine Foundation	The Atlantic Philanthropies
Bill & Melinda Gates Foundation	John D. and Catherine T. MacArthur Foundation	The Broad Foundation
Carnegie Corporation of New York	John S. and James L. Knight Foundation	The Wallace Foundation
Charles Stewart Mott Foundation	Kresge Foundation	W.K. Kellogg Foundation
David and Lucile Packard Foundation	Lumina Foundation for Education	William and Flora Hewlett Foundation
Doris Duke Charitable Foundation	McKnight Foundation	William Penn Foundation
Duke Endowment	Pew Charitable Trusts	
Ford Foundation	Richard King Mellon Foundation	
Gordon and Betty Moore Foundation	Robert R. McCormick Tribune Foundation	

International Funders

444S Foundation
 Adessium Foundation
 Alliance for a Green Revolution in Africa
 AVI CHAI Foundation
 Bill & Melinda Gates Foundation
 Bradley Foundation
 Carnegie Corporation of New York
 Charles and Lynn Schusterman Family
 Foundation
 Charles Stewart Mott Foundation
 Christensen Fund
 Citi Foundation
 Conrad N. Hilton Foundation

David and Lucile Packard Foundation
 EMPOWER
 Energy Foundation
 First Fruit
 Ford Foundation
 Gordon and Betty Moore Foundation
 Harry and Jeanette Weinberg Foundation
 Humanity United
 Inter-American Foundation
 John D. and Catherine T. MacArthur Foundation
 Levi Strauss Foundation
 Nathan Cummings Foundation
 New Profit

Oak Foundation
 Omidyar Network
 Overbrook Foundation
 Raskob Foundation for Catholic Activities
 Rockefeller Brothers Fund
 Rockefeller Foundation
 Skoll Foundation
 The Atlantic Philanthropies
 W.K. Kellogg Foundation
 Wilburforce Foundation
 William and Flora Hewlett Foundation

National Funders

Alfred P. Sloan Foundation
 Andersen Foundation
 Anschutz Foundation
 Arcus Foundation
 Beldon Fund
 Case Foundation
 Charles and Helen Schwab Foundation
 Democracy Alliance
 Doris Duke Charitable Foundation
 E. Rhodes and Leona B. Carpenter Foundation
 Educational Foundation of America
 F. M. Kirby Foundation
 F.B. Heron Foundation
 Fannie Mae Foundation
 General Mills Foundation
 Gill Foundation
 Hess Foundation
 Horace W. Goldsmith Foundation
 Jessie Smith Noyes Foundation

John A. Hartford Foundation
 John P. McGovern Foundation
 John S. and James L. Knight Foundation
 Josiah Macy, Jr. Foundation
 Kendeda Fund
 Kresge Foundation
 Lumina Foundation for Education
 Marguerite Casey Foundation
 Ms. Foundation for Women
 Nellie Mae Education Foundation
 Nord Family Foundation
 One Foundation
 Partnership for Excellence in Jewish Education
 Paul G. Allen Foundations
 PetSmart Charities
 Pew Charitable Trusts
 Pritzker Foundation
 PSEG Foundation
 Public Welfare Foundation

Robert R. McCormick Tribune Foundation
 Robert Wood Johnson Foundation
 Rollin M. Gerstacker Foundation
 S & G Foundation
 SC Ministry Foundation
 Sea Change Foundation
 Sherman Fairchild Foundation
 Shubert Foundation
 Surdna Foundation
 Susan G. Komen for the Cure
 The Broad Foundation
 The Jim Joseph Foundation
 The Wallace Foundation
 Waitt Family Foundation
 Wellington Management Charitable Fund
 William Randolph Hearst Foundations
 William T. Kemper Foundation
 Windgate Charitable Foundation
 Yad Hanadiv

Regional Funders

Adolph Coors Foundation
 Ahmanson Foundation
 Alaska Mental Health Trust Authority
 Alliance for California Traditional Arts
 Alphawood Foundation
 Altman Foundation
 Ambrose Monell Foundation
 Amelia Peabody Foundation
 Amon G. Carter Foundation
 Ann Arbor Area Community Foundation
 Annenberg Foundation
 Arts Council Silicon Valley
 Baptist Community Ministries
 Barr Foundation
 Benwood Foundation
 Blandin Foundation
 Blue Cross and Blue Shield of Minnesota
 Foundation
 Blue Cross and Blue Shield of North Carolina
 Foundation
 Blue Cross Blue Shield of Massachusetts
 Foundation
 Blue Shield of California Foundation
 Bradley-Turner Foundation
 Brown Foundation
 Bush Foundation
 California Community Foundation
 California Endowment
 California HealthCare Foundation
 California Wellness Foundation
 Cannon Foundation
 Caring for Colorado Foundation
 Carrie Estelle Doheny Foundation
 Central Indiana Community Foundation
 Champlin Foundations
 Chicago Community Trust
 Clark Foundation
 Claude Worthington Benedum Foundation
 Cleveland Foundation
 Clowes Fund
 College Access Foundation of California
 Collins Foundation
 Colorado Health Foundation
 Colorado Trust
 Columbus Foundation and Affiliated
 Organizations
 Community Foundation Silicon Valley
 Community Memorial Foundation
 Community Technology Foundation of California
 Connecticut Health Foundation
 Cultural Council of Santa Cruz County
 Daniels Fund
 Danville Regional Foundation
 Dekko Foundation
 Duke Endowment
 Dyson Foundation
 East Bay Community Foundation
 Eden Hall Foundation
 Edison International
 El Pomar Foundation
 Endowment for Health
 Erie Community Foundation
 Eugene and Agnes E. Meyer Foundation
 Evelyn and Walter Haas, Jr. Fund
 Fan Fox and Leslie R. Samuels Foundation
 First 5 Alameda County - Every Child Counts
 Ford Family Foundation
 France-Merrick Foundation
 Fremont Area Community Foundation
 Frist Foundation
 GAR Foundation
 Gates Family Foundation
 Gaylord and Dorothy Donnelley Foundation
 George Gund Foundation
 George S. and Dolores Dore Eccles Foundation
 Geraldine R. Dodge Foundation
 Goizueta Foundation
 Grable Foundation
 Grand Rapids Community Foundation
 Greater Cincinnati Foundation
 Greater Twin Cities United Way
 Gulf Coast Community Foundation of Venice
 Hall Family Foundation
 Hampton Roads Community Foundation
 Harold K.L. Castle Foundation
 Hartford Foundation for Public Giving
 Harvest Foundation of the Piedmont
 Health Care Foundation of Greater Kansas City
 Health Foundation of Greater Cincinnati
 Heinz Endowments
 Helen Andrus Benedict Foundation
 Helios Education Foundation
 Horizon Foundation for New Jersey
 Houston Endowment
 Hyams Foundation
 Iowa West Foundation
 J. A. and Kathryn Albertson Foundation
 J. Bulow Campbell Foundation
 J. Willard and Alice S. Marriott Foundation
 Jacob and Valeria Langeloth Foundation
 James Graham Brown Foundation
 James Irvine Foundation
 Jay and Rose Phillips Family Foundation
 Jessie Ball duPont Fund
 John H. and Wilhelmina D. Harland Charitable
 Foundation, Inc.
 John R. Oishei Foundation
 Kalamazoo Community Foundation
 Kansas Health Foundation
 Kate B. Reynolds Charitable Trust
 Kessler Foundation
 Kronosky Charitable Foundation
 Latino Community Foundation
 Lenfest Foundation
 Lloyd A. Fry Foundation
 Longwood Foundation
 Louis Calder Foundation
 Lucile Packard Foundation for Children's Health
 M. J. Murdock Charitable Trust
 Maine Community Foundation
 Maine Health Access Foundation
 Marin Community Foundation
 Mary Reynolds Babcock Foundation
 Mathile Family Foundation
 Mat-Su Health Foundation
 McKnight Foundation
 Medina Foundation
 MetroWest Community Health Care Foundation
 Meyer Memorial Trust
 Michael Reese Health Trust
 Minneapolis Foundation
 Missouri Foundation for Health
 Morris and Gwendolyn Cafritz Foundation
 Mt. Sinai Health Care Foundation
 New Hampshire Charitable Foundation
 New York Community Trust
 New York State Health Foundation
 Nina Mason Pulliam Charitable Trust
 Northern Rock Foundation
 Northwest Area Foundation
 Northwest Health Foundation
 Ontario Trillium Foundation
 Peninsula Community Foundation
 Peter and Elizabeth C. Tower Foundation
 Philadelphia Foundation
 Pittsburgh Foundation
 PNM Resources Foundation
 Polk Bros. Foundation
 Quantum Foundation
 Ralph M. Parsons Foundation
 Rasmuson Foundation
 Raymond John Wean Foundation
 Resources Legacy Fund
 Rhode Island Foundation
 Richard and Rhoda Goldman Fund
 Richard King Mellon Foundation
 Richard M. Fairbanks Foundation
 Robin Hood Foundation
 Rochester Area Community Foundation
 Rose Community Foundation
 Russell Family Foundation
 Ruth Mott Foundation
 S. H. Cowell Foundation
 Saint Luke's Foundation
 Saint Paul Foundation
 Santa Barbara Foundation
 Santa Fe Community Foundation
 Shelton Family Foundation
 Skillman Foundation
 Sobrato Family Foundation
 St. Louis County Children's Service Fund
 Stuart Foundation
 T.L.L. Temple Foundation
 The Abell Foundation
 The Assisi Foundation of Memphis, Inc.
 The Boston Foundation
 The Brainerd Foundation
 The Brinson Foundation
 The Fund for New Jersey
 Thrivent Financial for Lutherans Foundation
 Tufts Health Plan Foundation
 United Way of Massachusetts Bay
 Vancouver Foundation
 Vermont Community Foundation
 Victoria Foundation
 Virginia G. Piper Charitable Trust
 Wachovia Regional Foundation
 Walter & Elise Haas Fund
 Wayne and Gladys Valley Foundation
 Weingart Foundation
 William Caspar Graustein Memorial Fund
 William K. Warren Foundation
 William Penn Foundation
 William Stamps Farish Fund
 Williamsburg Community Health Foundation
 Winter Park Health Foundation
 Woods Fund of Chicago
 Z. Smith Reynolds Foundation
 Zeist Foundation

FUNDERS IN APR DATASET

Arcus Foundation	Mama Cash
The Assisi Foundation of Memphis, Inc.	Mat-Su Health Foundation
Beldon Fund	MetroWest Community Health Care Foundation
Bill and Melinda Gates Foundation - Pacific Northwest Program	New Hampshire Charitable Foundation
Blue Cross and Blue Shield of North Carolina Foundation	New York State Health Foundation
The Boston Foundation	The Ontario Trillium Foundation
California Endowment	Paso del Norte Health Foundation
Community Foundation Silicon Valley	Paul Hamlyn Foundation
Connecticut Health Foundation	Philadelphia Foundation
Danville Regional Foundation	Physicians Foundation
East Bay Community Foundation	Quantum Foundation
Endowment for Health	Raskob Foundation for Catholic Activities
Gaylord and Dorothy Donnelley Foundation	Rhode Island Foundation
Greater Cincinnati Foundation	Robert Wood Johnson Foundation
Harry and Jeanette Weinberg Foundation	Rockefeller Brothers Fund
Harvest Foundation of the Piedmont	Rockefeller Foundation
Hyams Foundation	Saint Luke's Foundation
John S. and James L. Knight Foundation	Santa Barbara Foundation
The Kresge Foundation	Susan G. Komen for the Cure
Longwood Foundation	Vancouver Foundation
Lucile Packard Foundation for Childrens Health	Virginia G. Piper Charitable Trust
M. J. Murdock Charitable Trust	Weingart Foundation
Maine Health Access Foundation	Yad Hanadiv

ABOUT CEP & 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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