
GRANTEE AND APPLICANT PERCEPTION REPORT®

PREPARED FOR

Mama Cash

September 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
617-492-0800

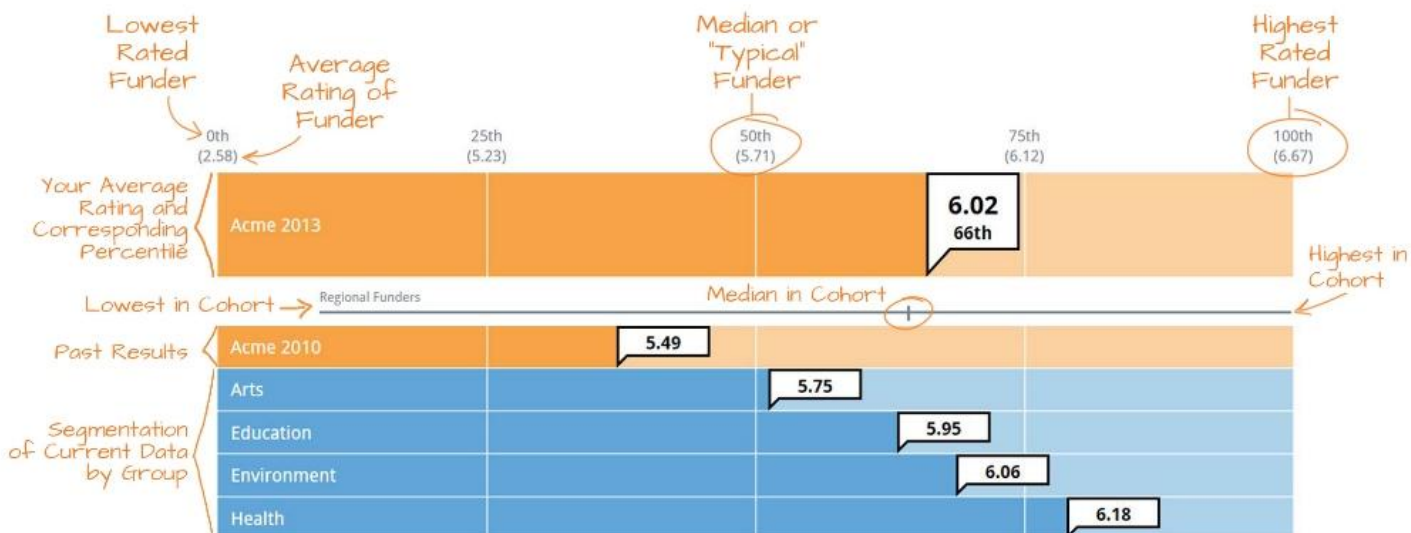
131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

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

Interpreting Your Charts

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



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 Measures

Trend Data

Average Rating

Percentile Rank

Field Impact

Impact on Grantees' Fields



6.23



Community Impact

Impact on Grantees' Communities



5.81



Organizational Impact

Impact on Grantees' Organizations



6.52



Relationships

Strength of Relationships with Grantees

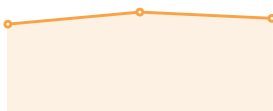


6.35

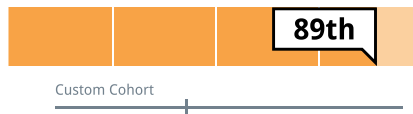


Selection Process

Helpfulness of the Selection Process

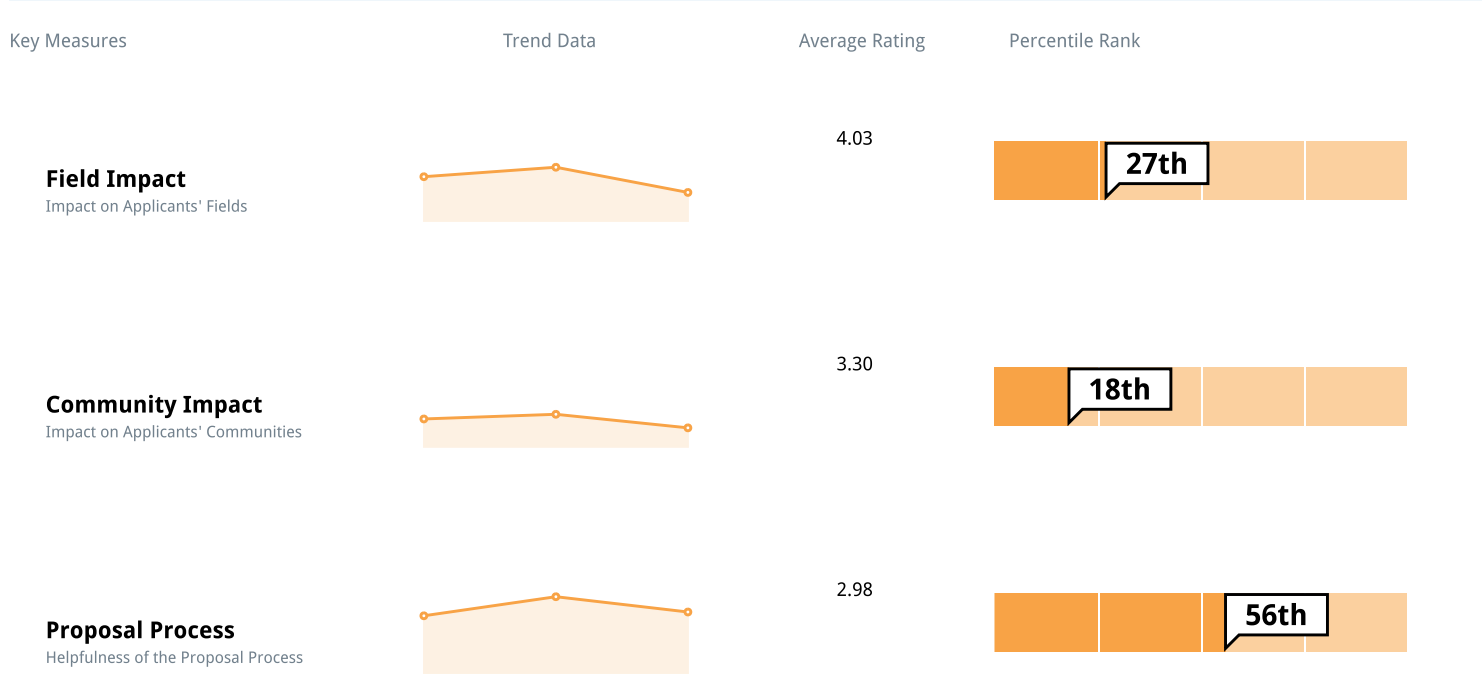


5.42



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.



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. Six grantees described Mama Cash as "solidarity," 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	Survey Population	Number of Responses Received	Survey Response Rate
Mama Cash 2018	May and June 2018	141	107	76%
Mama Cash 2016	September and October 2016	117	89	76%
Mama Cash 2014	February and March 2014	143	97	68%

Survey Year	Year of Active Grants
Mama Cash 2018	2017
Mama Cash 2016	2015 & 2016
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.cep.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 and Length of Grant.

Portfolio	Number of Responses
Body	35
Voice	23
Money - Labour Rights	21
Money - Environmental Justice	16
Women's Fund	12

Region	Number of Responses
Africa and West Asia	30
East South & Southeast Asia and Oceania	28
Latin America and The Caribbean	27
Europe and Central & North Asia	22

Length of Grant	Number of Responses
Single year	56
Multi-year	35
Flexible	16

Applicant Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Mama Cash 2018	May and June 2018	481	207	43%
Mama Cash 2016	September and October 2016	493	232	47%
Mama Cash 2014	February and March 2014	621	201	32%

Survey Year	Application Year
Mama Cash 2018	2017
Mama Cash 2016	2016
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	80
Money - Environmental Justice	11
Money - Labour Rights	37
Voice	79

Region	Number of Responses
Africa and West Asia	90
East South & Southeast Asia and Oceania	37
Europe and Central & North Asia	25
Latin America and The Caribbean	51

Subgroup Methodology

Based on guidance from Mama Cash, CEP tagged respondents into the following subgroups using the grantee and applicant lists. Descriptions of each subgroup are below.

Subgroup Methodology

Portfolio: Using Mama Cash's list, CEP tagged all grantees and applicants based on the portfolio in which their grant or proposal belonged. For the Grantee Perception Report, those in Mama Cash's Accompaniment Portfolio were re-categorized on a case-by-case basis by Mama Cash.

Region: Respondents were categorized by region based on Mama Cash's grantee and applicant lists. For the Grantee Perception report, respondents who receive funding internationally were re-categorized on an individual basis by Mama Cash. For the Applicant Perception Report, respondents from North America were excluded from the subgroup.

Length of Grant: Using Mama Cash's list, CEP tagged all grantees based on the length of their grant. Respondents who received funding for 18 months are categorized as receiving a flexible grant length.

Summary of Differences by Subgroup

Grantee Perception Report

Portfolio: Grantees in Mama Cash's Women's Fund portfolio report experiencing a contact change in the past six months significantly more than grantees in each of the four other portfolios. Women's Fund grantees also rate Mama Cash's impact on the local community significantly lower than any of the other groups.

Region: No group consistently rates higher or lower than others when grantee ratings are segmented by region.

Length of Grant: No group consistently rates higher or lower than others when grantee ratings are segmented by length of grant.

Applicant Perception Report

Portfolio: No group consistently rates higher or lower than others when applicant ratings are segmented by Portfolio.

Region: No group consistently rates higher or lower than others when applicant ratings are segmented by Region.

Comparative Cohorts

Customized Cohort

Mama Cash selected a set of 12 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

Ms. Foundation for Women

Oak Foundation

The Atlantic Philanthropies

The Rockefeller Foundation

Unbound Philanthropy

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	35	Funders with median grant size of \$20K or less
Large Grant Providers	79	Funders with median grant size of \$200K or more
High Touch Funders	36	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	33	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	68	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	75	Funders that make at most 10% of grants by invitation only
International Funders	38	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	56	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	146	All private foundations in the GPR dataset
Family Foundations	68	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset
Health Conversion Foundations	32	All health conversation foundations in the GPR dataset
Corporate Foundations	21	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	24	Funders that are primarily based outside the United States
Recently Established Foundations	63	Funders that were established in 2000 or later

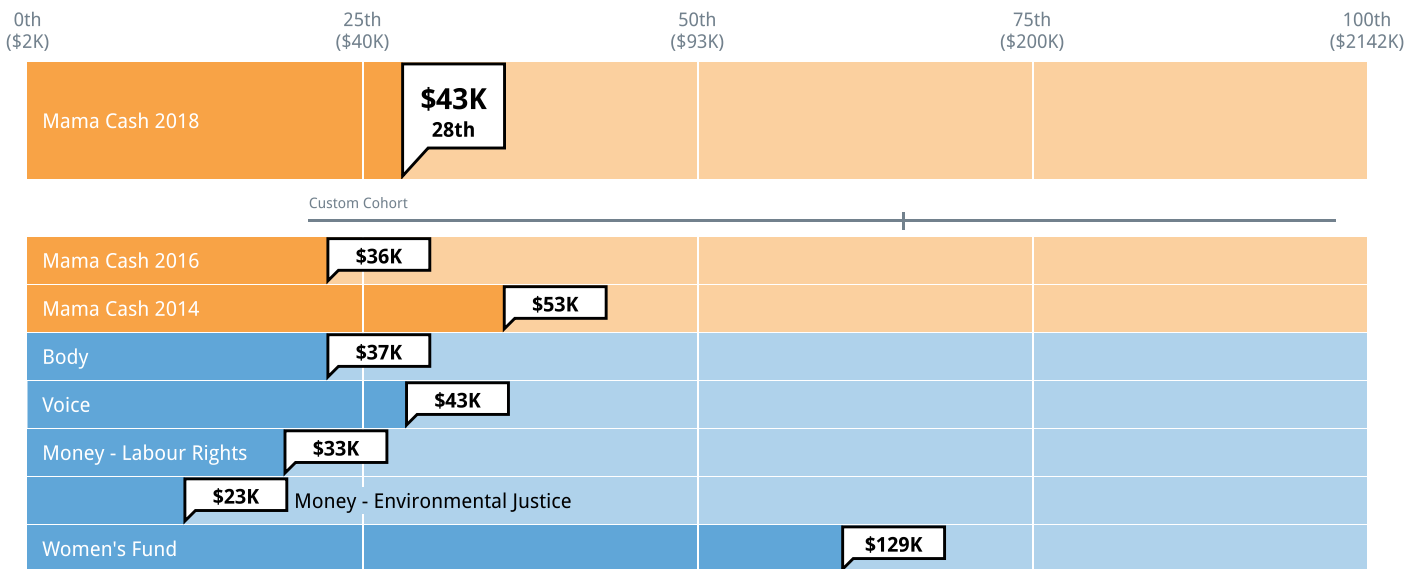
Grantmaking and Application Characteristics

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

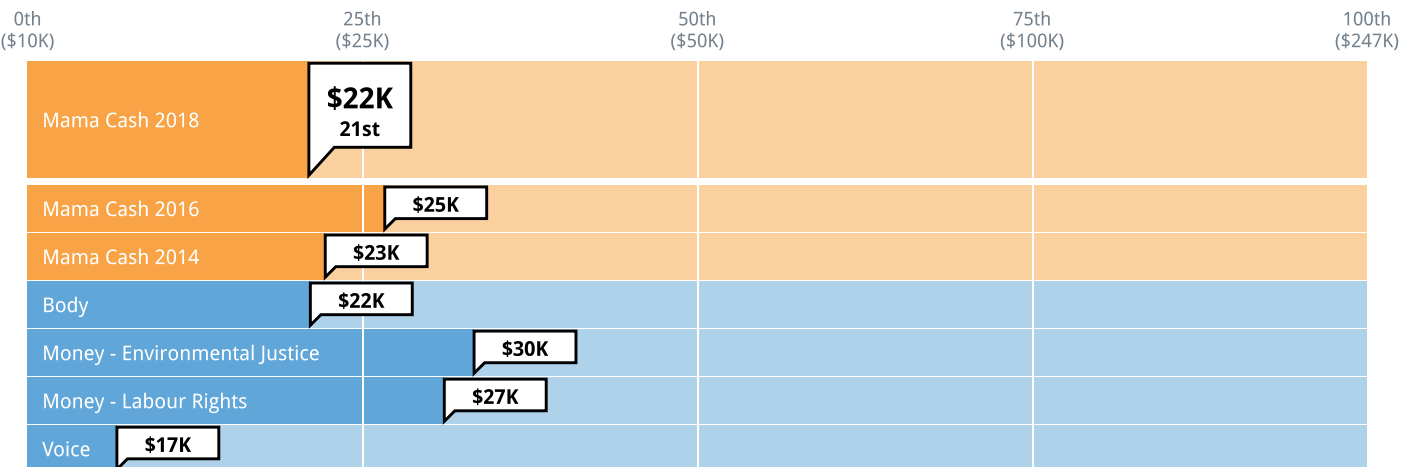
Median Grant Size



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

Applicant Responses

Median Grant Request Size

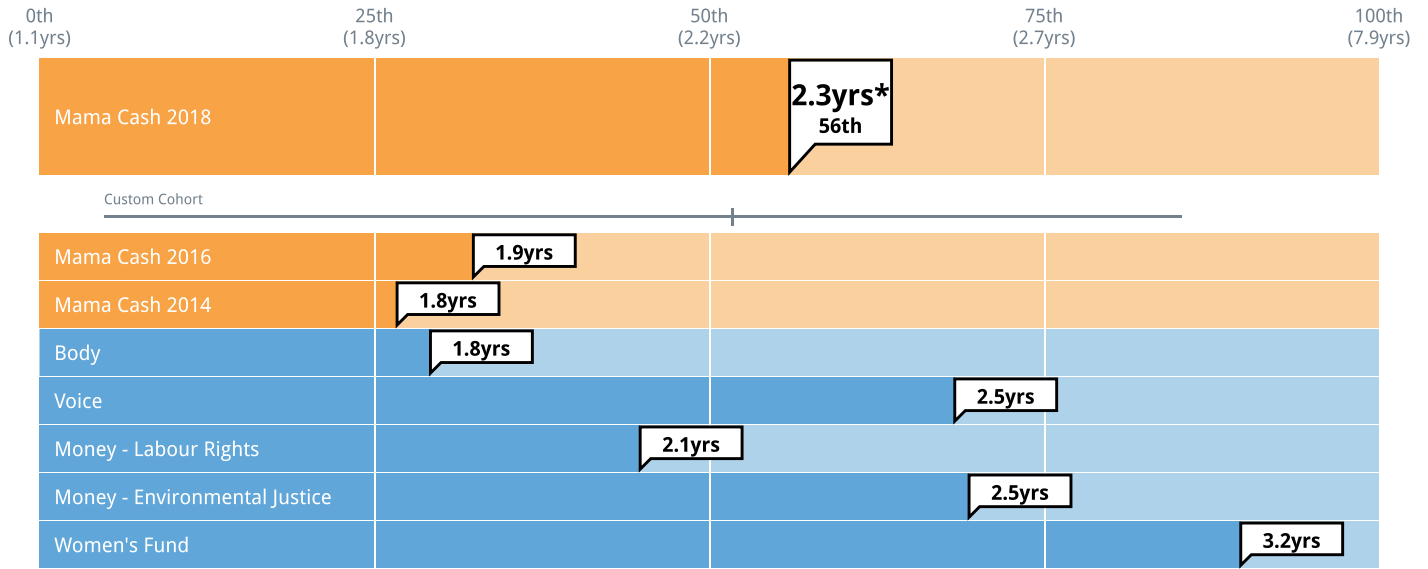


Cohort: None Past results: On Off Subgroup: Portfolio

Grant Length

Grantee Responses

Average Grant Length



Cohort:

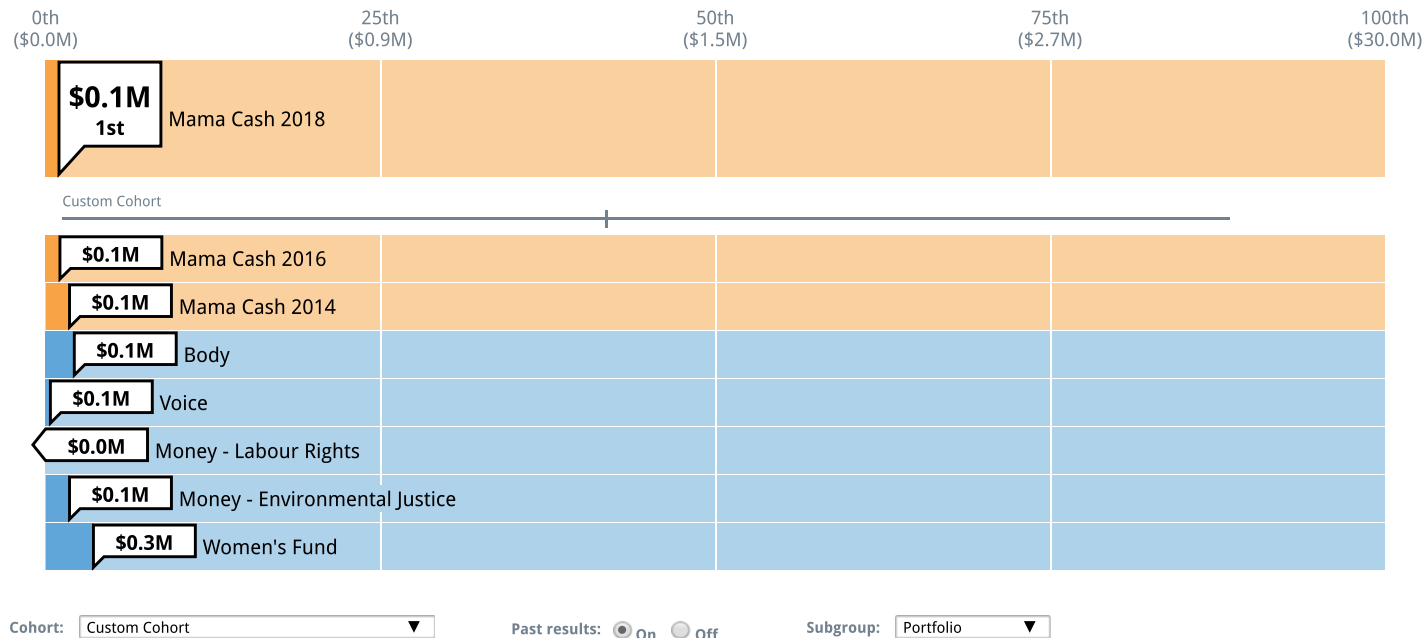
Past results: On Off

Subgroup:

Grantee/Applicant Budget

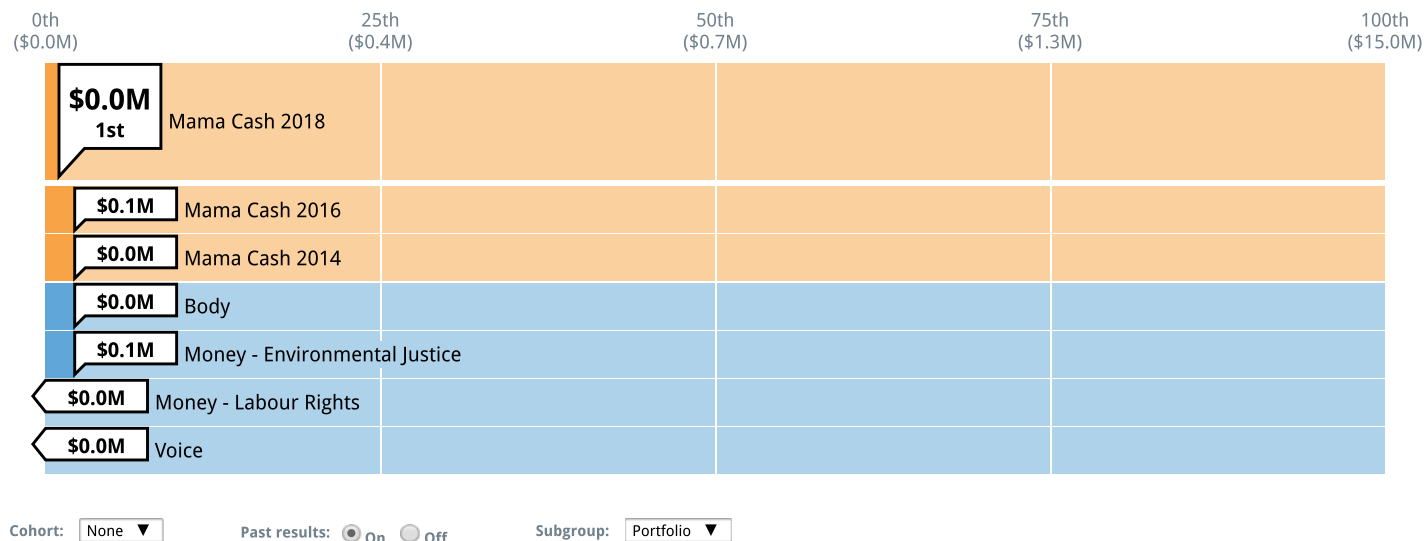
Grantee Responses

Median Organizational Budget



Applicant Responses

Median Organizational Budget



Type of Grant Awarded/Requested

Type of Grant Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program / Project Support	35%	56%	53%	65%	68%
General Operating / Core Support	61%	43%	43%	22%	26%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	1%	5%	1%
Technical Assistance / Capacity Building	2%	1%	2%	4%	3%
Scholarship / Fellowship	0%	0%	0%	2%	1%
Event / Sponsorship Funding	3%	0%	1%	2%	1%

Type of Grant Requested	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Program / Project Support	85%	87%	78%	71%
General Operating / Core Support	10%	10%	13%	12%
Capital Support: Building / Renovation / Endowment Support / Other	1%	1%	2%	9%
Technical Assistance / Capacity Building	2%	1%	4%	5%
Scholarship / Fellowship	0%	0%	1%	1%
Event / Sponsorship Funding	1%	0%	3%	1%

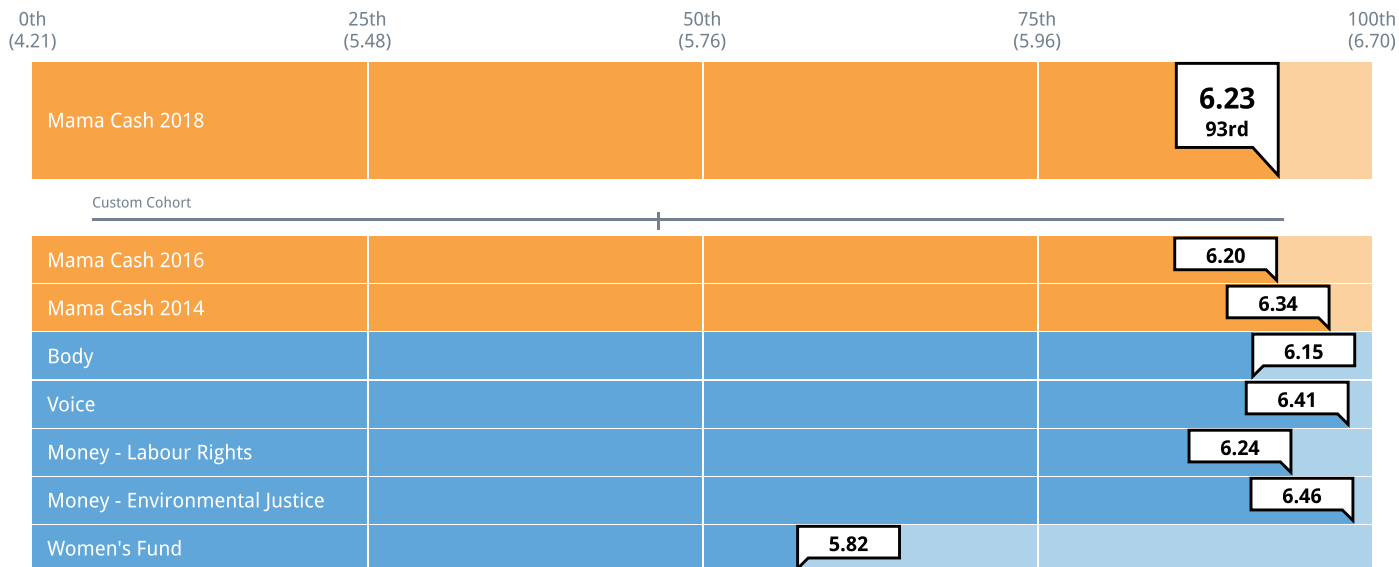
Program Staff Load	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.6M	\$0.4M	\$0.4M	\$2.7M	\$2.5M
Applications per program full-time employee	140	234	11	29	15
Active grants per program full-time employee	13	13	13	33	19

Impact on and Understanding of Fields

Grantee Responses

Overall, how would you rate Mama Cash's impact on your field?

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

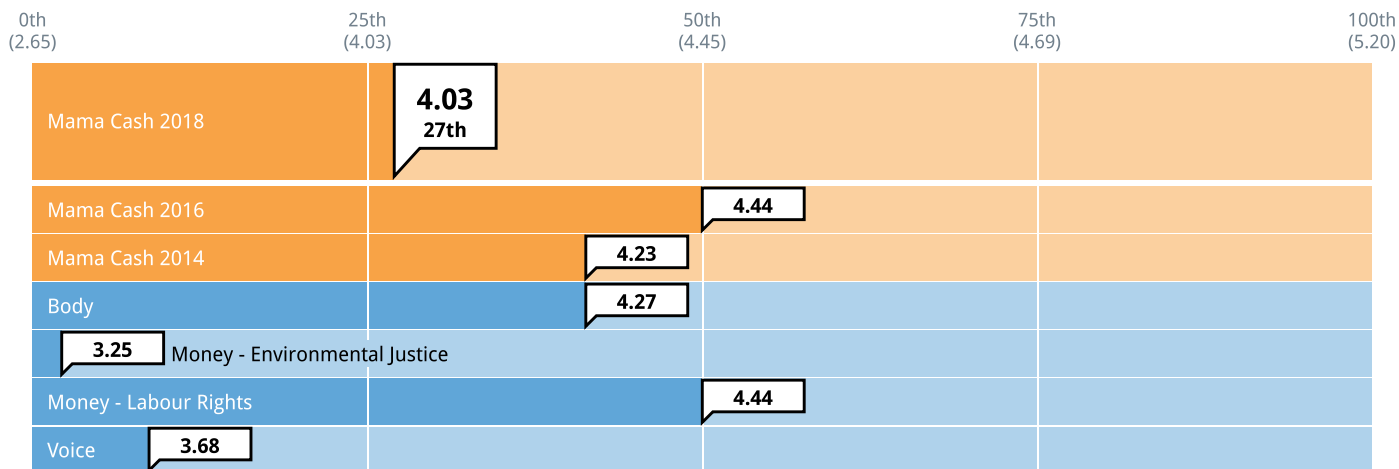
Past results: On Off

Subgroup: Portfolio

Applicant Responses

Overall, how would you rate Mama Cash's impact on your field?

1 = No impact 7 = Significant positive impact



Cohort: None

Past results: On Off

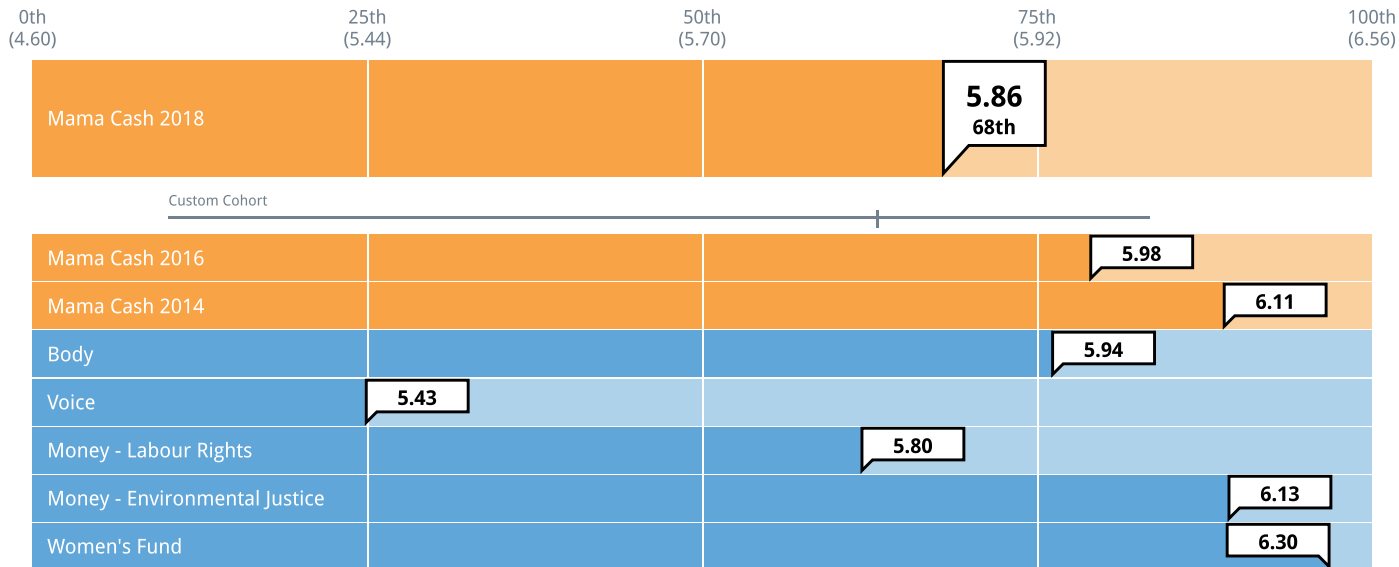
Subgroup: Portfolio

Understanding of Fields

Grantee Responses

How well does Mama Cash understand the field in which you work?

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



Cohort: Custom Cohort

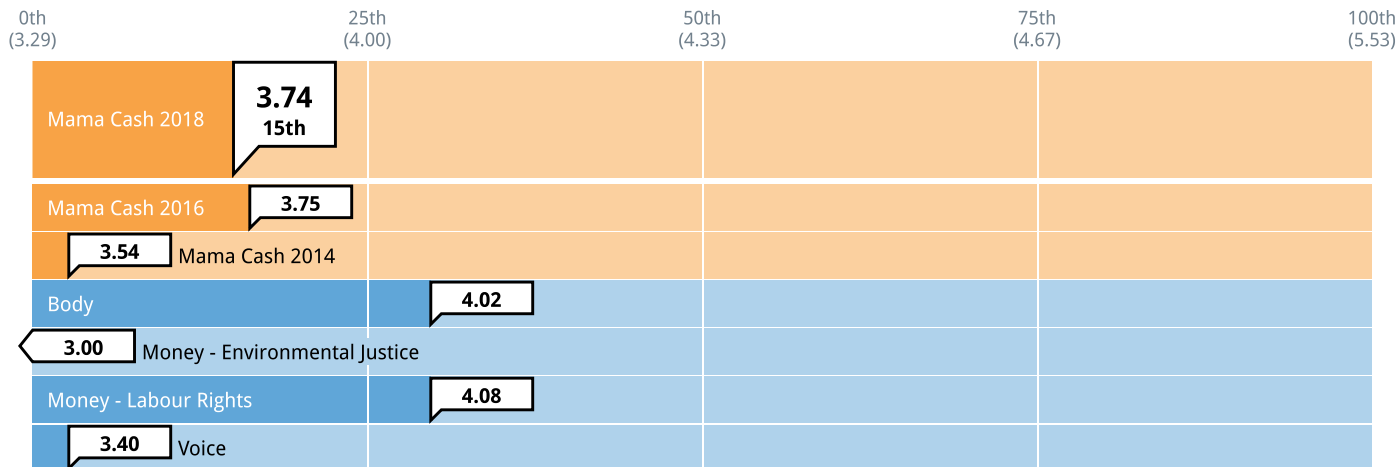
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How well does Mama Cash 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

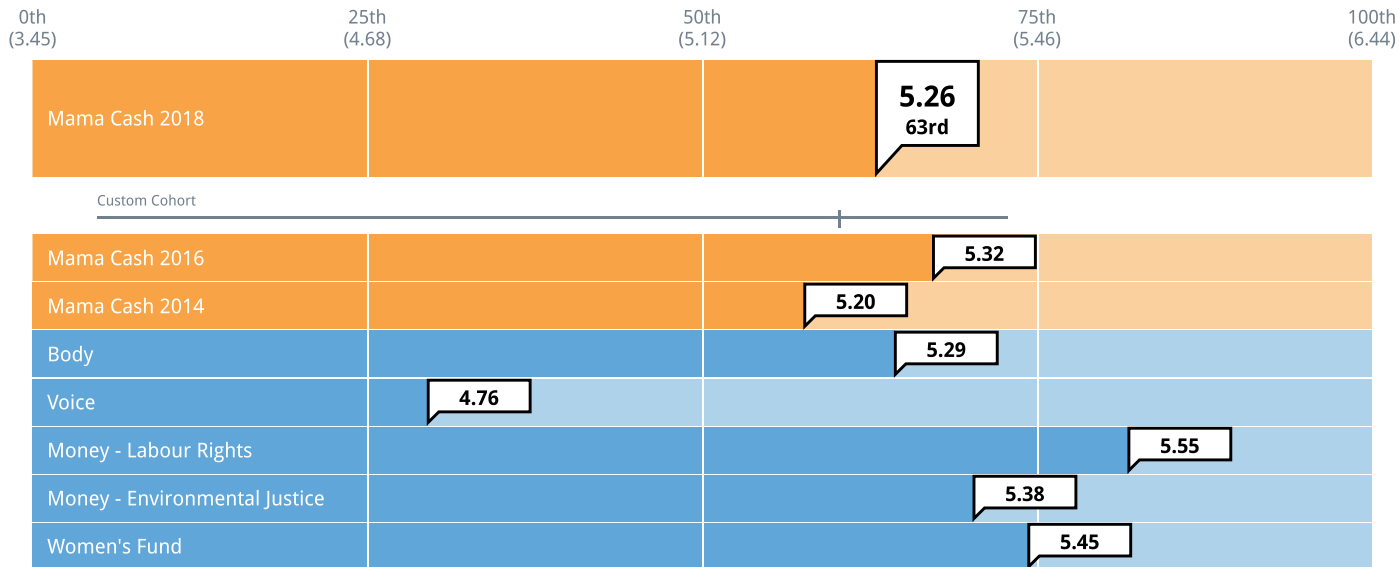
Subgroup: Portfolio

Advancing Knowledge and Public Policy

Grantee Responses

To what extent has Mama Cash advanced the state of knowledge in your field?

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



Cohort: Custom Cohort

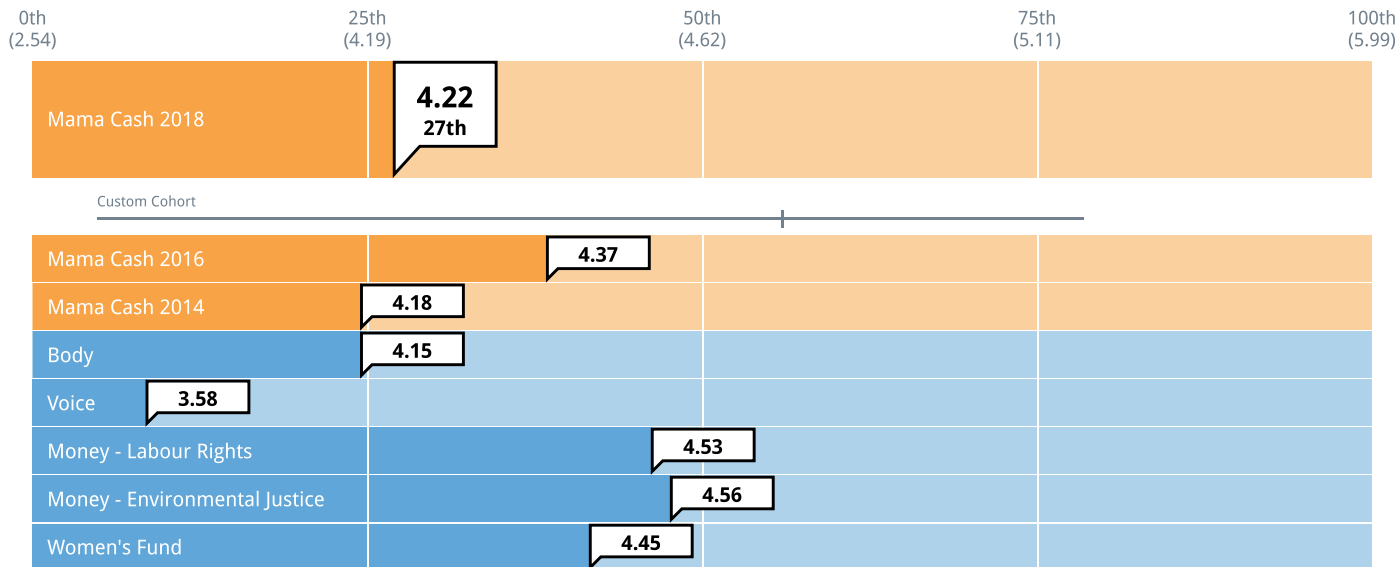
Past results: On Off

Subgroup: Portfolio

Grantee Responses

To what extent has Mama Cash affected public policy in your field?

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



Cohort: Custom Cohort

Past results: On Off

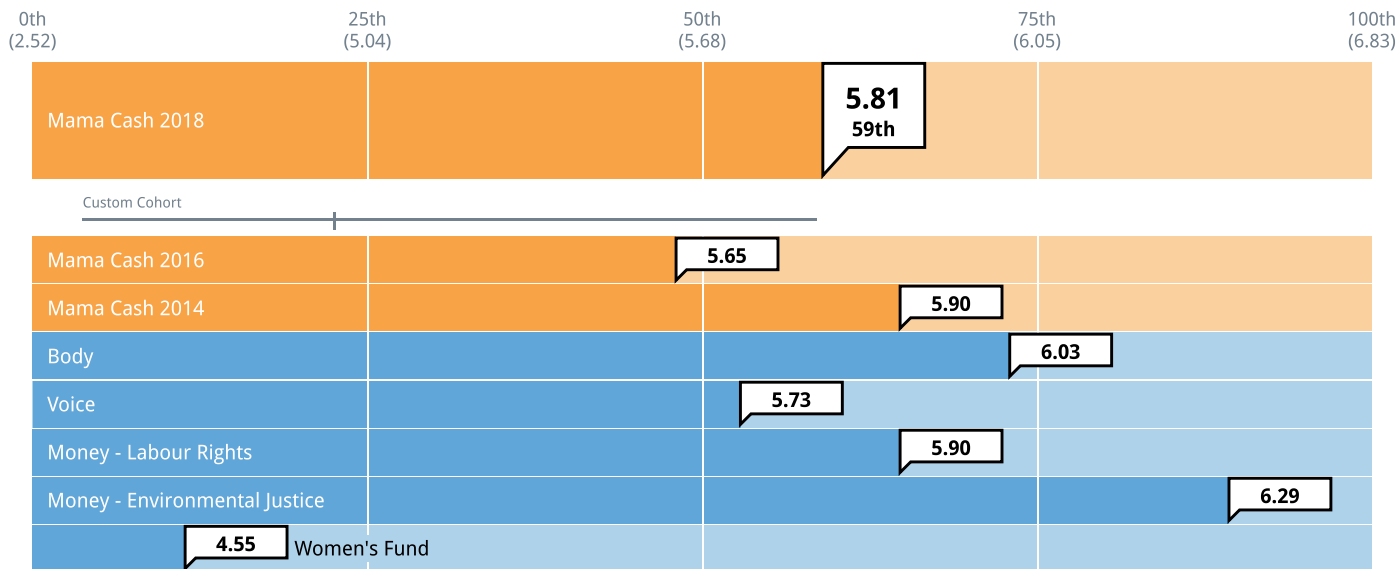
Subgroup: Portfolio

Impact on and Understanding of Local Communities

Grantee Responses

Overall, how would you rate Mama Cash's impact on your local community?

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

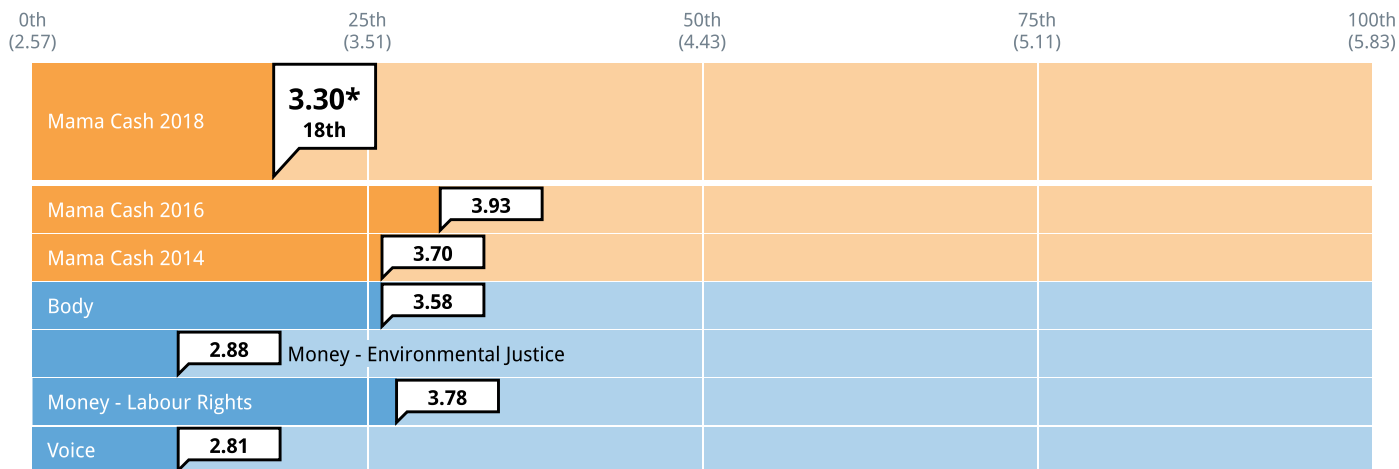
Past results: On Off

Subgroup: Portfolio

Applicant Responses

Overall, how would you rate Mama Cash's impact on your local community?

1 = No impact 7 = Significant positive impact



Cohort: None

Past results: On Off

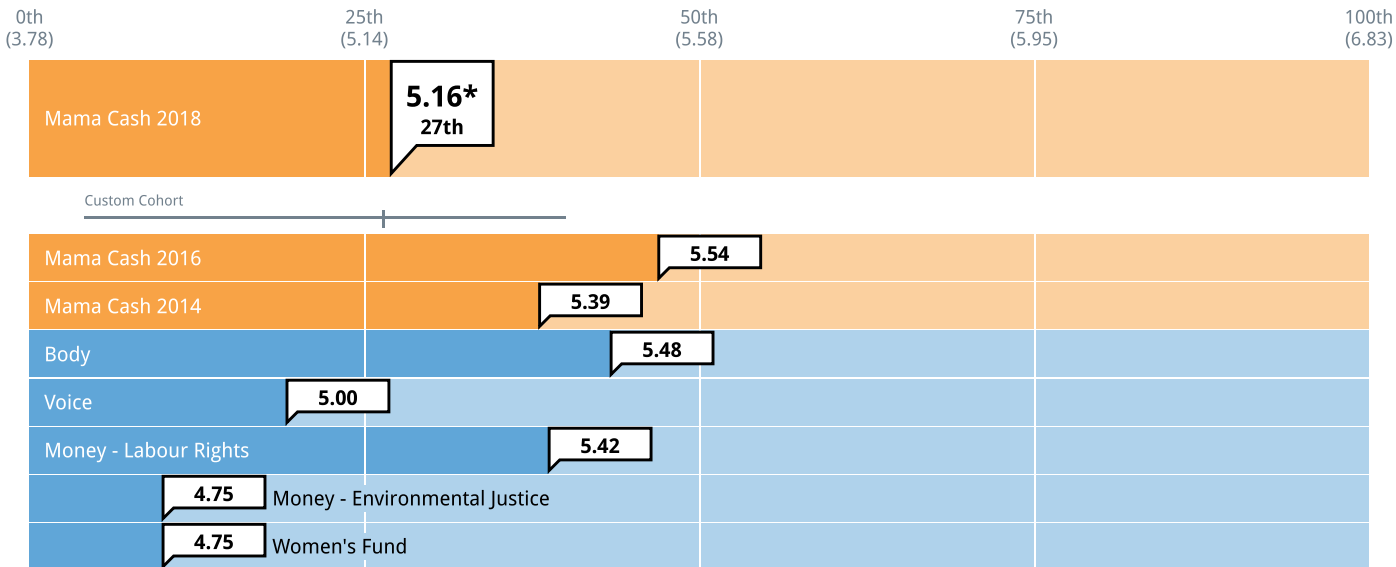
Subgroup: Portfolio

Understanding of Local Communities

Grantee Responses

How well does Mama Cash 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

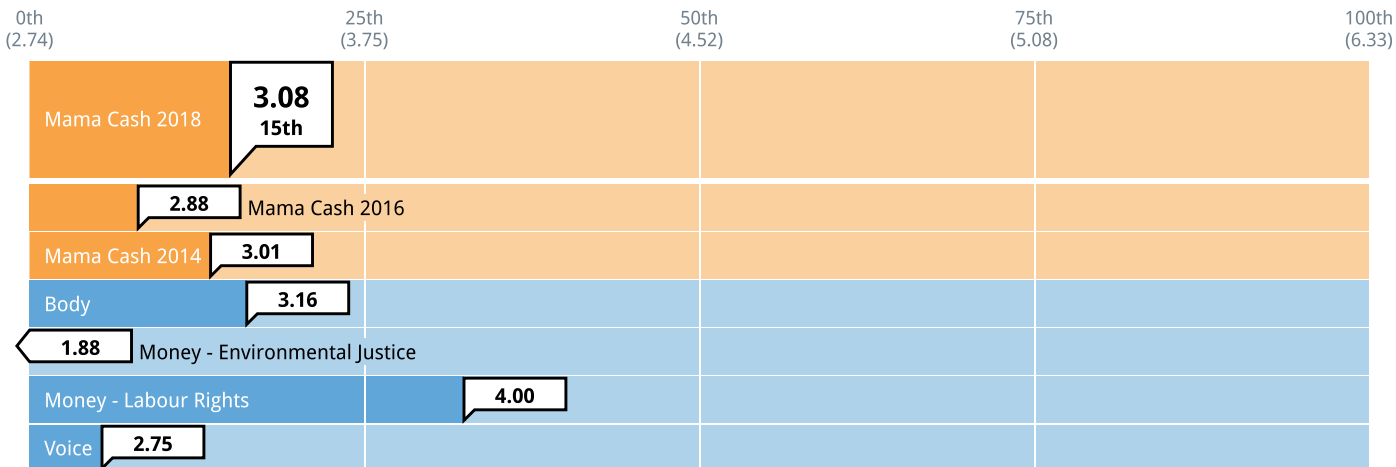
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How well does Mama Cash 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

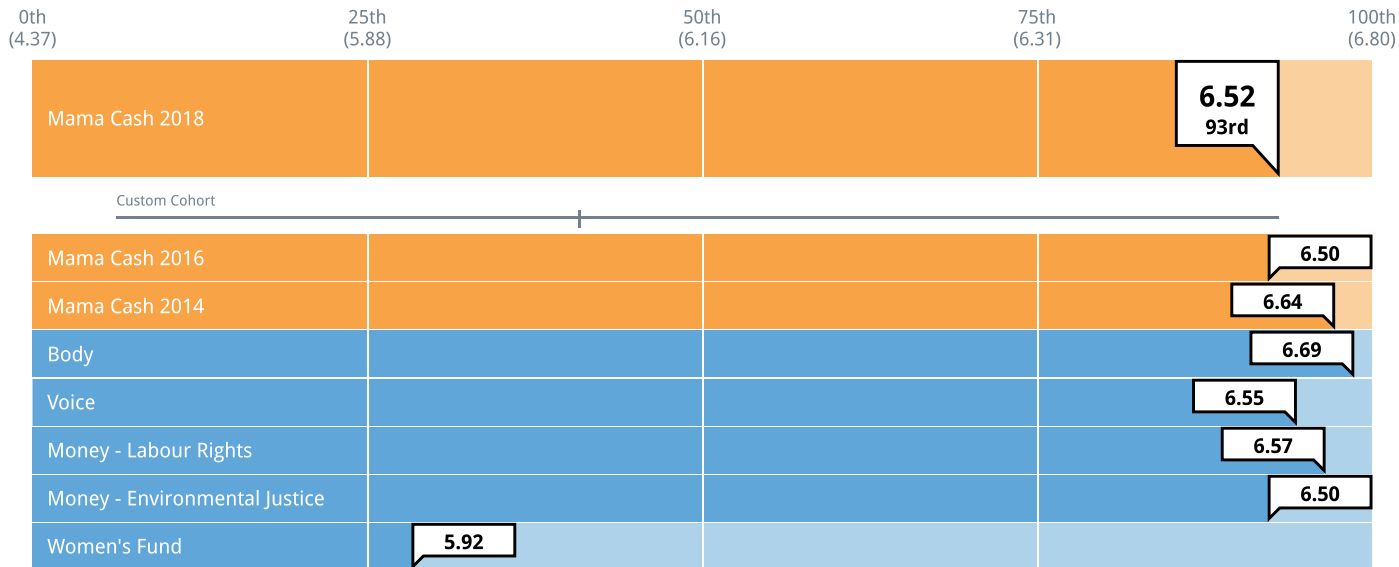
Subgroup: Portfolio

Impact on and Understanding of Organizations

Grantee Responses

Overall, how would you rate Mama Cash's impact on your organization?

1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort

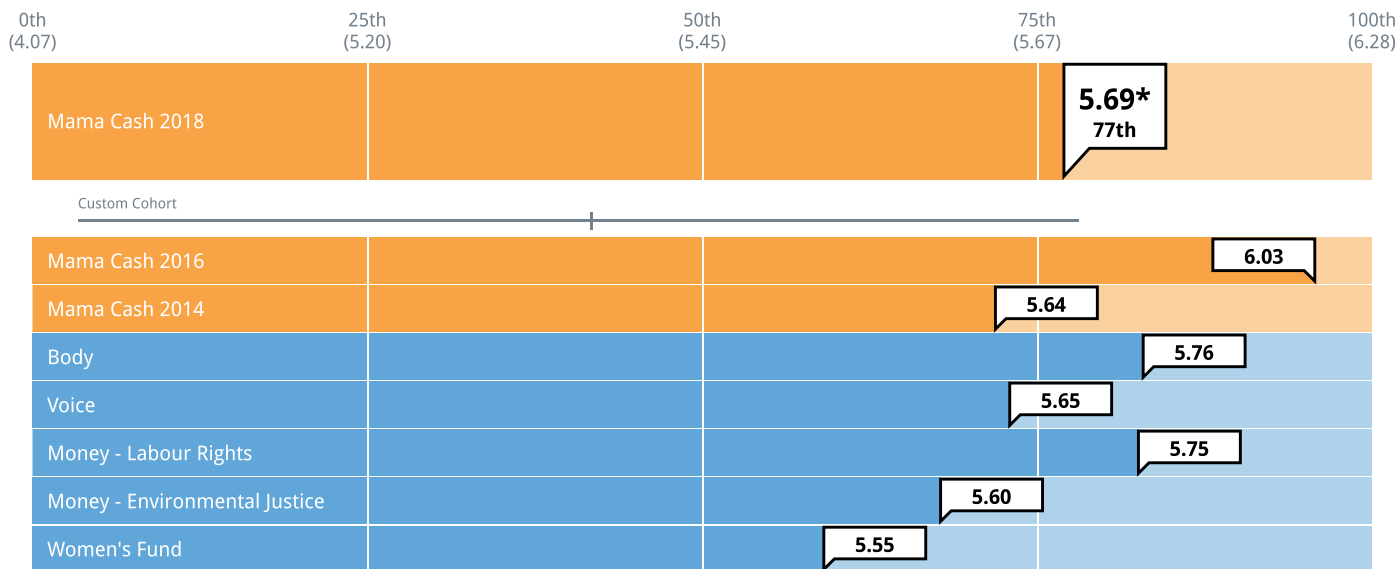
Past results: On Off

Subgroup: Portfolio

Grantee Responses

How much, if at all, did Mama Cash 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

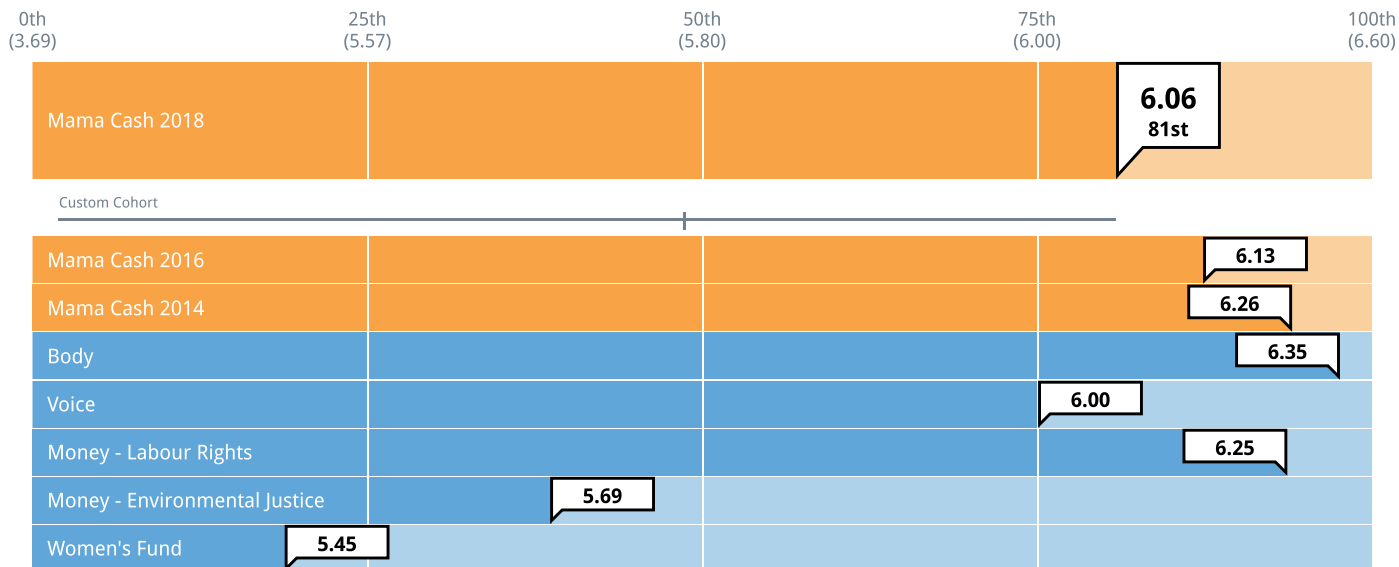
Subgroup: Portfolio

Understanding of Organizations

Grantee Responses

How well does Mama Cash understand your organization's strategy and goals?

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

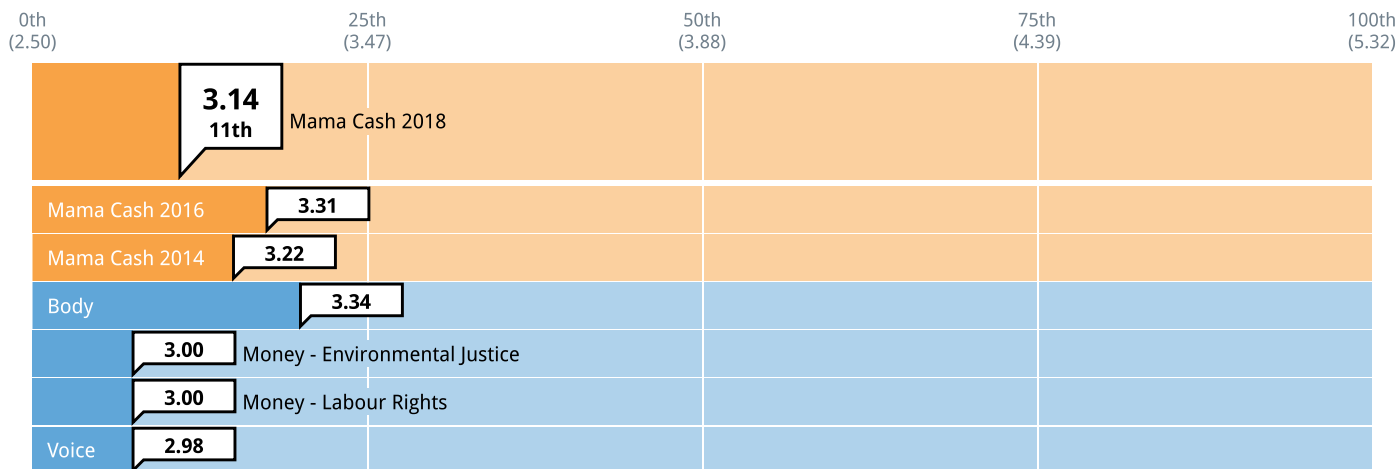
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How well does Mama Cash understand your organization's strategy and goals?

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

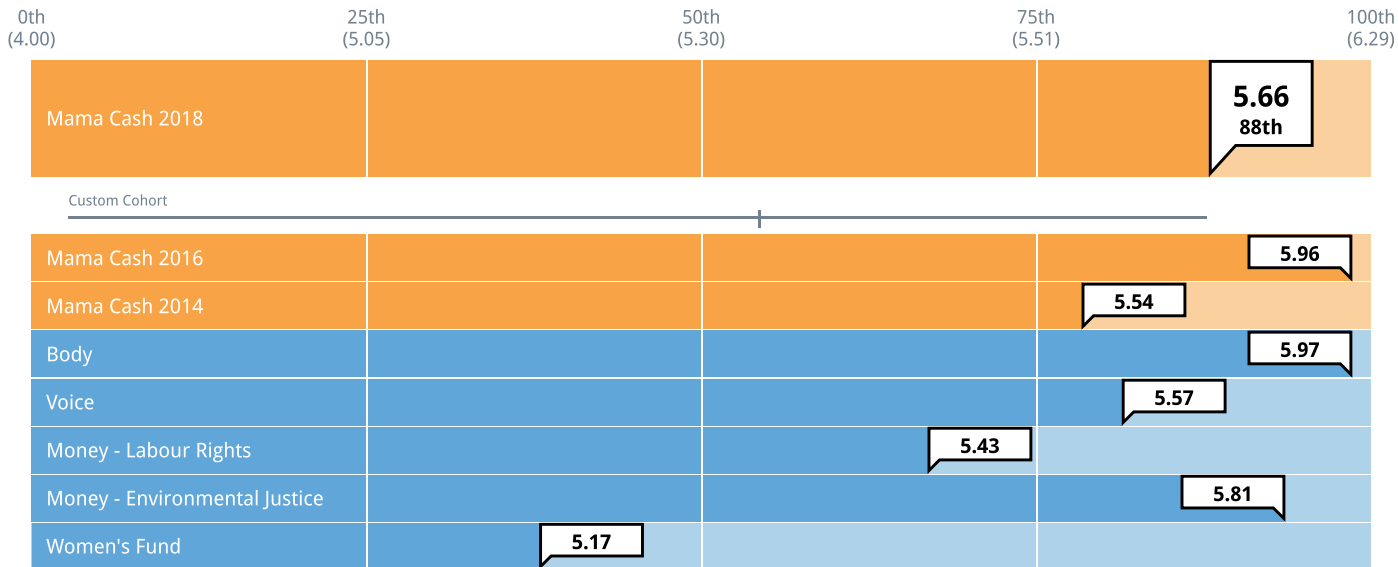
Subgroup: Portfolio

Grantee and Applicant Challenges

Grantee Responses

How aware is Mama Cash of the challenges that your organization is facing?

1 = Not at all aware 7 = Extremely aware



Cohort: Custom Cohort

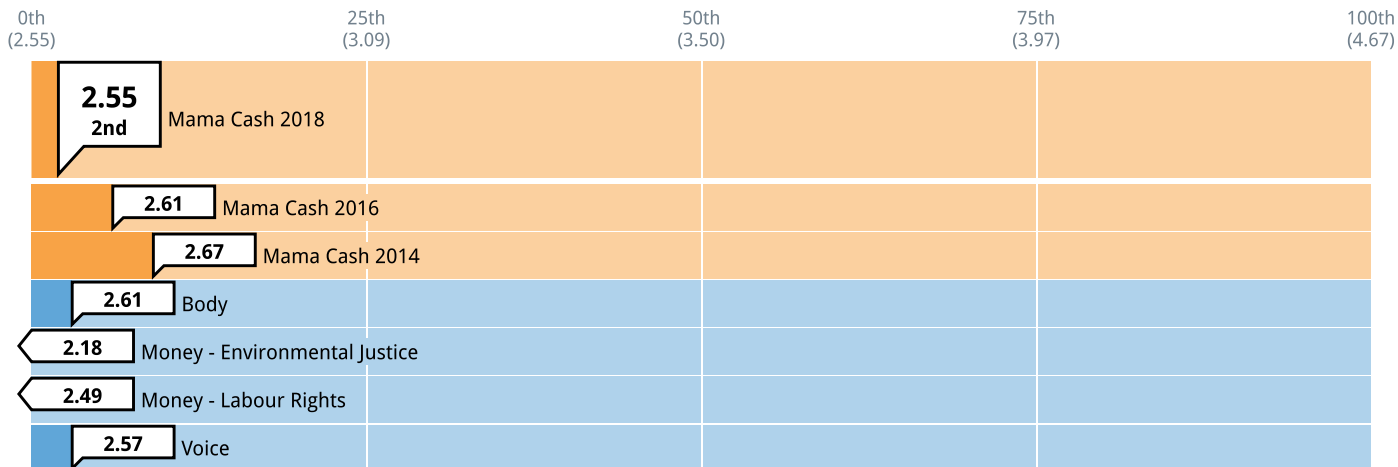
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How aware is Mama Cash 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

Funder-Grantee Relationships Summary Measure

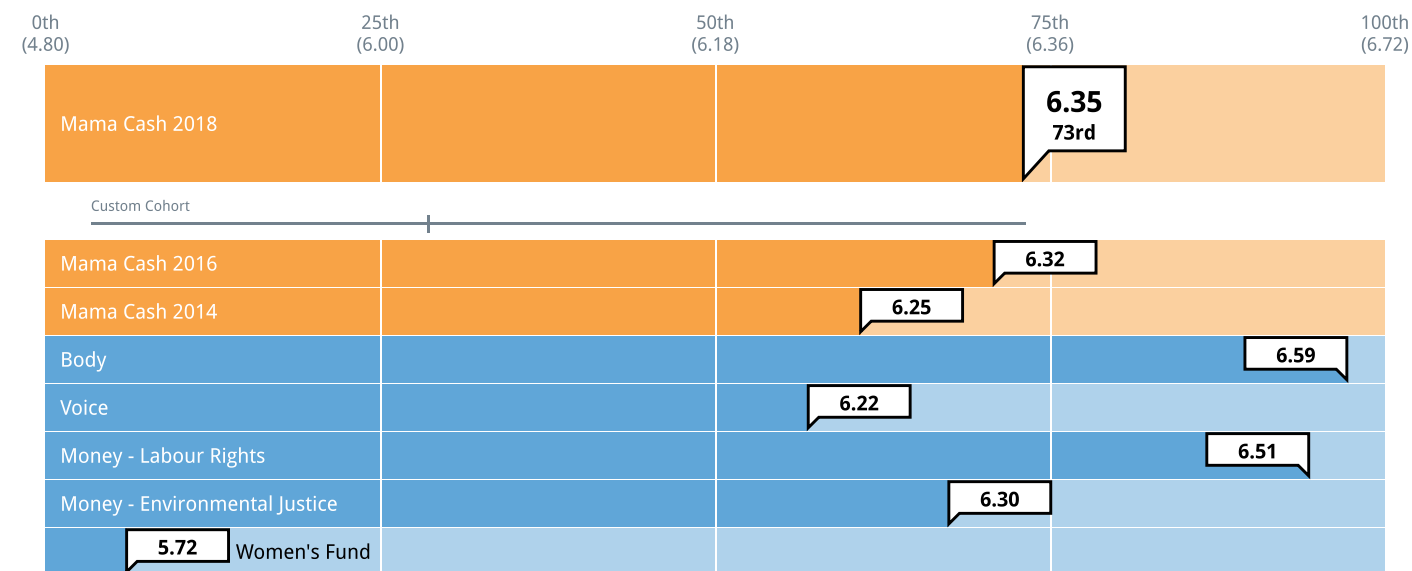
The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

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

Grantee Responses

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort: Custom Cohort

Past results: On Off

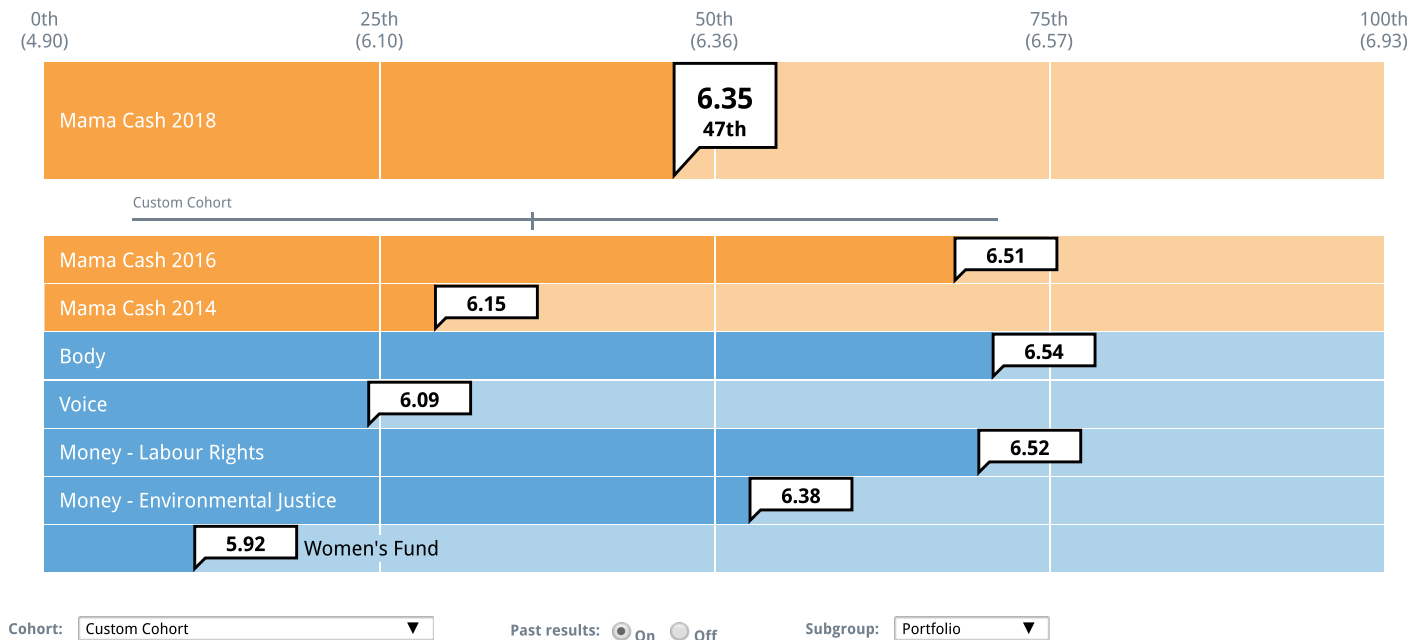
Subgroup: Portfolio

Responsiveness

Grantee Responses

Overall, how responsive was Mama Cash staff?

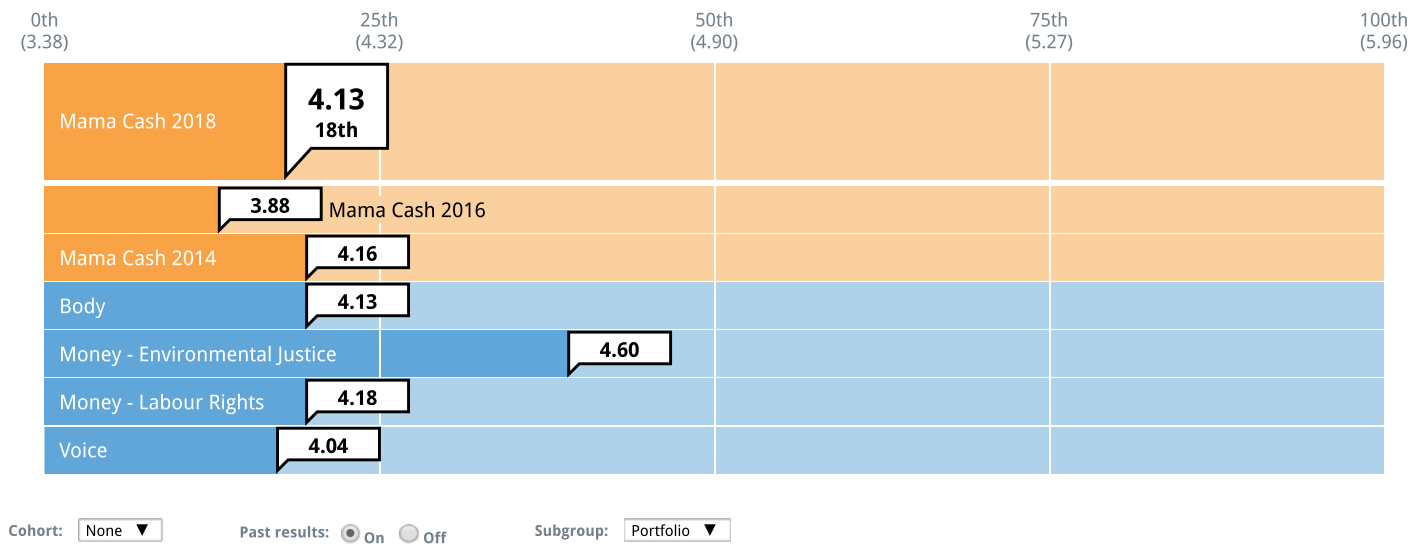
1 = Not at all responsive 7 = Extremely responsive



Applicant Responses

Overall, how responsive was Mama Cash staff?

1 = Not at all responsive 7 = Extremely responsive

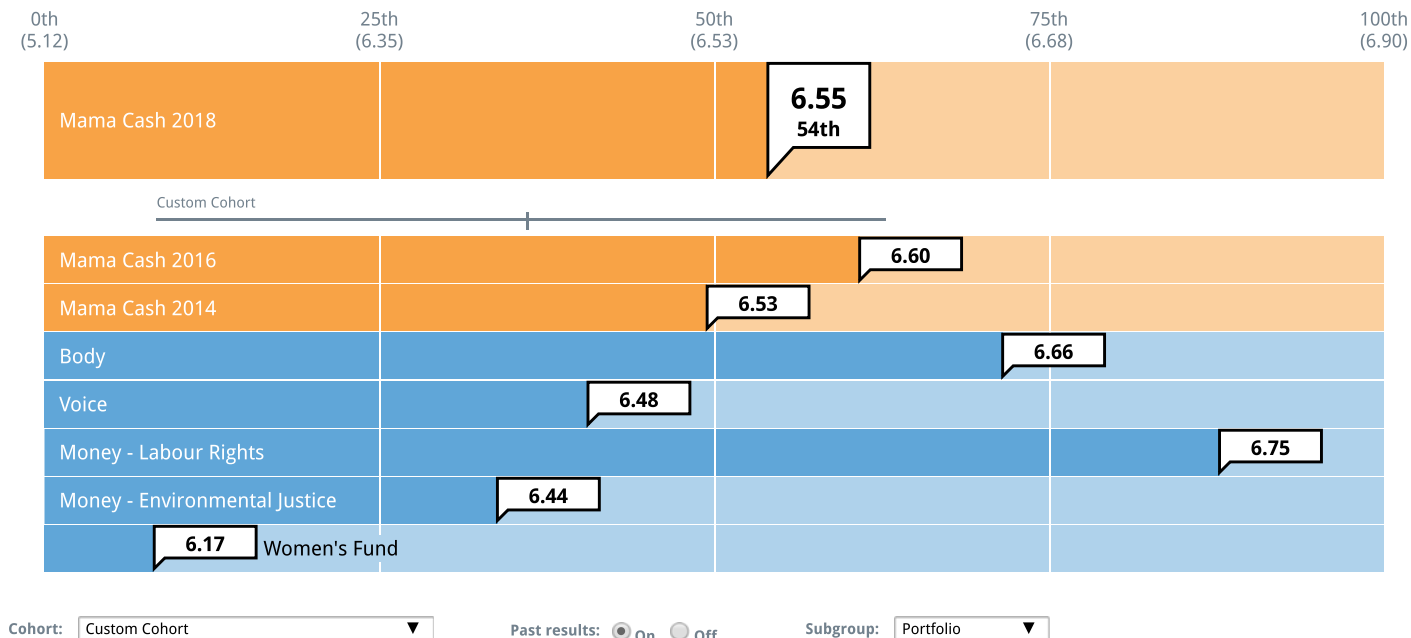


Fairness

Grantee Responses

Overall, how fairly did Mama Cash treat you?

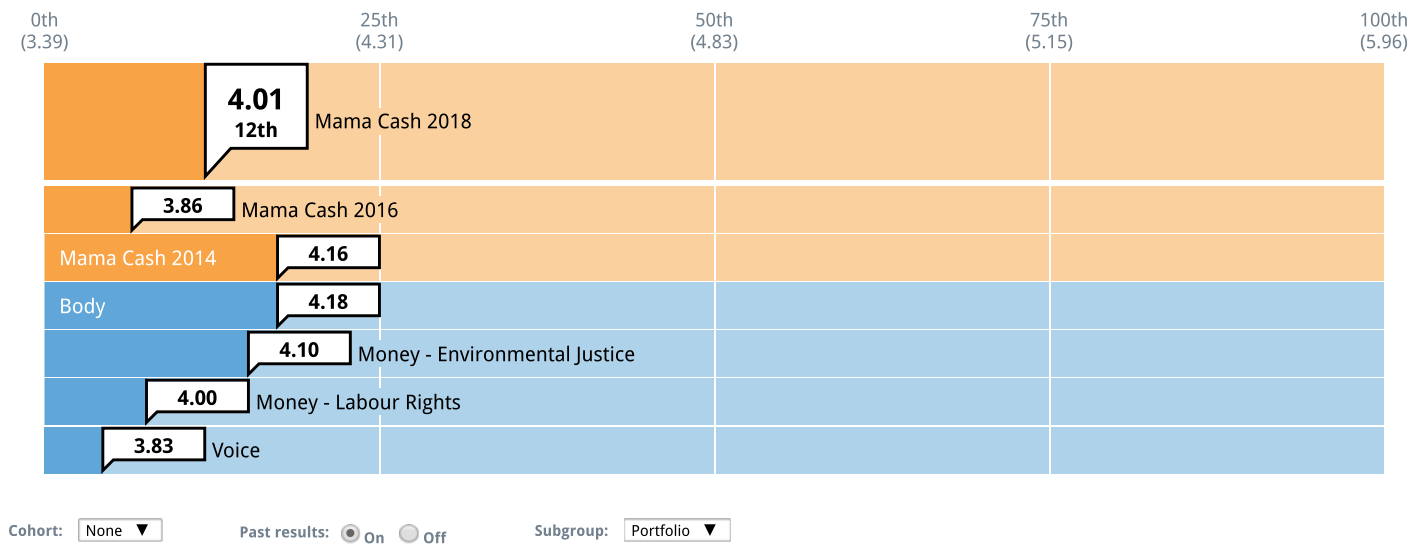
1 = Not at all fairly 7 = Extremely fairly



Applicant Responses

Overall, how fairly did Mama Cash treat you?

1 = Not at all fairly 7 = Extremely fairly

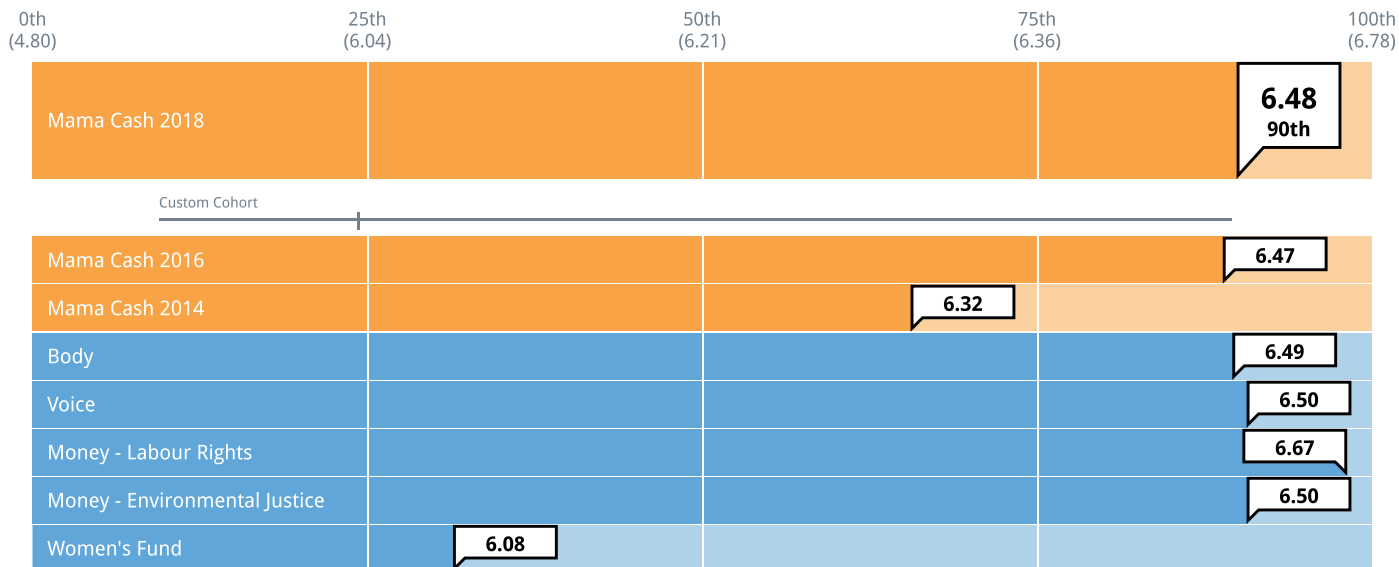


Comfort and Accessibility

Grantee Responses

How comfortable do you feel approaching Mama Cash if a problem arises?

1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort

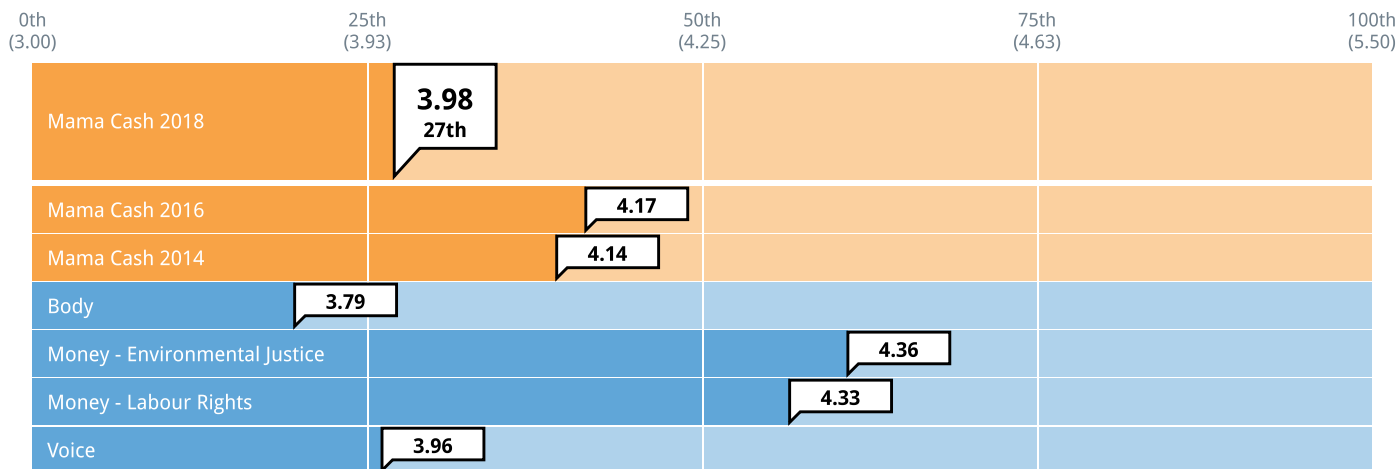
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How accessible do you believe Mama Cash 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	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Weekly or more often	7%	9%	8%	3%	3%
A few times a month	13%	9%	11%	11%	12%
Monthly	10%	22%	10%	15%	17%
Once every few months	61%	55%	62%	53%	58%
Yearly or less often	8%	4%	8%	18%	11%

Frequency of Contact with Program Officer (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Weekly or more often	9%	0%	10%	6%	8%
A few times a month	12%	17%	10%	25%	0%
Monthly	9%	4%	10%	25%	8%
Once every few months	59%	65%	67%	44%	75%
Yearly or less often	12%	13%	5%	0%	8%

Behind the numbers: Grantees who have contact with Mama Cash at least monthly rate Mama Cash significantly higher for overall relationship and understanding of beneficiaries' needs.

Grantee Responses

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

Initiation of Contact with Program Officer	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program Officer	38%	29%	26%	15%	17%
Both of equal frequency	55%	58%	59%	50%	55%
Grantee	7%	13%	15%	35%	28%

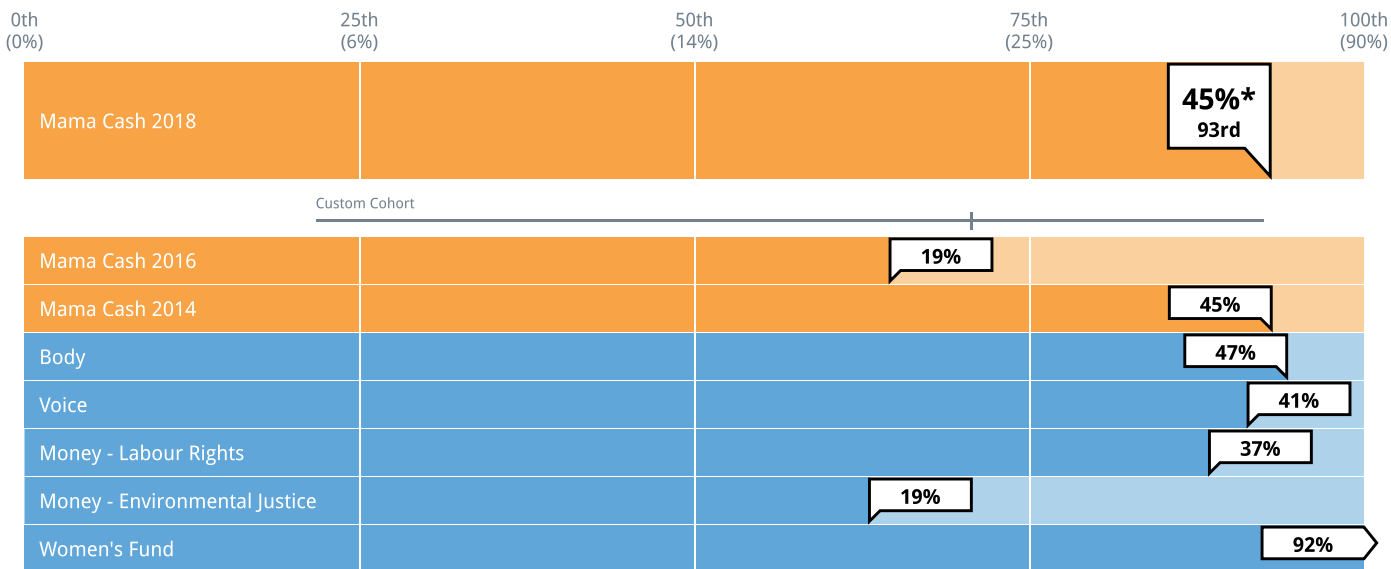
Initiation of Contact with Program Officer (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Program Officer	31%	32%	38%	53%	50%
Both of equal frequency	66%	55%	48%	47%	50%
Grantee	3%	14%	14%	0%	0%

Contact Change and Site Visits

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

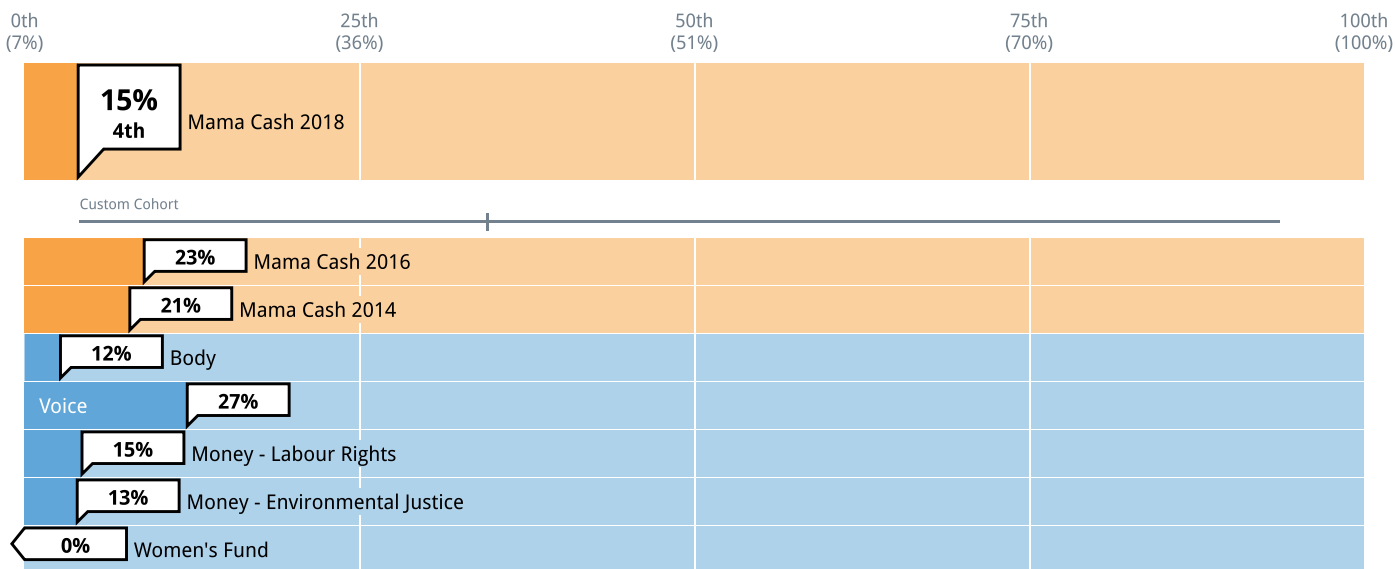
Past results: On Off

Subgroup: Portfolio

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

Top Predictors of Relationships

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

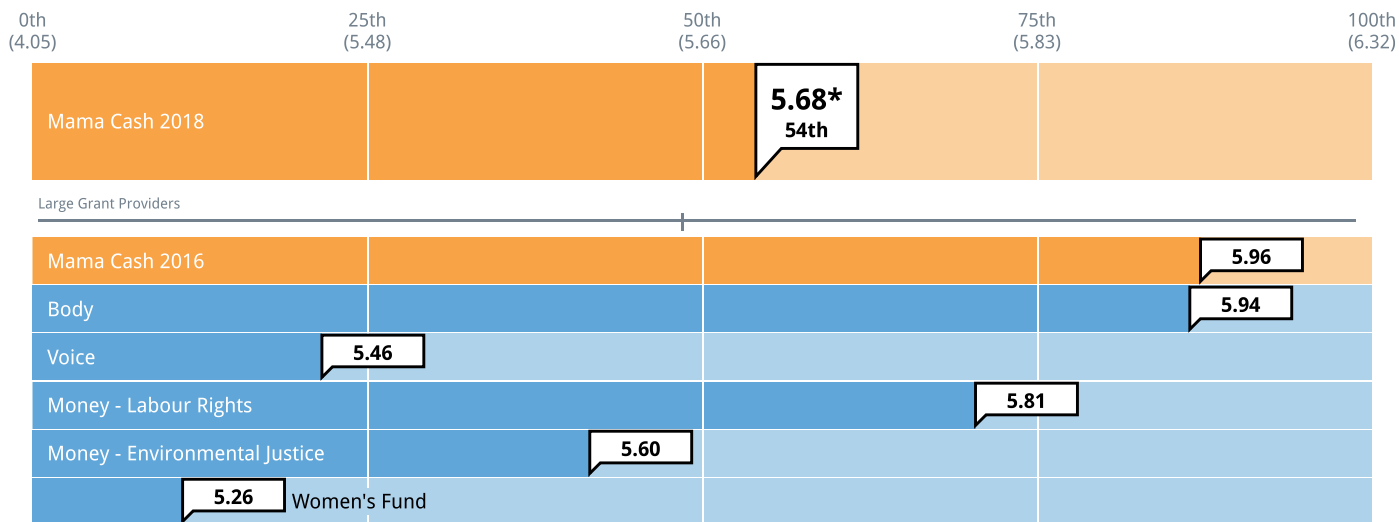
Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding measure below is an average of partner ratings on the following measures:

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

Grantee Responses

Understanding Measure

1 = Very negative 7 = Very positive



Cohort:

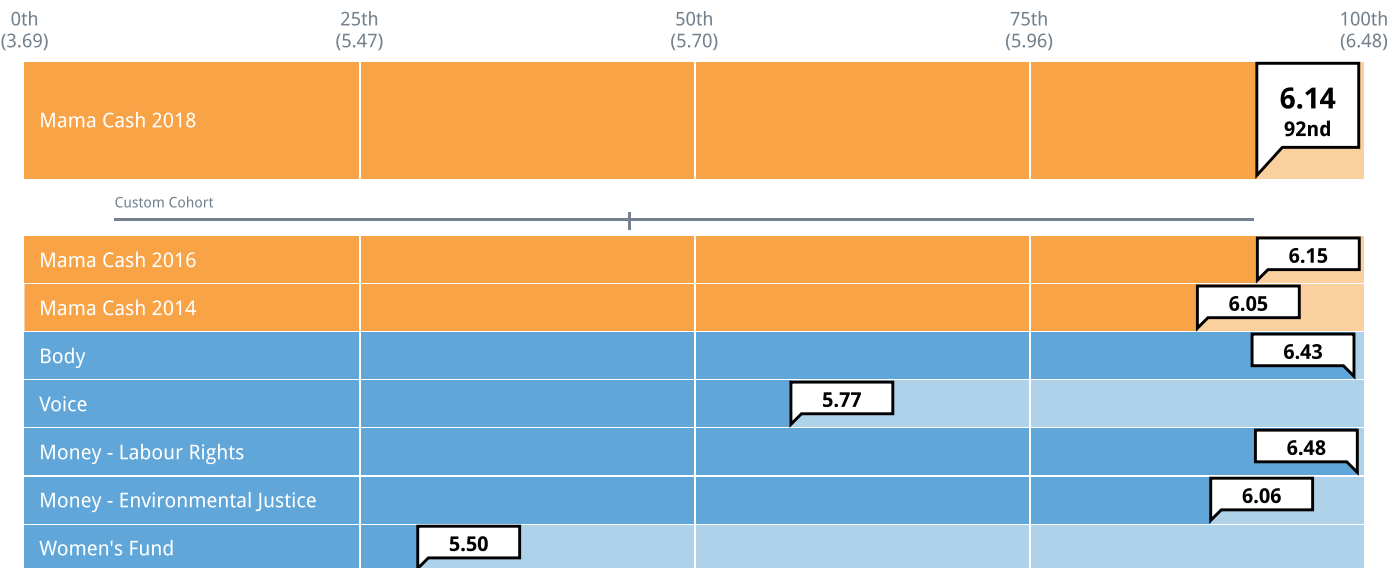
Past results: On Off

Subgroup:

Grantee Responses

Overall, how transparent is Mama Cash with your organization?

1 = Not at all transparent 7 = Extremely transparent

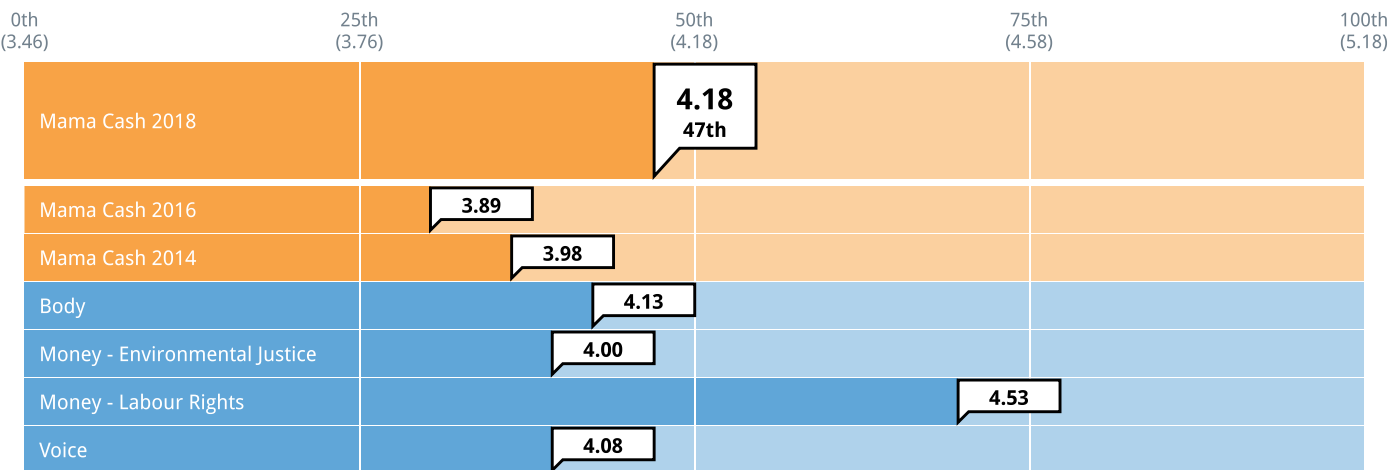


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

Overall, how transparent is Mama Cash with your organization?

1 = Not at all transparent 7 = Extremely transparent



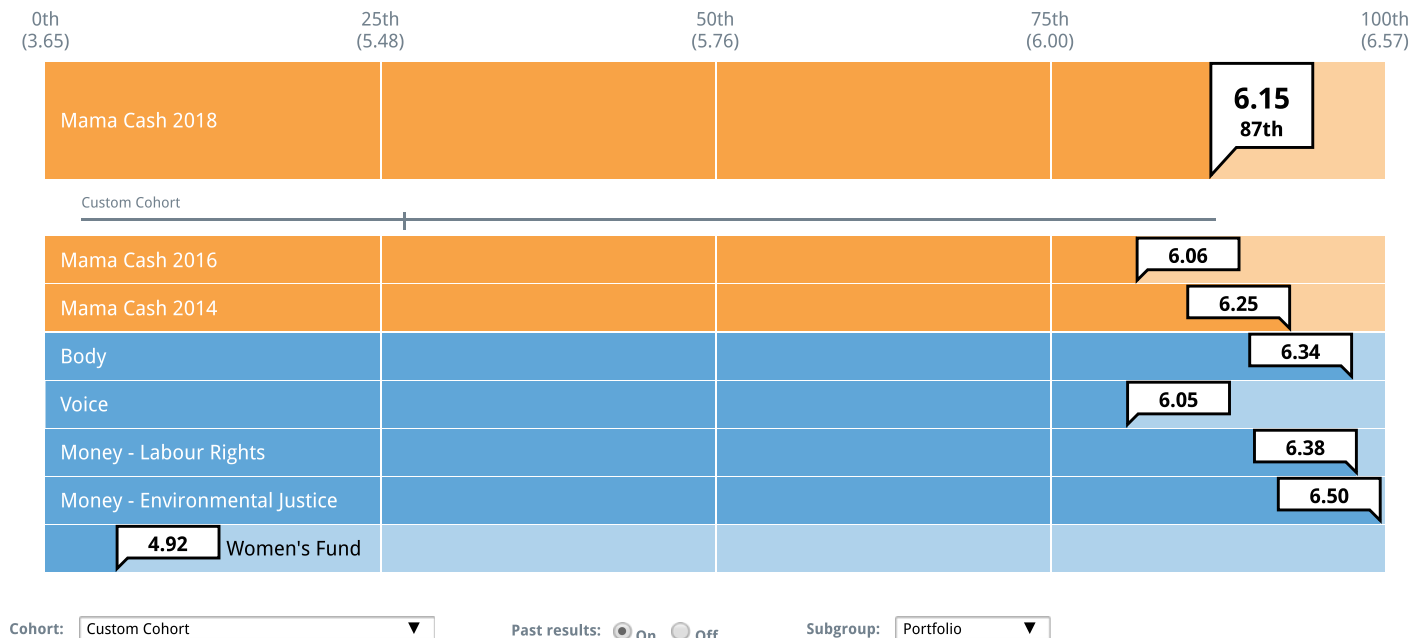
Cohort: None Past results: On Off Subgroup: Portfolio

Communication

Grantee Responses

How clearly has Mama Cash communicated its goals and strategy to you?

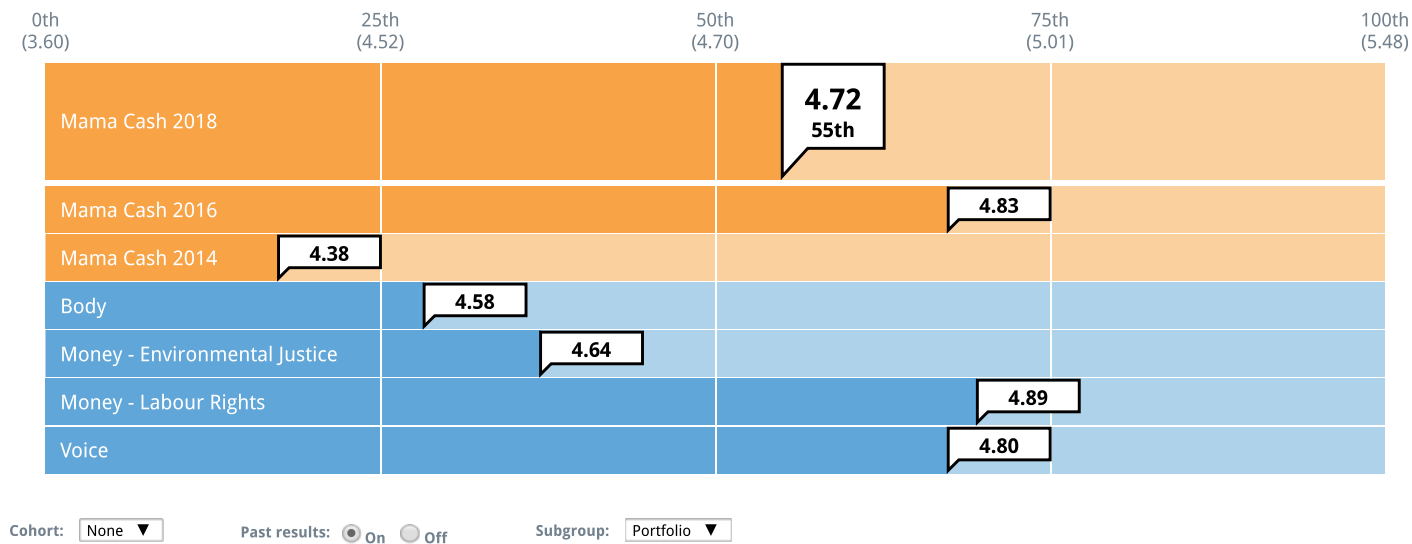
1 = Not at all clearly 7 = Extremely clearly



Applicant Responses

How clearly has Mama Cash communicated its goals and strategy to you?

1 = Not at all clearly 7 = Extremely clearly

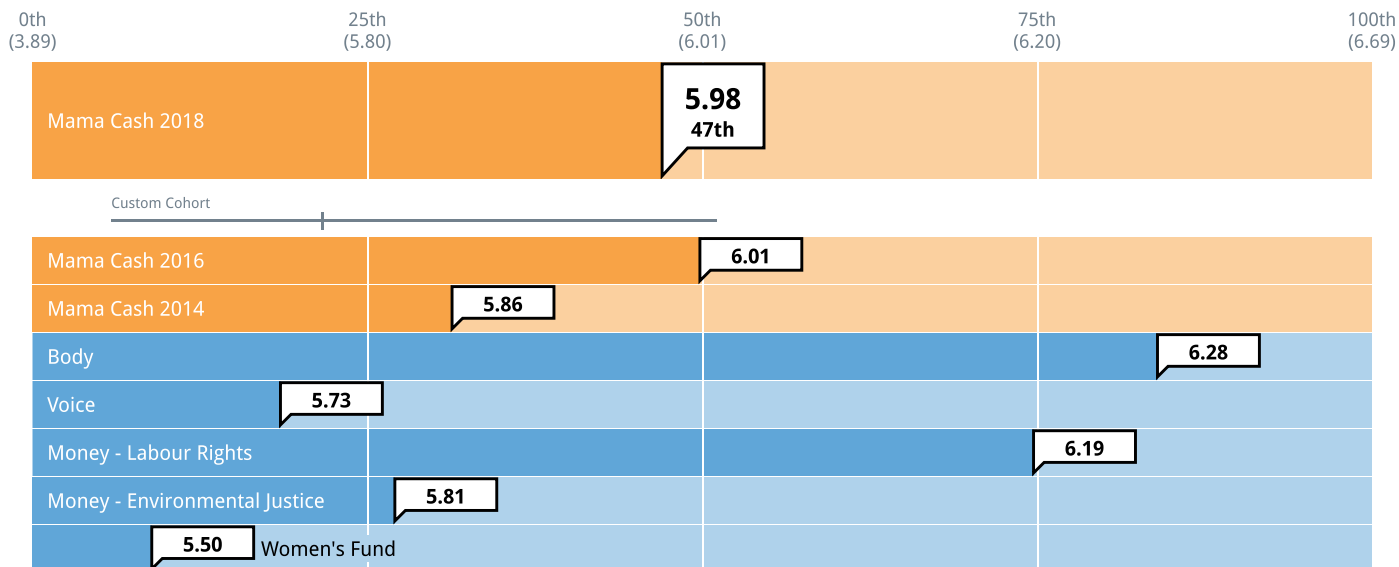


Consistency of Communication

Grantee Responses

How consistent was the information provided by different communication resources, both personal and written, that you used to learn about Mama Cash?

1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort

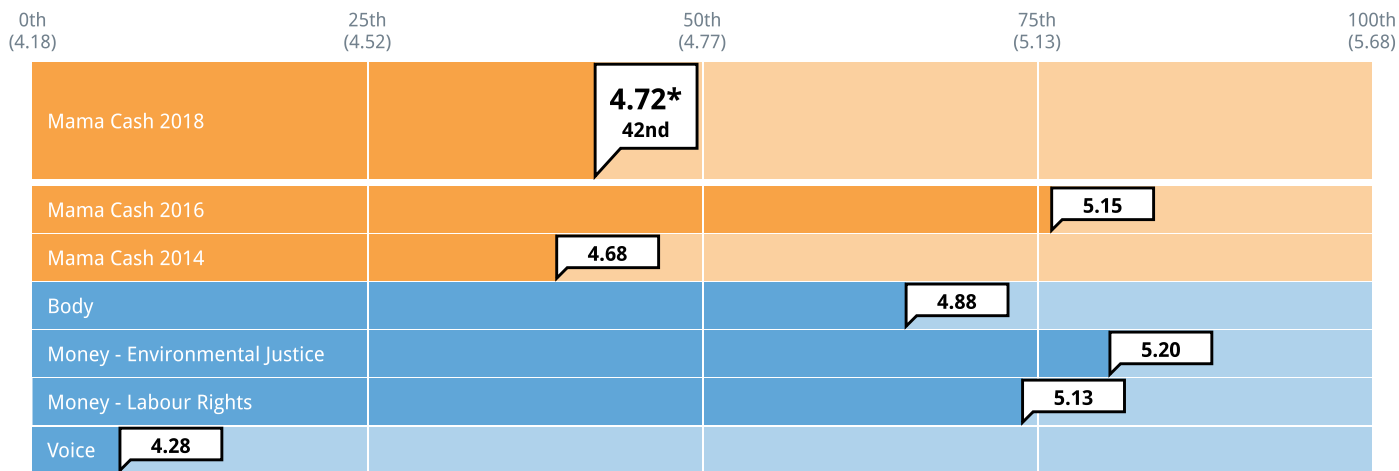
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How consistent was the information provided by different communication resources, both personal and written, that you used to learn about Mama Cash?

1 = Not at all consistent 7 = Completely consistent



Cohort: None

Past results: On Off

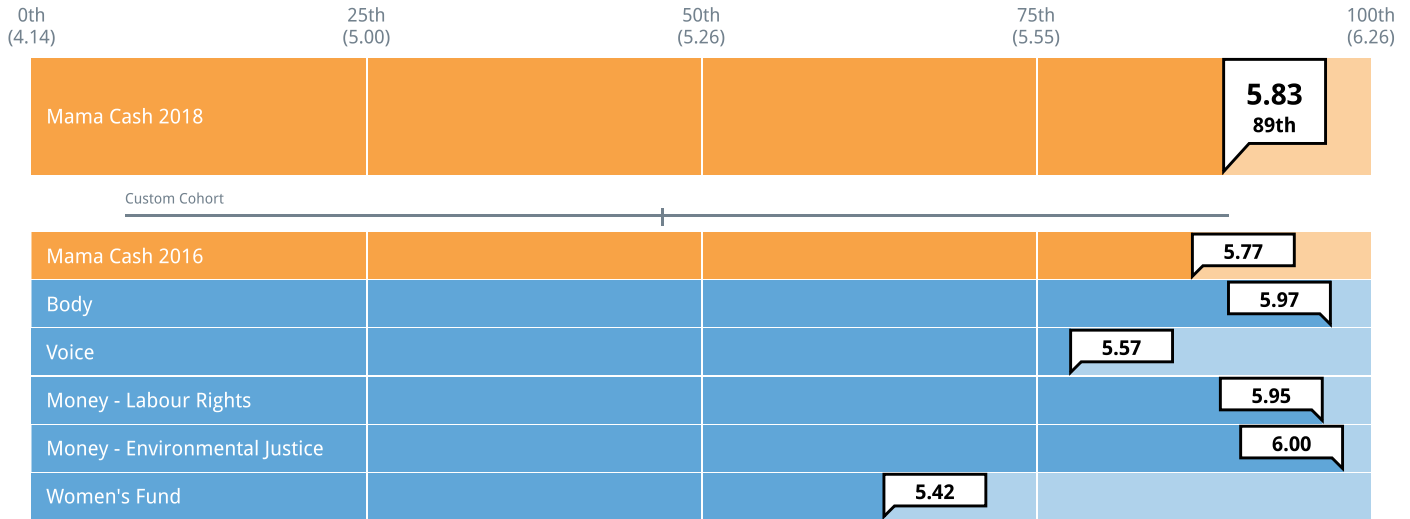
Subgroup: Portfolio

Openness

Grantee Responses

To what extent is Mama Cash open to ideas from grantees about its strategy?

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

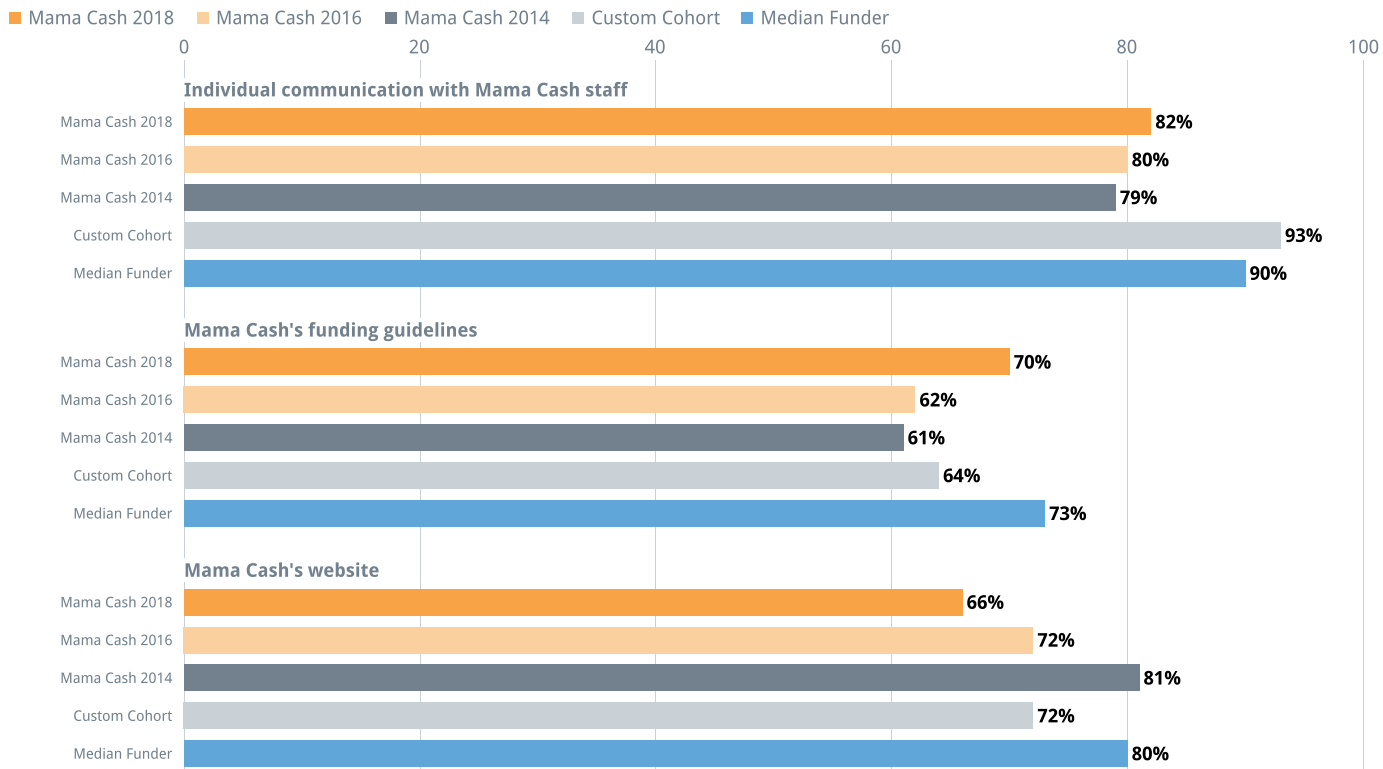
Communication Resources

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."

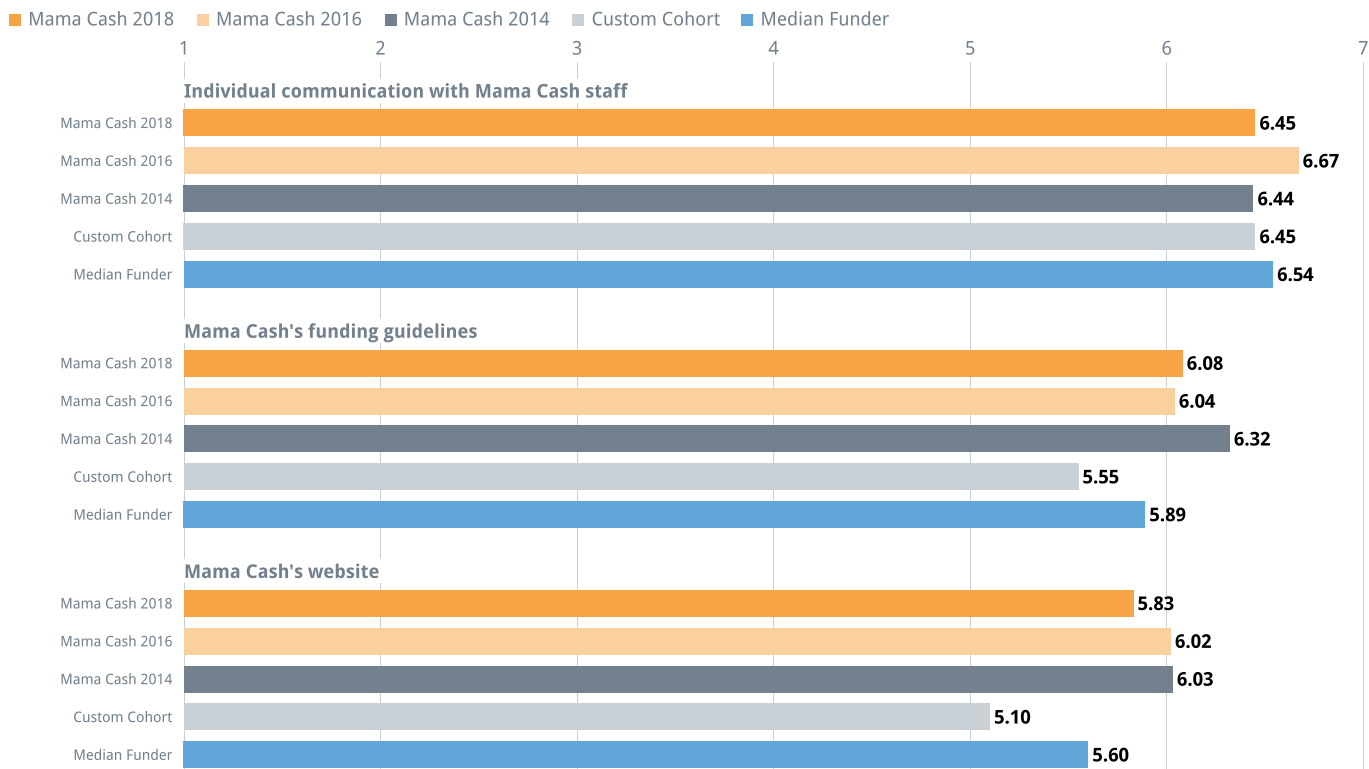
(Grantee Responses)

Usage of Communication Resources



Helpfulness of Communication Resources

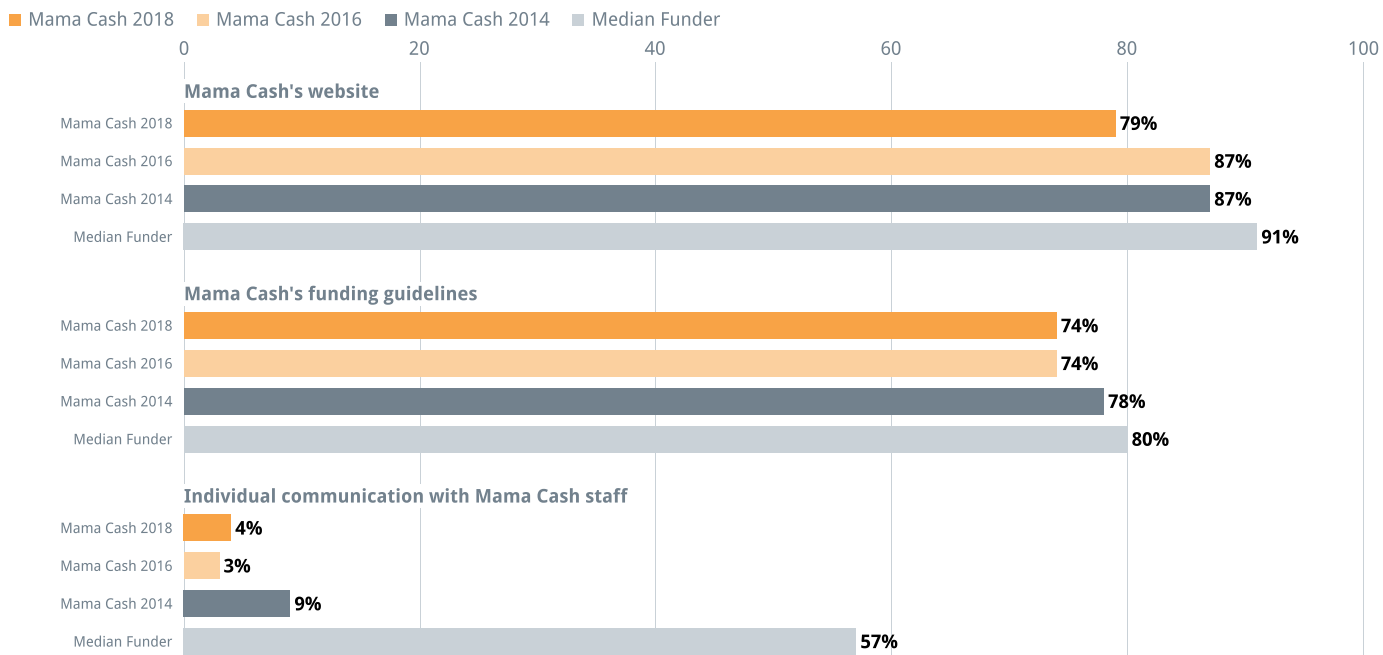
1 = Not at all helpful 7 = Extremely helpful



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

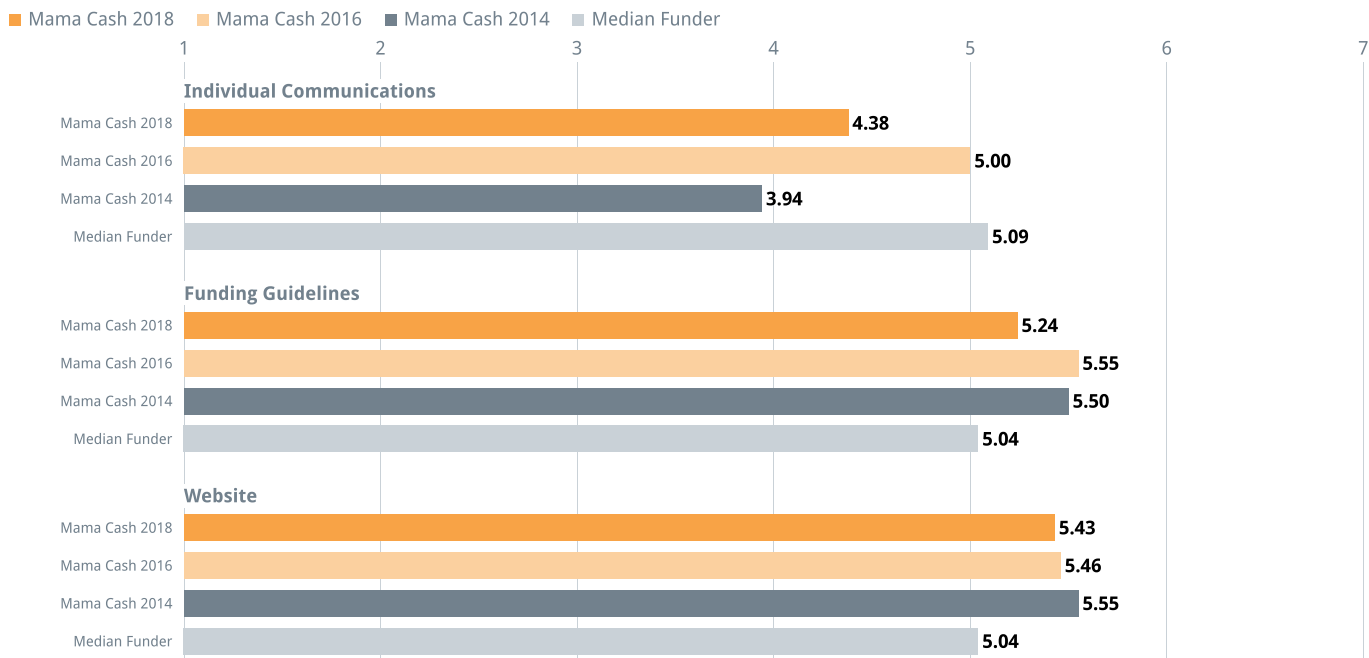
(Applicant Responses)

Usage of Communication Resources (Applicant Responses)



Helpfulness of Communication Resources (Applicant Ratings)

1 = Not at all helpful 7 = Extremely helpful

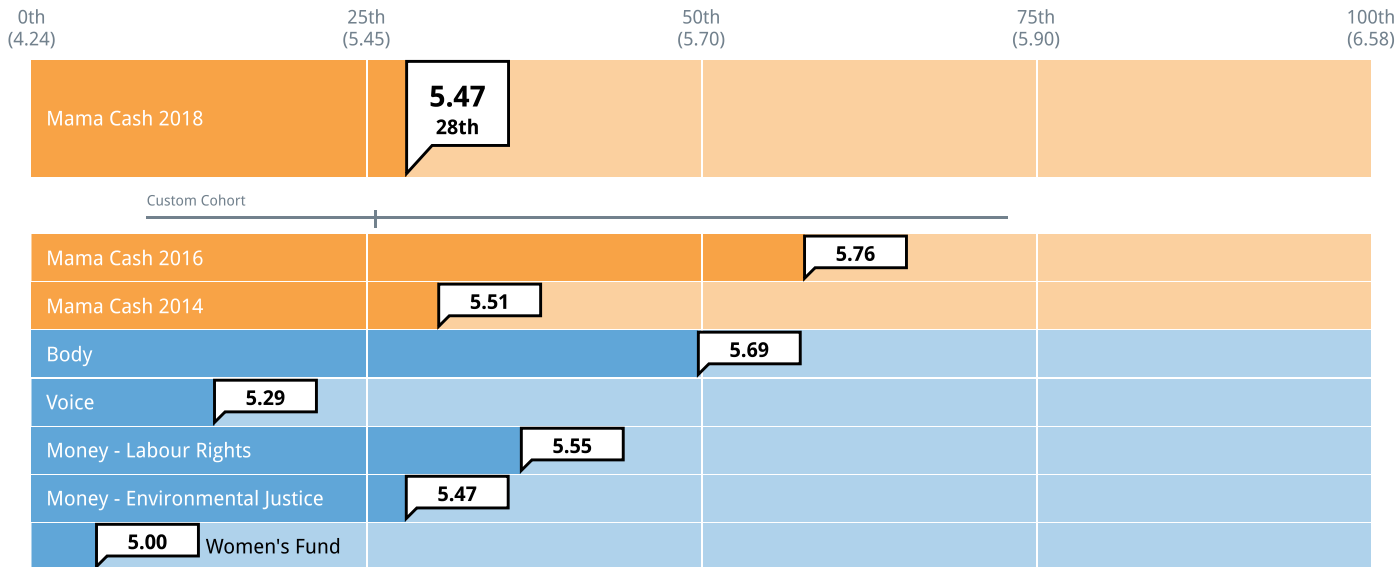


Beneficiary and Contextual Understanding

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

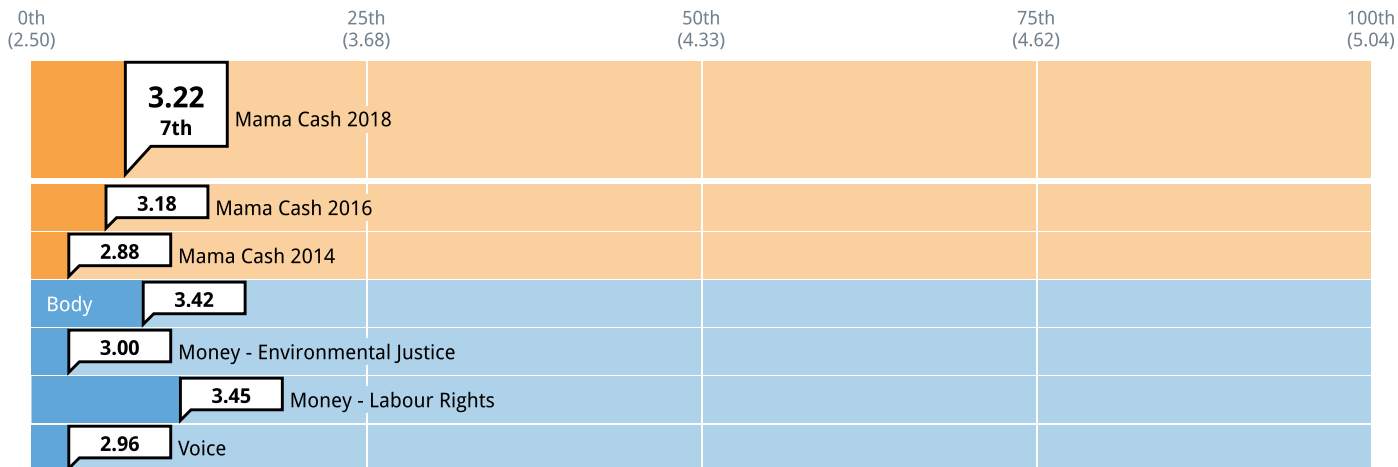
Past results: On Off

Subgroup: Portfolio

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: None

Past results: On Off

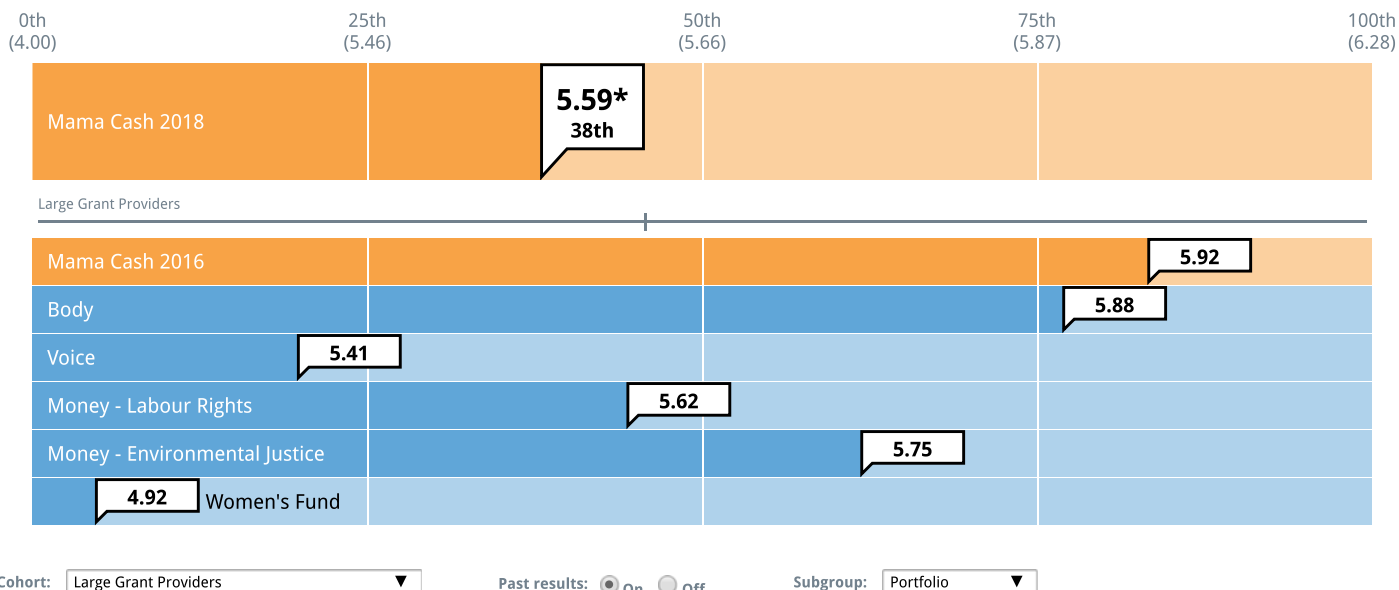
Subgroup: Portfolio

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 Responses

How well does Mama Cash understand your intended beneficiaries' needs?

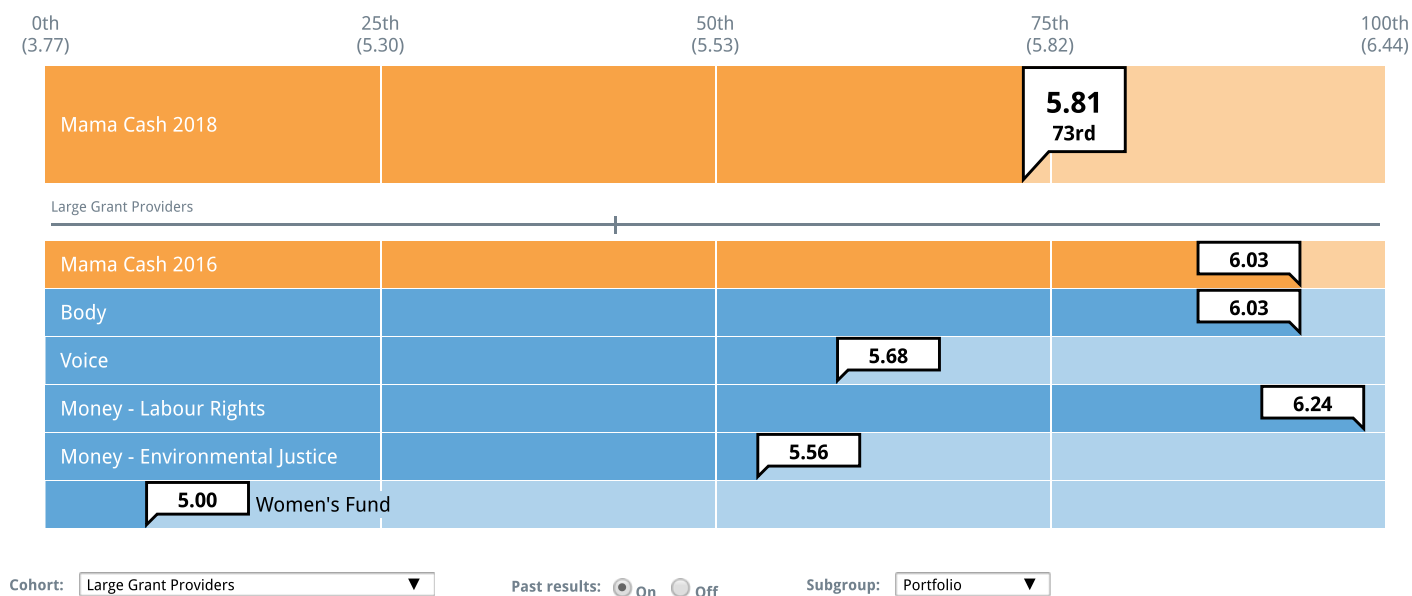
1 = Limited understanding 7 = Thorough understanding



Grantee Responses

To what extent do Mama Cash's funding priorities reflect a deep understanding of your intended beneficiaries' needs?

1 = Not at all 7 = To a great extent

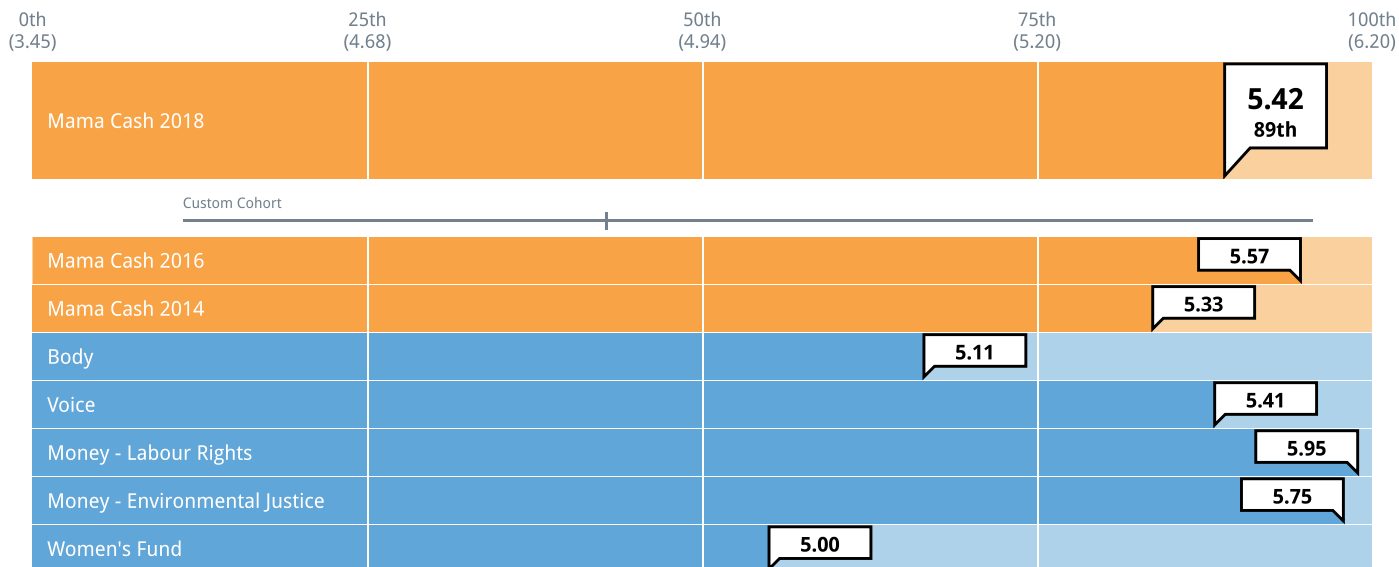


Selection Process

Grantee Responses

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

1 = Not at all helpful 7 = Extremely helpful



Cohort: Custom Cohort

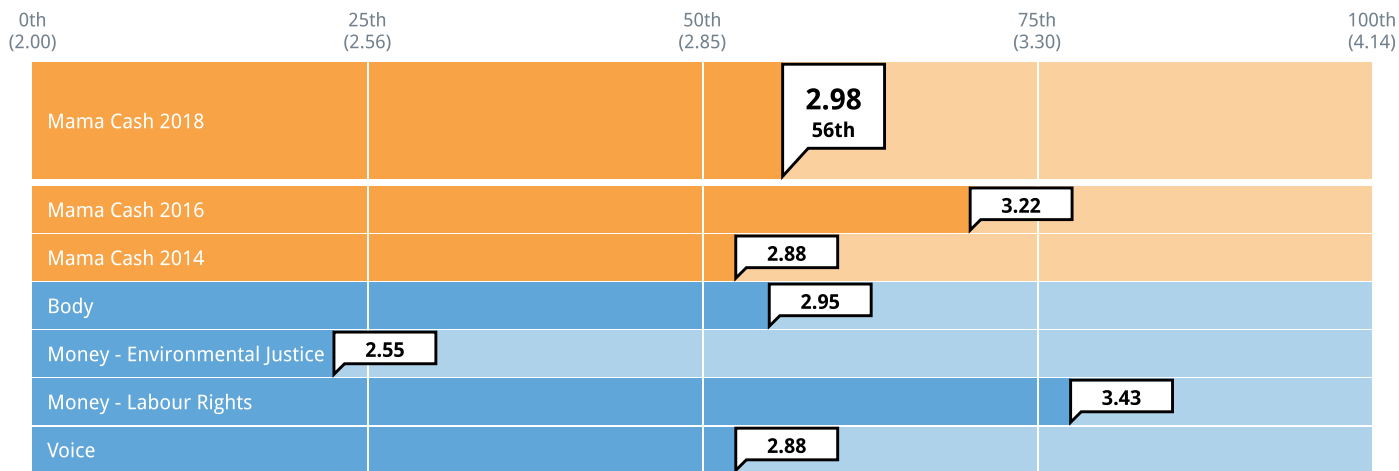
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How helpful was participating in Mama Cash'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

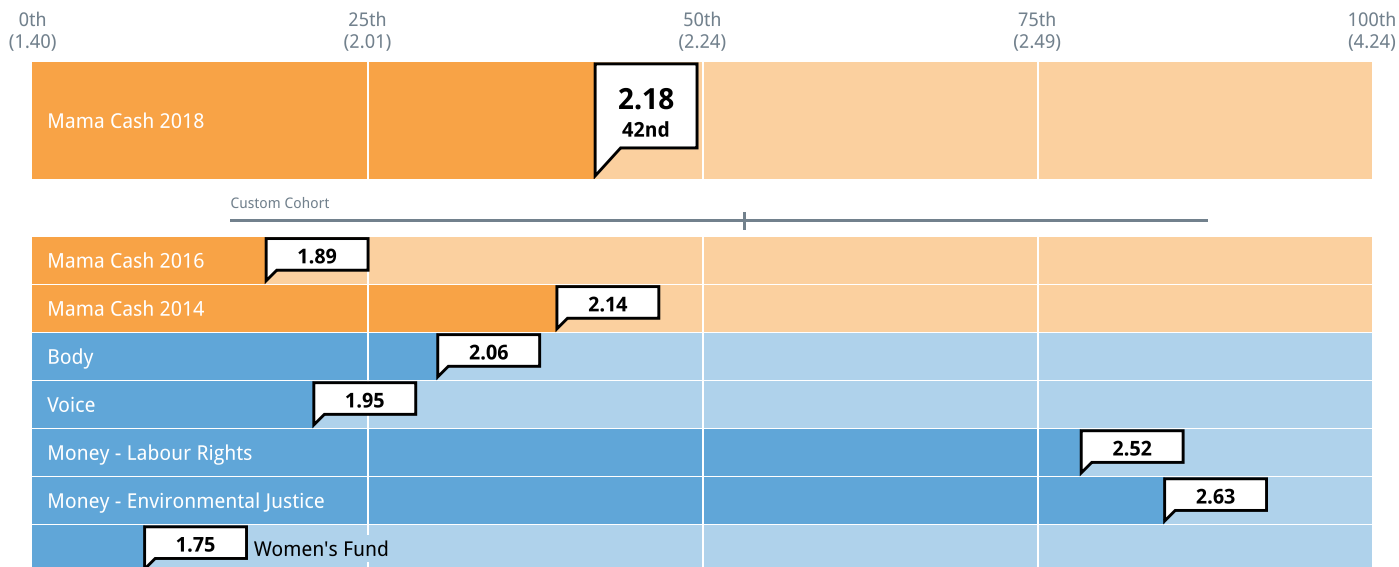
Subgroup: Portfolio

Pressure to Modify Priorities

Grantee Responses

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



Cohort: Custom Cohort

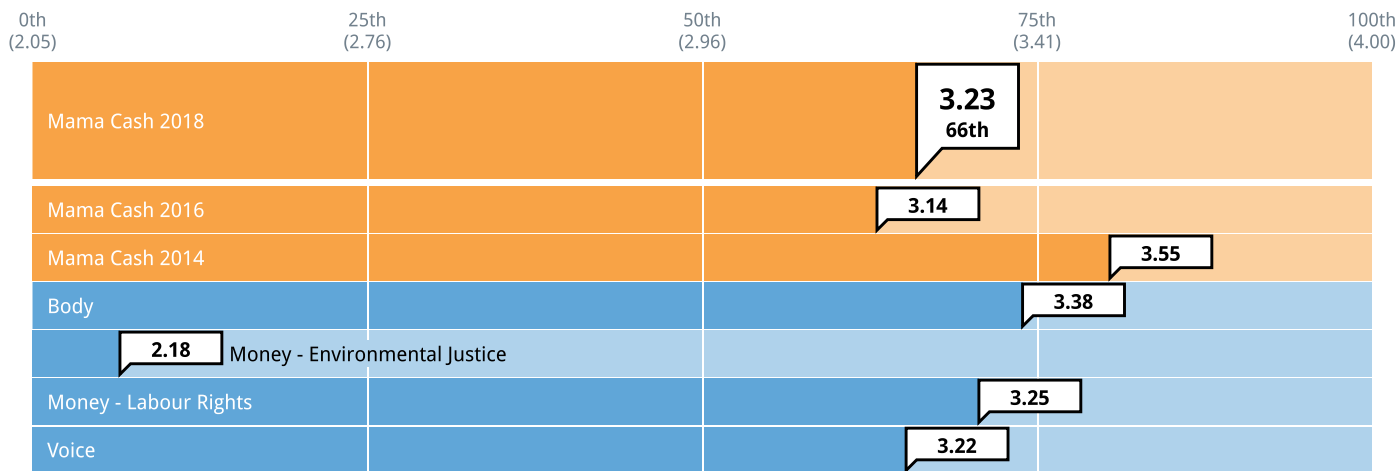
Past results: On Off

Subgroup: Portfolio

Applicant Responses

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



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	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than 1 month	13%	16%	1%	6%	10%
1 - 3 months	63%	59%	53%	56%	56%
4 - 6 months	19%	18%	25%	29%	24%
7 - 9 months	3%	1%	12%	5%	5%
10 - 12 months	1%	5%	4%	2%	3%
More than 12 months	1%	1%	4%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Less than 1 month	23%	11%	0%	19%	8%
1 - 3 months	61%	63%	67%	56%	67%
4 - 6 months	13%	16%	29%	19%	25%
7 - 9 months	3%	5%	5%	0%	0%
10 - 12 months	0%	0%	0%	6%	0%
More than 12 months	0%	5%	0%	0%	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	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than 1 month	9%	30%	20%	13%
1 to 3 months	72%	64%	58%	54%
4 to 6 months	14%	6%	15%	25%
7 to 9 months	1%	0%	5%	5%
10 to 12 months	2%	0%	2%	2%
More than 12 months	3%	0%	1%	2%

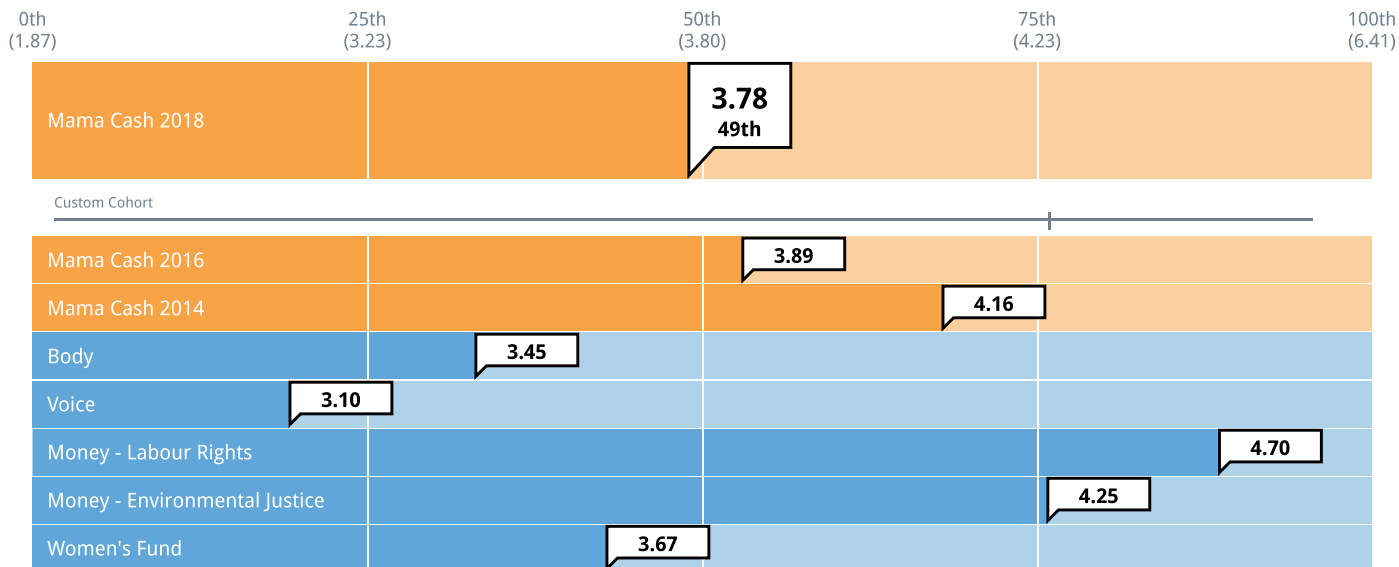
Time Between Submission and Funding Decision (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Less than 1 month	7%	18%	16%	6%
1 to 3 months	72%	82%	66%	73%
4 to 6 months	18%	0%	9%	13%
7 to 9 months	0%	0%	3%	2%
10 to 12 months	0%	0%	6%	2%
More than 12 months	3%	0%	0%	5%

Involvement in Proposal Development

Grantee Responses

How involved was Mama Cash staff in the development of your grant proposal?

1 = No involvement 7 = Substantial involvement



Cohort: Custom Cohort

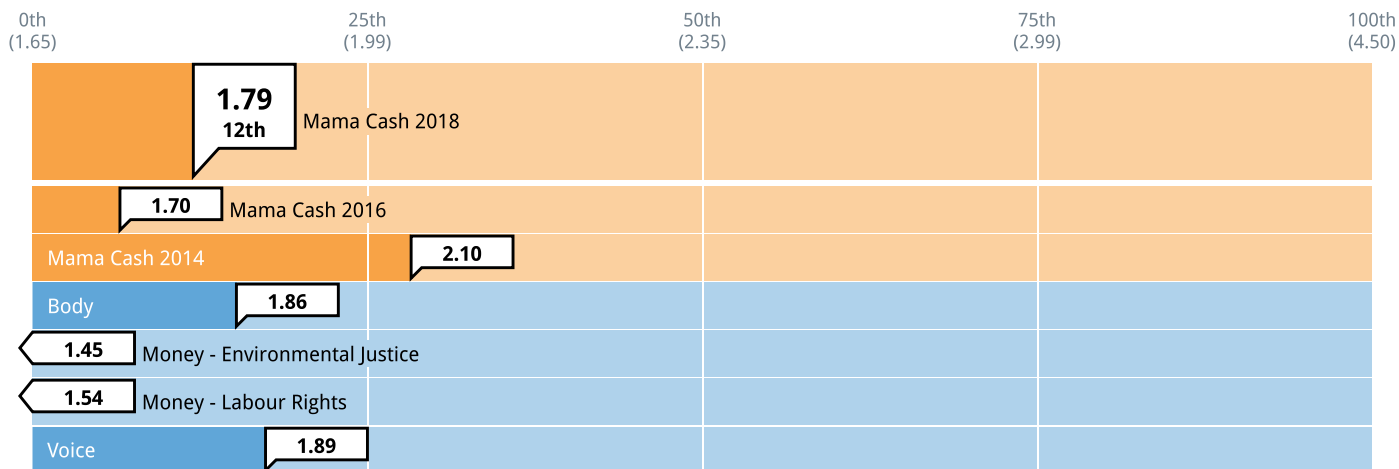
Past results: On Off

Subgroup: Portfolio

Applicant Responses

How involved was Mama Cash staff in the development of your grant proposal?

1 = No involvement 7 = Substantial involvement



Cohort: None

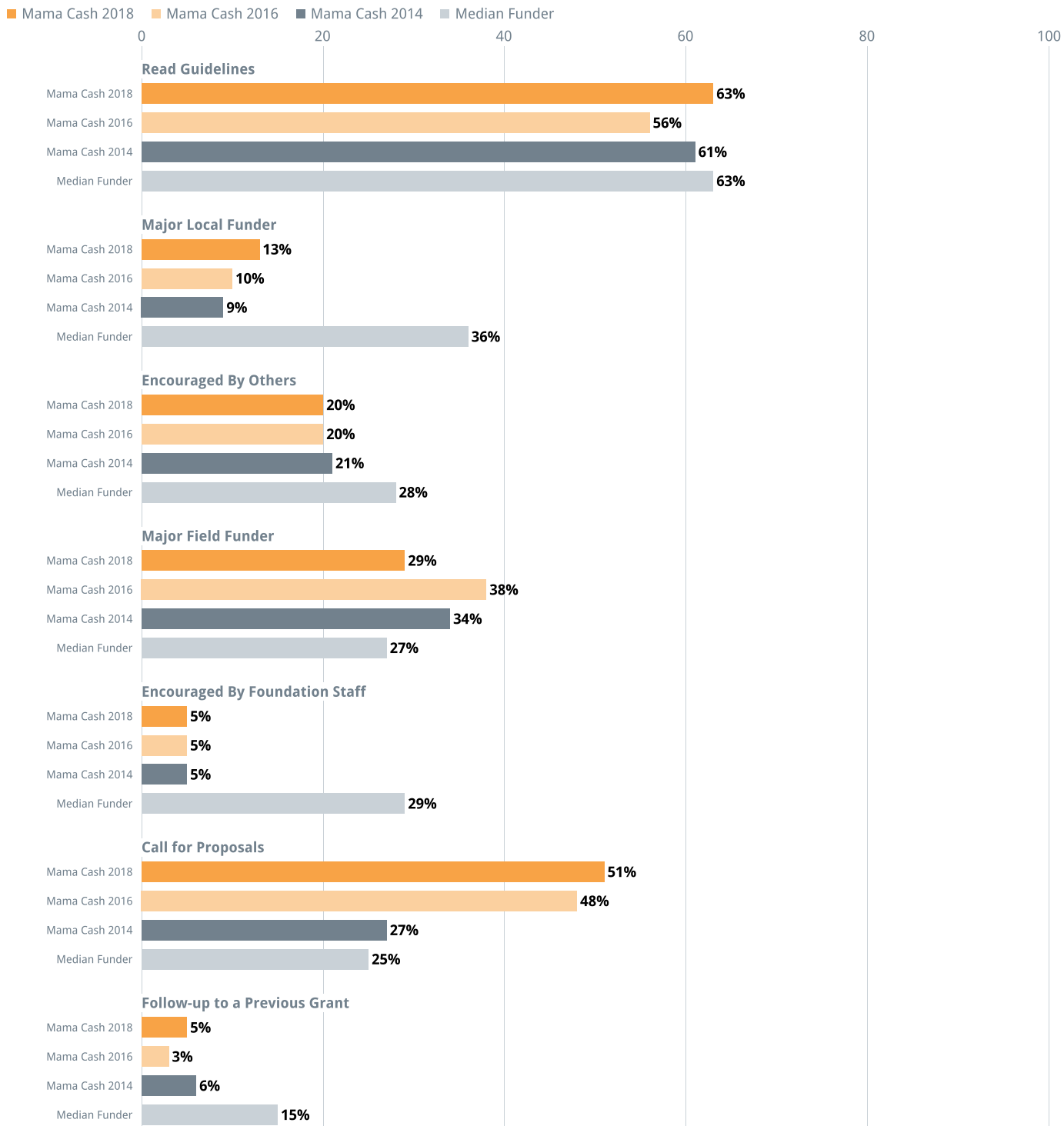
Past results: On Off

Subgroup: Portfolio

Declined Applications

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

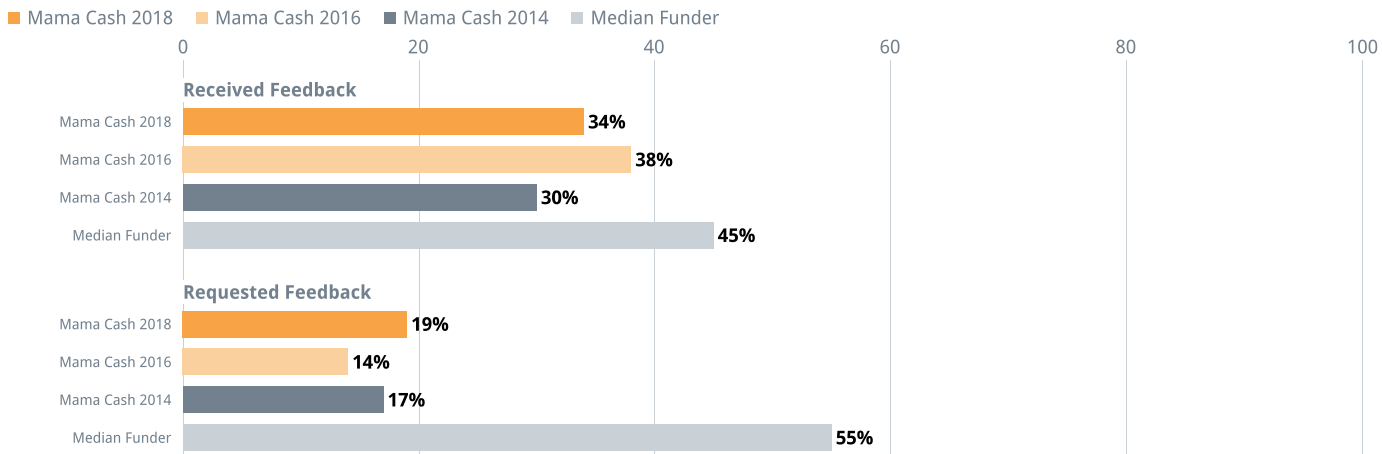
Reasons for Applying for Funding (Applicant Responses)



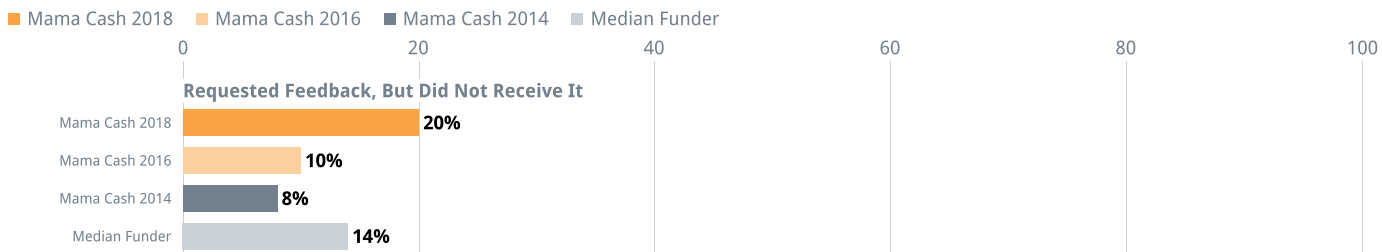
Feedback on Declined Applications

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

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



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

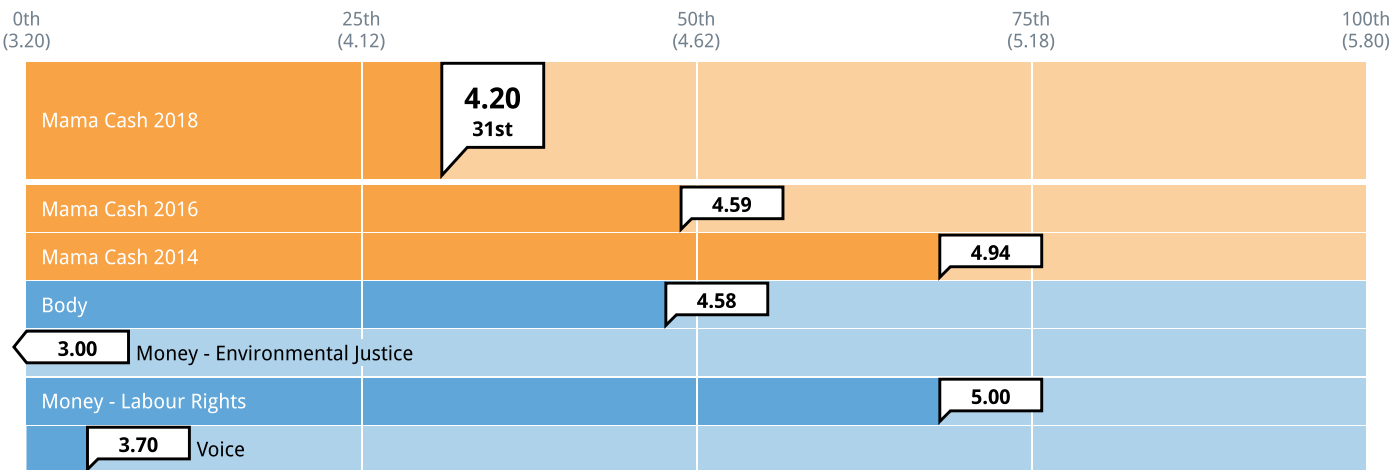


Behind the numbers: Applicants who received feedback rate Mama Cash significantly higher for impact on the field and on the community, staff responsiveness and fairness of treatment by Mama Cash, and honesty of reasons for proposal declination.

Applicant Responses

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 ▼

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."

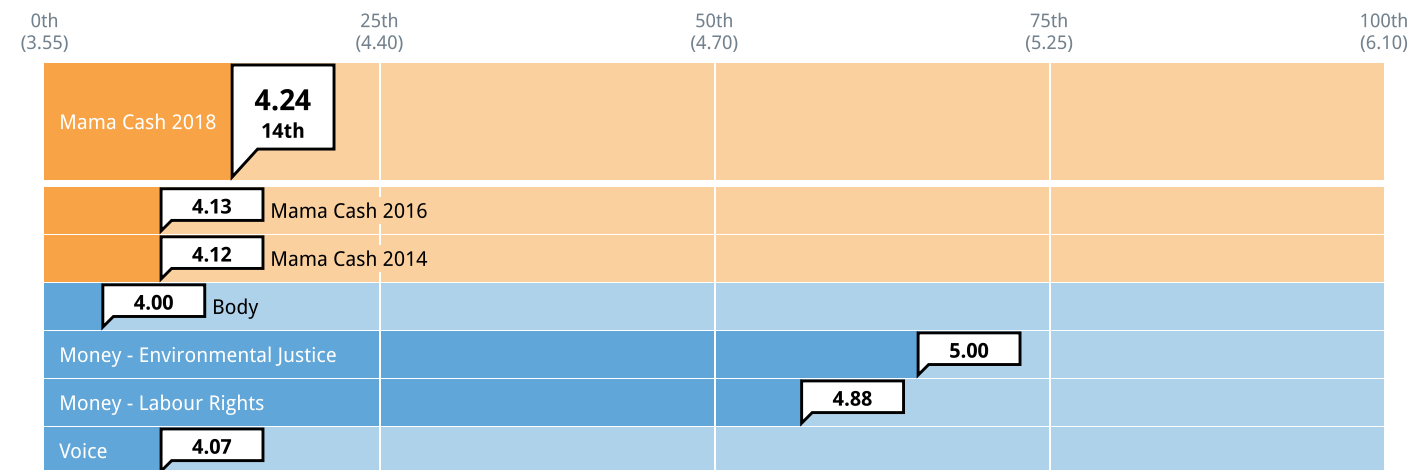
Reasons Provided for Declining Proposal	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
No reason provided	11%	10%	8%	14%
Not enough funds/too many good proposals	38%	40%	29%	28%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	18%	18%	29%	14%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	14%	23%	20%	16%
Other	18%	10%	14%	28%

Reasons Provided for Declining Proposal (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
No reason provided	11%	0%	11%	13%
Not enough funds/too many good proposals	39%	36%	35%	38%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	15%	27%	22%	19%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	15%	18%	8%	15%
Other	19%	18%	24%	15%

Applicant Responses

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

1 = Not at all honest 7 = Extremely honest



Cohort: None ▼

Past results: On Off

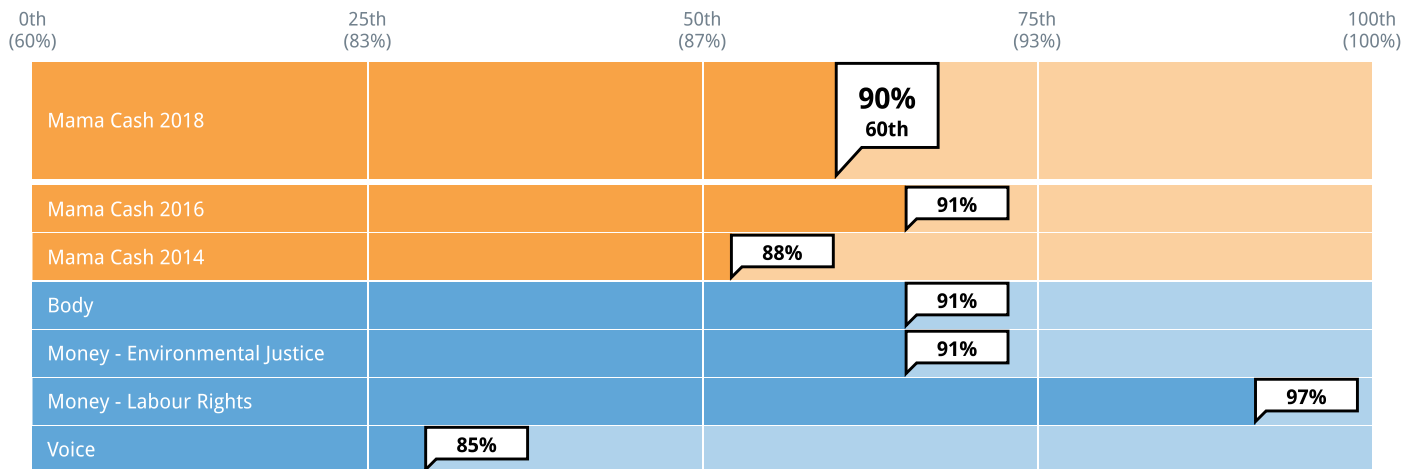
Subgroup: Portfolio ▼

Implications for Future Applications

Applicant Responses

Would you consider applying for funding from Mama Cash in the future?

Proportion that responded "Yes"



Cohort: None ▼ Past results: On Off Subgroup: Portfolio ▼

History with the Foundation of Respondents That Would Consider Reapplying	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
First-time applicant	52%	75%	59%	42%
Previously received funding	6%	4%	12%	42%
Previously declined	42%	21%	29%	16%

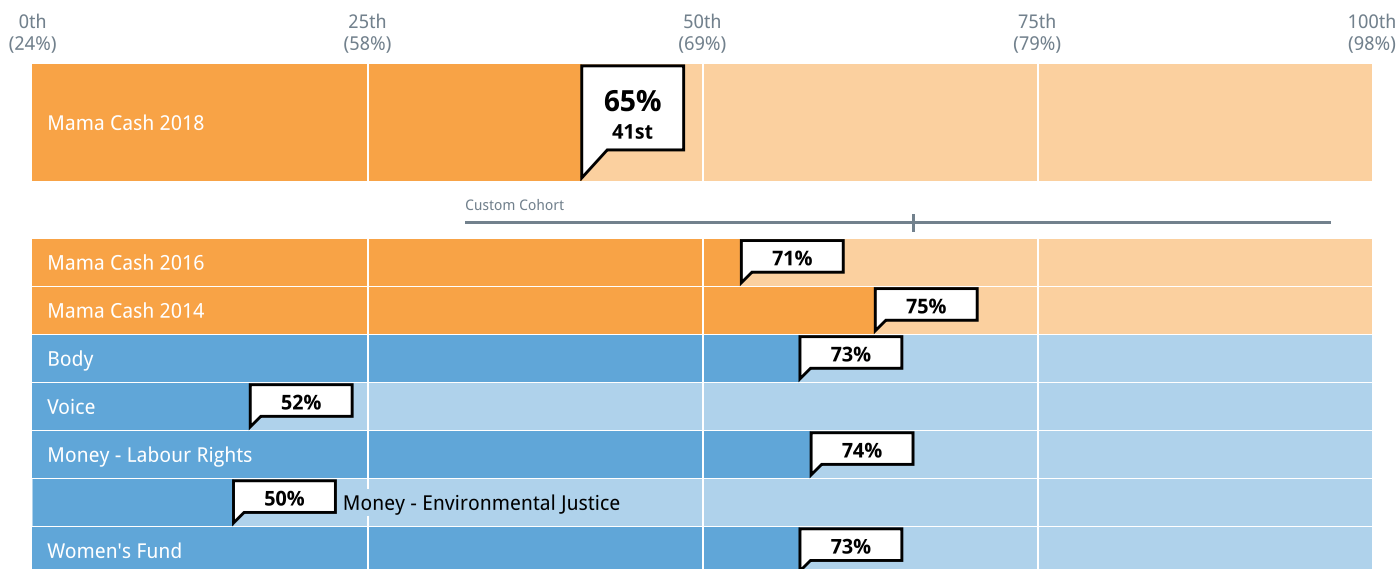
History with the Foundation of Respondents That Would Consider Reapplying (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
First-time applicant	50%	70%	53%	51%
Previously received funding	3%	10%	3%	9%
Previously declined	47%	20%	44%	40%

Reporting and Evaluation Process

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

Behind the numbers: Grantees who report having exchanged ideas with staff about how they will assess the grant-funded work rate Mama Cash significantly more positive for a number of measures, including understanding of beneficiaries' needs, overall quality of relationships with Mama Cash, and overall understanding.

Participation in Reporting and/or Evaluation Processes	Mama Cash 2018	Average Funder
Participated in a reporting process only	48%	56%
Participated in an evaluation process only	4%	1%
Participated in both a reporting and an evaluation process	45%	32%
Participated in neither a reporting nor an evaluation process	3%	12%

Participation in Reporting and/or Evaluation Processes (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Participated in a reporting process only	56%	57%	38%	31%	50%
Participated in an evaluation process only	3%	0%	14%	0%	0%
Participated in both a reporting and an evaluation process	41%	43%	38%	63%	50%
Participated in neither a reporting nor an evaluation process	0%	0%	10%	6%	0%

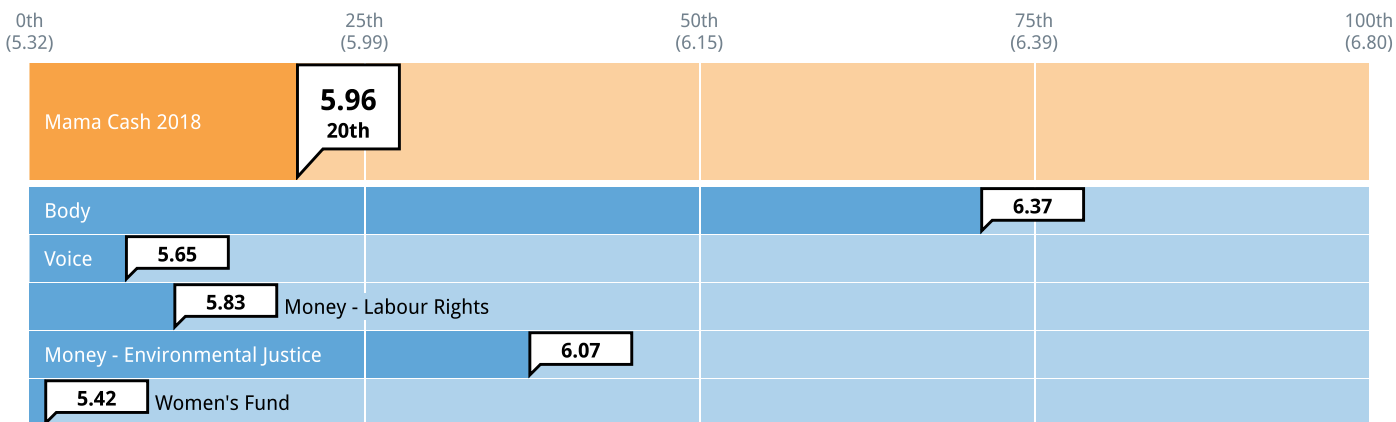
Reporting Process

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

Grantee Responses

To what extent was Mama Cash's reporting process straightforward?

1 = Not at all 7 = To a great extent

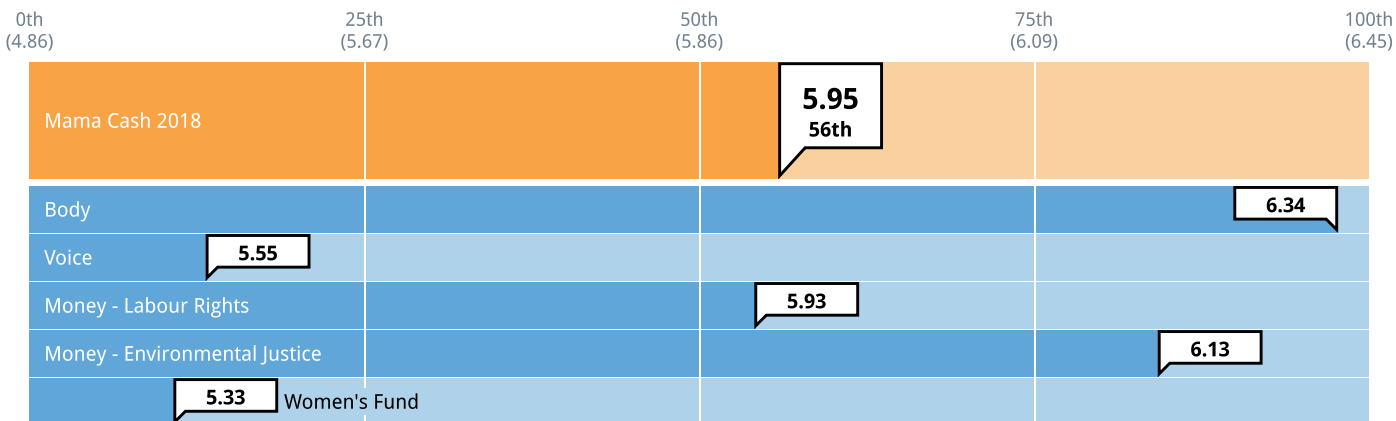


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

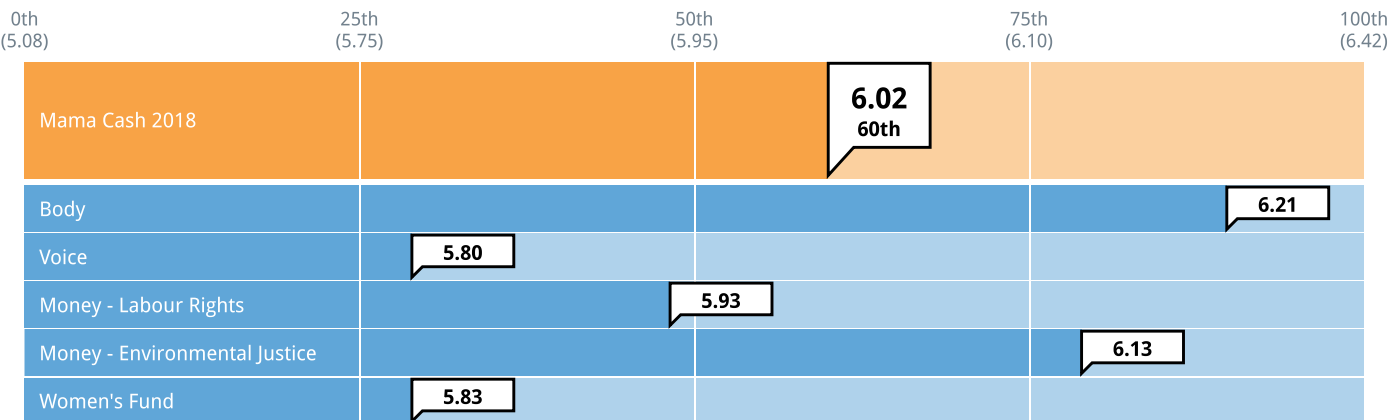


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

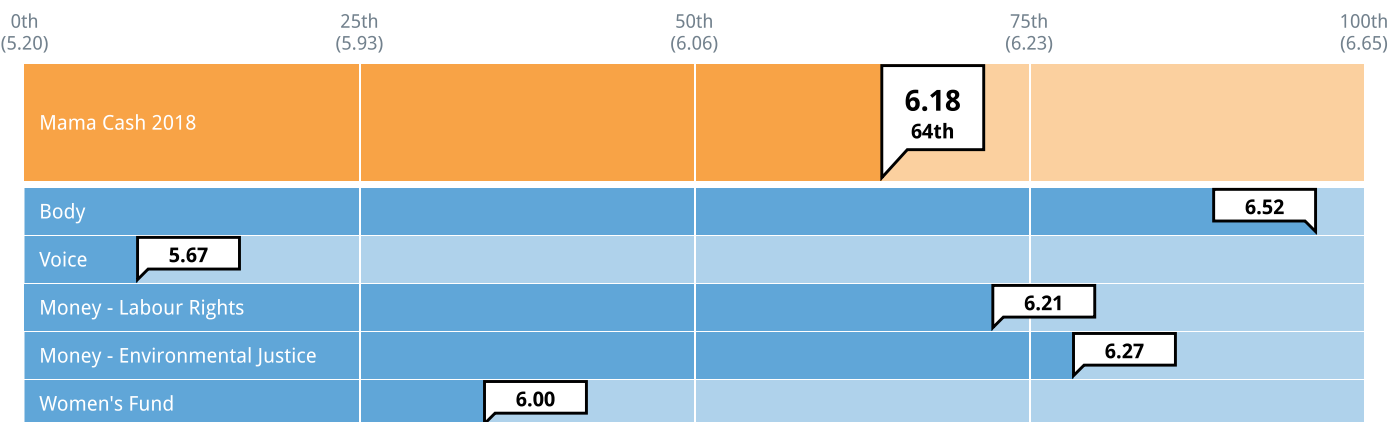


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

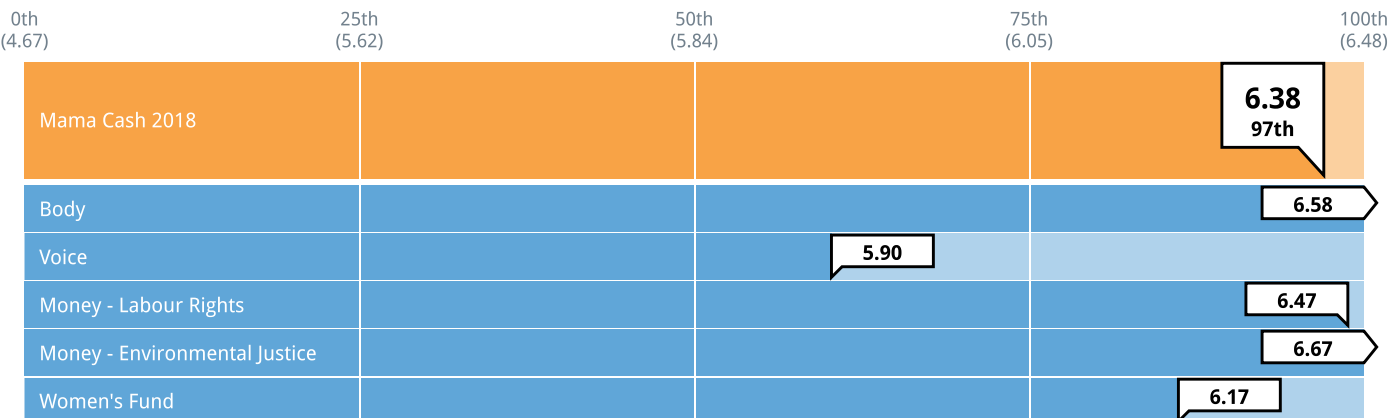


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

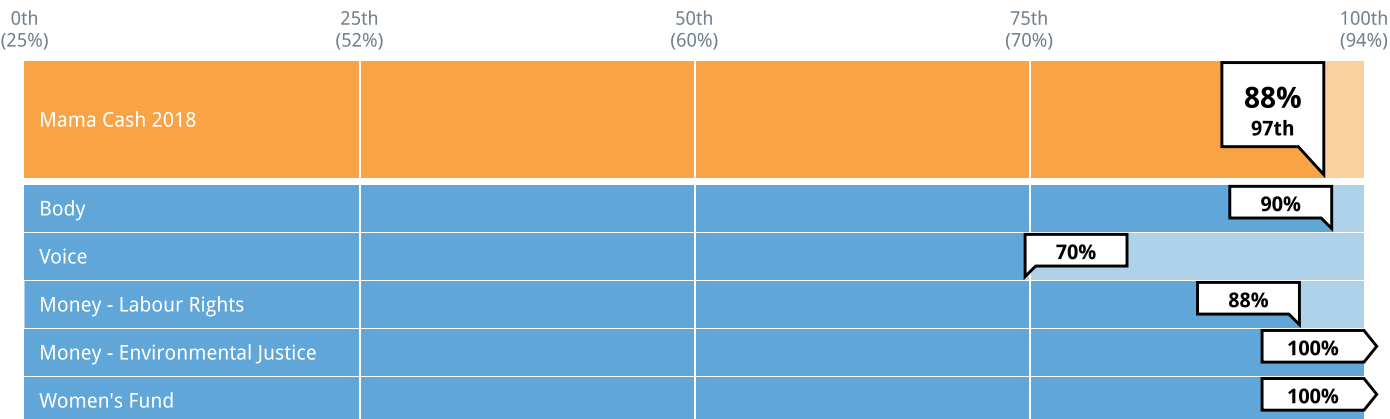


Cohort: Past results: On Off Subgroup:

Grantee Responses

At any point have you had a substantive discussion with Mama Cash about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of grantees responding 'Yes'



Cohort: Past results: On Off Subgroup:

Evaluation Process

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

"Who was primarily responsible for carrying out the evaluation?"	Mama Cash 2018	Average Funder
Evaluation staff at Mama Cash	65%	21%
Evaluation staff at your organization	24%	51%
External evaluator, chosen by Mama Cash	6%	14%
External evaluator, chosen by your organization	4%	14%

"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Evaluation staff at Mama Cash	50%	78%	91%	60%	40%
Evaluation staff at your organization	43%	11%	9%	30%	20%
External evaluator, chosen by Mama Cash	7%	0%	0%	10%	20%
External evaluator, chosen by your organization	0%	11%	0%	0%	20%

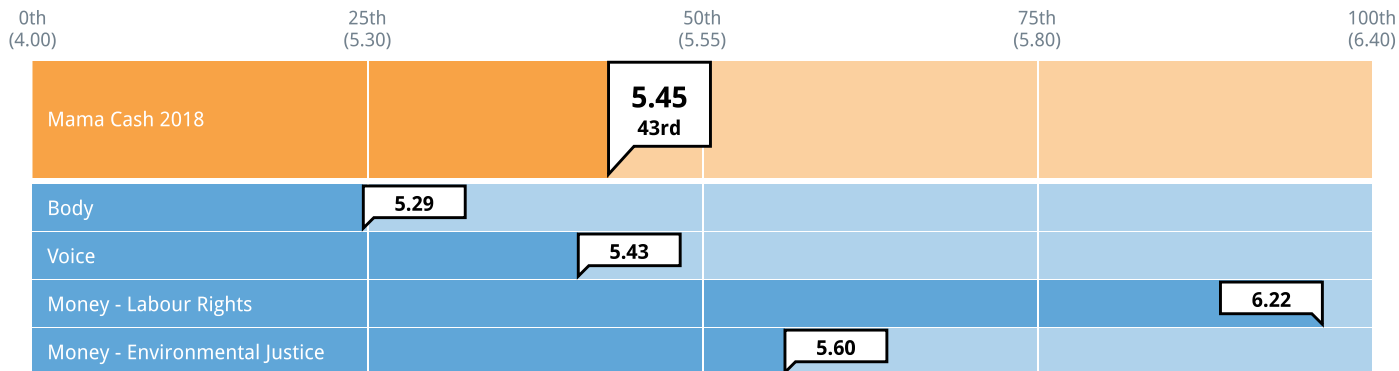
"Did Mama Cash provide financial support for the evaluation?"	Mama Cash 2018	Average Funder
Yes, the evaluation's costs were fully funded by Mama Cash	37%	34%
Yes, the evaluation's costs were partially funded by Mama Cash	20%	17%
No, the evaluation's costs were not funded by Mama Cash	43%	49%

"Did Mama Cash provide financial support for the evaluation?" (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Yes, the evaluation's costs were fully funded by Mama Cash	33%	N/A	44%	43%	N/A
Yes, the evaluation's costs were partially funded by Mama Cash	17%	N/A	0%	29%	N/A
No, the evaluation's costs were not funded by Mama Cash	50%	N/A	56%	29%	N/A

Grantee Responses

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

1 = Not at all 7 = To a great extent

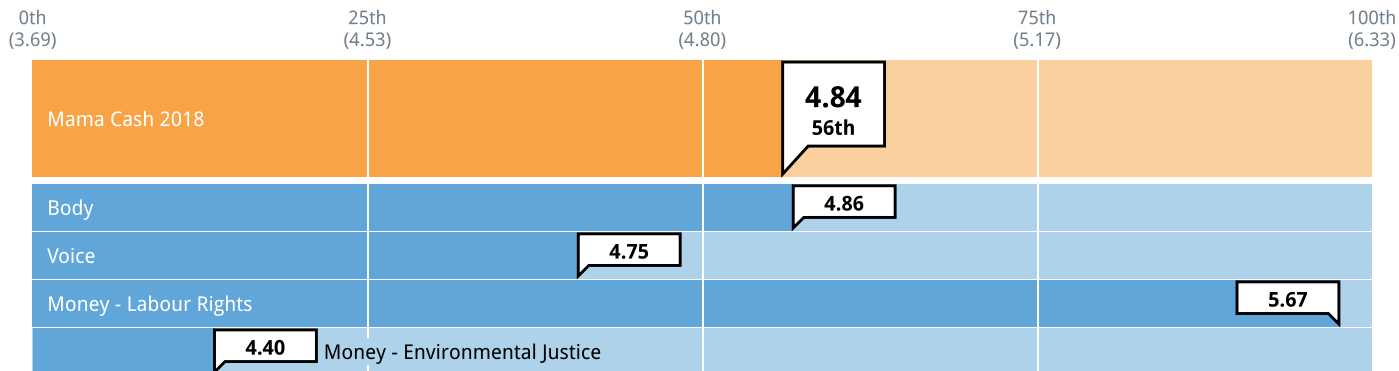


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent

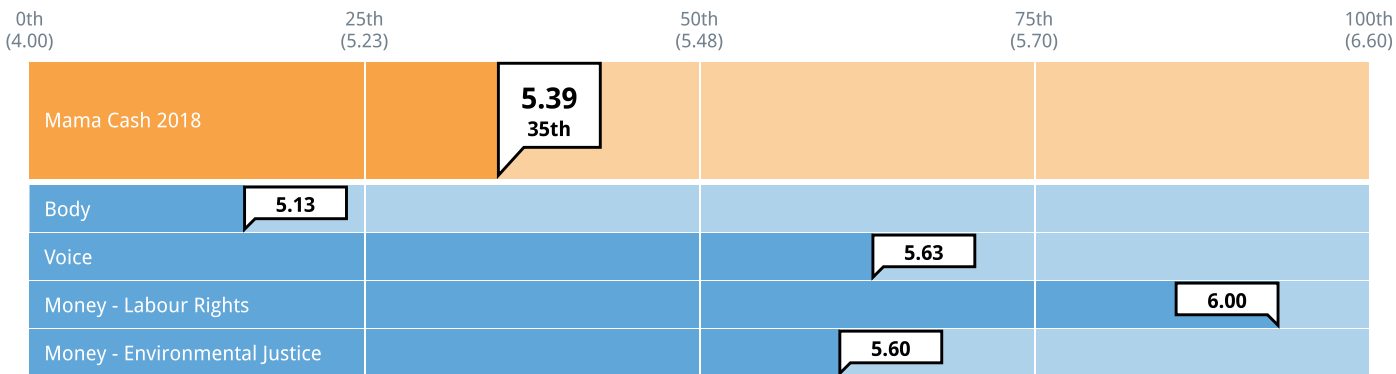


Cohort: Past results: On Off Subgroup:

Grantee Responses

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

1 = Not at all 7 = To a great extent



Cohort: ▼

Past results: On Off

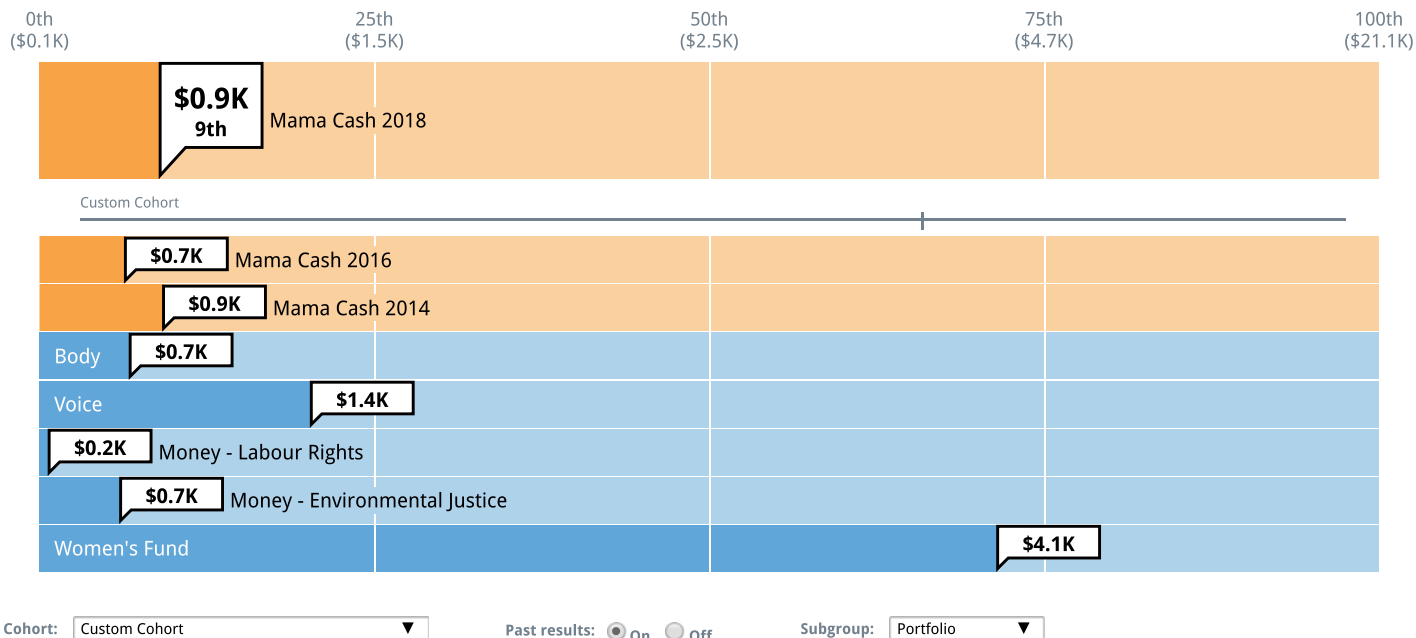
Subgroup: ▼

Dollar Return and Time Spent on Processes

Grantee Responses

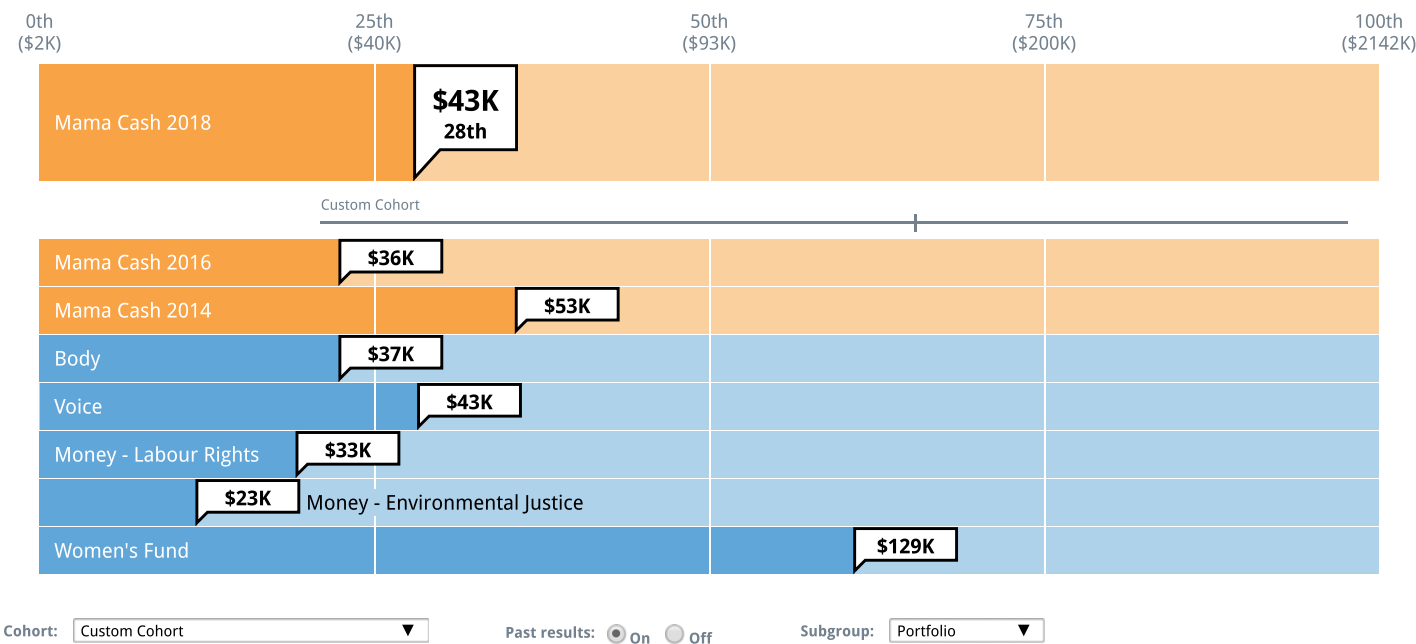
Dollar Return: Median grant dollars awarded per process hour required

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



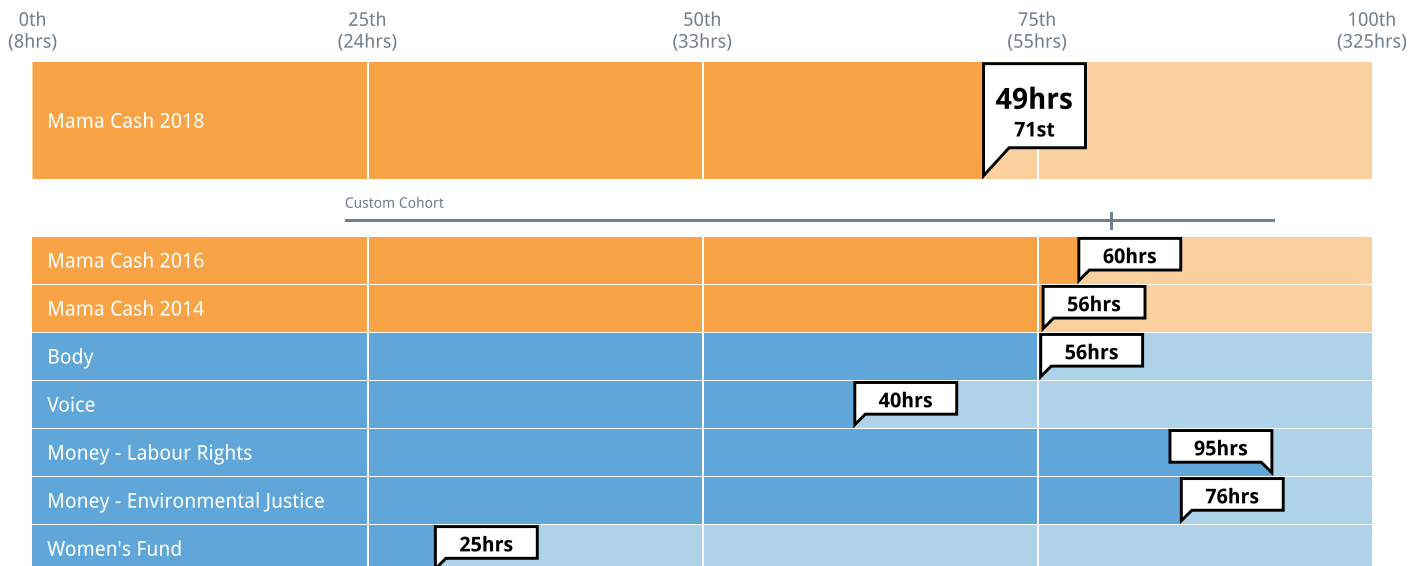
Grantee Responses

Median Grant Size



Grantee Responses

Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort

Past results: On Off

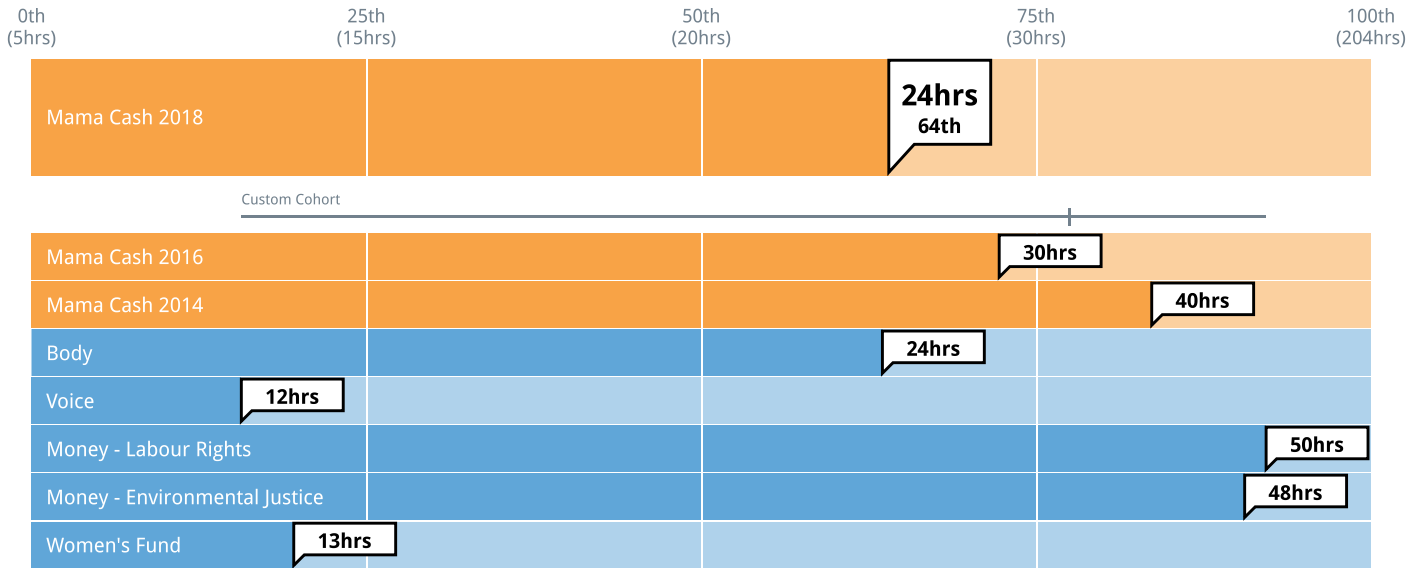
Subgroup: Portfolio

Time Spent on Selection Process

Grantee Feedback

Grantee Responses

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

Subgroup:

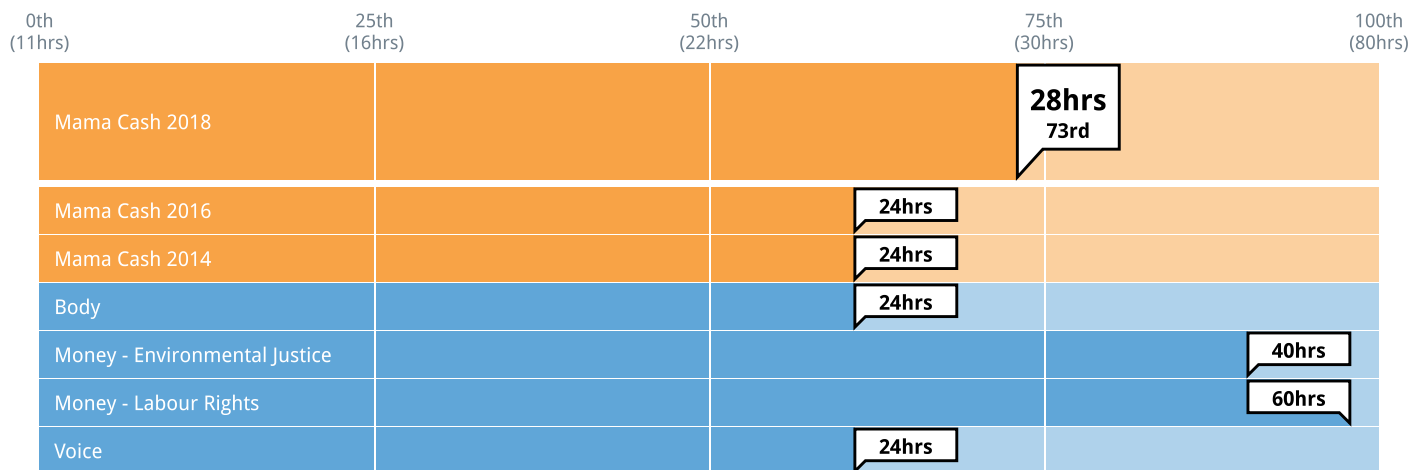
Time Spent On Proposal And Selection Process	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	17%	13%	13%	20%	13%
10 to 19 hours	25%	19%	16%	21%	18%
20 to 29 hours	10%	16%	10%	18%	16%
30 to 39 hours	8%	9%	9%	8%	9%
40 to 49 hours	15%	17%	15%	12%	14%
50 to 99 hours	11%	19%	22%	11%	16%
100 to 199 hours	6%	4%	8%	6%	9%
200+ hours	9%	3%	6%	4%	5%

Time Spent On Proposal And Selection Process (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
1 to 9 hours	22%	22%	5%	7%	30%
10 to 19 hours	16%	33%	26%	21%	40%
20 to 29 hours	16%	6%	11%	0%	10%
30 to 39 hours	13%	6%	0%	7%	10%
40 to 49 hours	25%	6%	5%	29%	0%
50 to 99 hours	3%	11%	16%	21%	10%
100 to 199 hours	0%	11%	21%	0%	0%
200+ hours	6%	6%	16%	14%	0%

Applicant Feedback

Applicant Responses

Median Hours Spent on Proposal Process



Cohort: Past results: On Off Subgroup:

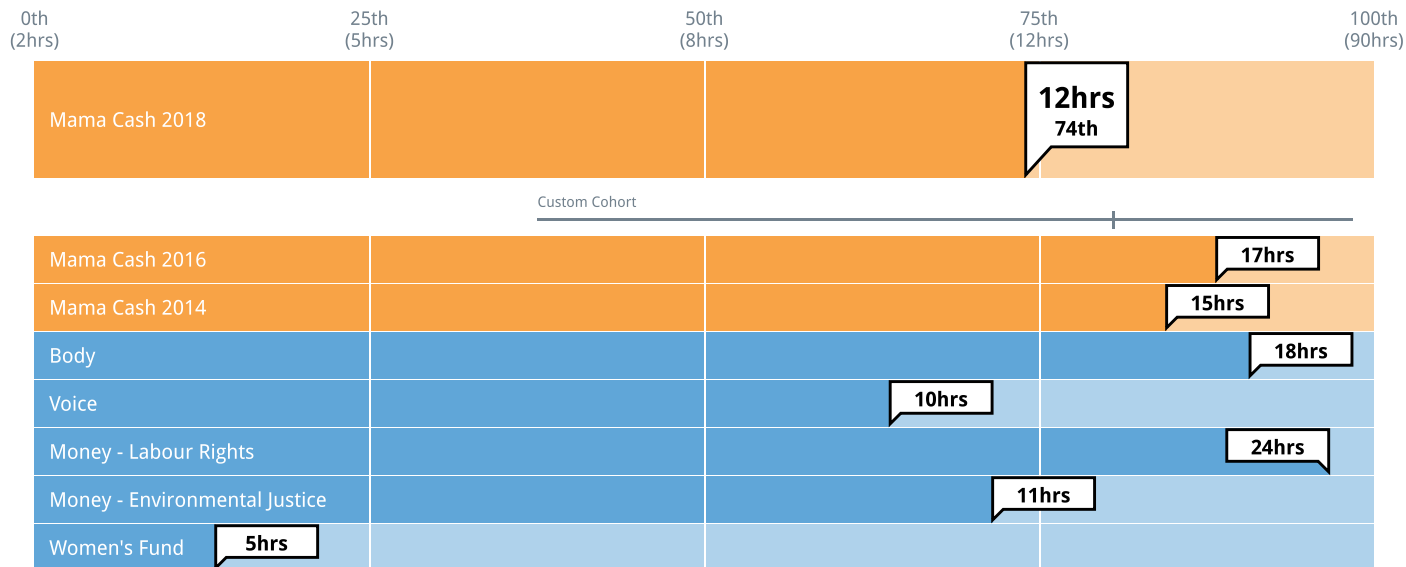
Times Spent on Selection Process	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Fewer than 10 hours	18%	29%	21%	15%
10 to 19 hours	22%	14%	18%	23%
20 to 29 hours	10%	9%	13%	19%
30 to 39 hours	3%	7%	9%	10%
40 to 49 hours	10%	12%	10%	11%
50 to 99 hours	20%	15%	17%	13%
100 to 199 hours	10%	10%	7%	6%
200 hours or more	7%	5%	5%	2%

Times Spent on Selection Process (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Fewer than 10 hours	21%	9%	14%	18%
10 to 19 hours	23%	27%	17%	22%
20 to 29 hours	13%	9%	3%	12%
30 to 39 hours	5%	0%	0%	3%
40 to 49 hours	5%	27%	14%	10%
50 to 99 hours	15%	9%	31%	22%
100 to 199 hours	8%	9%	14%	10%
200 hours or more	10%	9%	6%	4%

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)	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	45%	26%	28%	52%	36%
10 to 19 hours	15%	26%	32%	20%	23%
20 to 29 hours	14%	21%	13%	11%	14%
30 to 39 hours	3%	7%	1%	4%	6%
40 to 49 hours	10%	7%	6%	4%	7%
50 to 99 hours	8%	8%	10%	5%	9%
100+ hours	5%	4%	11%	5%	6%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
1 to 9 hours	35%	47%	47%	43%	73%
10 to 19 hours	21%	18%	0%	21%	9%
20 to 29 hours	15%	24%	12%	7%	9%
30 to 39 hours	3%	0%	6%	0%	9%
40 to 49 hours	15%	6%	18%	0%	0%
50 to 99 hours	6%	6%	12%	14%	0%
100+ hours	6%	0%	6%	14%	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 Mama Cash.

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 Mama Cash 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.

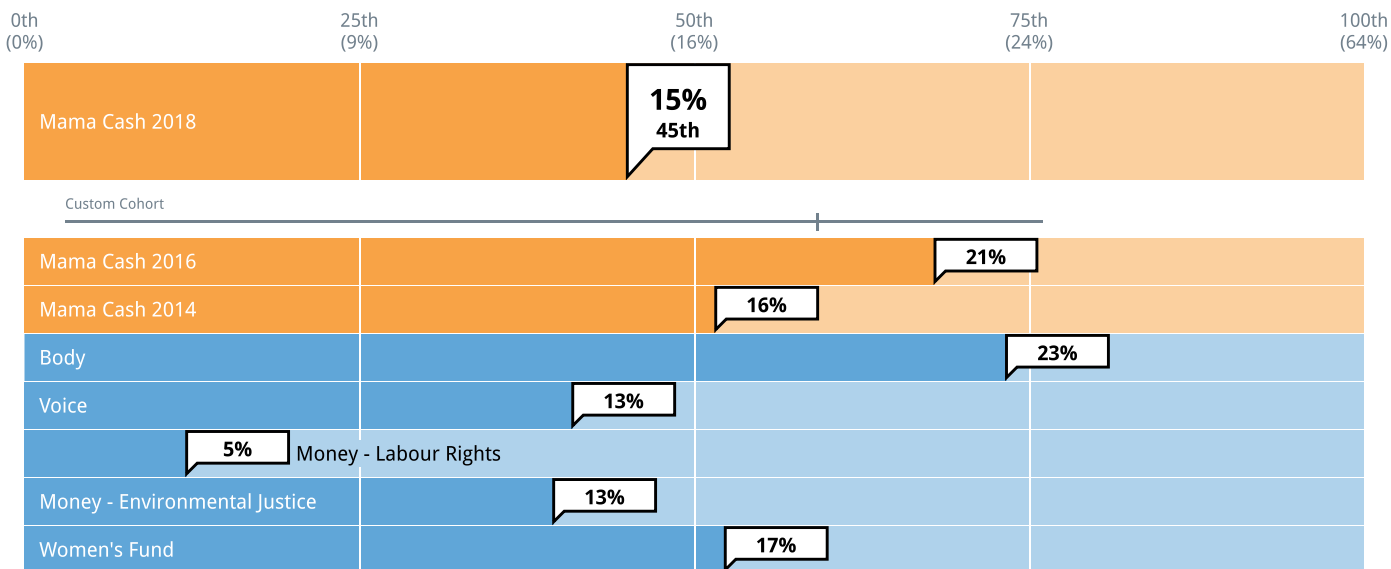


Non-Monetary Assistance Patterns	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Comprehensive	3%	3%	3%	7%	5%
Field-focused	12%	18%	13%	11%	12%
Little	64%	53%	52%	40%	45%
None	21%	26%	32%	42%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Comprehensive	6%	0%	0%	0%	8%
Field-focused	17%	13%	5%	13%	8%
Little	49%	78%	67%	75%	67%
None	29%	9%	29%	13%	17%

Grantee Responses

Proportion of grantees that received field-focused or comprehensive assistance



Cohort: Custom Cohort

Past results: On Off

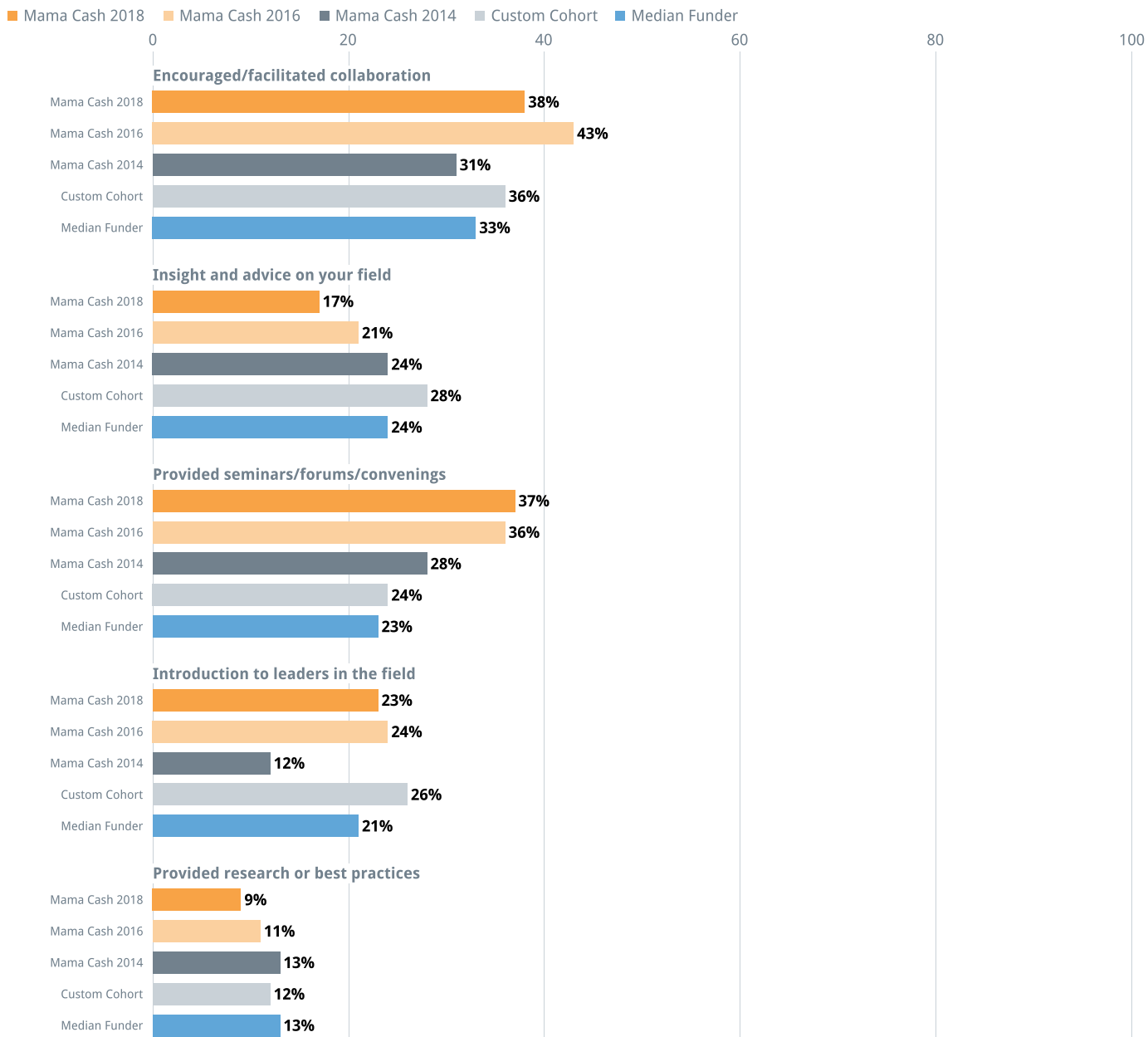
Subgroup: Portfolio

Behind the numbers: Grantees who report receiving intensive non-monetary support rate Mama Cash significantly higher for impact on and understanding of the local community, understanding of beneficiaries' needs, and overall understanding.

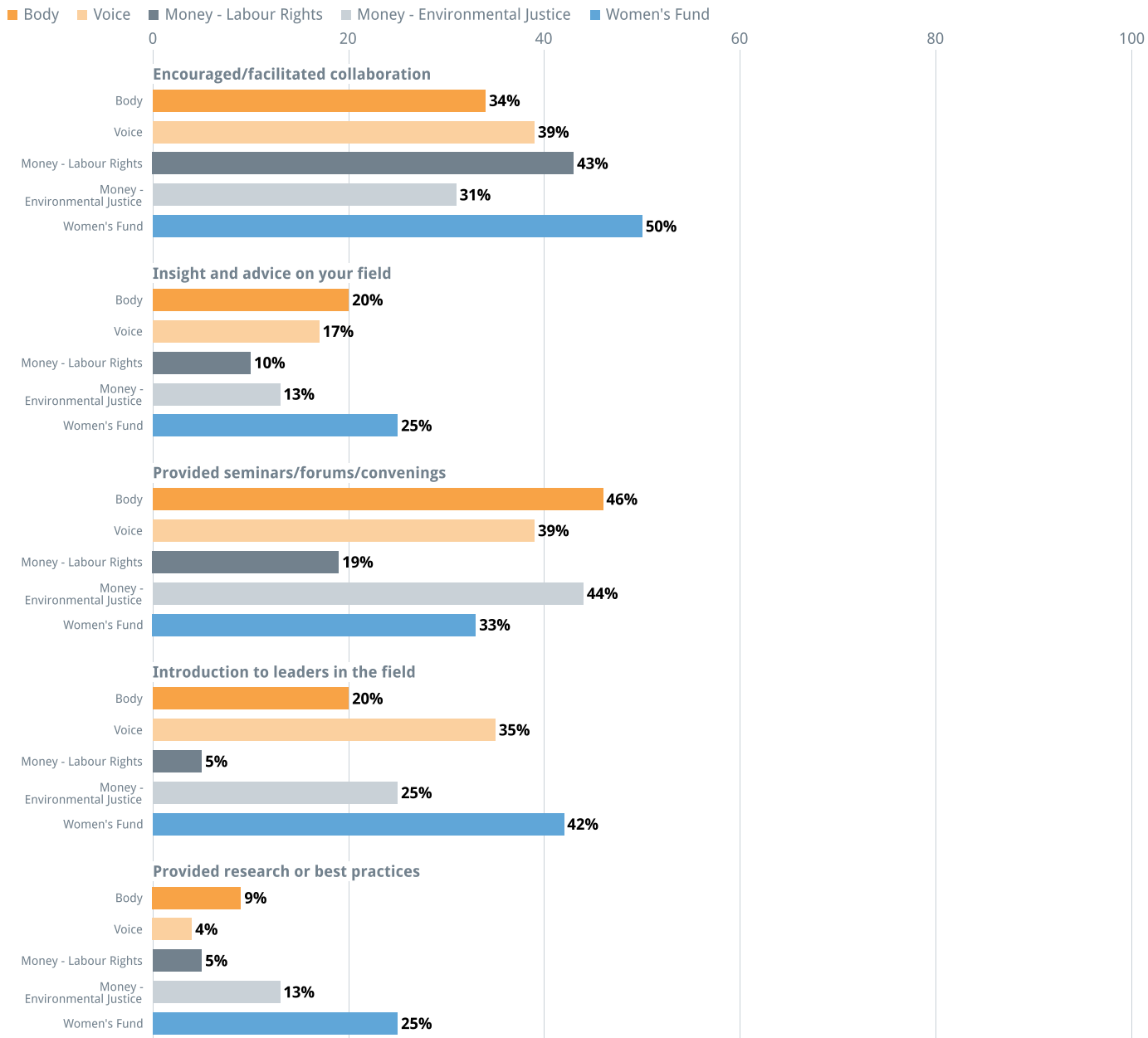
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



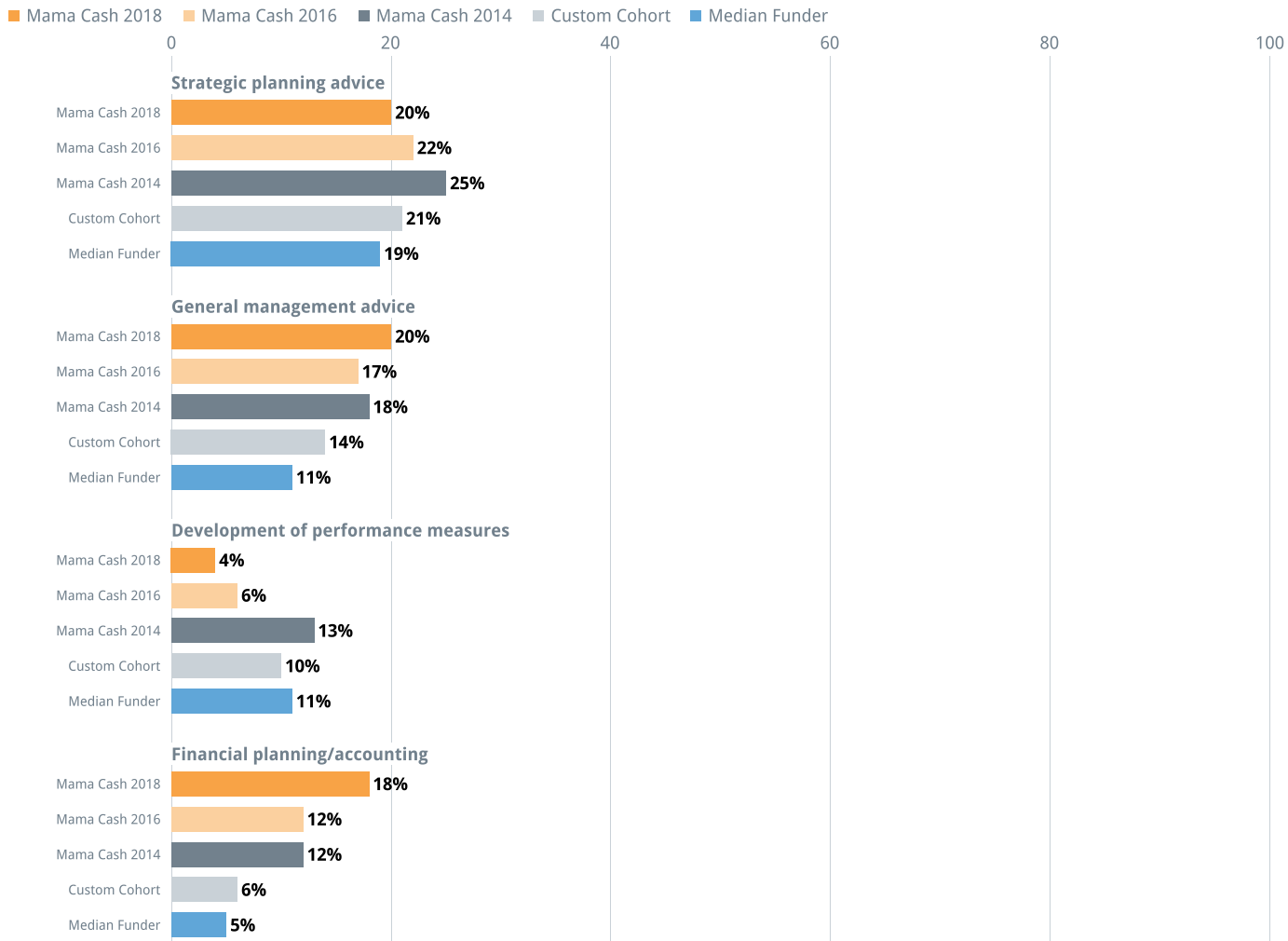
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



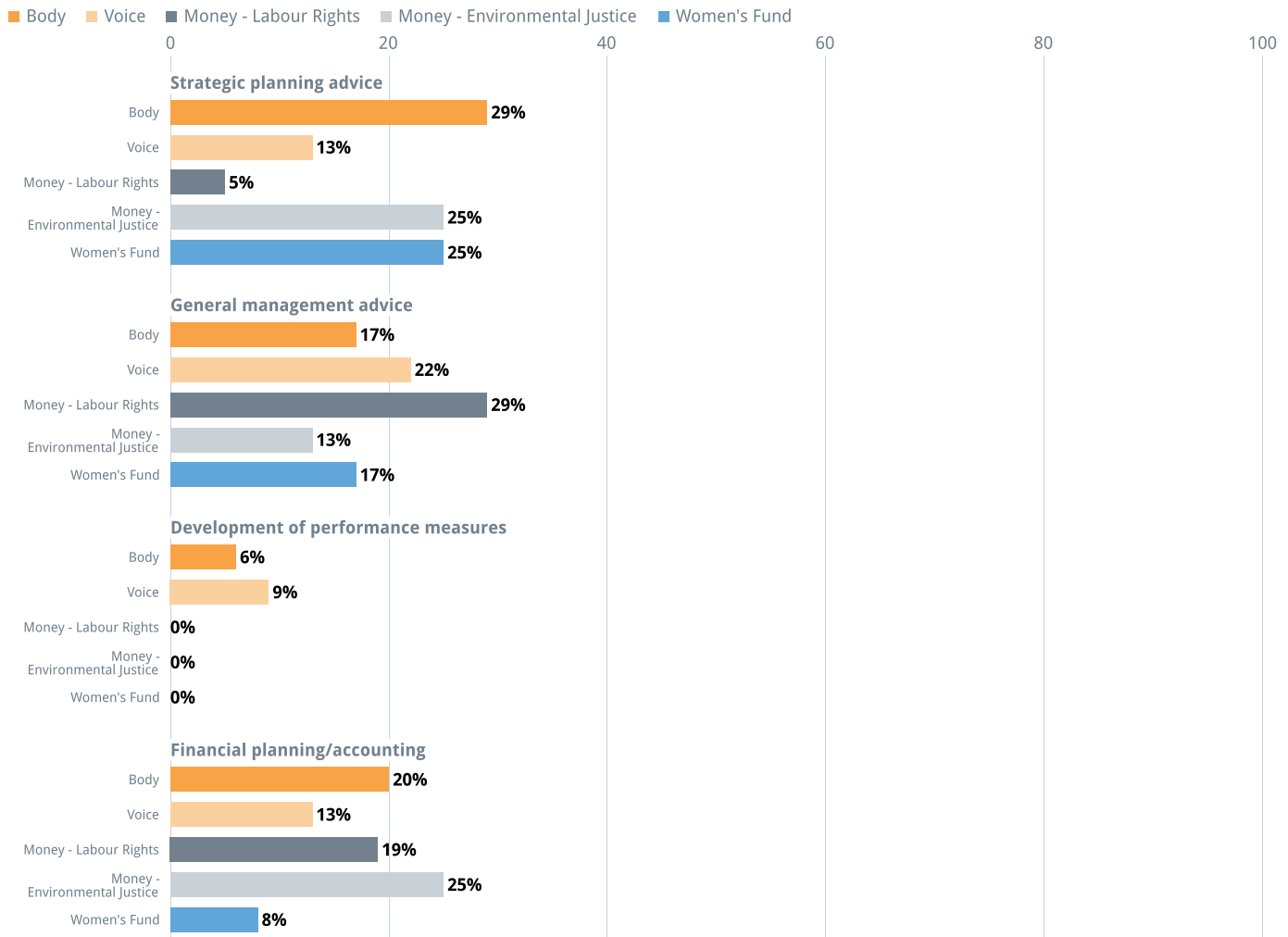
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



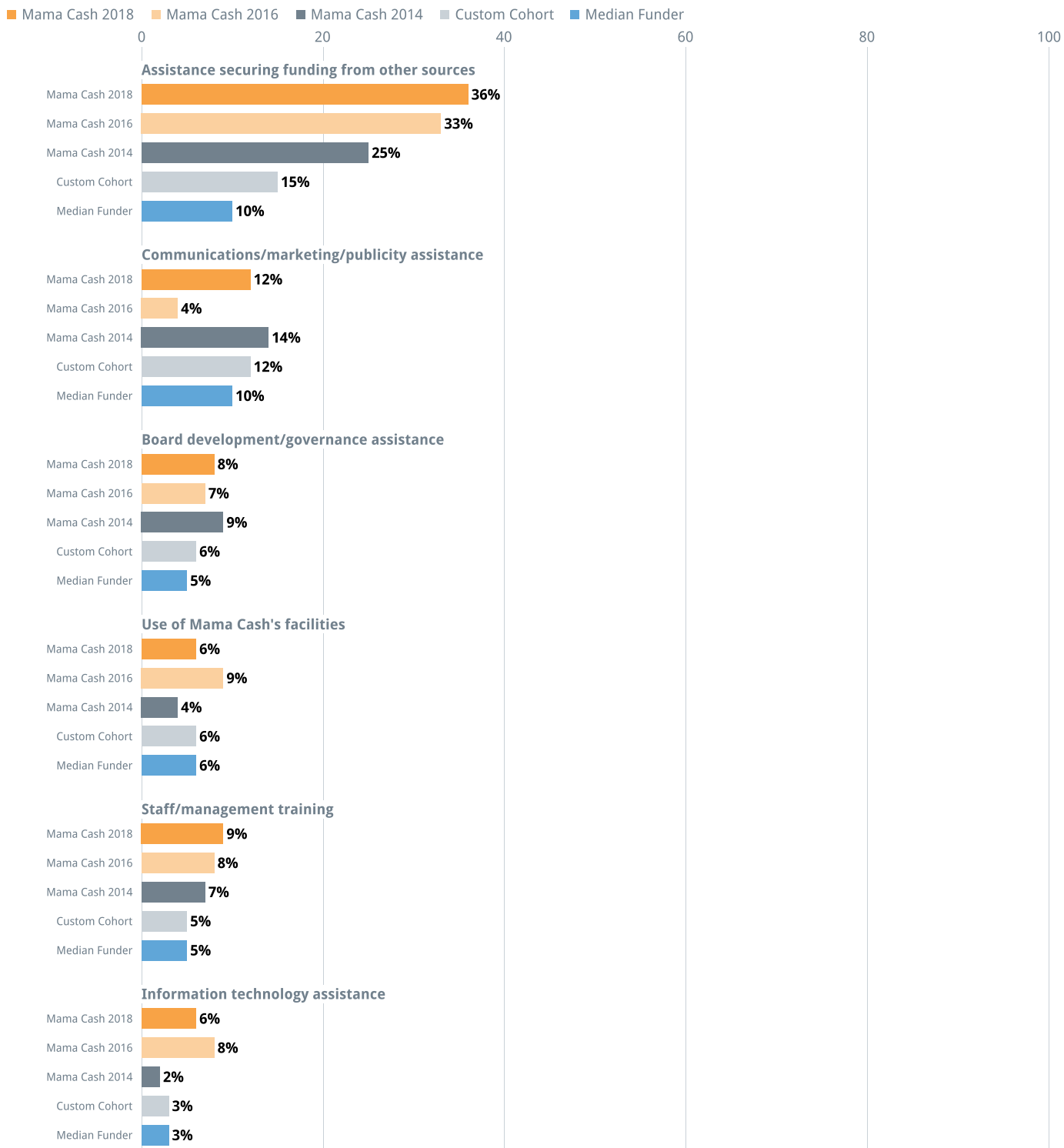
Percentage of Grantees that Received Management Assistance - By Subgroup



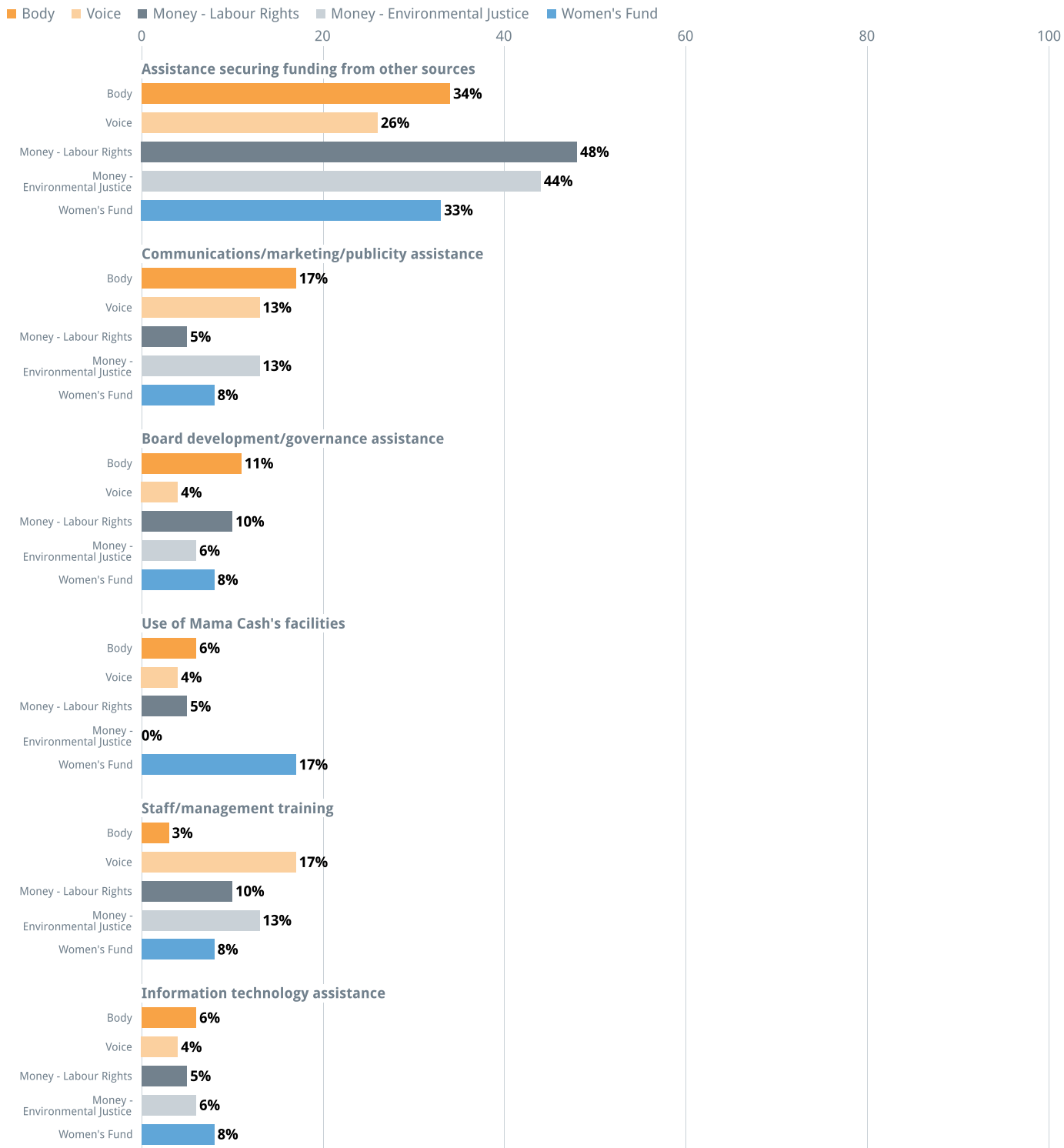
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance



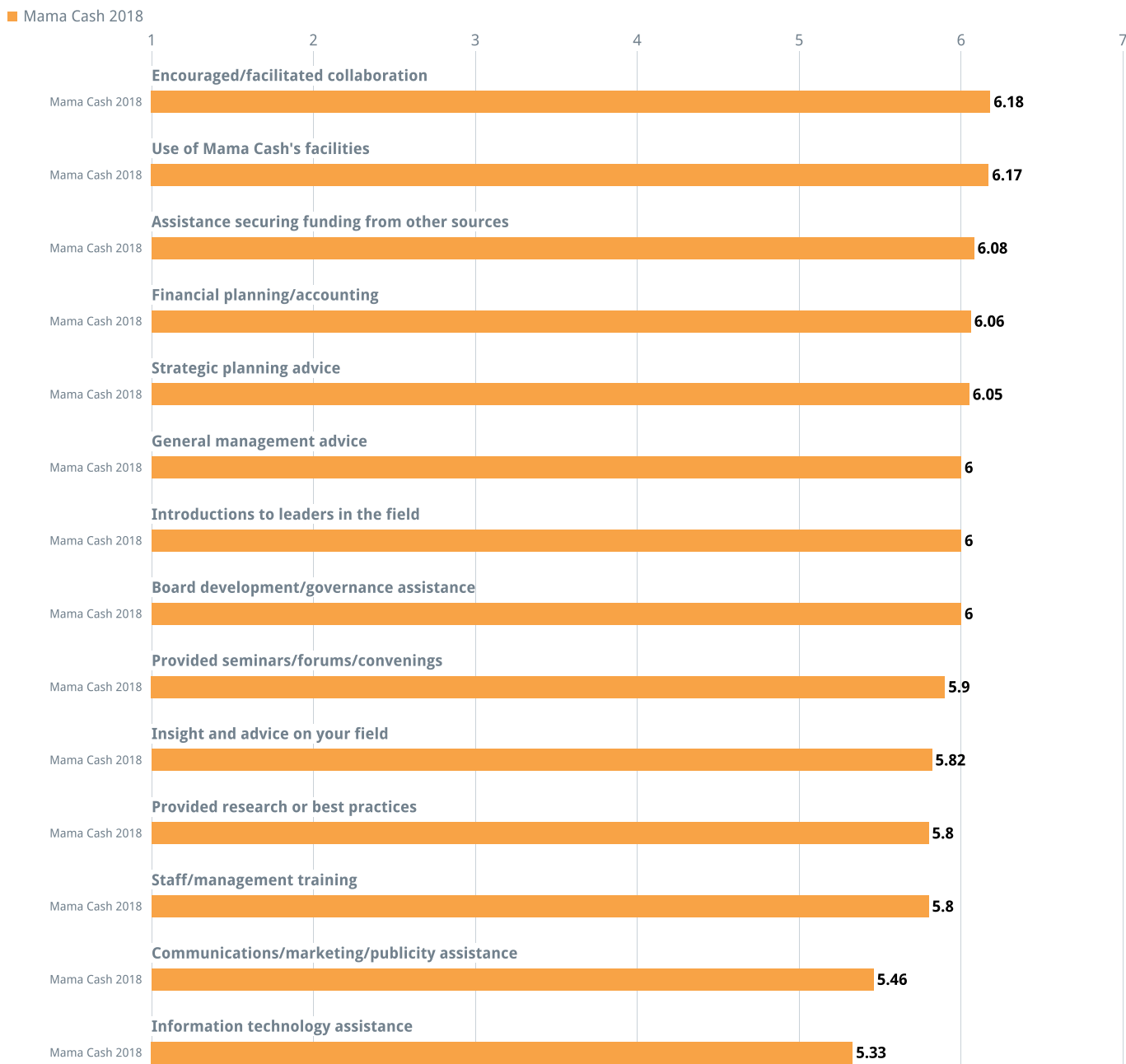
Percentage of Grantees that Received Other Assistance - By Subgroup



Mama Cash-Specific Questions

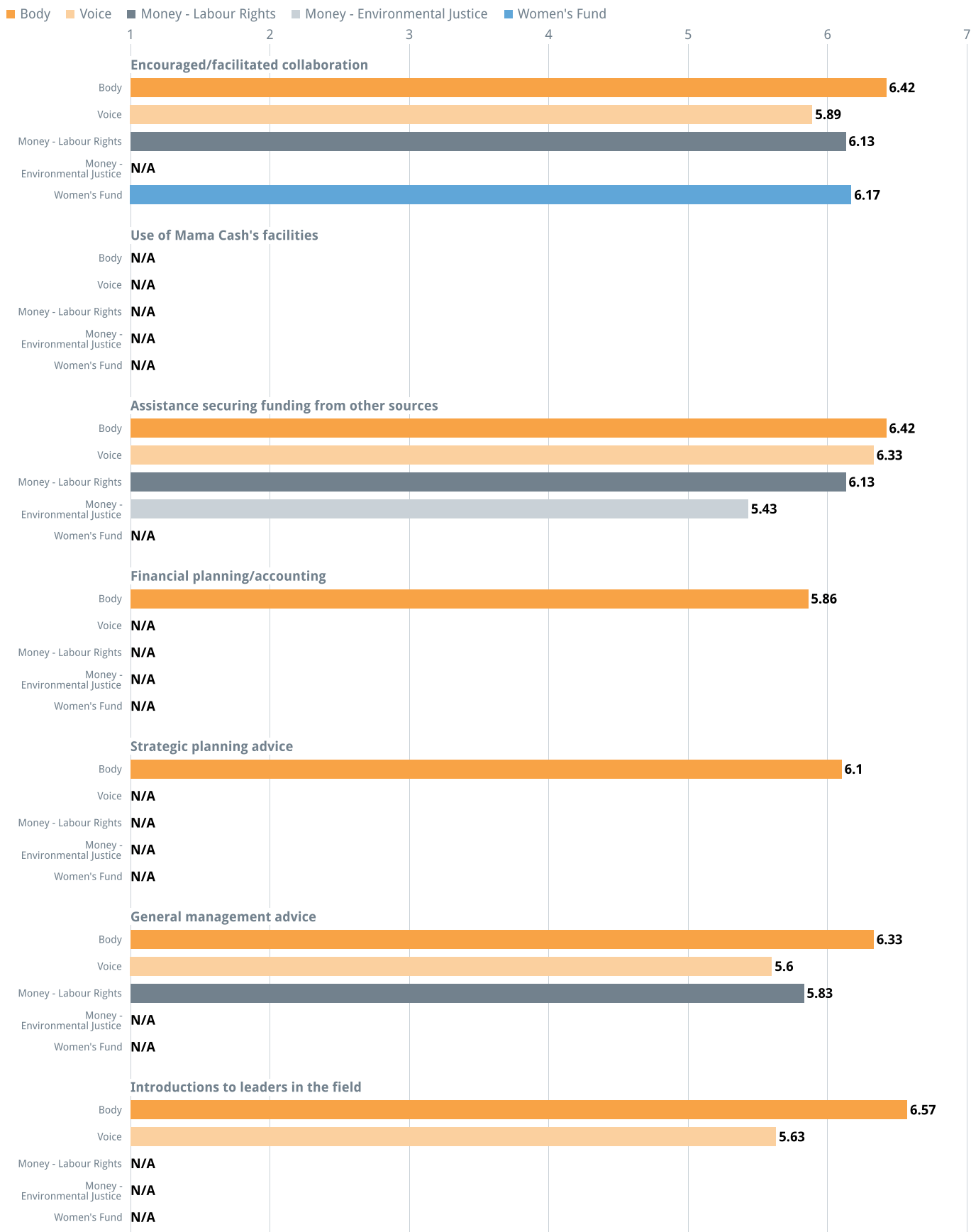
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from Mama Cash. How helpful were each of these supports in strengthening your organization's work?

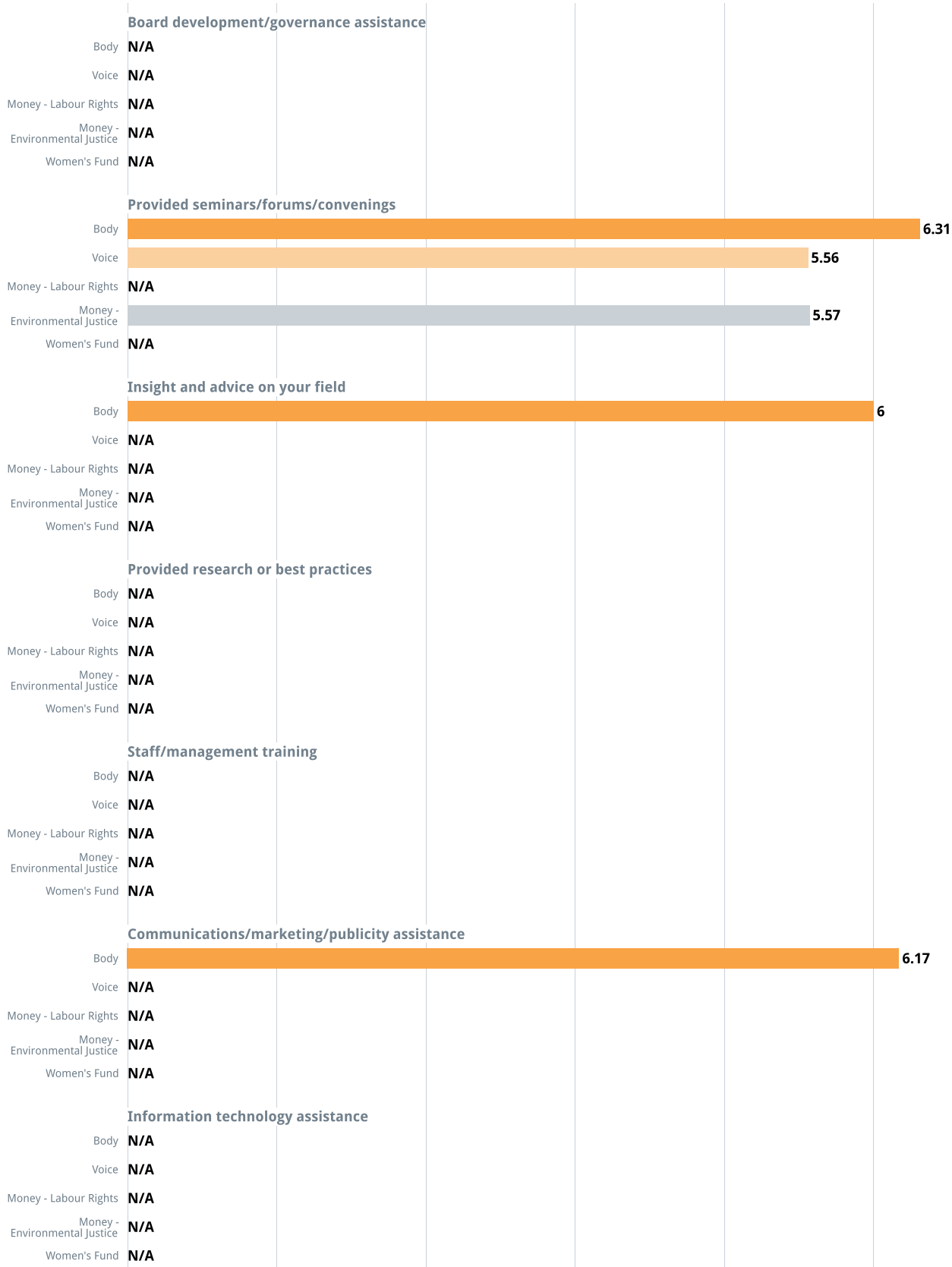
1 = Not at all helpful 7 = Extremely helpful



Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from Mama Cash. How helpful were each of these supports in strengthening your organization's work? - By Subgroup

1 = Not at all helpful 7 = Extremely helpful





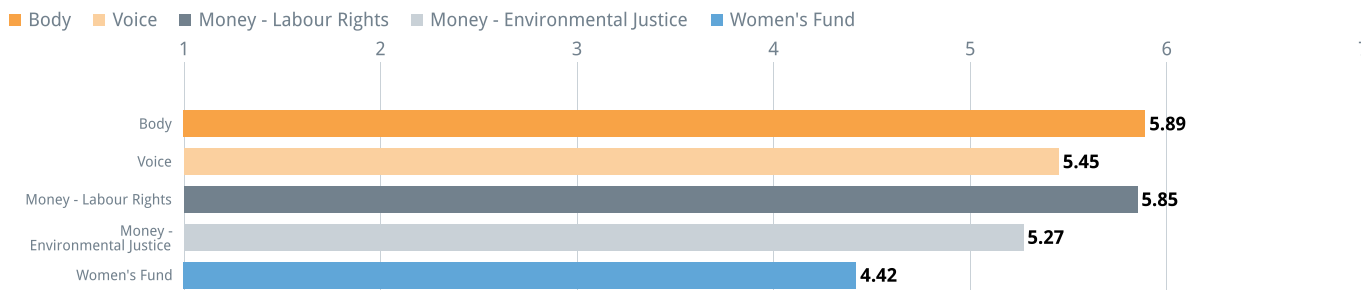
How would you rate your financial reliance on Mama Cash?

1 = Not reliant at all 7 = Very reliant



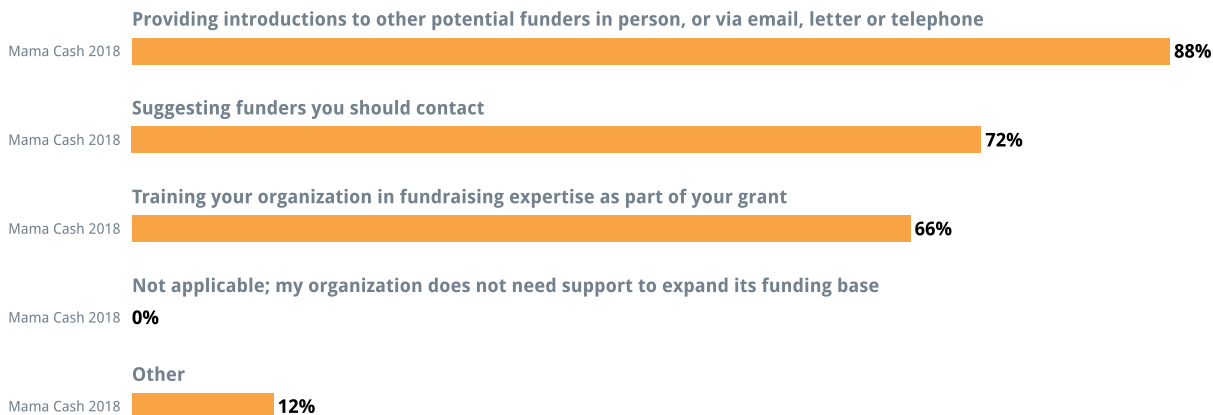
How would you rate your financial reliance on Mama Cash? - By Subgroup

1 = Not reliant at all 7 = Very reliant



Which of the following potential supports (if any) would help your organization to expand its funding base?

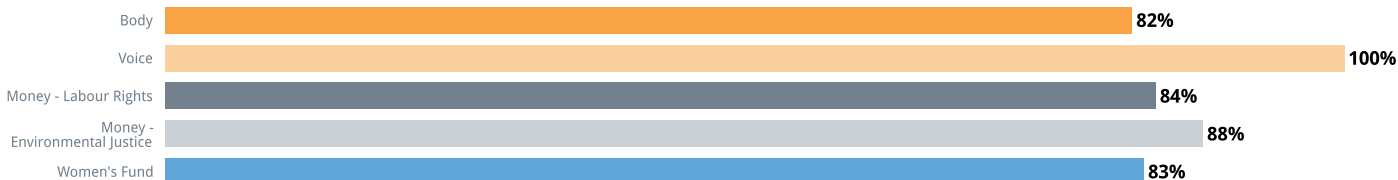
Mama Cash 2018



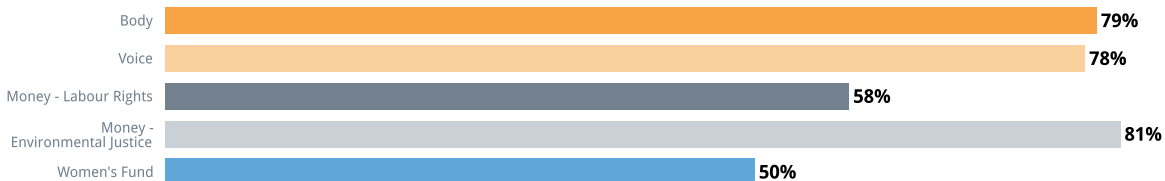
Which of the following potential supports (if any) would help your organization to expand its funding base? - By Subgroup

Body Voice Money - Labour Rights Money - Environmental Justice Women's Fund

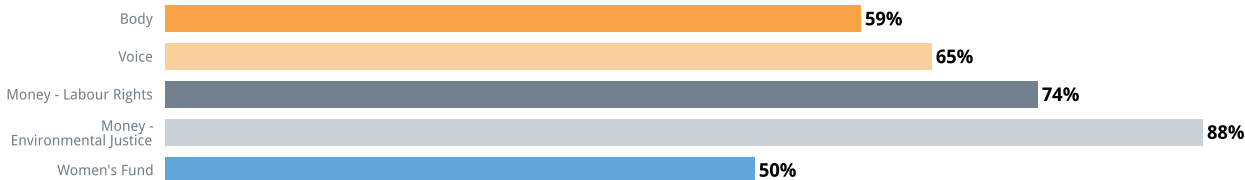
Providing introductions to other potential funders in person, or via email, letter or telephone



Suggesting funders you should contact



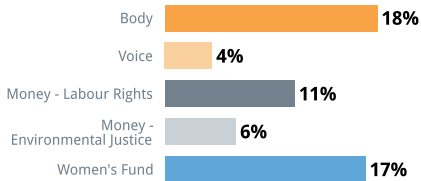
Training your organization in fundraising expertise as part of your grant



Not applicable; my organization does not need support to expand its funding base



Other



How strongly do you agree or disagree with the following statements concerning Mama Cash's reporting process?

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



How strongly do you agree or disagree with the following statements concerning Mama Cash's reporting process? - By Subgroup

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



Suggestions for Mama Cash

Grantees and applicants were asked to provide any suggestions for how Mama Cash could improve. These suggestions were then categorized by CEP and grouped into the topics below. In the Grantee Perception Survey, of the 107 respondents to the survey, 90 provided suggestions. In the Applicant Perception Survey, of the 207 respondents to the survey, 170 provided suggestions.

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	%
Non-Monetary Assistance	34%
Interactions with Grantees	25%
Grantmaking Characteristics	17%
Proposal and Selection Process	8%
Impact on and Understanding of Grantees' Organizations	6%
Impact on and Understanding of Grantees' Communities	4%
Reporting and Evaluation Process	2%
Other	4%

Proportion of Applicant Suggestions by Topic

Topic of Applicant Suggestion	%
Proposal and Selection Process	47%
Impact on and Understanding of Applicants' Organizations	17%
Impact on and Understanding of Applicants' Communities	13%
Interactions with Applicants	9%
Impact on and Understanding of Applicants' Fields	7%
Non-Monetary Assistance	4%
Other	4%

Selected Grantee Comments

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

Non-Monetary Assistance (34% N=32)

- Capacity Building (N = 14)
 - "Investing in capacity building and organizational development for emerging organizations for better organizational management and sustainability."
 - "Maybe just to improve in supporting skills development on the members of staff by funding them to undergo training on specific areas."
 - "They are doing extremely well but it will be appealed that they provide training opportunities for their grantees on fund raising, project management, safety/defense skills and organise retreats for them."
- Collaboration and Convenings (N = 12)
 - "For a better appreciation of the work of Mama Cash, we suggest that periodic meetings for all of the recipients of grants around the world be organized in order to exchange experiences and elaborate a collection of best practices. In our opinion, that will allow for the correction of several areas of poor understanding, and provide all of the recipients adequate forums for expression."
 - "Facilitate collaborations and contact amongst leaders in the field internationally."
 - "We have made this suggestion - for Mama Cash to organize and support gatherings/convenings of their grantees in a country and/or in a thematic area. It would help expand/build alliances and create learning opportunities."
- Assistance Securing Funding from Other Sources (N = 6)
 - "We also believe it is important, as a continuing support strategy, for Mama to refer the supported organizations to other donor institutions. This would be a way to follow-up long-term empowerment processes (5 to 10 years)."
 - "[We are] unable to tap still funds through [another source] with its own limitations therefore we require Mama cash to identify such agencies and tap funds for us even from other countries that exclusively support the women of [our] sector."

Interactions with Grantees (24% N=23)

- Site Visits (N = 13)
 - "To make field visits to the funds it supports and finances to provide a better understanding of the internal organizational culture and the external context at a local level."
 - "We would like mama cash regional program staff to learn more about the local context of the work esp. by site visits. All would like to see Mama Cash be a bit more fierce and outspoken."
 - "We believe that it is important for you to visit the supported organizations to know their institutional realities and the benefited communities. On the other hand, it is important for the community to have access to and get to know the people who work in the institution that funds a given action and who are monitoring the funded work."
- More Frequent Communications (N = 3)
 - "For now, we have found their policies in relations to being appropriate, maybe a little more communication would be good, but we also understand the immense workload they have, which we have as well."
- Quality of Interactions (N = 2)
 - "To ensure that their staff offers better communications in [our language]. This is the main difficulty when sharing spaces and meetings where you could expand information or build closer ties with partners."
- Other (N = 5)

Grantmaking Characteristics (17% N=16)

- Grant Length (N = 6)
 - "It would be desirable to provide staggered grant support for 3 years or more."
 - "Our wish is for Mama Cash to be able to fund us for at least two years, which will ensure the continuity of the activities with respect to long term objectives. This will also allow our organization to earn the trust of the funding organizations."
- Grant Type (N = 5)
 - "In addition, Mama Cash could also support urgent actions in the event of natural disasters linked to climate change and also provide travel costs for participation in international events."
 - "Core support / technical assistance funding is very important to women's fund, so hope they can widen and deepen the support in this area. Linking us up to other funder is also important."
- Grant Size (N = 3)
 - "Mama Cash should increase its grant size so that we can reach out to many areas and many women and girls who are in need of our support."
- Other (N = 2)

Proposal and Selection Process (7% N=7)

- Application Approval Time (N = 2)
 - "To be faster between the application and the delivery of funds, to share information in group form and not organization by organization."

- Communications about Selection Process (N = 2)
 - "Improve communication in the monitoring phase of the contributions processes."
- Streamline Processes (N = 2)
 - "The specific improvement I would suggest that would make Mama Cash a better funder is in the area of simplifying the proposal which currently maybe difficult for new feminist groups without the right experience to develop such proposals to meet expected standard of Mama Cash. This has obviously denied such groups the opportunity to access Mama Cash grants even if they have genuine needs and are committed to delivering such projects successfully."
- Other (N = 1)

Impact on and Understanding of Grantees' Organizations (6% N=6)

- Understanding of Grantees' Organizations (N = 3)
 - "Identify and address the needs of my organization in a more precise and timely manner. ...it is important that Mama Cash take notice of the changes in the context within the organization it supports because they can be very different from the time it starts the collaboration or from an annual evaluation."
- Other (N = 3)

Impact on and Understanding of Grantees' Communities (4% N=4)

- Orientation Change (N = 2)
 - "Mama Cash needs to grow. And perhaps they should realise that it is important to support intersex organisations for longer than they would normally do. Of all the money that is given to lgbti organisations, only 1% is spent on the intersex community. Only a small part of that money goes to intersex led intersex organisations."
- Understanding of Grantees' Communities (N = 2)
 - "So far, we have been able to coordinate very well, we would like the sisters in Mama Cash to get to know the communities where we work and...with which we live."

Reporting and Evaluation Process (2% N=2)

- Streamline Processes (N = 1)
- Other (N = 1)

Other (4% N=4)

- Other (N = 4)

Selected Applicant Comments

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

Proposal and Selection Process (47% N=94)

- Communications about Selection Process (N = 34)
 - "To have the courtesy to acknowledge organizations that have applied in response to their requests for proposals for years. Even if means making just a brief phone call or sending a simple email. But they don't bother at all."
 - "When they reject a pre-application, it would be very useful to follow up with the organizations rejected to help them improve in areas they did not describe well in detail, because organizations often do excellent work, but don't know how to reflect this in a proposal. They should focus their work on grassroots organizations, as these organizations work directly with the most vulnerable girl and women populations."
 - "Instead of responding with a definitive refusal, Mama Cash should have requested supplementary information and provided feedback on the reason for the denial. All they said was no."
 - "We also do not know why we failed till we asked other than saying that there were too many good proposals."
 - "To be more communicative and open and give opportunity to modify project proposals."
 - "My only request to Mama Cash is to be fair enough and explain their rating process. I acknowledge the volume of applications that are received, however it is the responsibility of the organization to communicate effectively. I send a request for feedback email after we were declined and no one responded which does not provide a good image or ruins the reputation of the organization. To me, it seemed like an auto response, some kind of machine that sends these random emails which you could not interact with. The fact that we do not know any one at Mama Cash, it was indeed difficult for me to follow up, so I gave up."
- Clarity of Guidelines (N = 16)
 - "Clarify their guidelines in the calls. Understand that many organizations require this type of support. Evaluate the support they give to other organizations with several funding sources."
 - "Also, based on your questions, it seems that we were allowed to communicate with the Mama Cash staff during the project proposal preparation. It wasn't mentioned in the guidelines."
 - "To have a short guidelines which are clear and short. To have french version of guidelines."
 - "To provide information on what causes it does support, project lines, and how they select the winning institutions."
 - "Being more transparent about the maximum grant you give out. being more transparent about whether you will also consider giving just a fraction of the grant an organization applies for (what we expected to be a possibility) or if you prefer the organization to apply within the limits that you set."
 - "Provide a bandwidth or range of budgets that applicants can choose from; suggest possible items that specific budgets can go to."
- Foundation Involvement in Proposal Process (N = 11)
 - "We would like to see more communication between Mama Cash and ourselves throughout their selection process. A presentation with Q & A from Mama Cash staff would definitely be helpful. The selection process is not transparent to us."
 - "There should be two way communication between Mama Cash and grantees, also support should be provided during proposal development stage."
 - "Staff communications either by email or phone before and after a decision is made will make a lot of difference. This will help greatly in developing partnership, that sometimes goes beyond funding."
 - "As we all are working toward addressing issues that affect women, I suggest that mama Cash provide technical support through knowledge sharing. We may not have the better idea how to effectively address an issue affecting women in our communities or we may not have a better idea on writing the needed proposal. So technical support in theses forms are necessary and needed."
 - "We would suggest that they assist us during the application process, with feedback to improve the proposal or to focus on their funding priorities and our priorities as an organization."
- Streamline Processes (N = 9)
 - "Simplification of forms."
 - "Often grassroots women's organizations have a hard time obtaining funds because the proposals submitted to access those funds are very elaborate. We suggest that the request for proposals require fewer elements for regional organizations; we work on simple but effective projects based on our practical experience."
 - "Mama Cash in our view should be leading the NGO sector in the movement towards a common application for grant making."
 - "Simply the form so that we can send it sooner and know if we should apply earlier on."
- Hastiness of Selection Process (N = 8)
 - "We believe our organization is worthy of a chance to receive support from Mam Cash based on shared ideals and criteria. Our experience felt like we were not read thoroughly and a blind assumption was made based on something other than what we do and what we stand for...."
 - "They should at least ask further information before reaching conclusion, if they do not know ascertain matter."
 - "We suggest that they can do a survey of the organization through a questionnaire and get an idea of the organization before they go to the selection criteria. They can include a section about the organization staff and director board, to the project proposal that is being asked from the organizations to fill and send."
 - "I would have liked for you to make further inquiries on the organizations and the target population before you say we don't meet the requirements. This is how I see it from my personal experience with Mama Cash."
- Objectivity in Selection Process (N = 5)
 - "More objectivity without playing favorites. Open funding options to the issues of lesbians, our organizations, and impact."
 - "Objectivity when deciding which proposals to support. To be more open to proposals and collective activities that have not been in processes that are close to Mama Cash or its representative in the region. Without subjective and/or emotional favoritism."
 - "To consider everyone not only people they know and get recommendation from."

- Other (N = 11)

Impact on and Understanding of Grantees' Organizations (17% N=33)

- Orientation Change (N = 20)
 - "Dedicate resources to growing and developing smaller organizations."
 - "They should focus more on the upcoming network groups. Not at the National level but at the County level."
 - "They should focus their work on grassroots organizations, as these organizations work directly with the most vulnerable girl and women populations."
 - "To really take into account the diverse form of organizations, especially around the wording of the organizational mission, and how it relates to Mama Cash's funding criteria."
 - "Providing chance to newly established organizations in countries where mama cash is not so known...."
 - "We want to be able to allocate more money to new, unregistered, small institutions, rather than have been allocating funds to support for many years, they know well, a very cooperative organization."
- Understanding of Grantees' Organizations (N = 10)
 - "Investment in getting to understand the goals, objectives and impact of organizations is key. There is more to organizations than the capacity to write proposals and impact of an organization should not be based on a few pages of writing."
 - "Perhaps, before so harshly declining, they should have tried to understand where we were coming from, and we both could have perhaps reached a common agreement that this was not the right fit. I would have been happy with a decline that showed minimum understanding of what we are about."
 - "Getting to know applicants and the work they do better."
 - "Try to contact the grant seeker for confirm and being sure about their work."
- Other (N = 3)

Impact on and Understanding of Grantees' Communities (13% N=26)

- Orientation Change (N = 14)
 - "Although Mama Cash provides funding to organisations that fit their primary mission to their target groups it would be helpful to also support funding to organisations that are inclusive of all groups as we do work that also targets Mama Cash's primary mission."
 - "To prioritize funding the sex workers led organisations."
 - "I would like it if you could prioritize regions where the situation in which people are living is no secret: in [our country], especially in the rural areas and specifically the women dedicated to this."
 - "Support [our organization] for the promotion of the rights and protection of LGBTIQ women and girls in [our country] and provide institutional support to these organizations. Extend the work of Mama Cash to [our country], Build a movement of LGBTIQ organizations in [our region] for Mama Cash that will champion the advocacy."
 - "It would be appreciated if Mama Cash expand its approaches to reach the underdeveloped areas."
- Understanding of Grantees' Communities (N = 9)
 - "Get closer to the applicants to have a better idea of the work that is being done in the communities, specifically when they are countries with emerging social and political contexts."
 - "To give a chance to a new grantees, and to better learn about local context from organizations from the field."
 - "Listen to different voices and visions of the work and the context of the country without preconceived notions, because we are the ones who are living and working in the territory, we know the trends and perspectives on the topics we work on."
 - "Get to know the fields where applicants are coming from."
- Other (N = 3)

Interactions with Grantees (9% N=17)

- Site Visits (N = 6)
 - "We wonder if Mama Cash could visit the organisation and community where we work to understand our work better. And not only limited to the email communications."
 - "I don't know if Mama Cash carries out field visits..., but it would be a very good action to have them. "
 - "If possible visit the area, we are working. Direct conversation is also helpful."
- More Frequent Communications (N = 5)
 - "Communicate more with potential partners."
 - "More involvement with organizations."
 - "Have more direct communication to learn about the field."
- Other (N = 6)

Impact on and Understanding of Grantees' Fields (7% N=14)

- Orientation Change (N = 12)
 - "I would recommend that it expand its focus area and create opportunities to discover what it's like to work with small organizations like ours, even if we don't work with groups of people like trans, or we aren't feminists, but we are working to defend the rights of women and girls with a gender and human rights approach, and from our field of work, we are working to adapt the regulations from the indigenous communities, by raising awareness and knowledge of the people and taking into account our country's regulatory laws. "
 - "Should expand her thematic areas, for example the issue of Sexual and Reproductive Health Rights with much focus on menstrual health, child marriages and child pregnancies."
 - "To focus contributions on the development of communities."

- "The selection rate of Mama Cash fund is highly competitive and narrow. Being one of the oldest grantmaking feminist body, it would be great if it expands its base and supports more activities. More types of feminist movements can be supported such as those trying to dialogue through arts etc."
- "By being open to sport for development approach."

- Other (N = 2)

Non-Monetary Assistance (4% N=8)

- Assistance with Capacity Building (N = 5)
 - "Include capacity building budget for all women organization, because in many parts of the world, men feel that only they should be ahead of every thing even if we ask them to write project that make us women to have voice or advocate for our rights, they will not do it."
 - "Building the capacity of local organisations on fundraising process will go a long way to increase organisation interest in seeking funds not only from mama cash but other organisations to meet the needs of women. As a feminist organisation, they must be deliberate in capacity building of feminist organisations."
 - "If Mama Cash finds objectives of an organization to be in sync with the one for Mama Cash, yet fails to articulate this in their proposal, then it would be ideal for Mama Cash to probe further on best ways to support the organization - particularly if it's a promising organization. Some organizations could be dedicated and very promising but may lack certain capacity that can easily be resolved with support of partners/prospective partners."
- Other (N = 3)

Other (5% N=8)

Contextual Data

Grantee Responses

Grantmaking Characteristics

Length of Grant Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Average grant length	2.3 years	1.9 years	1.8 years	2.2 years	2.2 years

Length of Grant Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 year	28%	49%	44%	44%	38%
2 years	50%	32%	43%	25%	32%
3 years	6%	8%	9%	19%	19%
4 years	4%	2%	3%	4%	4%
5 or more years	13%	8%	1%	8%	7%

Type of Grant Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Program / Project Support	35%	56%	53%	65%	68%
General Operating / Core Support	61%	43%	43%	22%	26%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	1%	5%	1%
Technical Assistance / Capacity Building	2%	1%	2%	4%	3%
Scholarship / Fellowship	0%	0%	0%	2%	1%
Event / Sponsorship Funding	3%	0%	1%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Average grant length	1.8 years	2.5 years	2.1 years	2.5 years	3.2 years

Length of Grant Awarded (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
1 year	37%	25%	14%	40%	17%
2 years	54%	45%	67%	33%	33%
3 years	3%	10%	10%	7%	0%
4 years	0%	5%	10%	0%	8%
5 or more years	6%	15%	0%	20%	42%

Type of Grant Awarded (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Program / Project Support	23%	19%	57%	67%	17%
General Operating / Core Support	69%	76%	38%	33%	83%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	0%	0%
Technical Assistance / Capacity Building	3%	0%	5%	0%	0%
Scholarship / Fellowship	0%	0%	0%	0%	0%
Event / Sponsorship Funding	6%	5%	0%	0%	0%

Grant Size

Grant Amount Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median grant size	\$43.3K	\$36.3K	\$53.1K	\$93K	\$150K

Grant Amount Awarded	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than \$10K	12%	9%	6%	9%	4%
\$10K - \$24K	19%	20%	8%	12%	9%
\$25K - \$49K	31%	34%	34%	13%	12%
\$50K - \$99K	23%	26%	36%	15%	17%
\$100K - \$149K	5%	6%	11%	10%	11%
\$150K - \$299K	6%	2%	3%	16%	16%
\$300K - \$499K	0%	1%	0%	9%	10%
\$500K - \$999K	4%	2%	0%	8%	9%
\$1MM and above	0%	0%	1%	9%	11%

Median Percent of Budget Funded by Grant (Annualized)	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	30%	37%	48%	4%	7%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Median grant size	\$36.6K	\$43.3K	\$32.5K	\$22.8K	\$128.5K

Grant Amount Awarded (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Less than \$10K	12%	19%	6%	7%	17%
\$10K - \$24K	12%	14%	28%	47%	0%
\$25K - \$49K	41%	38%	33%	20%	0%
\$50K - \$99K	26%	24%	28%	7%	25%
\$100K - \$149K	0%	5%	6%	7%	17%
\$150K - \$299K	6%	0%	0%	7%	25%
\$300K - \$499K	0%	0%	0%	0%	0%
\$500K - \$999K	3%	0%	0%	7%	17%
\$1MM and above	0%	0%	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Size of grant relative to size of grantee budget	32%	37%	65%	36%	12%

Application Characteristics

Applicant Responses

Type of Grant Requested	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Program / Project Support	85%	87%	78%	71%
General Operating / Core Support	10%	10%	13%	12%
Capital Support: Building / Renovation / Endowment Support / Other	1%	1%	2%	9%
Technical Assistance / Capacity Building	2%	1%	4%	5%
Scholarship / Fellowship	0%	0%	1%	1%
Event / Sponsorship Funding	1%	0%	3%	1%

Grant Amount Requested	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Grant Amount	\$21.7K	\$25K	\$23K	\$50K

Grant Amount Requested	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$10K	25%	17%	24%	8%
\$10K - \$24K	29%	32%	27%	20%
\$25K - \$49K	25%	28%	28%	19%
\$50K - \$99K	15%	15%	17%	21%
\$100K - \$149K	2%	4%	4%	10%
\$150K - \$299K	1%	2%	1%	13%
\$300K - \$499K	1%	0%	0%	5%
\$500K - \$999K	1%	0%	0%	3%
\$1MM and above	1%	3%	0%	2%

Application Characteristics - By Subgroup

Type of Grant Requested (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Program / Project Support	86%	70%	84%	87%
General Operating / Core Support	9%	10%	14%	9%
Capital Support: Building / Renovation / Endowment Support / Other	1%	0%	0%	1%
Technical Assistance / Capacity Building	3%	0%	3%	3%
Scholarship / Fellowship	1%	0%	0%	0%
Event / Sponsorship Funding	0%	20%	0%	0%

Grant Amount Requested (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Median Grant Amount	\$21.7K	\$29.8K	\$26.9K	\$17.3K

Grant Amount Requested (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Less than \$10K	28%	14%	24%	25%
\$10K - \$24K	26%	14%	12%	43%
\$25K - \$49K	34%	57%	28%	9%
\$50K - \$99K	7%	14%	28%	17%
\$100K - \$149K	0%	0%	4%	4%
\$150K - \$299K	2%	0%	0%	0%
\$300K - \$499K	0%	0%	0%	2%
\$500K - \$999K	2%	0%	0%	0%
\$1MM and above	2%	0%	4%	0%

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Operating Budget of Grantee Organization	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$0.1M	\$0.1M	\$1.5M	\$1.4M

Operating Budget of Grantee Organization	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
<\$100K	65%	58%	65%	8%	11%
\$100K - \$499K	26%	29%	34%	19%	22%
\$500K - \$999K	2%	8%	0%	13%	14%
\$1MM - \$4.9MM	6%	4%	1%	30%	28%
\$5MM - \$24MM	1%	1%	0%	18%	15%
>=\$25MM	0%	0%	0%	11%	10%

Operating Budget of Grantee Organization (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Median Budget	\$0.1M	\$0.1M	\$0M	\$0.1M	\$0.3M

Operating Budget of Grantee Organization (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
<\$100K	54%	81%	89%	64%	33%
\$100K - \$499K	39%	19%	11%	27%	25%
\$500K - \$999K	4%	0%	0%	0%	8%
\$1MM - \$4.9MM	0%	0%	0%	9%	33%
\$5MM - \$24MM	4%	0%	0%	0%	0%
>=\$25MM	0%	0%	0%	0%	0%

Operating Budget of Applicant Organizations

Operating Budget of Applicant Organization	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Budget	\$0M	\$0.1M	\$0M	\$0.7M

Operating Budget of Applicant Organization	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$100K	74%	62%	76%	16%
\$100K-\$499K	21%	30%	21%	27%
\$500K-\$999K	2%	4%	2%	13%
\$1MM-\$4.9MM	3%	2%	1%	24%
\$5MM-\$25MM	1%	1%	0%	12%
\$25MM and above	0%	0%	0%	9%

Operating Budget of Applicant Organization (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Median Budget	\$0M	\$0.1M	\$0M	\$0M

Operating Budget of Applicant Organization (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Less than \$100K	72%	71%	81%	73%
\$100K-\$499K	23%	14%	16%	23%
\$500K-\$999K	1%	0%	3%	1%
\$1MM-\$4.9MM	3%	14%	0%	3%
\$5MM-\$25MM	1%	0%	0%	0%
\$25MM and above	0%	0%	0%	0%

Additional Grantee Characteristics

Pattern of Grantees' Funding Relationship with Mama Cash	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
First grant received from Mama Cash	21%	10%	34%	29%	39%
Consistent funding in the past	72%	79%	54%	53%	47%
Inconsistent funding in the past	7%	10%	12%	18%	14%

Funding Status and Grantees Previously Declined Funding	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from Mama Cash	93%	86%	76%	82%	80%
Percent of grantees previously declined funding by Mama Cash	17%	25%	22%	30%	15%

Pattern of Grantees' Funding Relationship with Mama Cash (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
First grant received from Mama Cash	21%	20%	24%	38%	0%
Consistent funding in the past	76%	70%	67%	62%	83%
Inconsistent funding in the past	3%	10%	10%	0%	17%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Body	Voice	Money - Labour Rights	Money - Environmental Justice	Women's Fund
Percent of grantees currently receiving funding from Mama Cash	94%	95%	85%	93%	100%
Percent of grantees previously declined funding by Mama Cash	20%	23%	5%	13%	18%

Grantee Demographics

Job Title of Respondents	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Executive Director	53%	53%	44%	47%	45%
Other Senior Management	18%	11%	5%	16%	17%
Project Director	14%	8%	16%	13%	15%
Development Director	0%	0%	2%	8%	6%
Other Development Staff	10%	3%	4%	7%	10%
Volunteer	5%	4%	3%	1%	1%
Other	0%	20%	26%	8%	7%

Gender of Respondents	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Female	89%	90%	88%	62%	63%
Male	5%	1%	2%	35%	34%
Prefer to self-identify	6%	6%	10%	0%	1%
Prefer not to say	1%	3%	0%	3%	2%

Race/Ethnicity of Respondents	Average Funder	Custom Cohort
African-American/Black	7%	11%
American Indian/Alaskan Native	1%	0%
Asian (incl. Indian subcontinent)	4%	9%
Caucasian/White	80%	66%
Hispanic/Latino	5%	7%
Multi-racial	3%	4%
Pacific Islander	0%	1%
Other	1%	2%

Applicant Demographics

Job Title of Respondents	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Executive Director/CEO	61%	59%	61%	47%
Other Senior Management	9%	6%	6%	13%
Project Director	20%	21%	14%	10%
Development Director	2%	1%	4%	10%
Other Development Staff	5%	1%	2%	8%
Volunteer	2%	4%	2%	2%
Other	0%	8%	11%	9%

Gender of Respondents	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Female	83%	86%	81%	62%
Male	9%	11%	18%	34%

Race/Ethnicity of Respondents	Average Funder
African-American/Black	10%
American Indian/Alaskan Native	1%
Asian (incl. Indian subcontinent)	3%
Caucasian/White	77%
Hispanic/Latino	5%
Multi-racial	2%
Pacific Islander	0%
Other	2%

Funder Characteristics

Financial Information	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total assets	\$18.8M	\$12.9M	\$5.8M	\$227.6M	\$124.4M
Total giving	\$6.3M	\$3.5M	\$3.8M	\$16.3M	\$20.3M

Funder Staffing	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total staff (FTEs)	38	30	31	15	32
Percent of staff who are program staff	29%	30%	30%	41%	42%

Grantmaking Processes	Mama Cash 2018	Mama Cash 2014	Median Funder	Custom Cohort
Proportion of grants that are proactive	0%	6%	44%	95%
Proportion of grantmaking dollars that are proactive	0%	5%	60%	93%

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 107 and 207, respectively.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	101
How well does the Foundation understand the field in which you work?	102
To what extent has the Foundation advanced the state of knowledge in your field?	99
To what extent has the Foundation affected public policy in your field?	91
Overall, how would you rate the Foundation's impact on your local community?	101
How well does the Foundation understand the local community in which you work?	100
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	103
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	103
How well does the Foundation understand your organization's strategy and goals?	104
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	103
Who most frequently initiated the contact you had with your program officer during this grant?	106
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	103
Has your main contact at the Foundation changed in the past six months?	103
Did you submit a proposal to the Foundation for this grant?	107
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?	103
How involved was Foundation staff in the development of your grant proposal?	101
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	99
Have you ever been declined funding from the Foundation?	103
Are you currently receiving funding from the Foundation?	103
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	100
How well does the Foundation understand your intended beneficiaries' needs?	103
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	104
Have you participated in a reporting or evaluation process?	104
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	93
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	95
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	95
To what extent was the Foundation's reporting process...Straightforward?	89
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	94
Did the Foundation provide financial support for the evaluation?	35
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	45
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	44
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	46
Funder-Grantee Relationships Summary Measure	97
Understanding Measure	99
Which of the following potential supports (if any) would help your organization to expand its funding base?	104

Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - General management advice	21
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Strategic planning advice	21
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Financial planning/accounting	18
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Development of performance measures	4
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Encouraged/facilitated collaboration	39
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Insight and advice on your field	17
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Introductions to leaders in the field	24
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Provided research or best practices	10
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Provided seminars/forums/convenings	40
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Board development/governance assistance	8
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Information technology assistance	6
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Communications/marketing/publicity assistance	13
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Use of Mama Cash's facilities	6
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Staff/management training	10
Earlier in the survey you indicated receiving the following type(s) of non-monetary assistance from the Foundation. How helpful were each of these supports in strengthening your organization's work? - Assistance securing funding from other sources	37
How would you rate your financial reliance on the Foundation?	104
How strongly do you agree or disagree with the following statements concerning Mama Cash's reporting process?	105

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	161
How well does the Foundation understand the field in which you work?	145
Overall, how would you rate the Foundation's impact on your local community?	159
How well does the Foundation understand the local community in which you work?	144
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	187
How well does the Foundation understand your organization's strategy and goals?	146
How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?	179
How much time elapsed from initial submission of your grant proposal to the final decision not to fund your request?	176
After your request was declined did you request any feedback or advice from the Foundation?	195
After your request was declined did you receive any feedback or advice from the Foundation?	197

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.

Contact Information

Charlotte Brugman, Manager
(415) 636-8571
charlotteb@cep.org

Alice Mei, Analyst
(415) 937-0851
alicem@cep.org

Della Menhaj, Senior Analyst
(617) 492-0800 ext. 167
dellam@cep.org



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
617-492-0800

131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org