
GRANTEE AND APPLICANT PERCEPTION REPORT

PREPARED FOR

Mama Cash

APRIL 2020



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

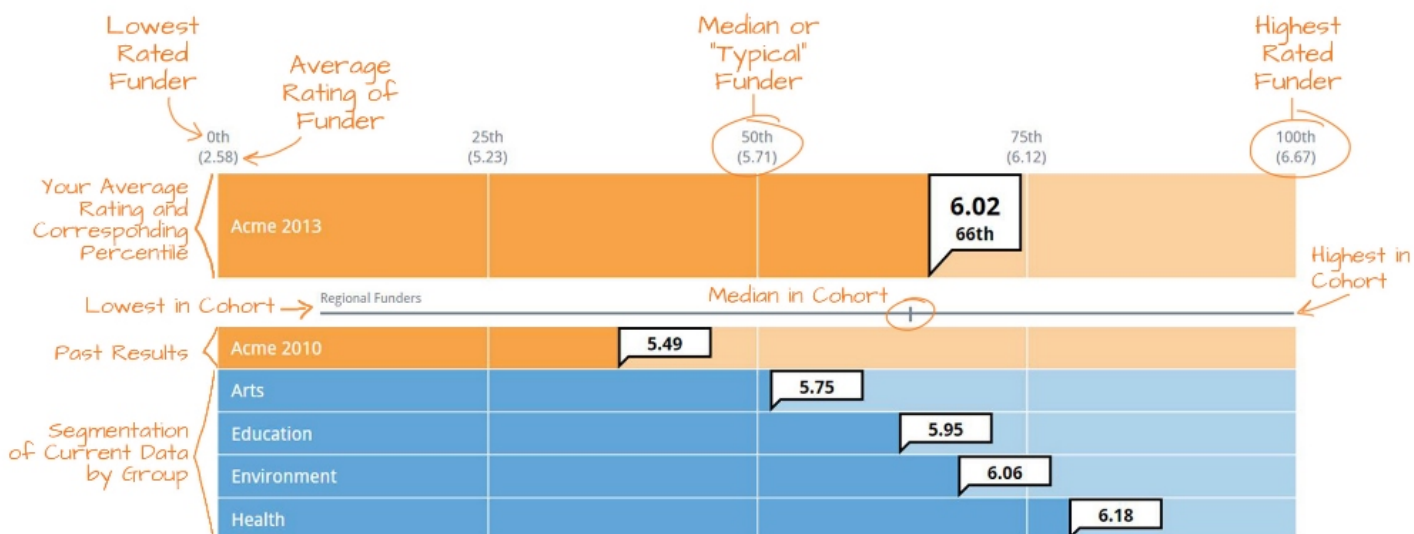
131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

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.

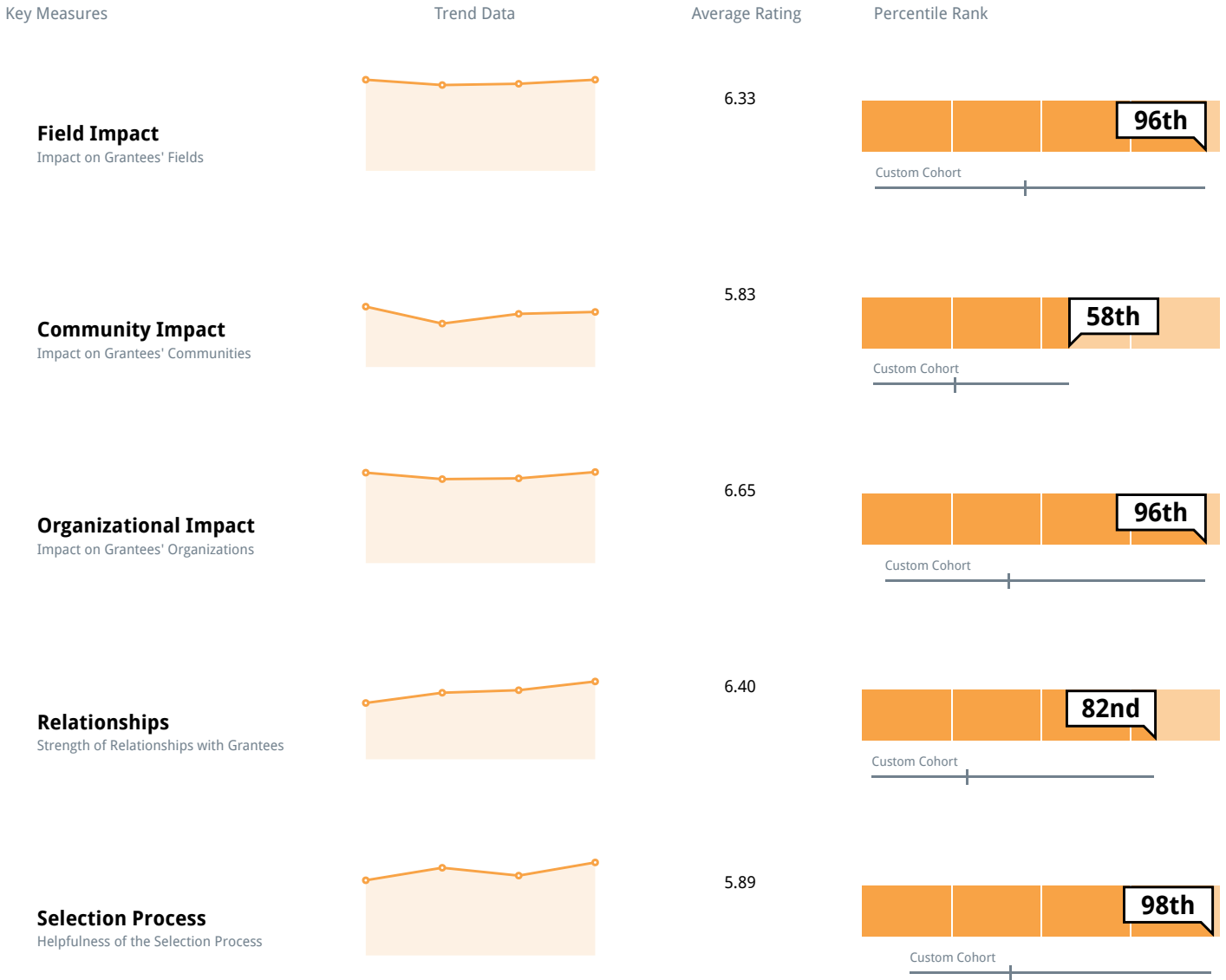
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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 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.

Key Measures

Trend Data

Average Rating

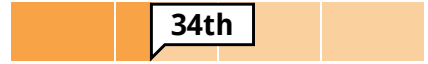
Percentile Rank

Field Impact

Impact on Applicants' Fields



4.17



Community Impact

Impact on Applicants' Communities



3.64



Proposal Process

Helpfulness of the Proposal Process



3.69



Survey Population

Grantee Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Mama Cash 2020	February and March 2020	155	93	60%
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 2020	2019
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 300 funders. The full list of participating funders can be found at <https://cep.org/gpr-participants/>.

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

Subgroups

In addition to showing 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 Relationship.

Portfolio	Number of Responses
Body	19
Money - Environmental Justice	18
Money - Labour Rights	19
Voice	23
Women's Fund	12

Region	Number of Responses
Africa and West Asia	31
East South & Southeast Asia and Oceania	17
Europe and Central & North Asia	20
Latin America and The Caribbean	24

Length of Relationship	Number of Responses
Mid-length (2015-2018)	11
New (2018 or later)	54
Old/Mid-length (2009 or earlier-2015)	13

Applicant Survey Methodology

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Mama Cash 2020	February and March 2020	543	198	36%
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 2020	2019
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 o. The online version of this report also shows ratings segmented by Region.

Portfolio	Number of Responses
Body	52
Money - Environmental Justice	20
Money - Labour Rights	42
Voice	84

Region	Number of Responses
Africa and West Asia	92
East South & Southeast Asia and Oceania	39
Europe and Central & North Asia	16
Latin America and The Caribbean	51

Summary of Differences by Subgroup

Subgroup Methodology

Portfolio: Using Mama Cash's list, CEP tagged all grantees and applicants based on the portfolio to which their grant or proposal belonged.

Region: Respondents were categorized by region based on Mama Cash's grantee and applicant lists.

Length of Relationship: Using Mama Cash's list, CEP tagged all grantees based on the length of their relationship with Mama Cash. CEP did not receive enough responses to create a group solely consisting of grantees who first received grants in 2009 or earlier. As a result, these grantees are included in the category "Old/Mid-length (2009 or earlier -- 2015)."

Grantee Perception Report

Portfolio: Grantees in Mama Cash's Women's Fund portfolio provide ratings that trend lower than other portfolio groups for aspects of communication and understanding.

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

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

Applicant Perception Report

Portfolio: Applicants in Mama Cash's Voice portfolio rate significantly lower than other portfolio groups for some measures in the survey. Money-Labour Rights applicants often provide higher ratings than other applicant portfolios for many measures in the report.

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

Comparative Cohorts

Customized Cohort

Mama Cash selected a set of 15 funders to create a smaller comparison group that more closely resembles Mama Cash in scale and scope.

Custom Cohort

Adessium Foundation
Arcus Foundation
C&A Foundation
Comic Relief
EMpower
Ford Foundation
Foundation for a Just Society
Global Fund For Children
Humanity United
Levi Strauss Foundation
Mama Cash
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	40	Funders with median grant size of \$20K or less
Large Grant Providers	90	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	42	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	82	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	100	Funders that make at most 10% of grants by invitation only
International Funders	55	Funders that fund outside of their own country
European Funders	25	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	58	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	70	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
-------------	-------	-------------

Private Foundations	158	All private foundations in the GPR dataset
Family Foundations	76	All family foundations in the GPR dataset
Community Foundations	34	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later

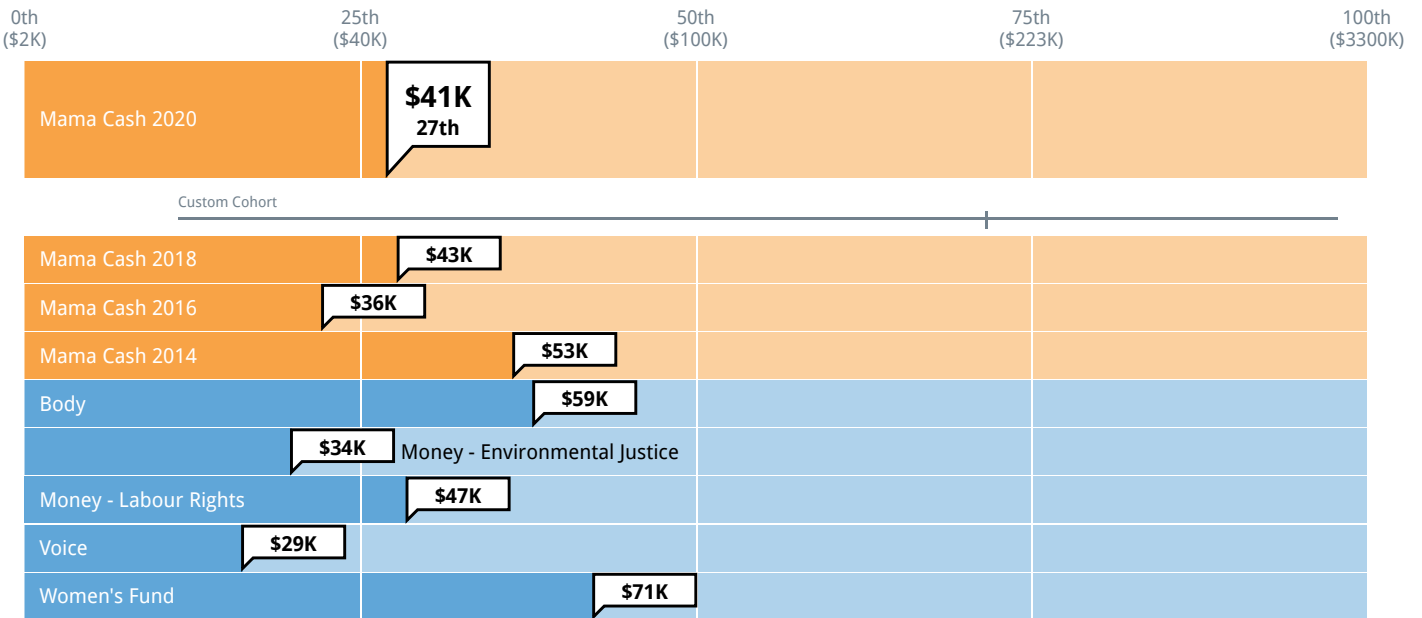
Grantmaking and Application Characteristics

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



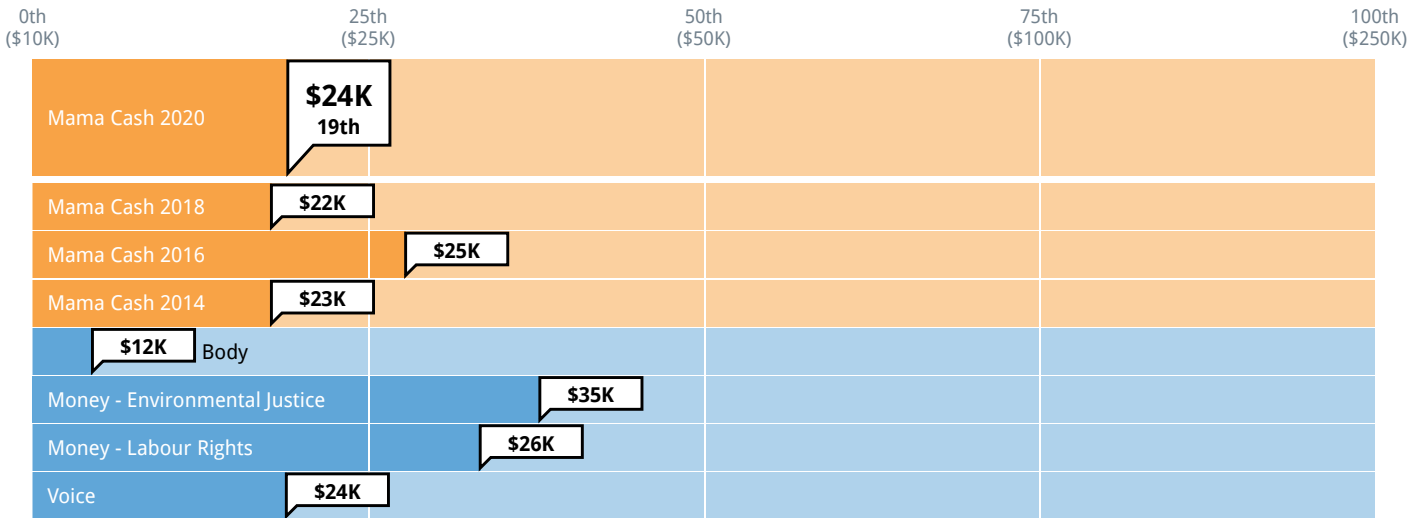
Cohort:

Past results: On Off

Subgroup:

Applicant Responses

Median Grant Request Size



Cohort: None ▼

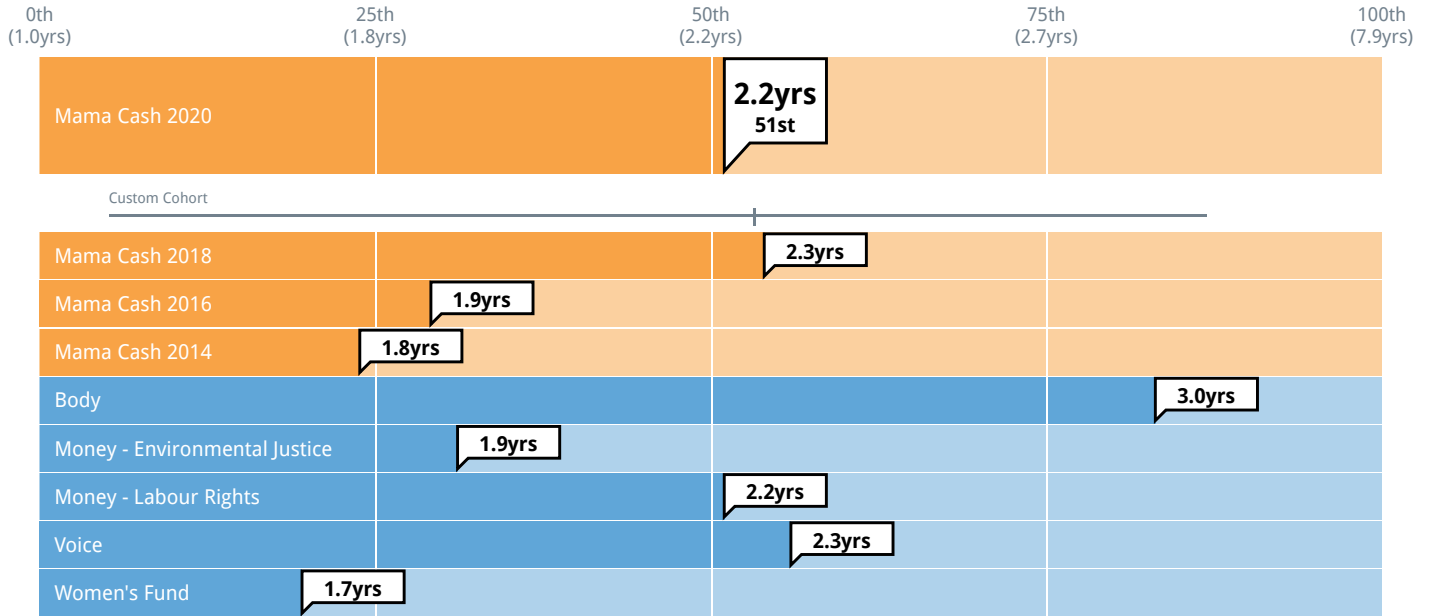
Past results: On Off

Subgroup: Portfolio ▼

Grant Length

Grantee Responses

Average Grant Length



Cohort:

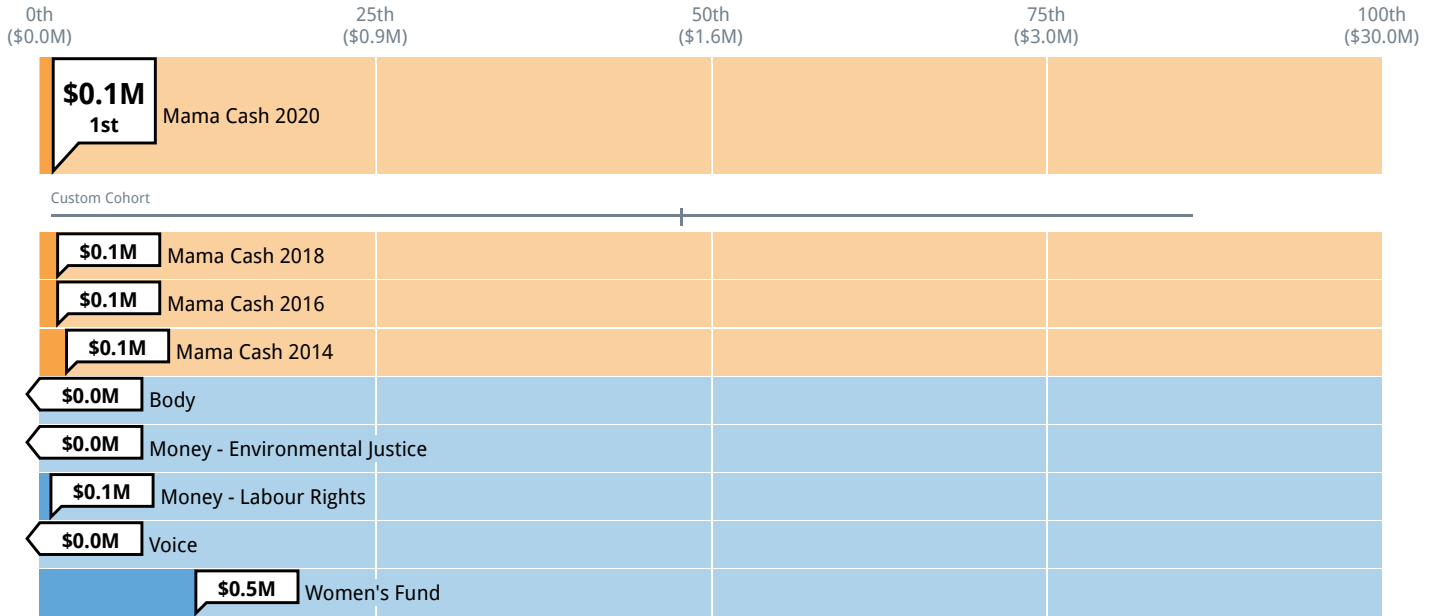
Past results: On Off

Subgroup:

Grantee/Applicant Budget

Grantee Responses

Median Organizational Budget



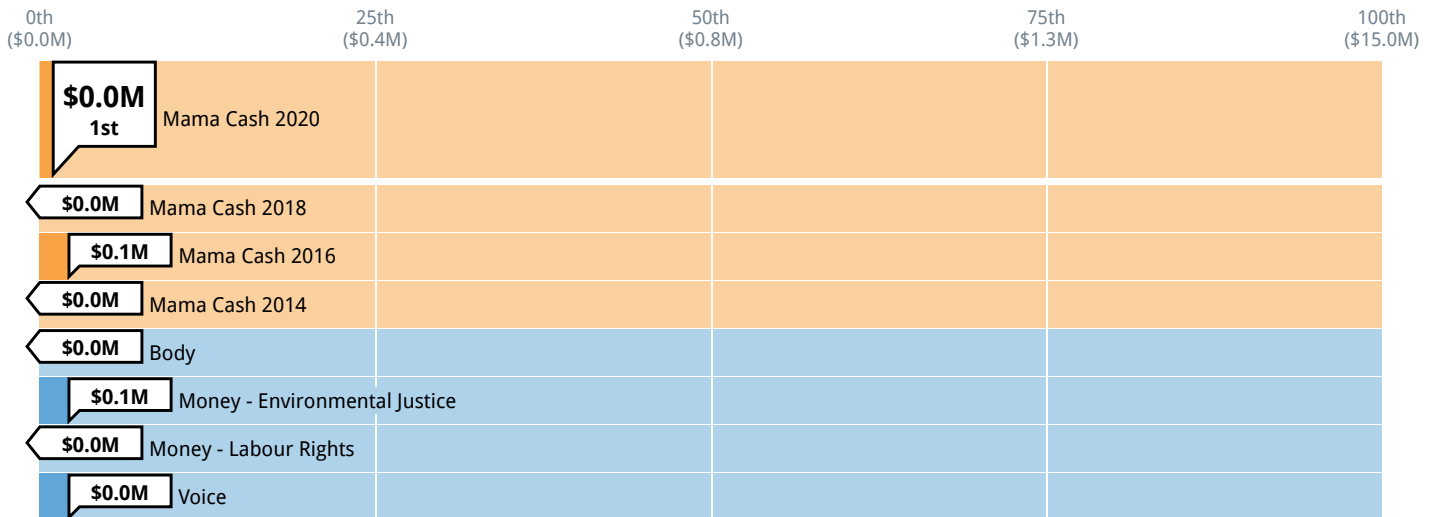
Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

Applicant Responses

Median Organizational Budget



Cohort: None

Past results: On Off

Subgroup: Portfolio

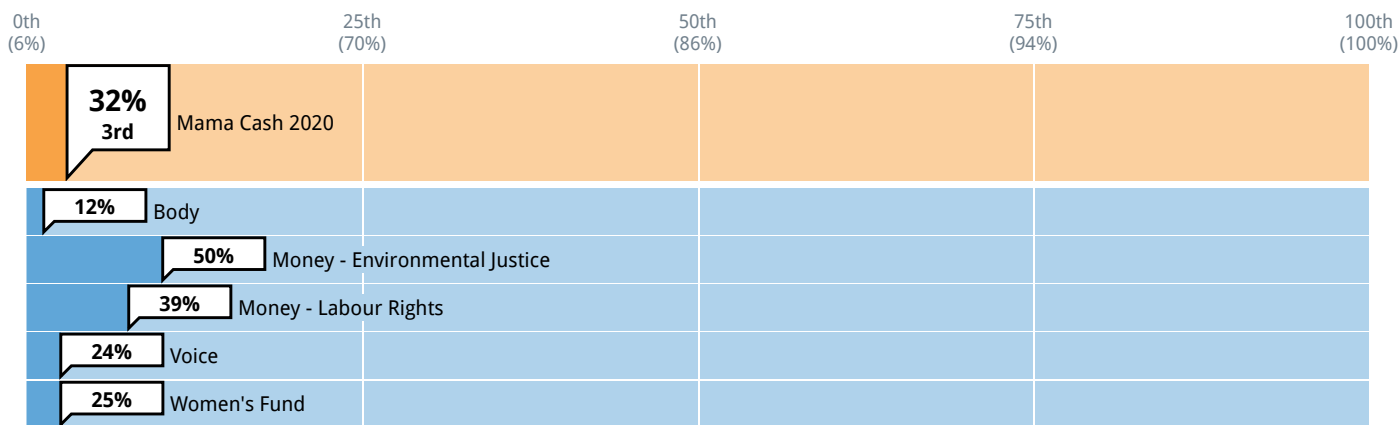
Type of Grant Awarded/Requested

Grantee Responses

Grantee Responses

Was the funding you received restricted to a specific use?

Proportion of grantees responding 'Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)'



Cohort: Past results: On Off Subgroup:

Grant History	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Percentage of first-time grants	21%	21%	10%	34%	29%	36%

Applicant Responses

This following question was recently added to the applicant survey and depicts comparative data from 9 funders in the declined applicant dataset.

Was the grant proposal you submitted for funding restricted to a specific use?

- No, the grant proposal was for funding not restricted to a specific use (i.e. general operating, core support)
- Yes, the grant proposal was for restricted funding (e.g. support a specific program, project, capital need, etc.)



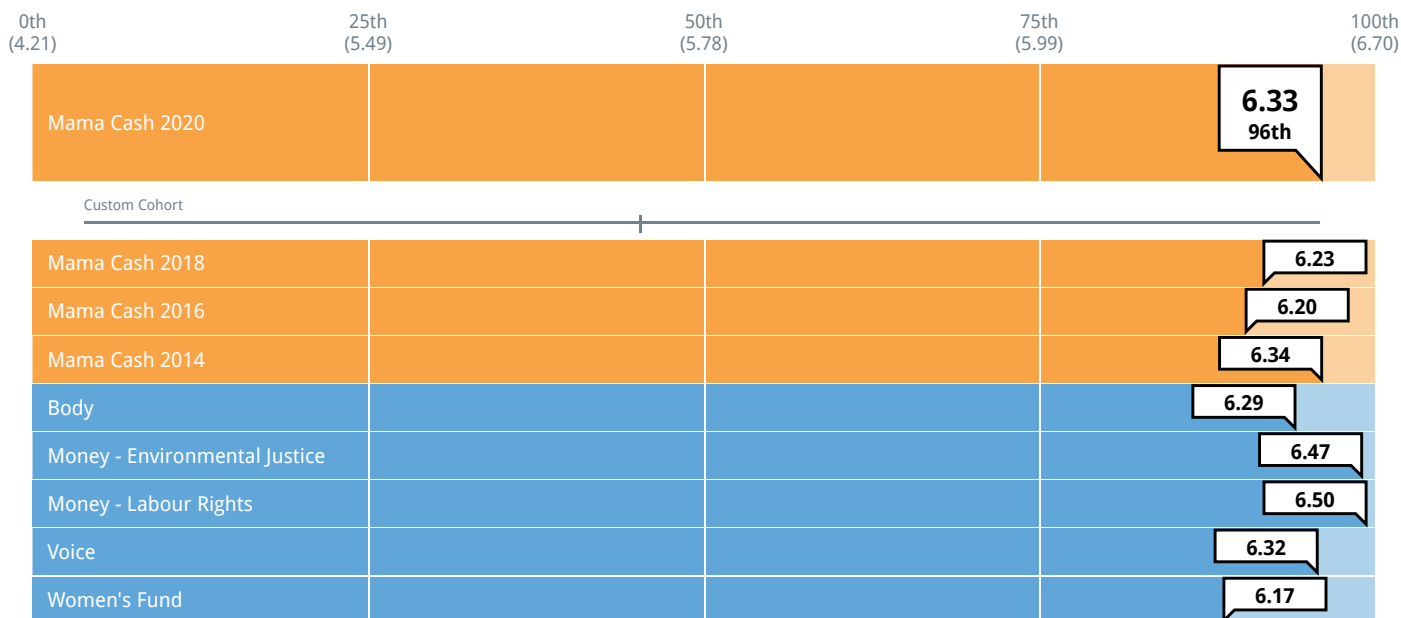
Program Staff Load	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.6M	\$0.6M	\$0.4M	\$0.4M	\$2.7M	\$2.4M
Applications per program full-time employee	2	140	234	11	28	12
Active grants per program full-time employee	13	13	13	13	32	17

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

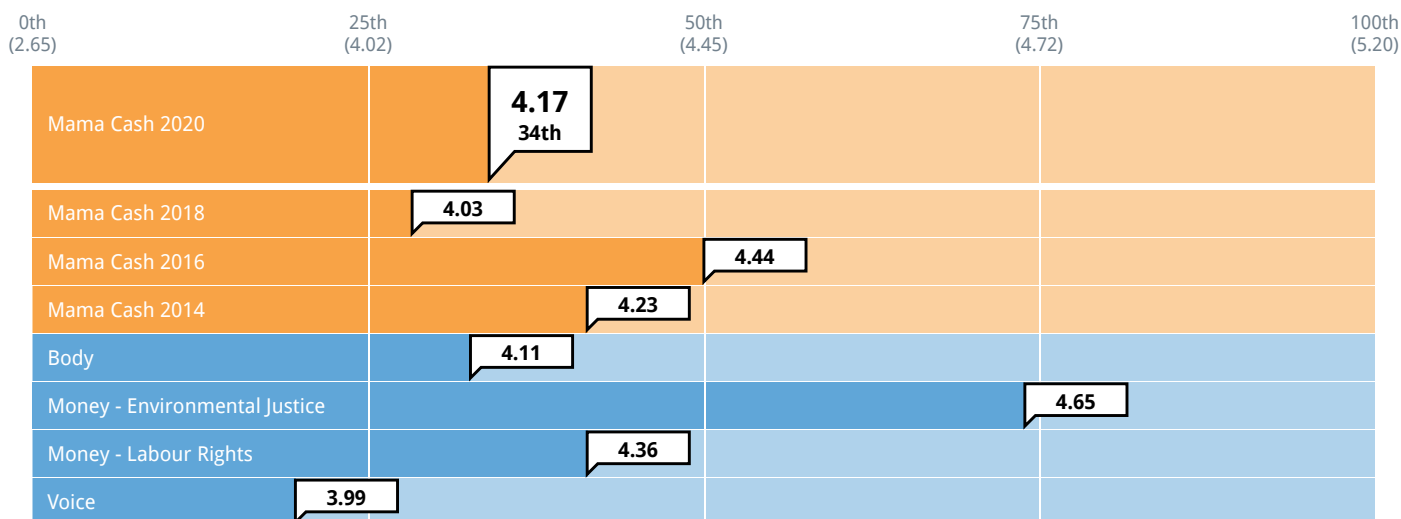


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

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

1 = No impact 7 = Significant positive impact



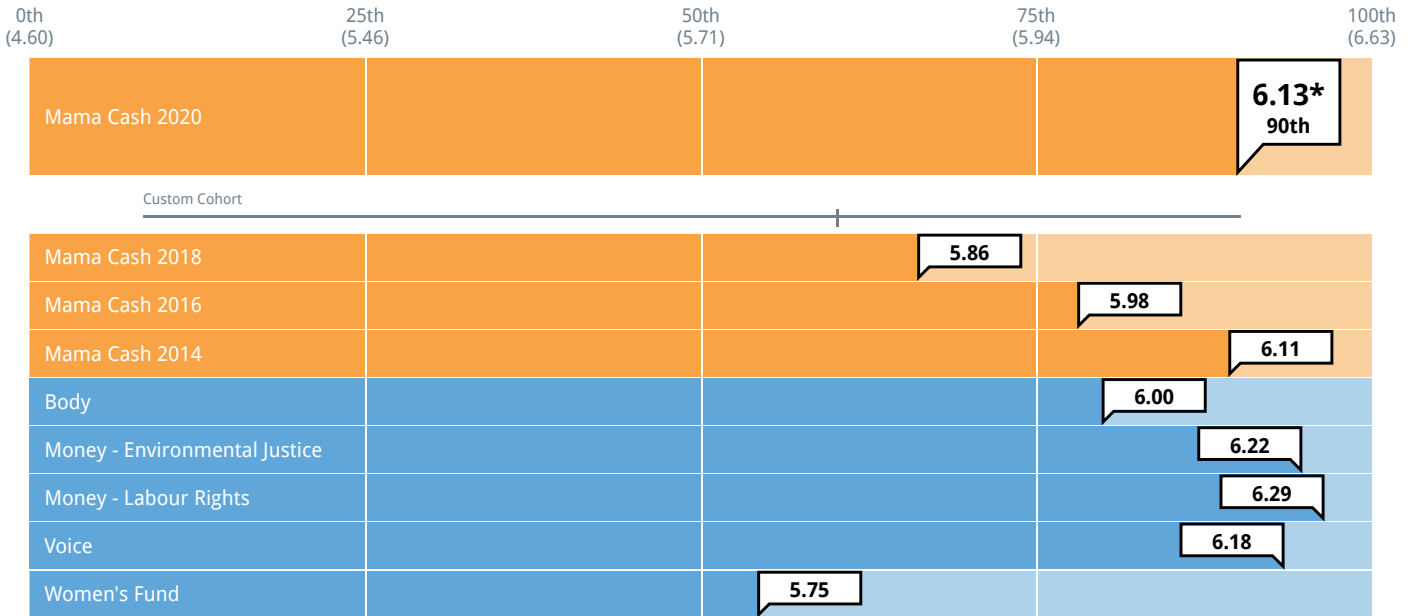
Cohort: None Past results: On Off Subgroup: Portfolio

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

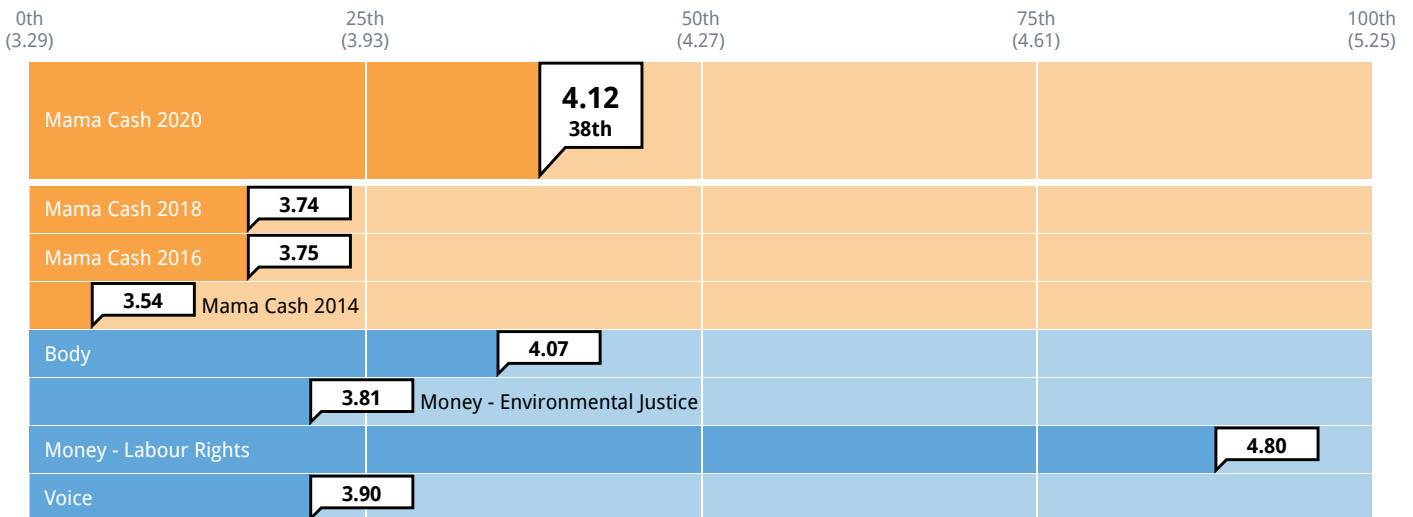


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

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



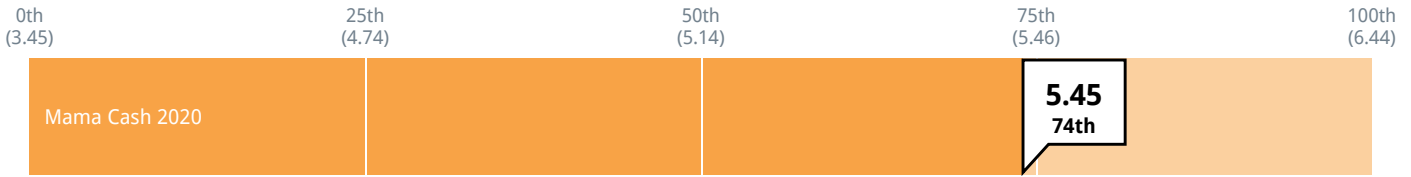
Cohort: None Past results: On Off Subgroup: Portfolio

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



Custom Cohort

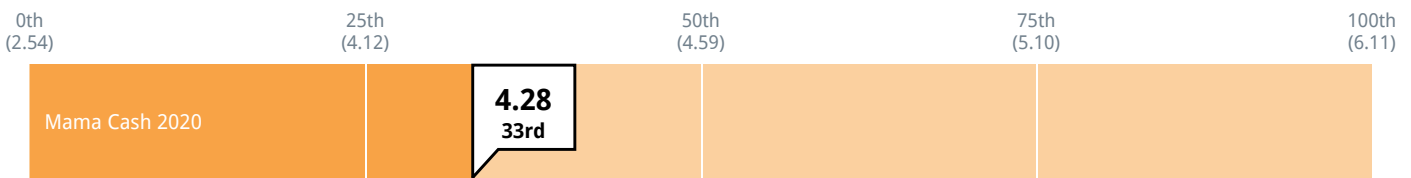
Mama Cash 2018		5.26	
Mama Cash 2016		5.32	
Mama Cash 2014		5.20	
Body	4.94		
Money - Environmental Justice			5.59
Money - Labour Rights			5.69
Voice			5.70
Women's Fund	4.91		

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



Custom Cohort

Mama Cash 2018	4.22		
Mama Cash 2016		4.37	
Mama Cash 2014	4.18		
Body	4.13		
Money - Environmental Justice			4.82
Money - Labour Rights	4.19		
Voice	4.21		
3.67	Women's Fund		

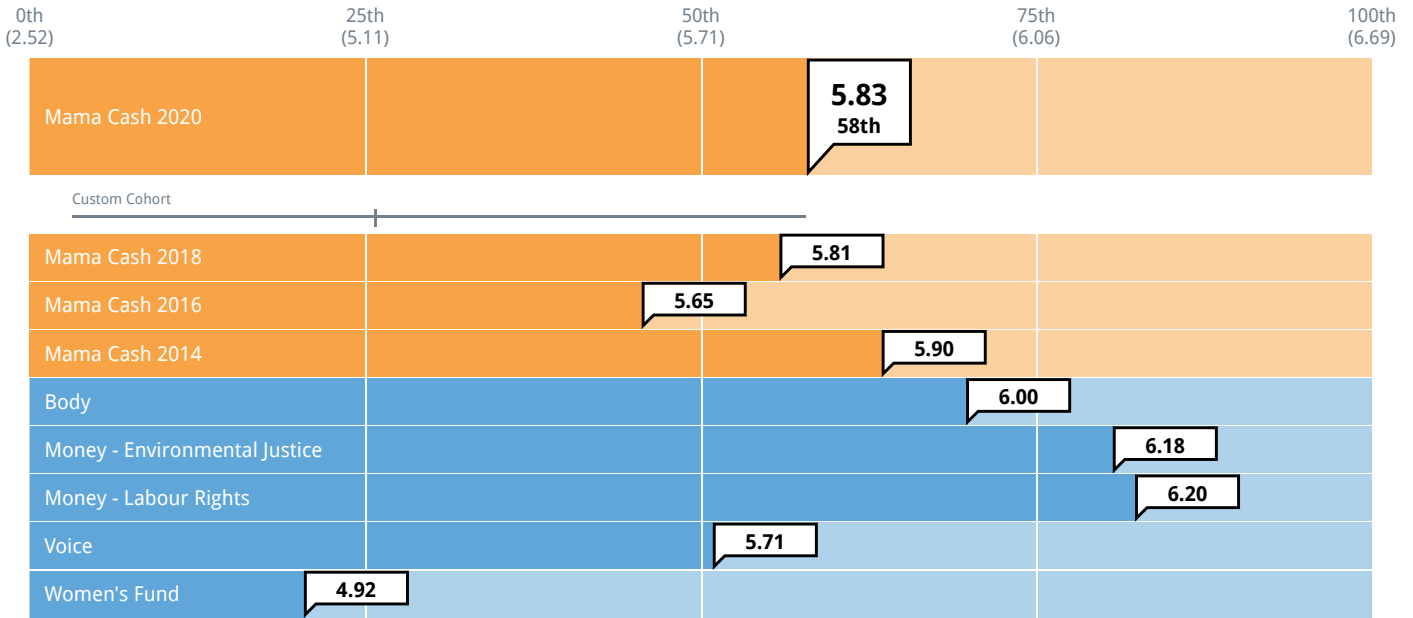
Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

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

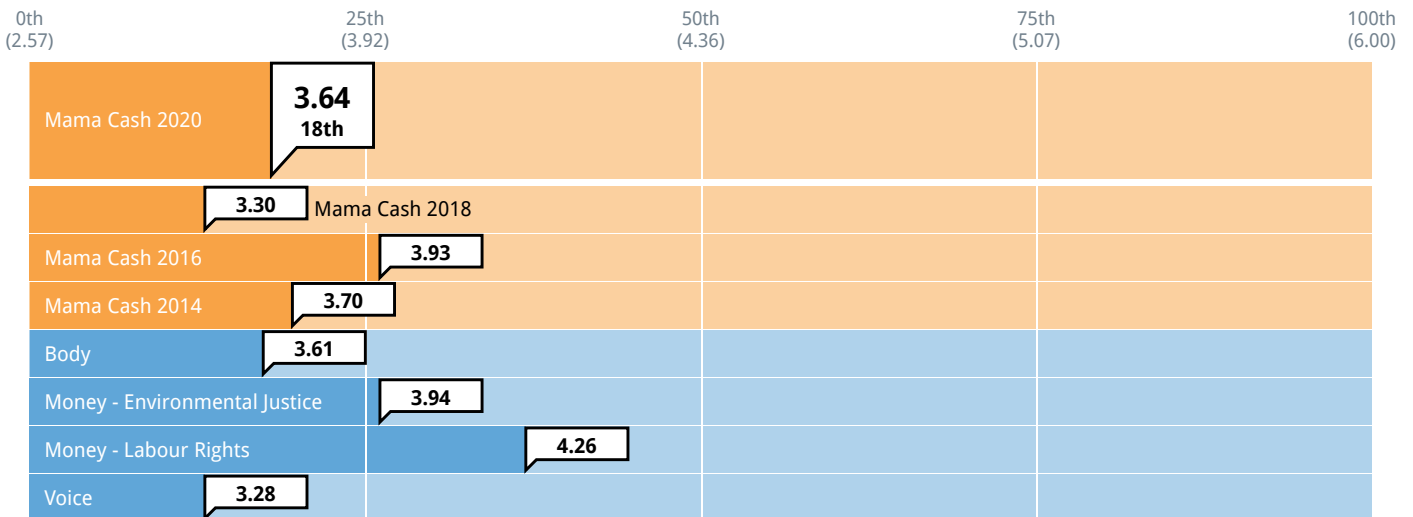


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

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

1 = No impact 7 = Significant positive impact



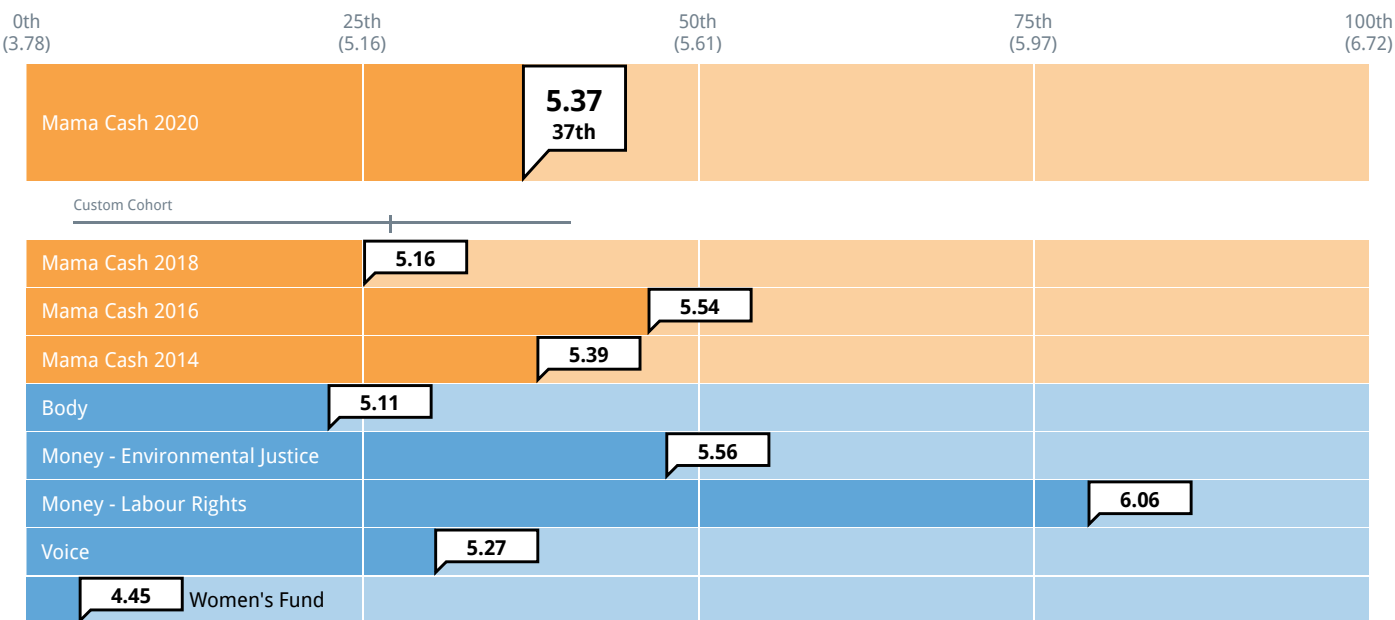
Cohort: None Past results: On Off Subgroup: Portfolio

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

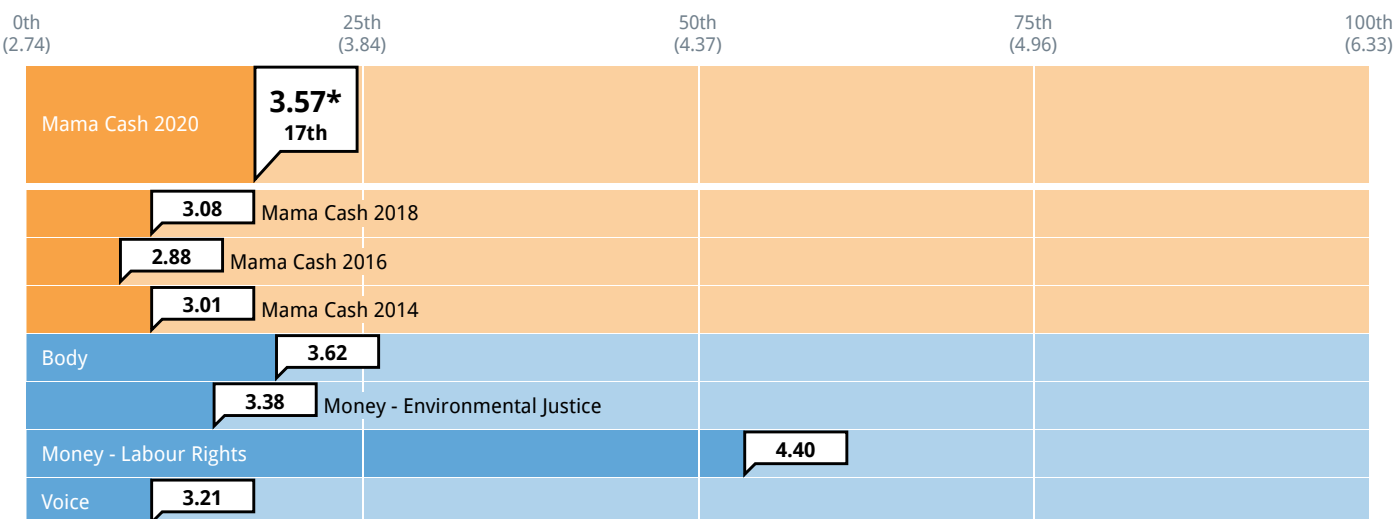


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

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



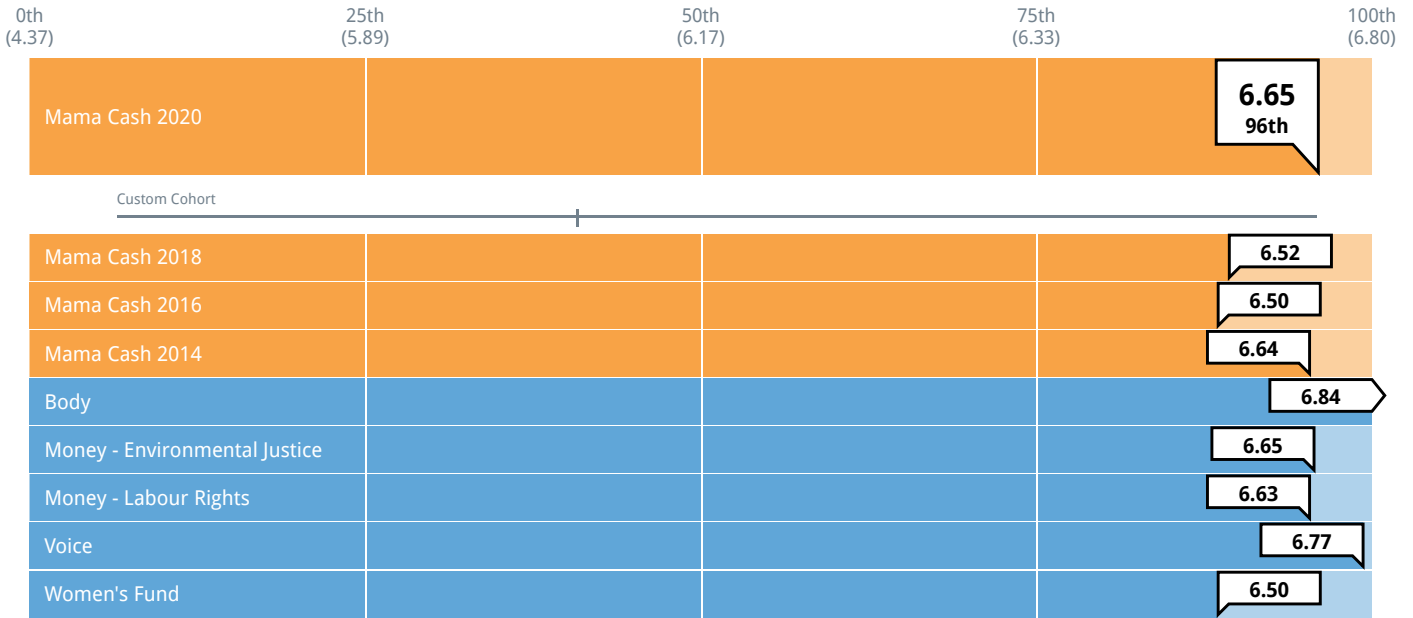
Cohort: None Past results: On Off Subgroup: Portfolio

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:

Past results: On Off

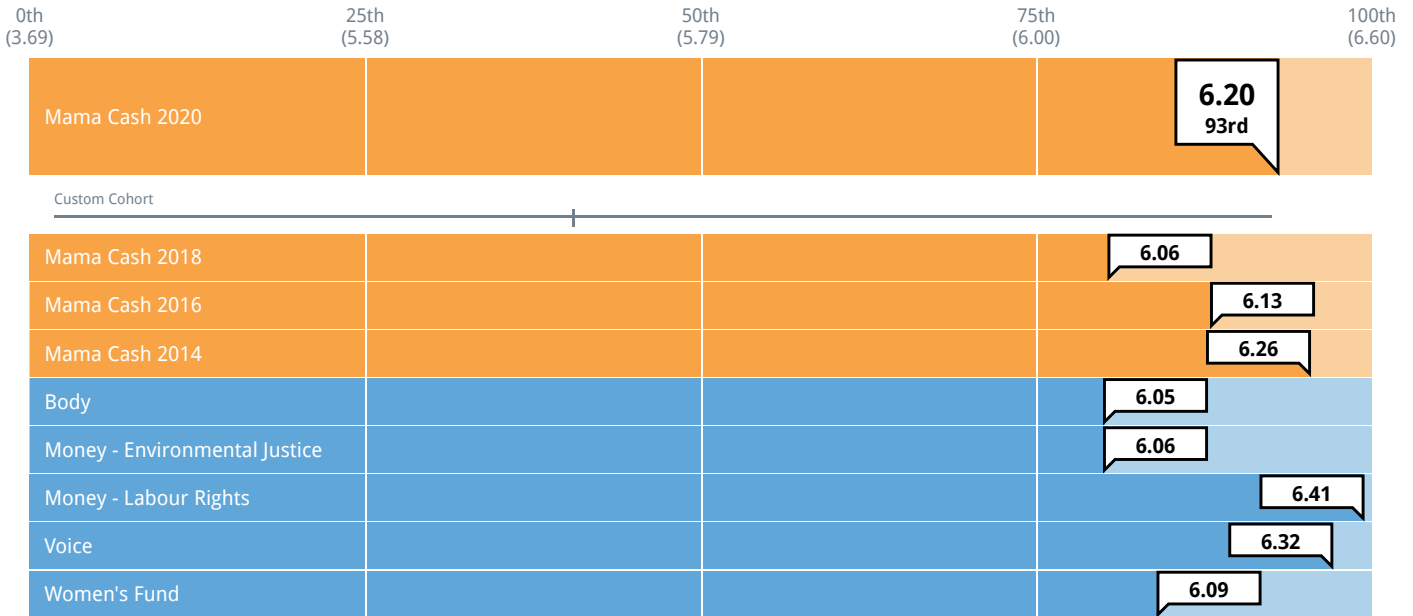
Subgroup:

Understanding of Organizations

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding

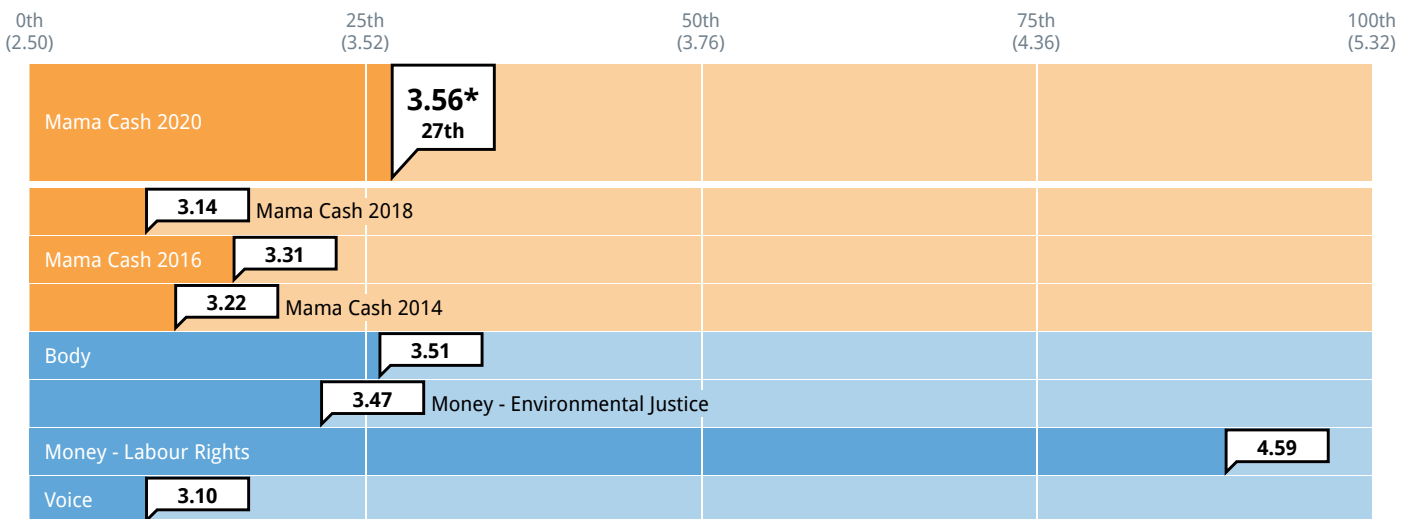


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



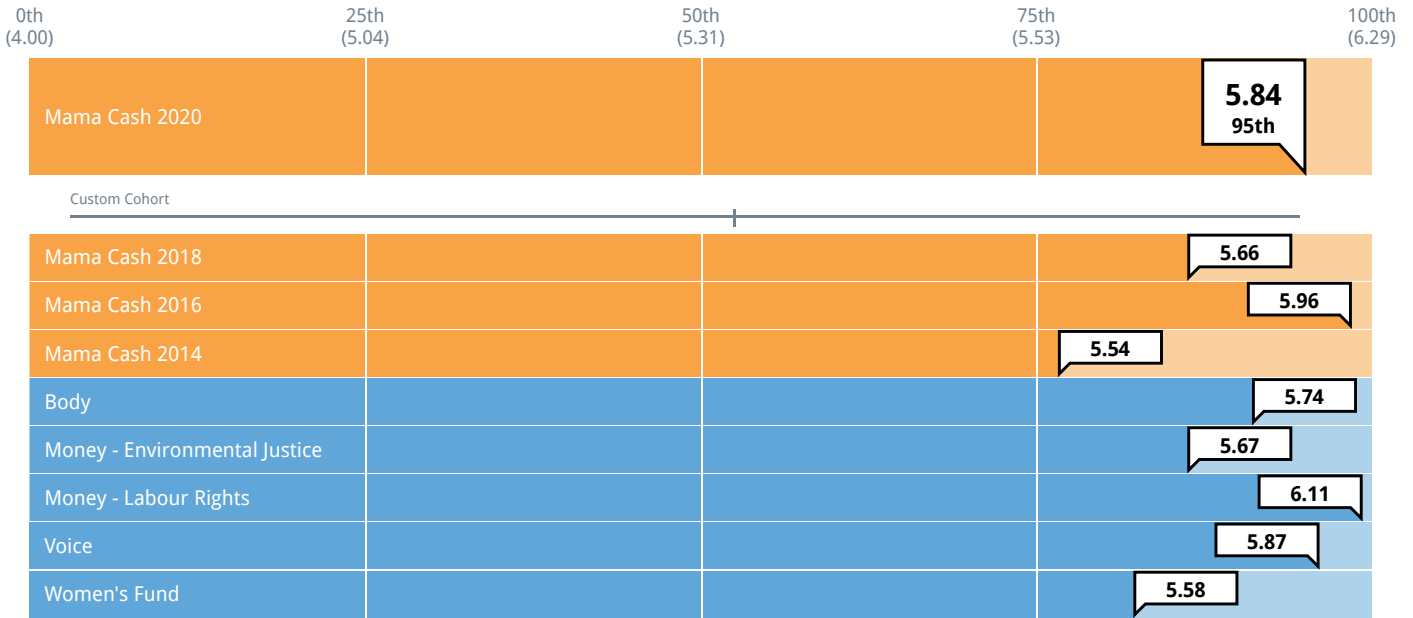
Cohort: None Past results: On Off Subgroup: Portfolio

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

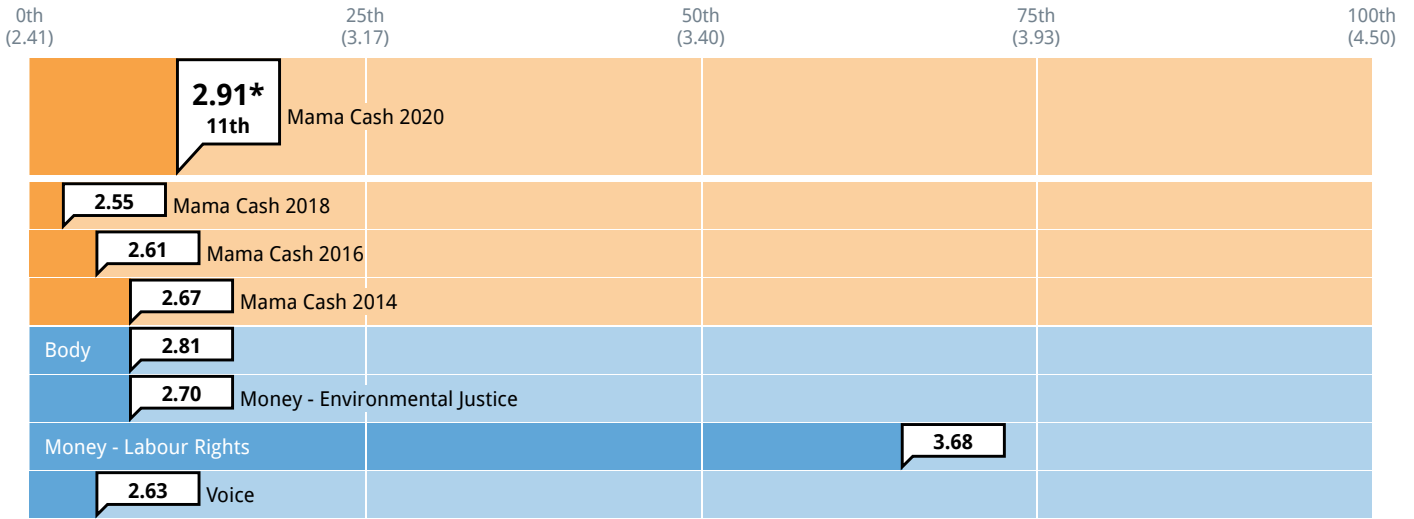
Past results: On Off

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

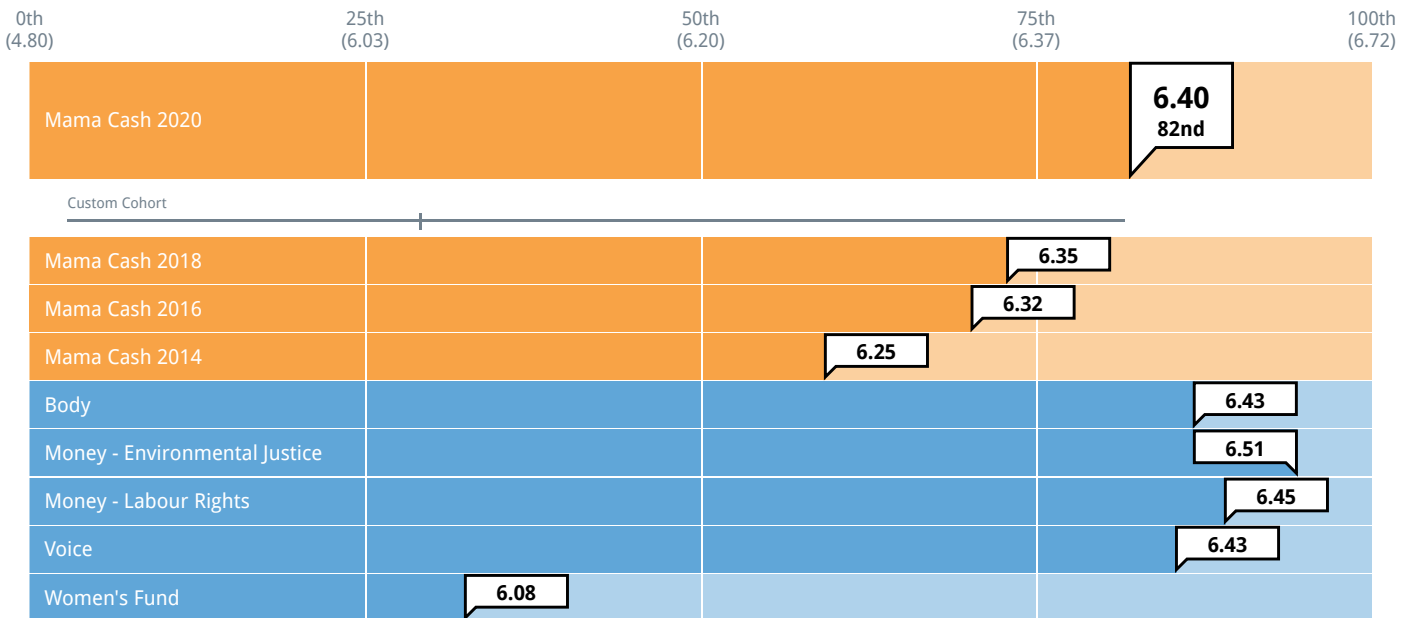
The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

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:

Past results: On Off

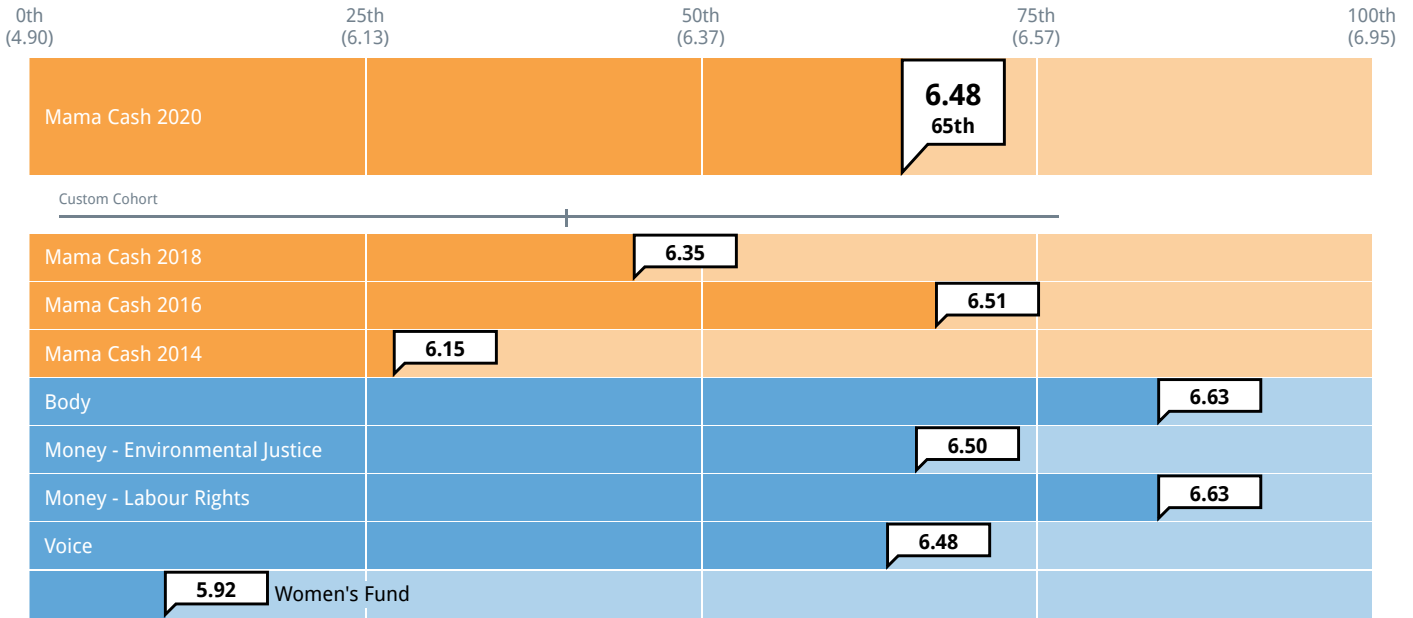
Subgroup:

Responsiveness

Grantee Responses

Overall, how responsive was Mama Cash staff?

1 = Not at all responsive 7 = Extremely responsive

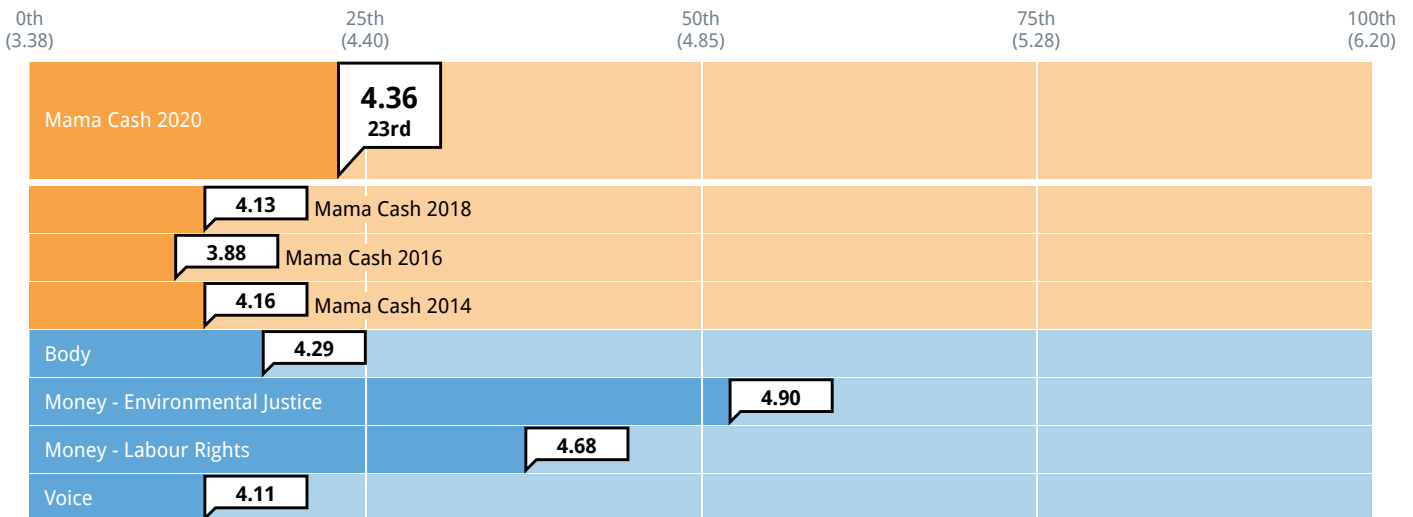


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

Overall, how responsive was Mama Cash staff?

1 = Not at all responsive 7 = Extremely responsive



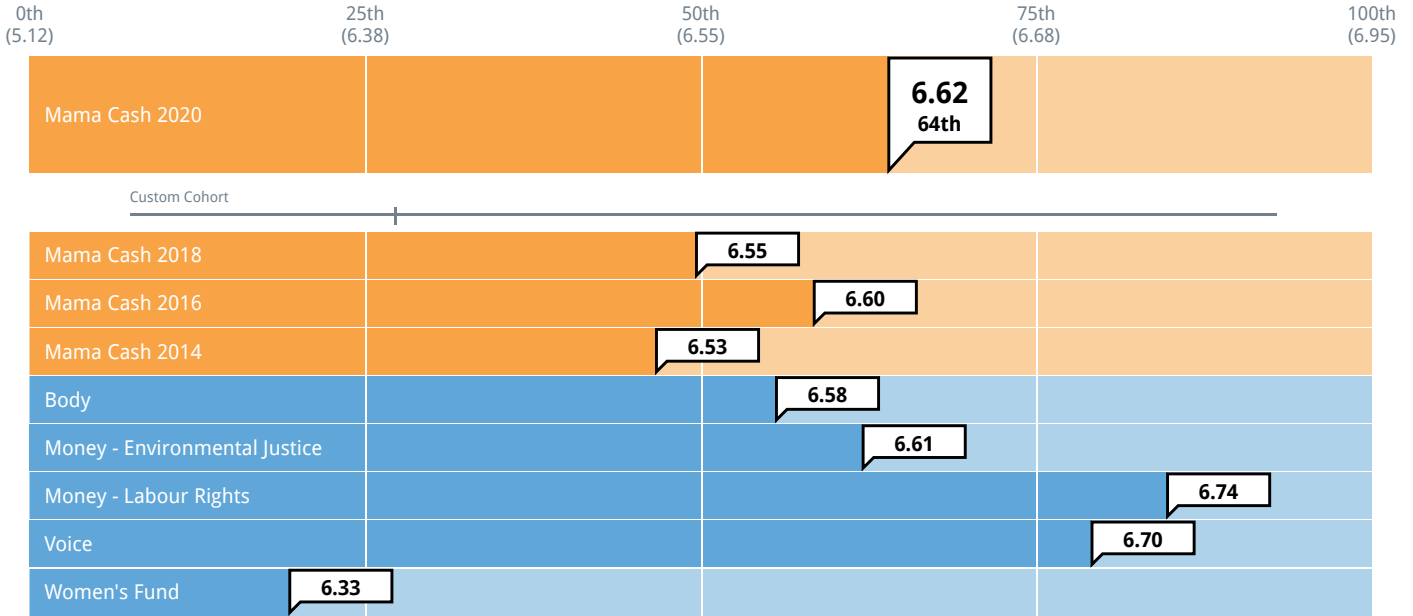
Cohort: None Past results: On Off Subgroup: Portfolio

Fairness

Grantee Responses

Overall, how fairly did Mama Cash treat you?

1 = Not at all fairly 7 = Extremely fairly

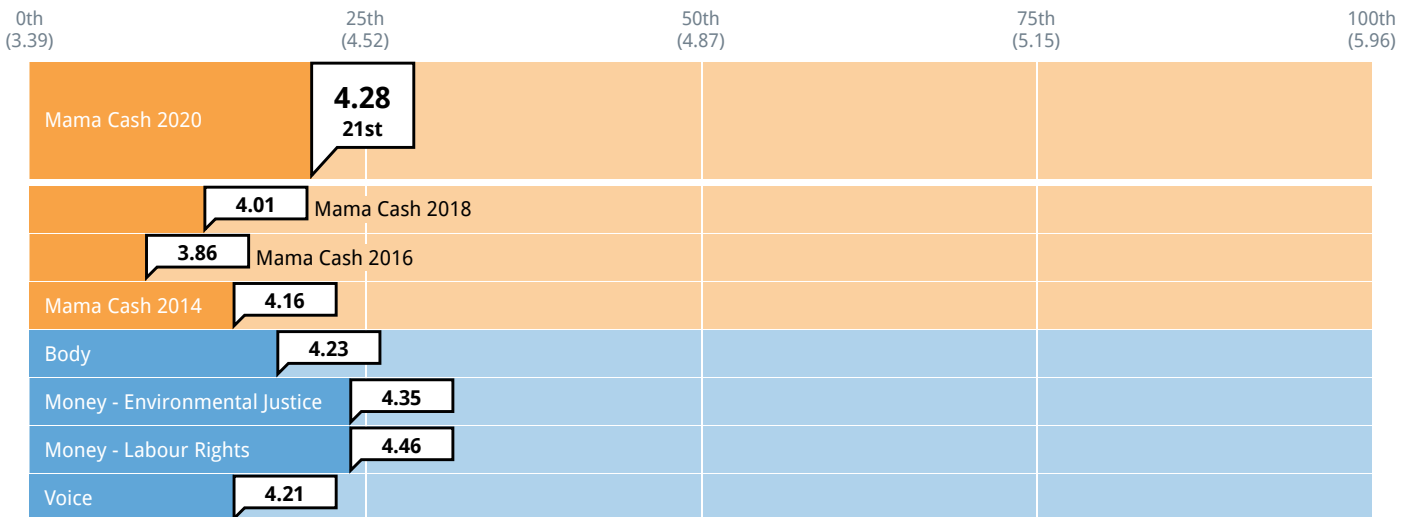


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

Overall, how fairly did Mama Cash treat you?

1 = Not at all fairly 7 = Extremely fairly



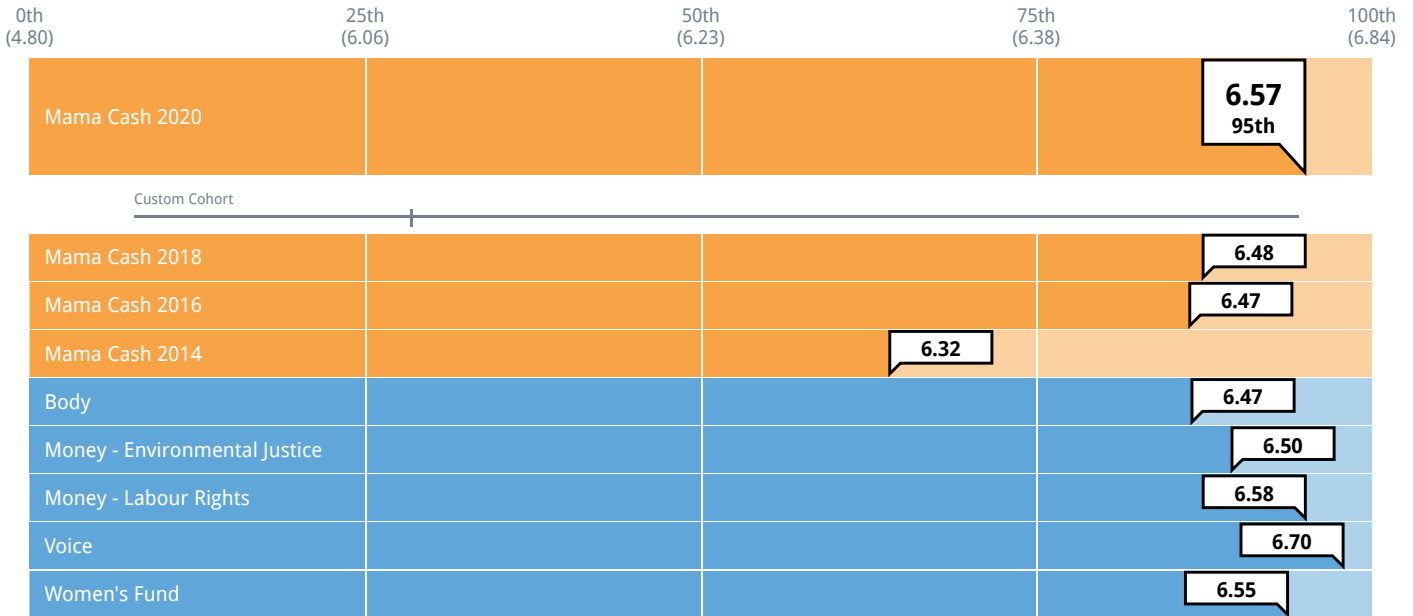
Cohort: None Past results: On Off Subgroup: Portfolio

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

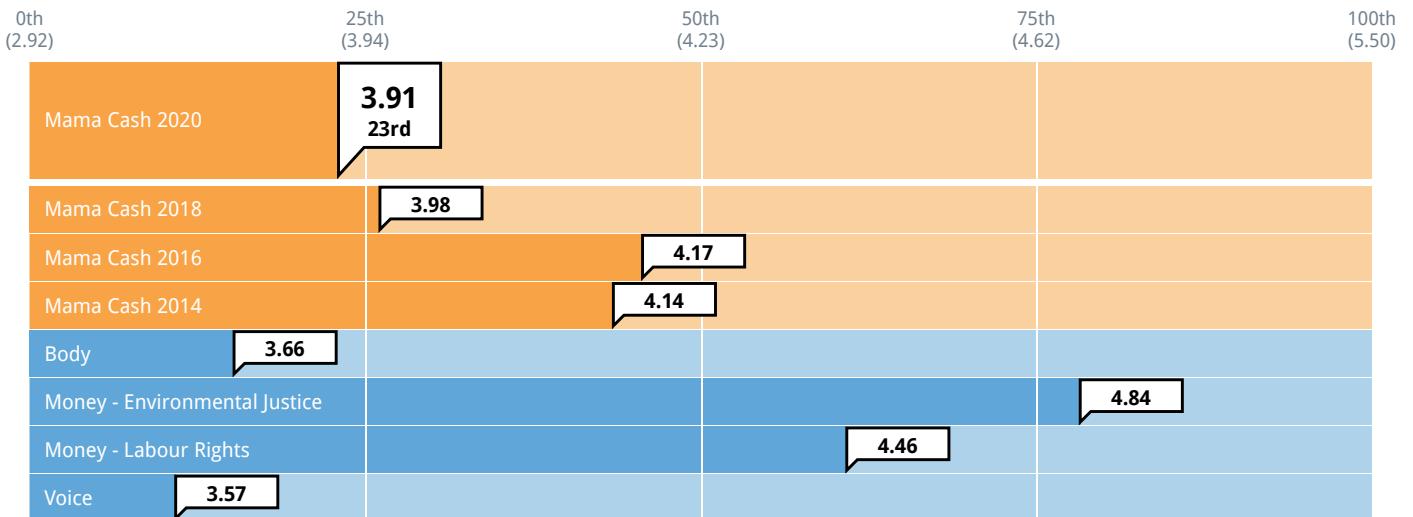


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

How accessible do you believe Mama Cash is to applicants?

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

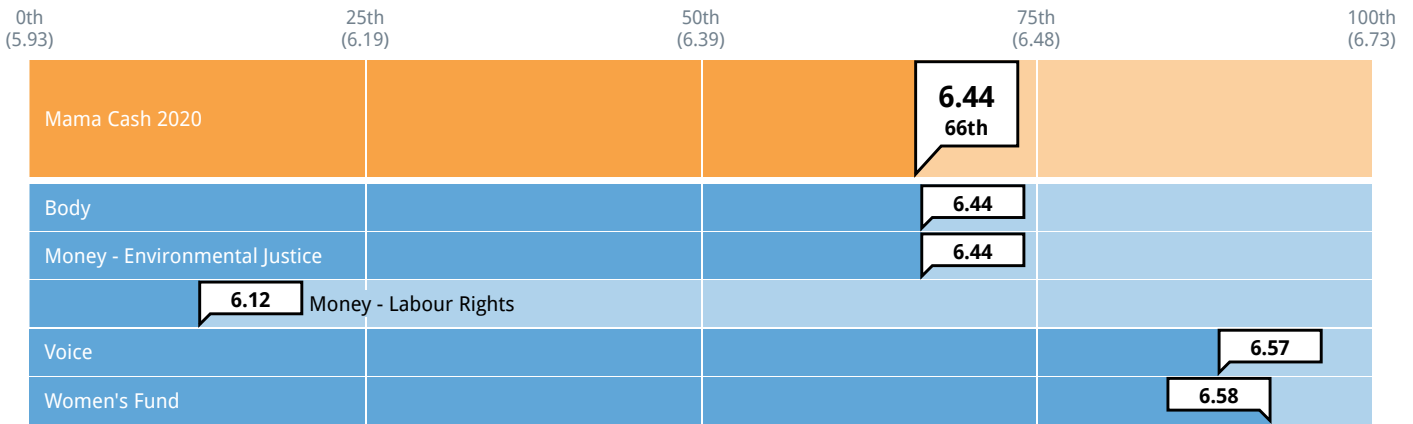


Cohort: None Past results: On Off Subgroup: Portfolio

Grantee Responses

To what extent did Mama Cash exhibit trust in your organization's staff during this grant?

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

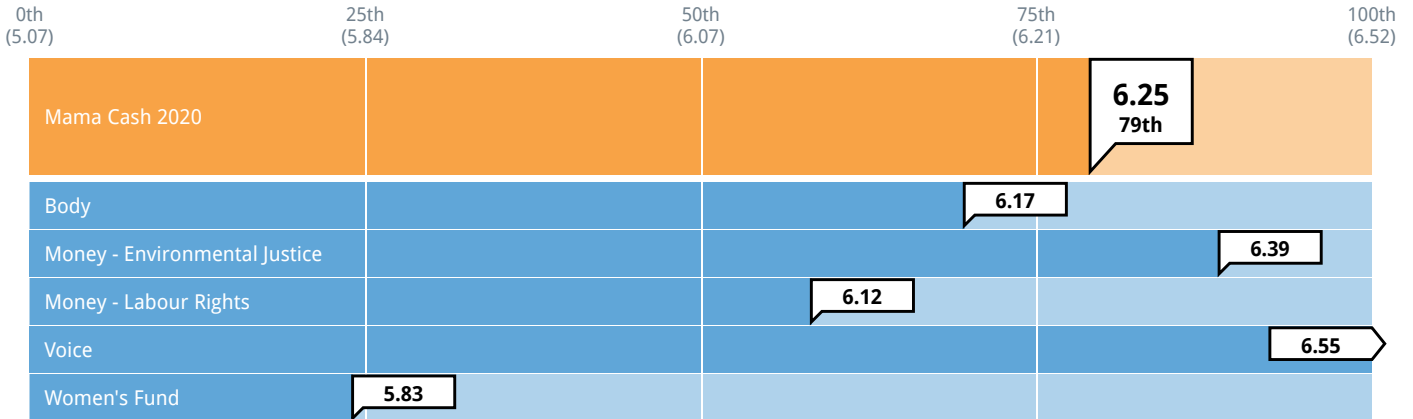


Cohort: Past results: On Off Subgroup:

Grantee Responses

To what extent did Mama Cash exhibit candor about Mama Cash's perspectives on your work during this grant?

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

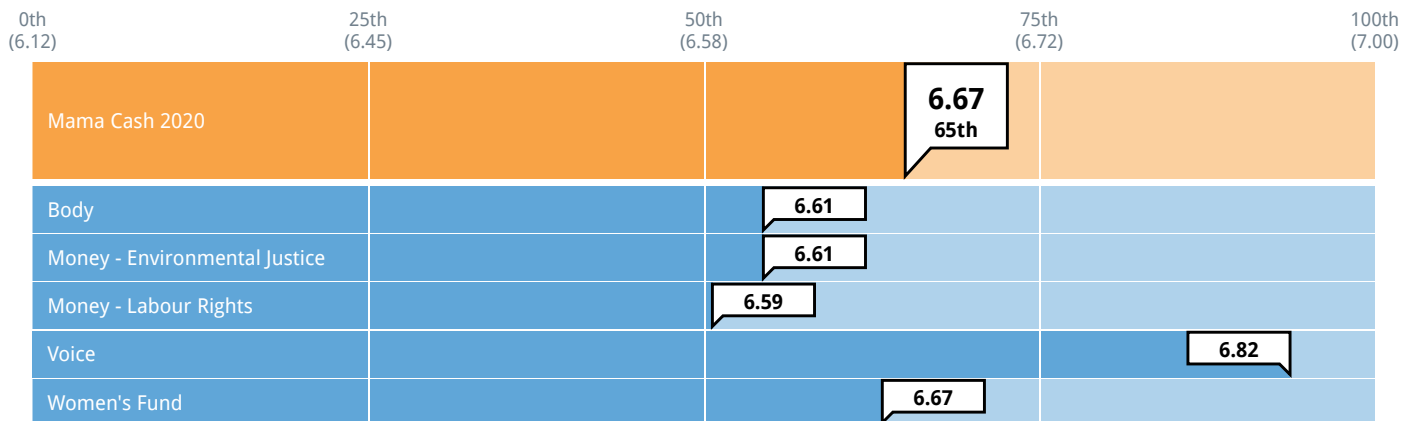


Cohort: Past results: On Off Subgroup:

Grantee Responses

To what extent did Mama Cash exhibit respectful interaction during this grant?

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

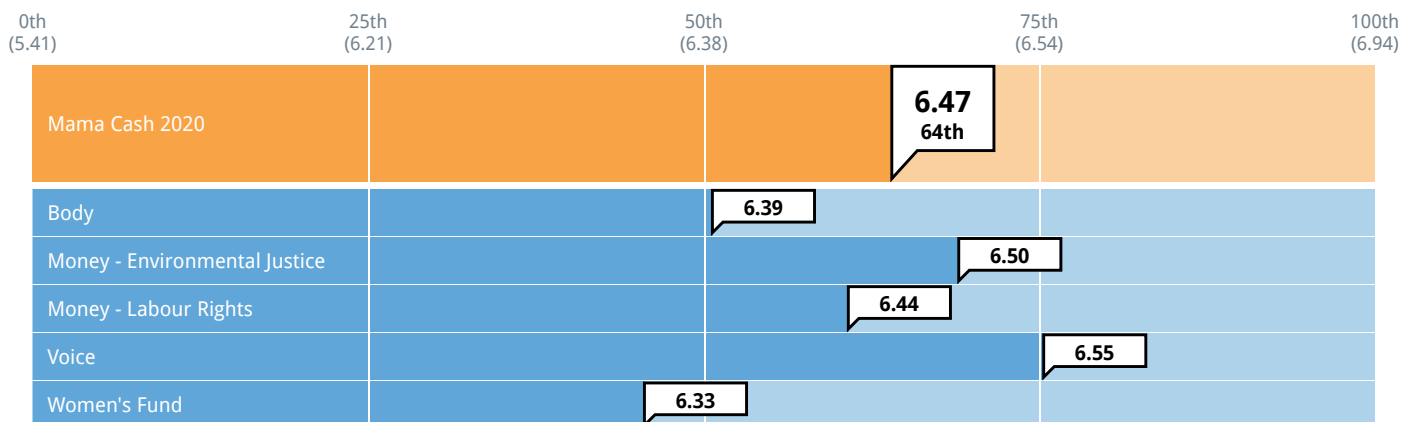


Cohort: Past results: On Off Subgroup:

Grantee Responses

To what extent did Mama Cash exhibit compassion for those affected by your work during this grant?

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



Cohort: Past results: On Off Subgroup:

Grantee Interaction Patterns

Grantee Responses

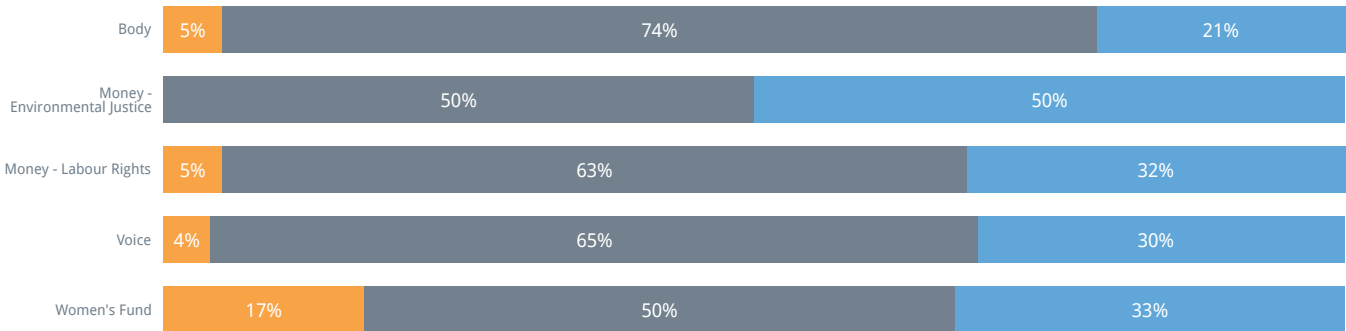
"How often do/did you have contact with your program officer during this grant?"

Yearly or less often Once every few months Monthly or more often



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

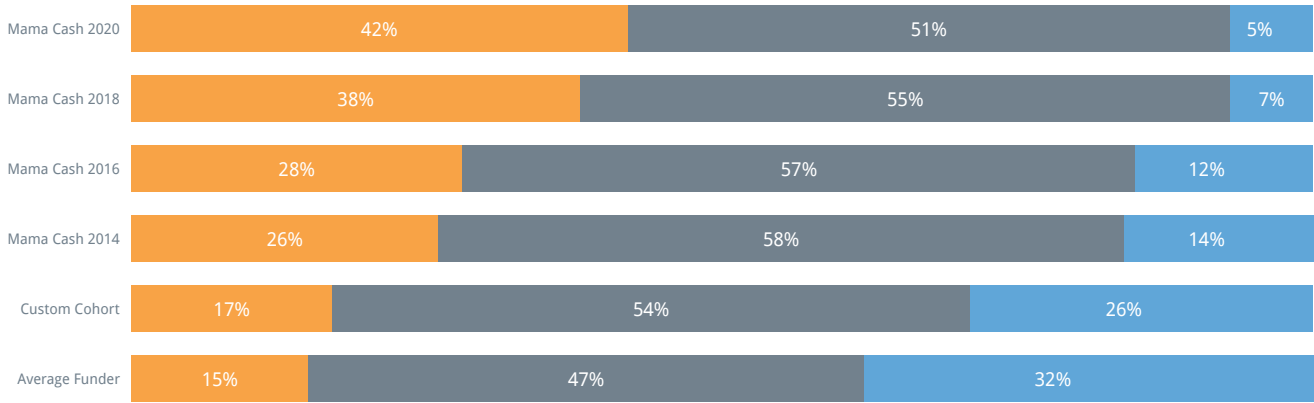
Yearly or less often Once every few months Monthly or more often



Grantee Responses

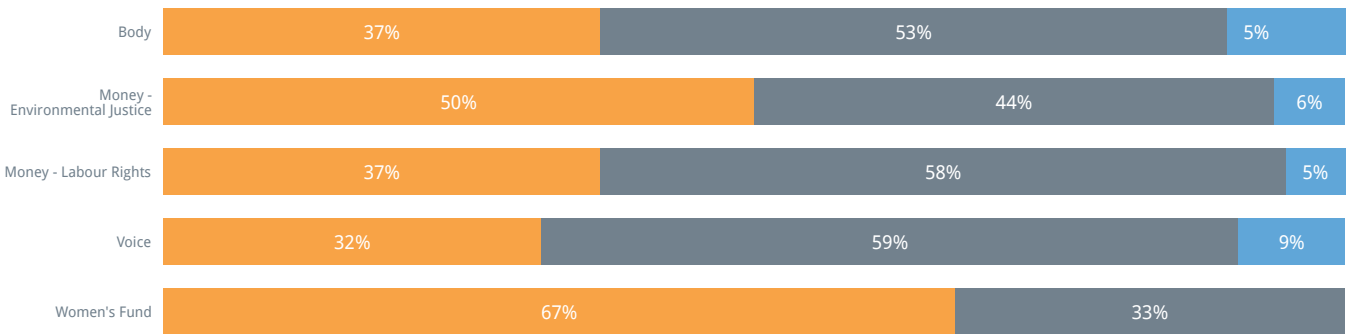
“Who most frequently initiated the contact you had with your program officer?”

Program Officer Both of equal frequency Grantee



“Who most frequently initiated the contact you had with your program officer?” (By Subgroup)

Program Officer Both of equal frequency Grantee

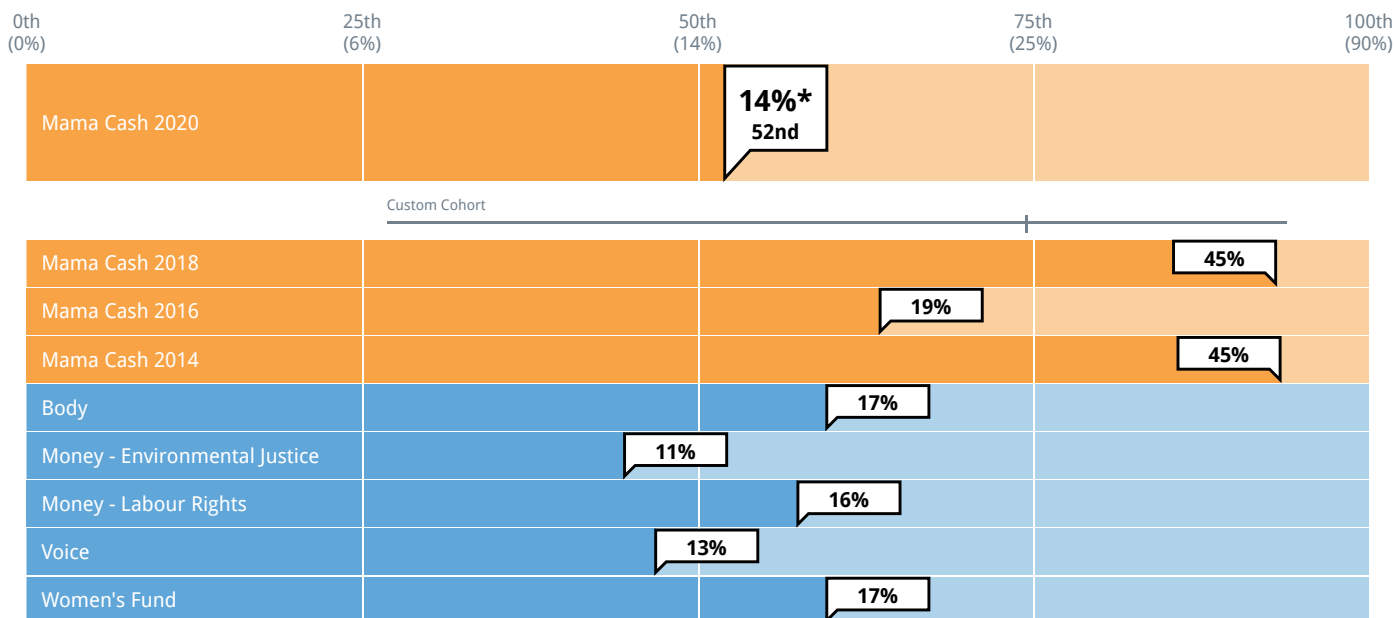


Contact Change and Site Visits

Grantee Responses

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

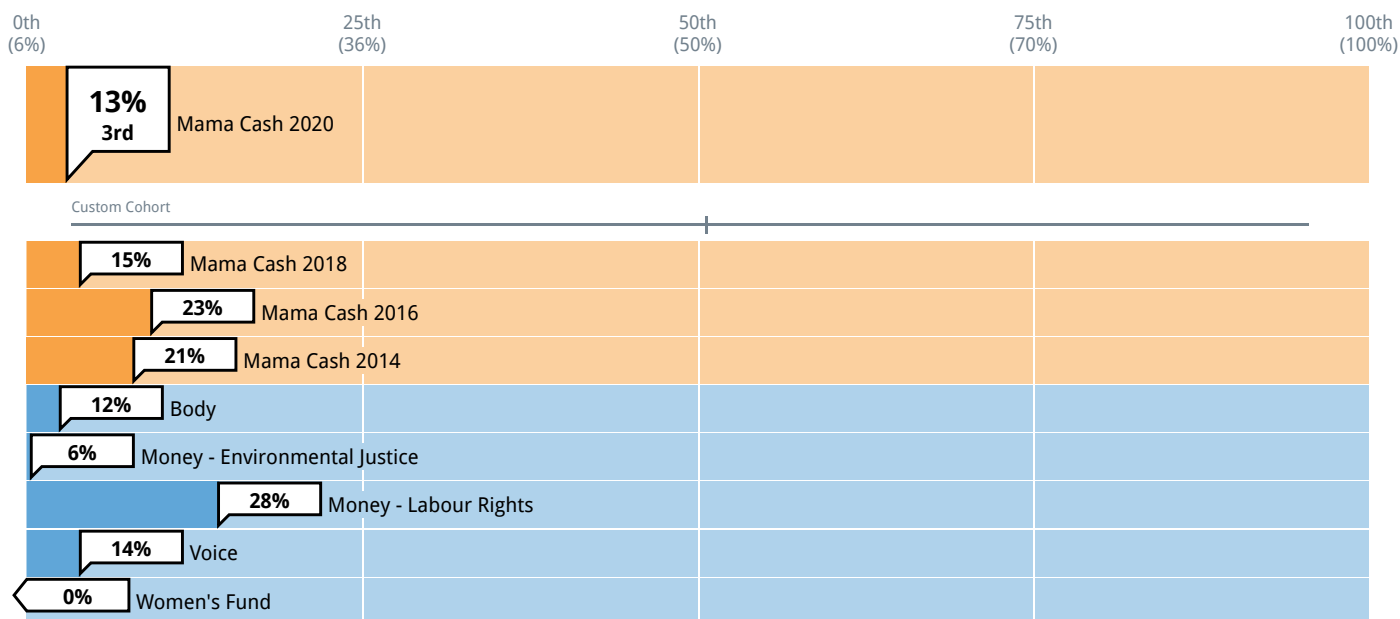
Past results: On Off

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 the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

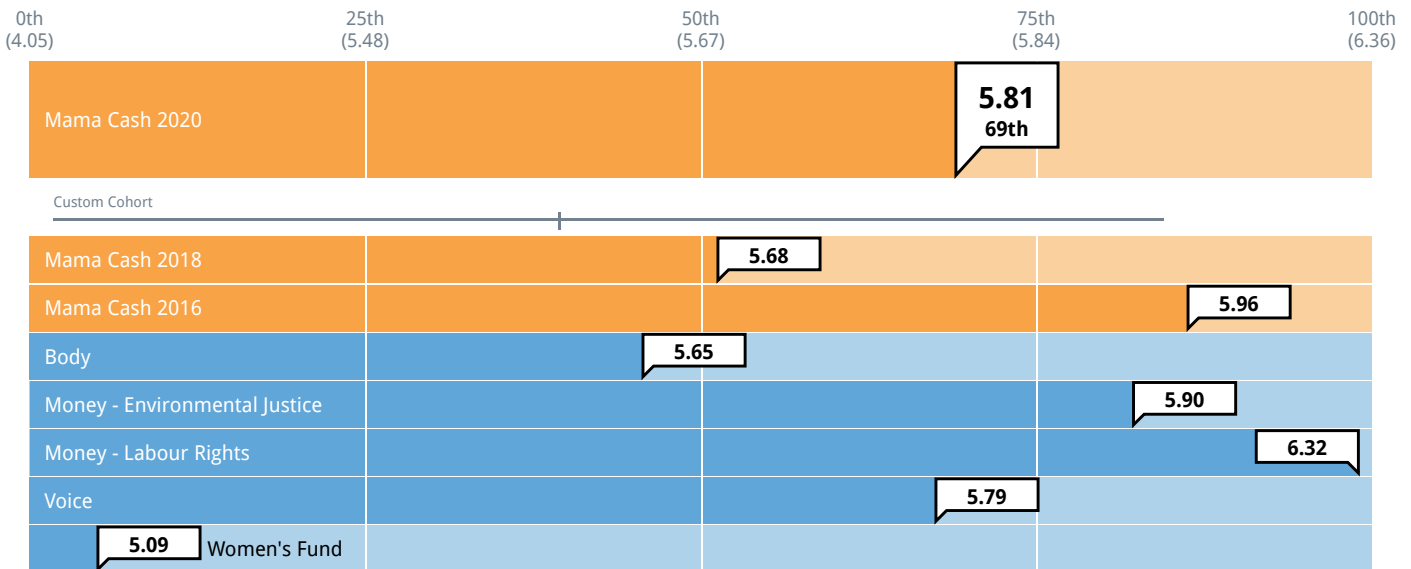
Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding summary measure below is an average of ratings on the following measures:

- 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 Summary Measure

1 = Very negative 7 = Very positive



Cohort:

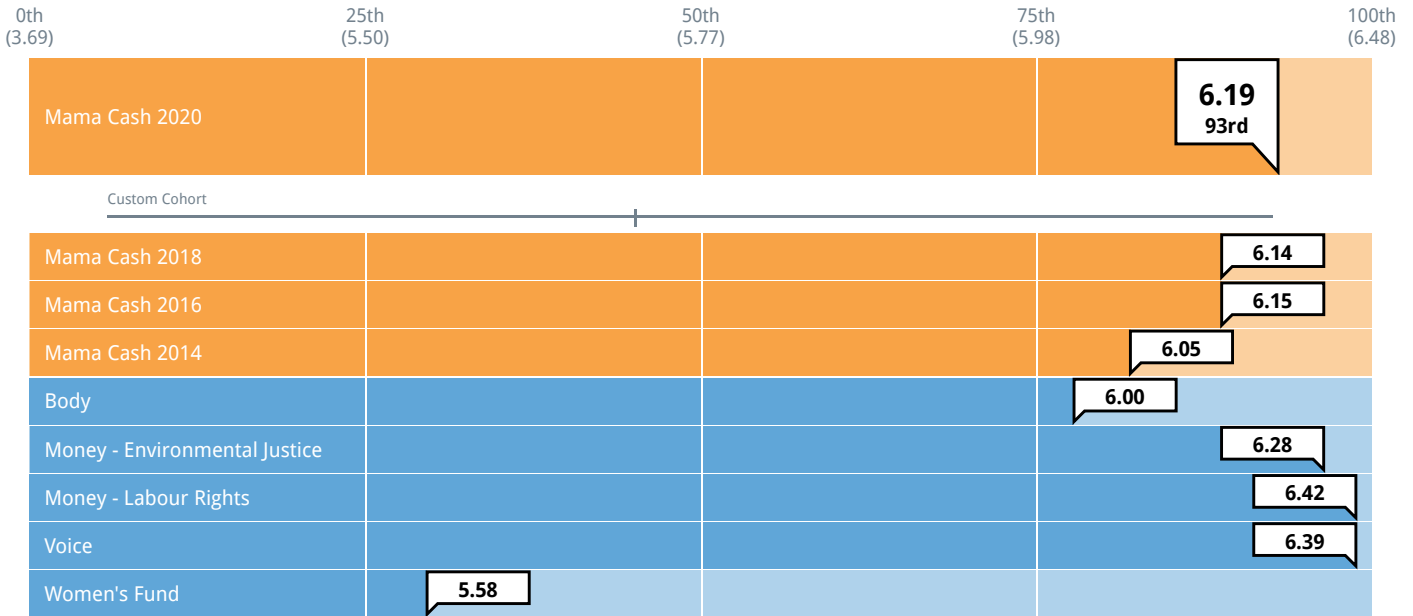
Past results: On Off

Subgroup:

Grantee Responses

Overall, how transparent is Mama Cash with your organization?

1 = Not at all transparent 7 = Extremely transparent



Cohort: Custom Cohort

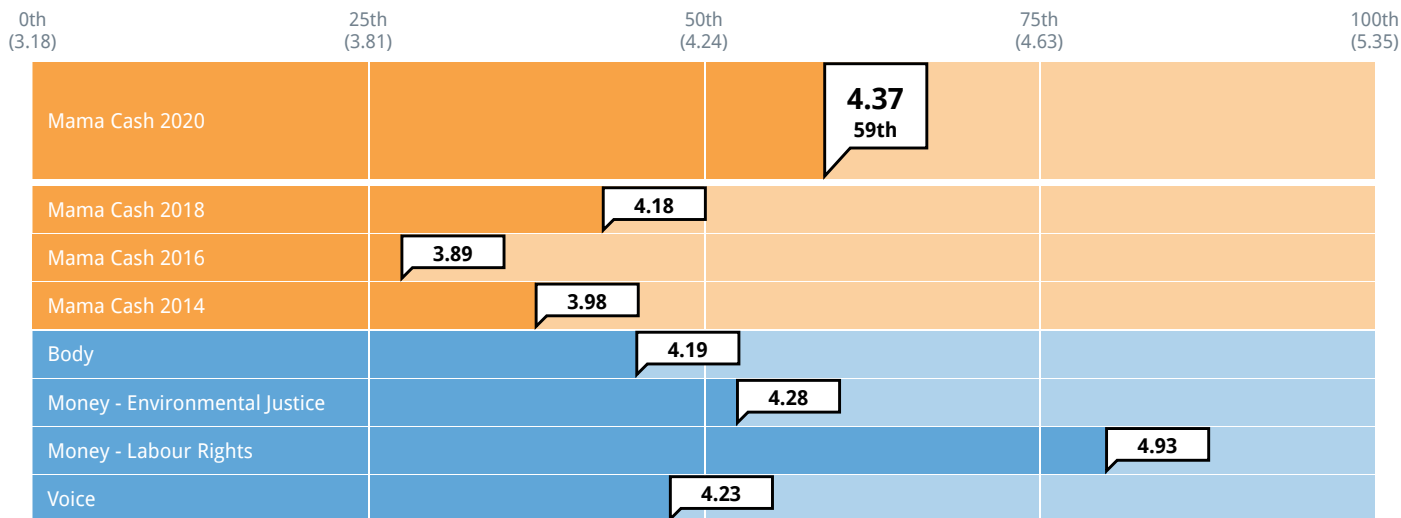
Past results: On Off

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

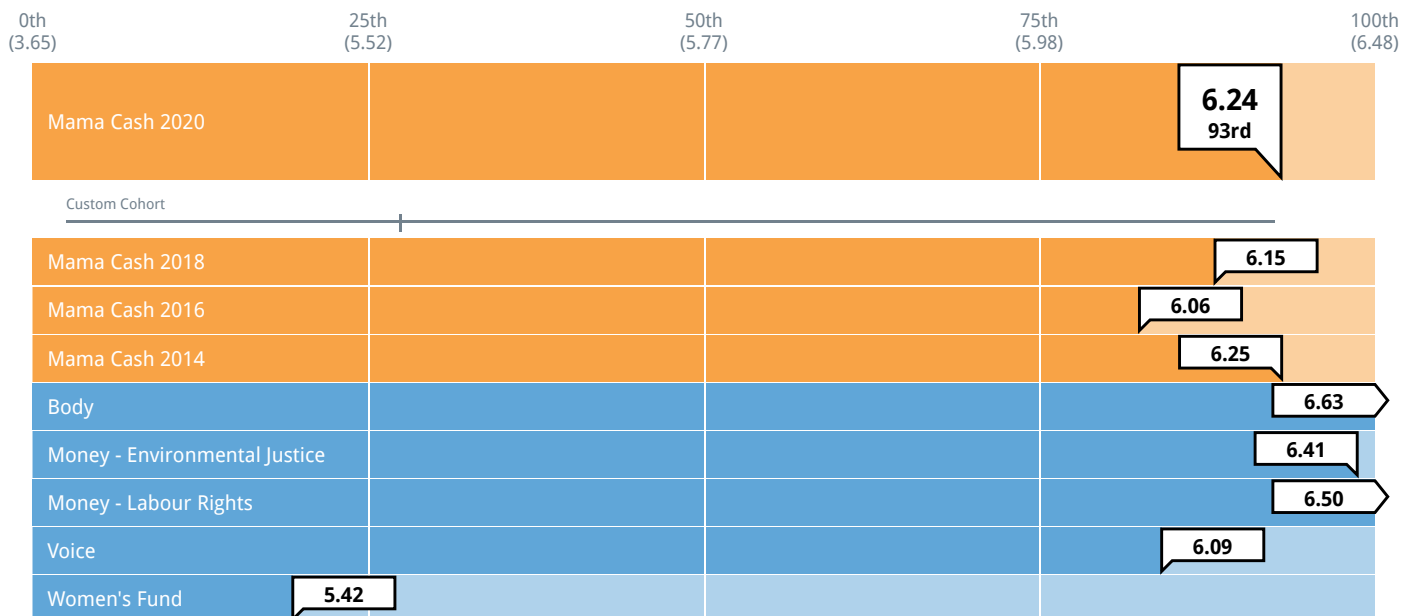
Subgroup: Portfolio

Communication

Grantee Responses

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

1 = Not at all clearly 7 = Extremely clearly



Cohort: Custom Cohort

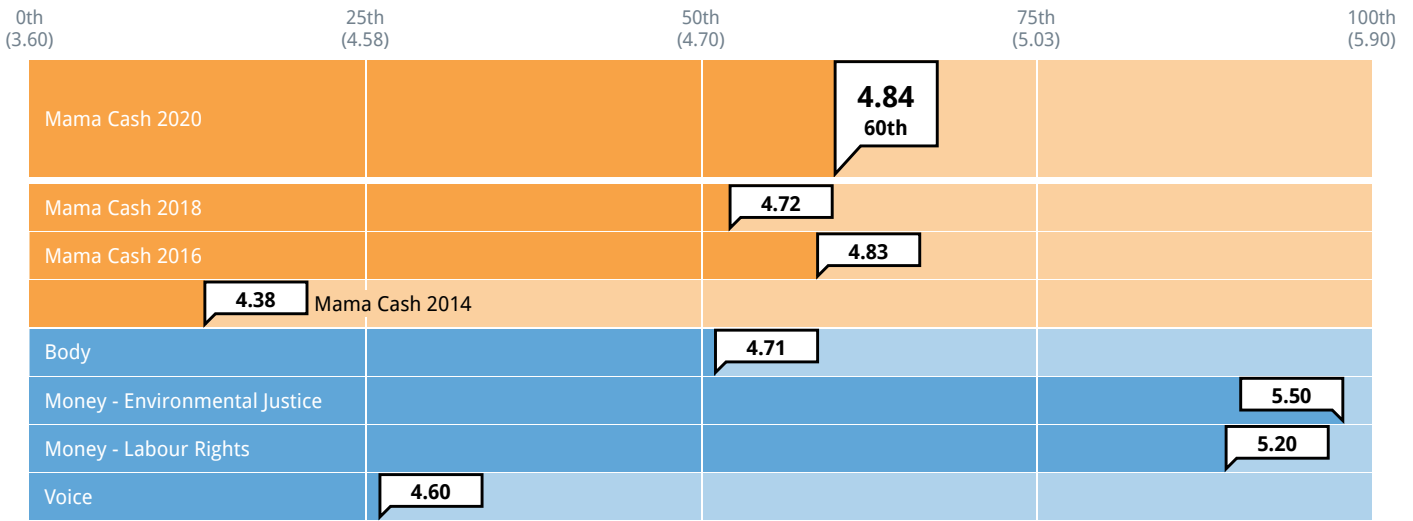
Past results: On Off

Subgroup: Portfolio

Applicant Responses

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

1 = Not at all clearly 7 = Extremely clearly



Cohort: None ▼

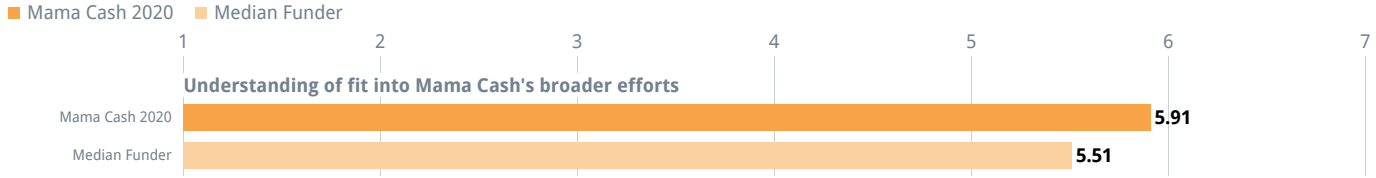
Past results: On Off

Subgroup: Portfolio ▼

The following question was recently added to the grantee survey and depicts comparative data from 14 funders in the grantee dataset.

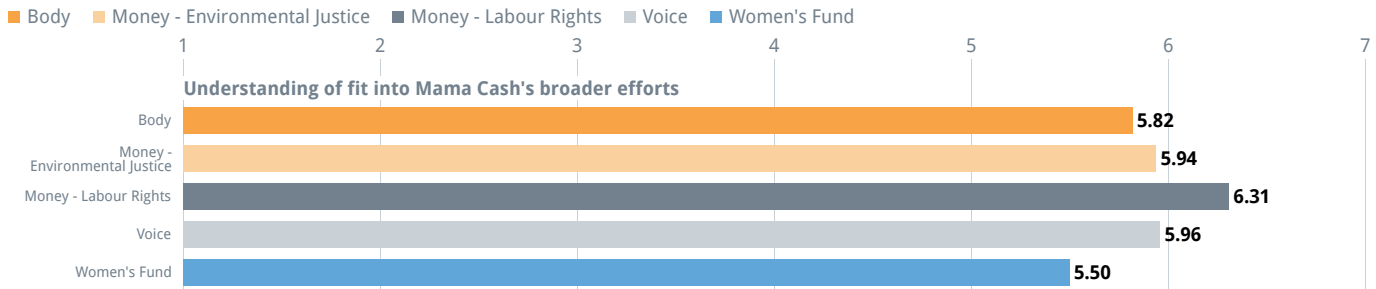
How well do you understand the way in which the work funded by this grant fits into Mama Cash's broader efforts?

1 = Limited understanding 7 = Thorough understanding



How well do you understand the way in which the work funded by this grant fits into Mama Cash's broader efforts? - By Subgroup

1 = Limited understanding 7 = Thorough understanding

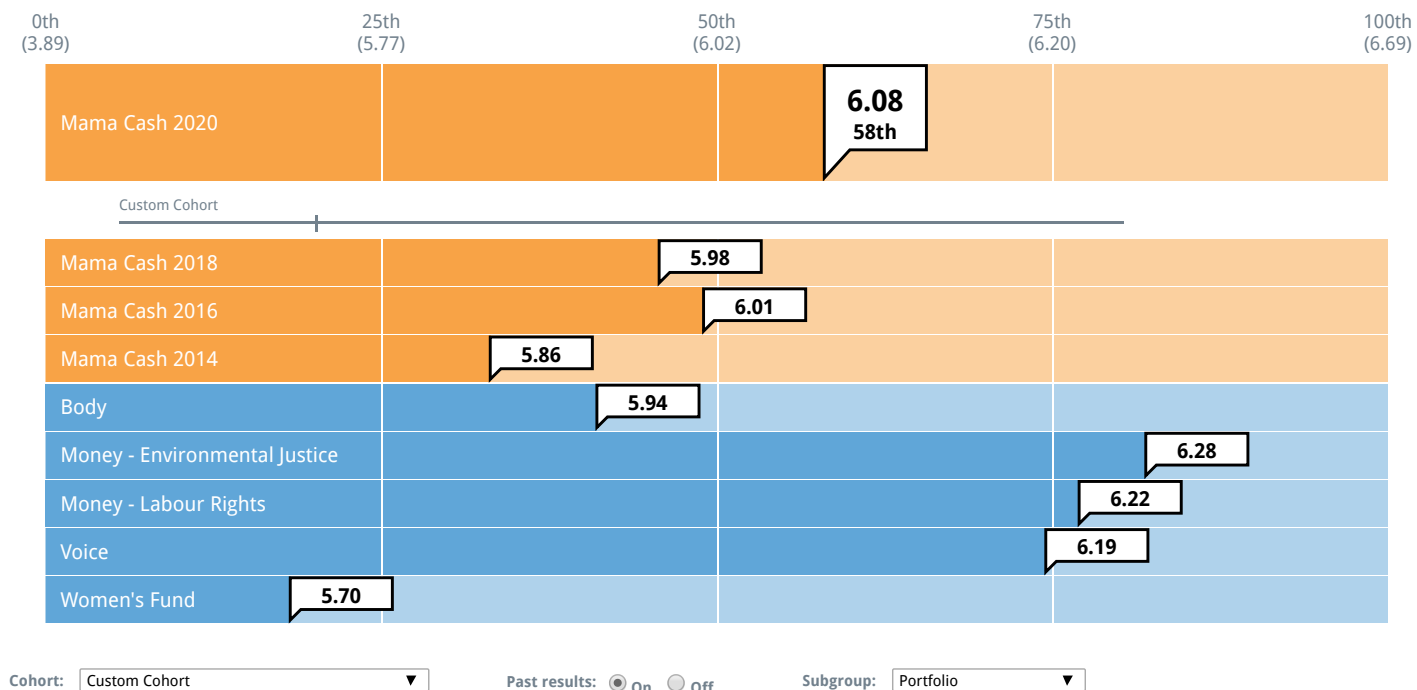


Consistency of Communication

Grantee Responses

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

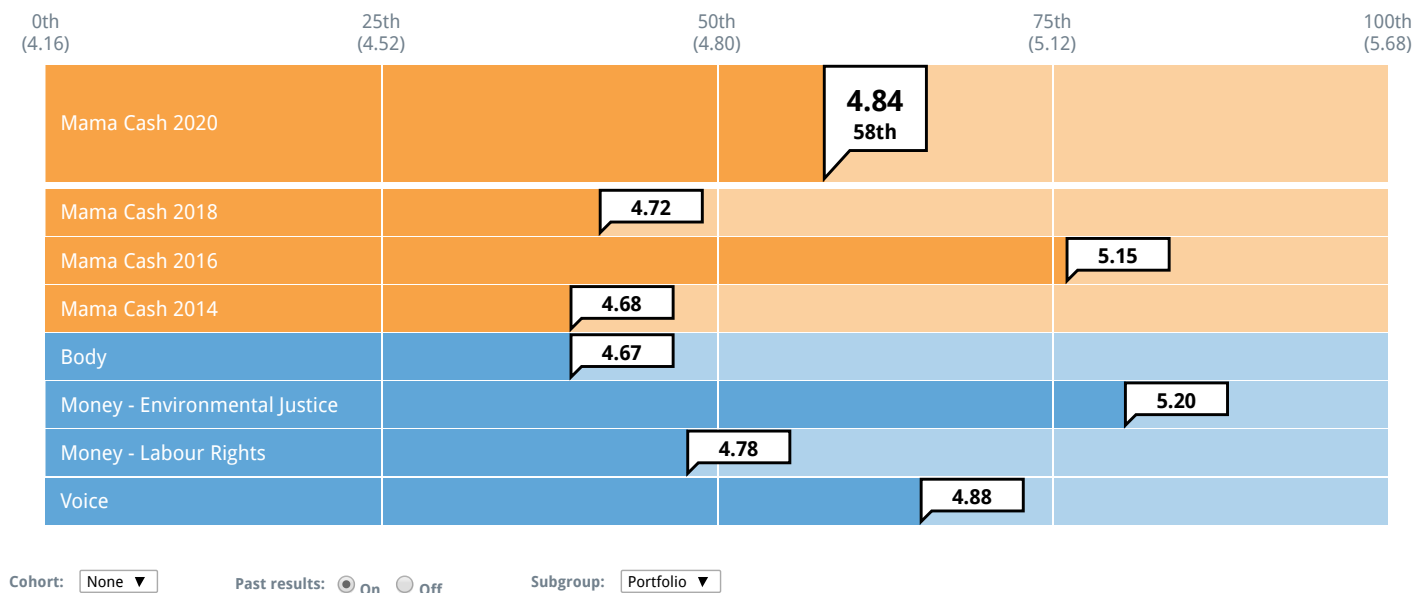
1 = Not at all consistent 7 = Completely consistent



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

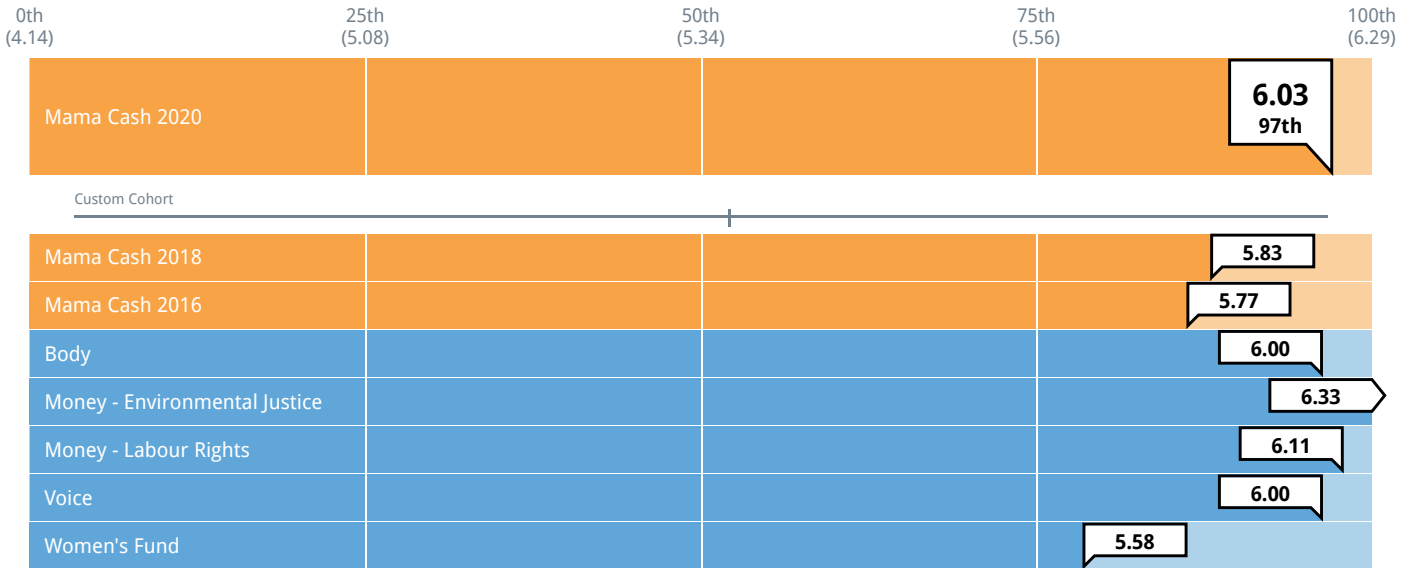


Openness

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:

Past results: On Off

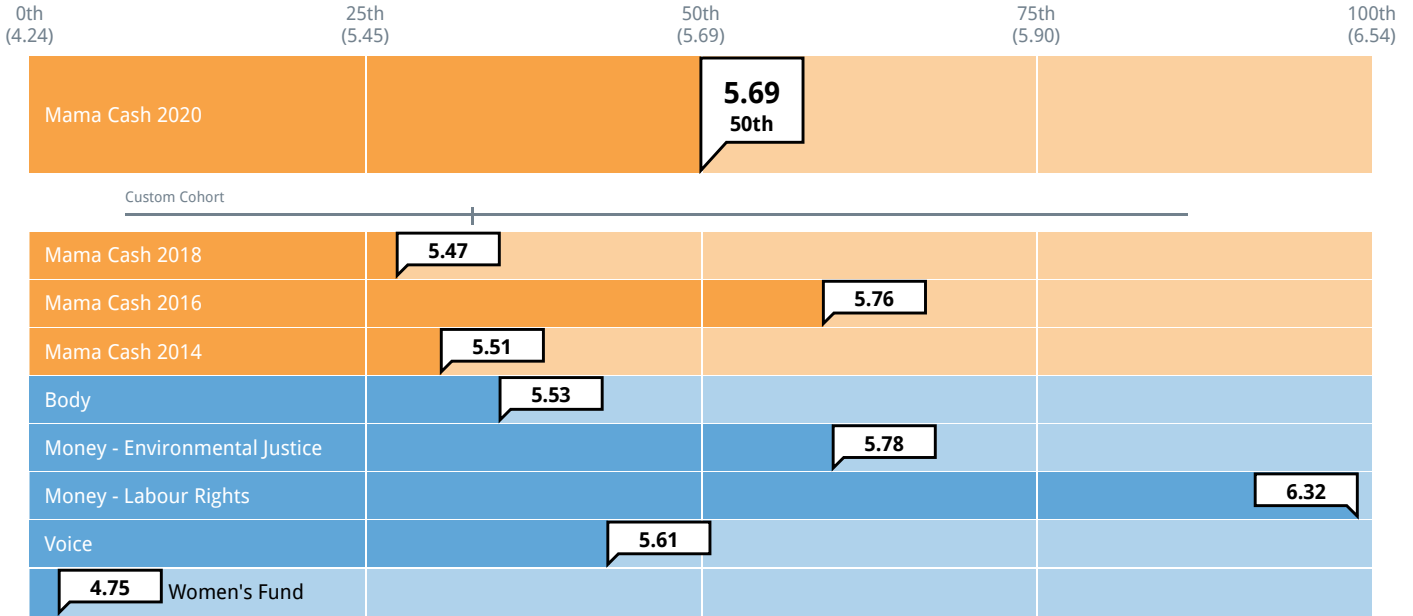
Subgroup:

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

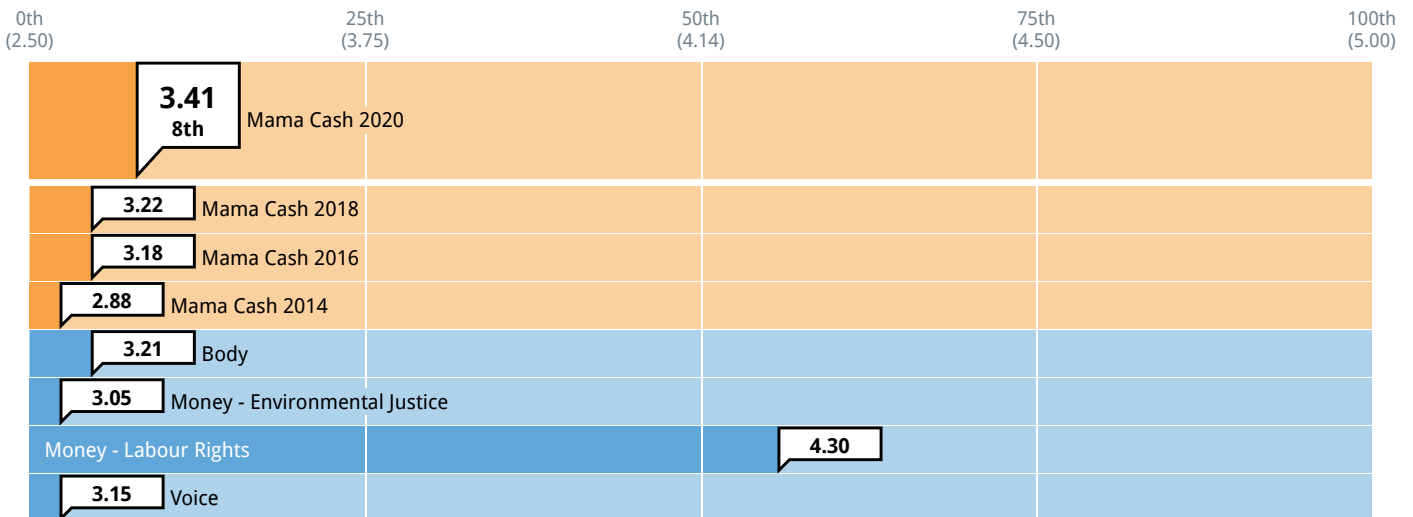


Cohort: Custom Cohort Past results: On Off Subgroup: Portfolio

Applicant Responses

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

1 = Limited understanding 7 = Thorough understanding



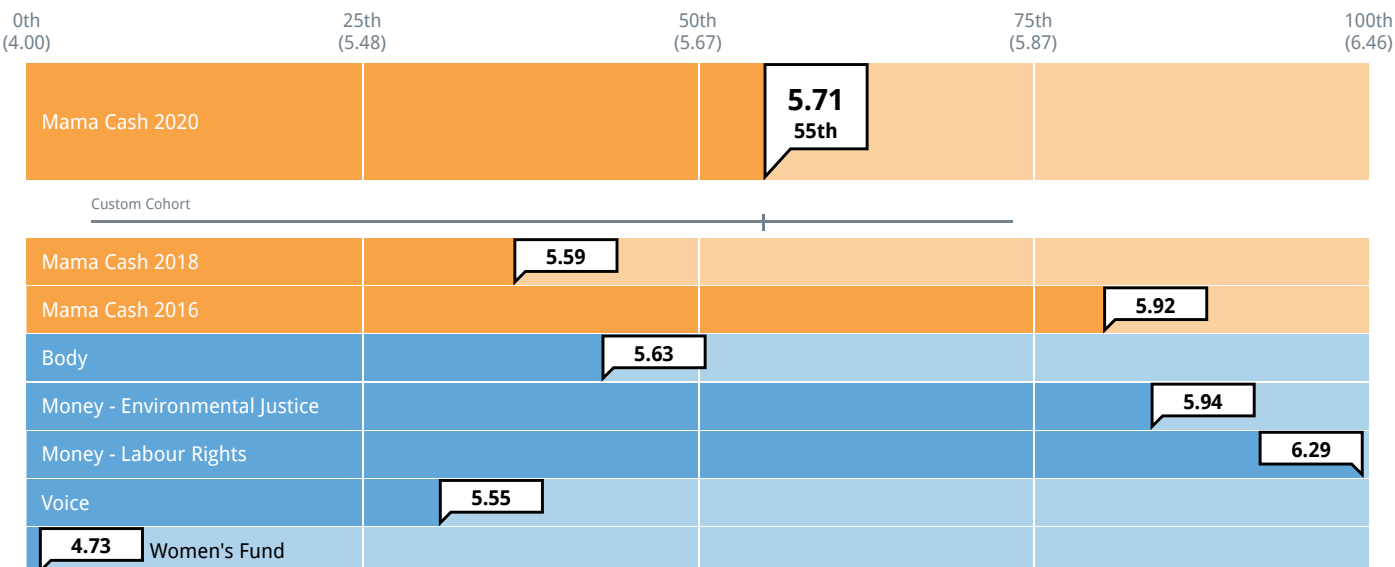
Cohort: None Past results: On Off Subgroup: Portfolio

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, constituents, or participants.

Grantee Responses

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

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

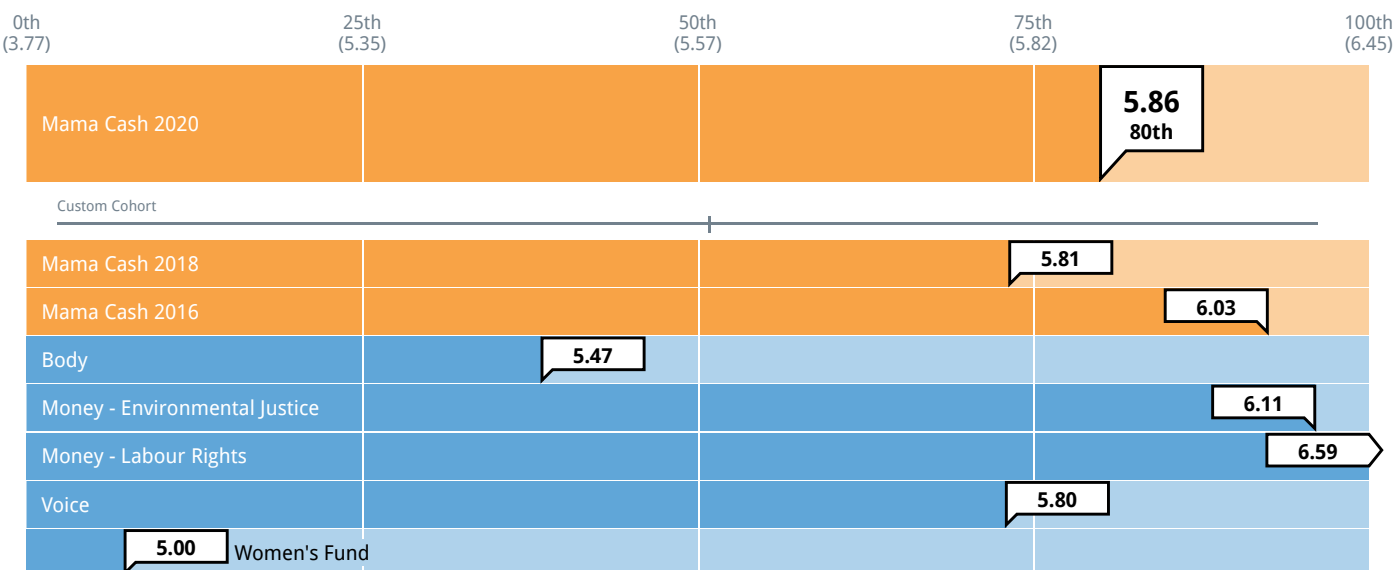
Past results: On Off

Subgroup: Portfolio

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



Cohort: Custom Cohort

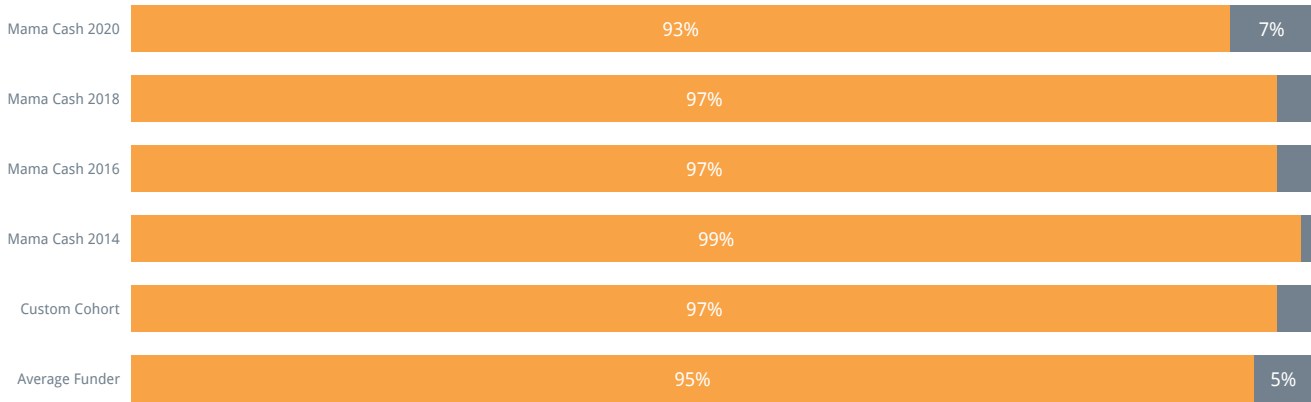
Past results: On Off

Subgroup: Portfolio

Selection Process

Did you submit a proposal for this grant?

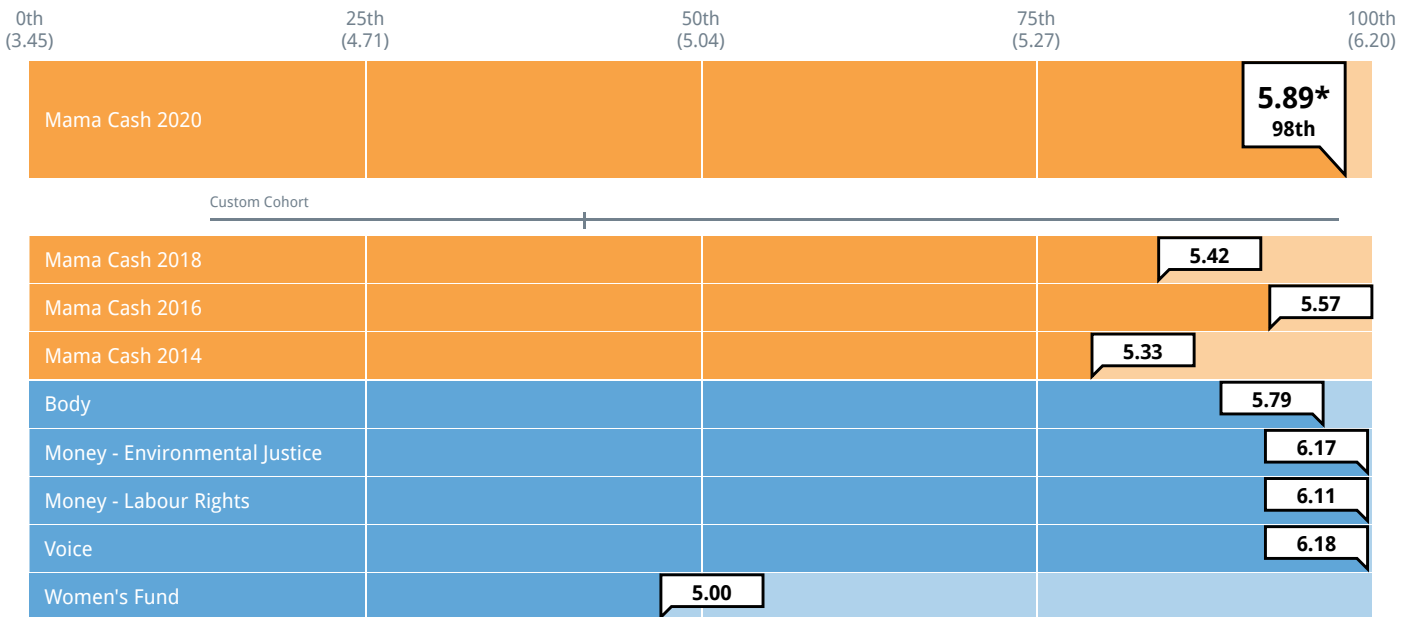
Submitted a proposal Did not submit a proposal



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

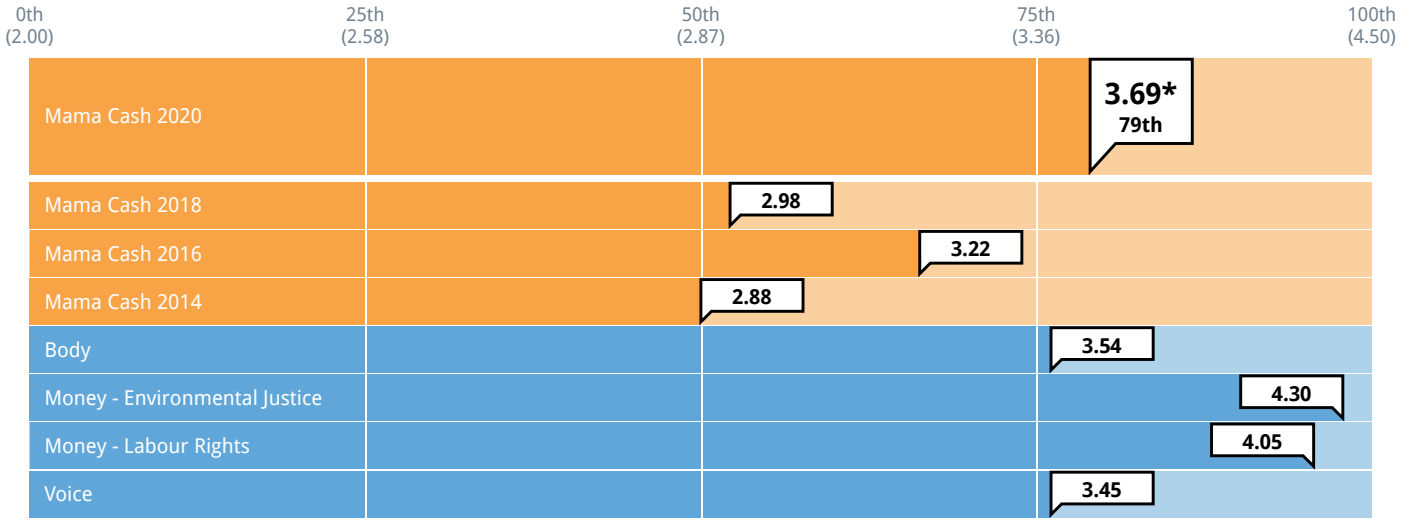
Past results: On Off

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 ▼

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 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than 3 months	65%	76%	74%	54%	62%	64%
4 - 6 months	27%	19%	18%	25%	29%	25%
7 - 12 months	8%	4%	6%	16%	7%	9%
More than 12 months	0%	1%	1%	4%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Less than 3 months	71%	56%	56%	70%	82%
4 - 6 months	29%	33%	25%	26%	18%
7 - 12 months	0%	11%	19%	4%	0%
More than 12 months	0%	0%	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?”

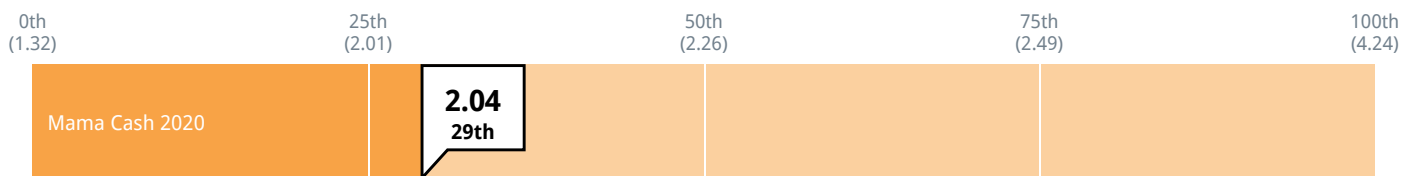
Time Between Submission and Funding Decision	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than 3 months	56%	81%	94%	78%	64%
4 - 6 months	36%	14%	6%	15%	28%
7 - 12 months	6%	3%	0%	6%	7%
More than 12 months	2%	3%	0%	1%	2%

Pressure to Modify Priorities

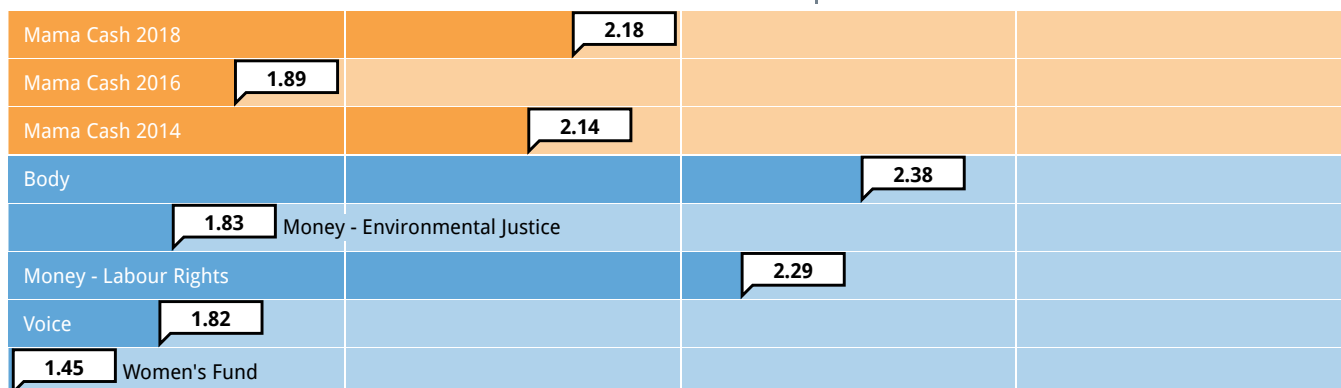
Grantee Responses

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



Custom Cohort



Cohort: Custom Cohort

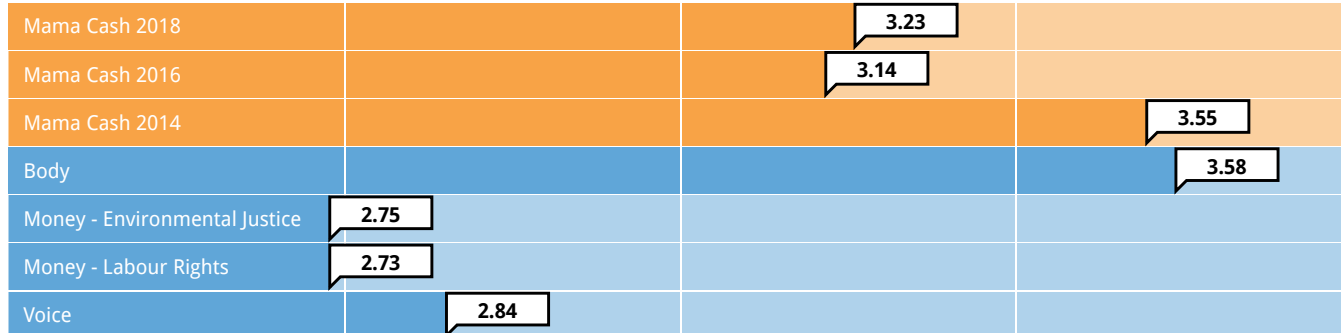
Past results: On Off

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

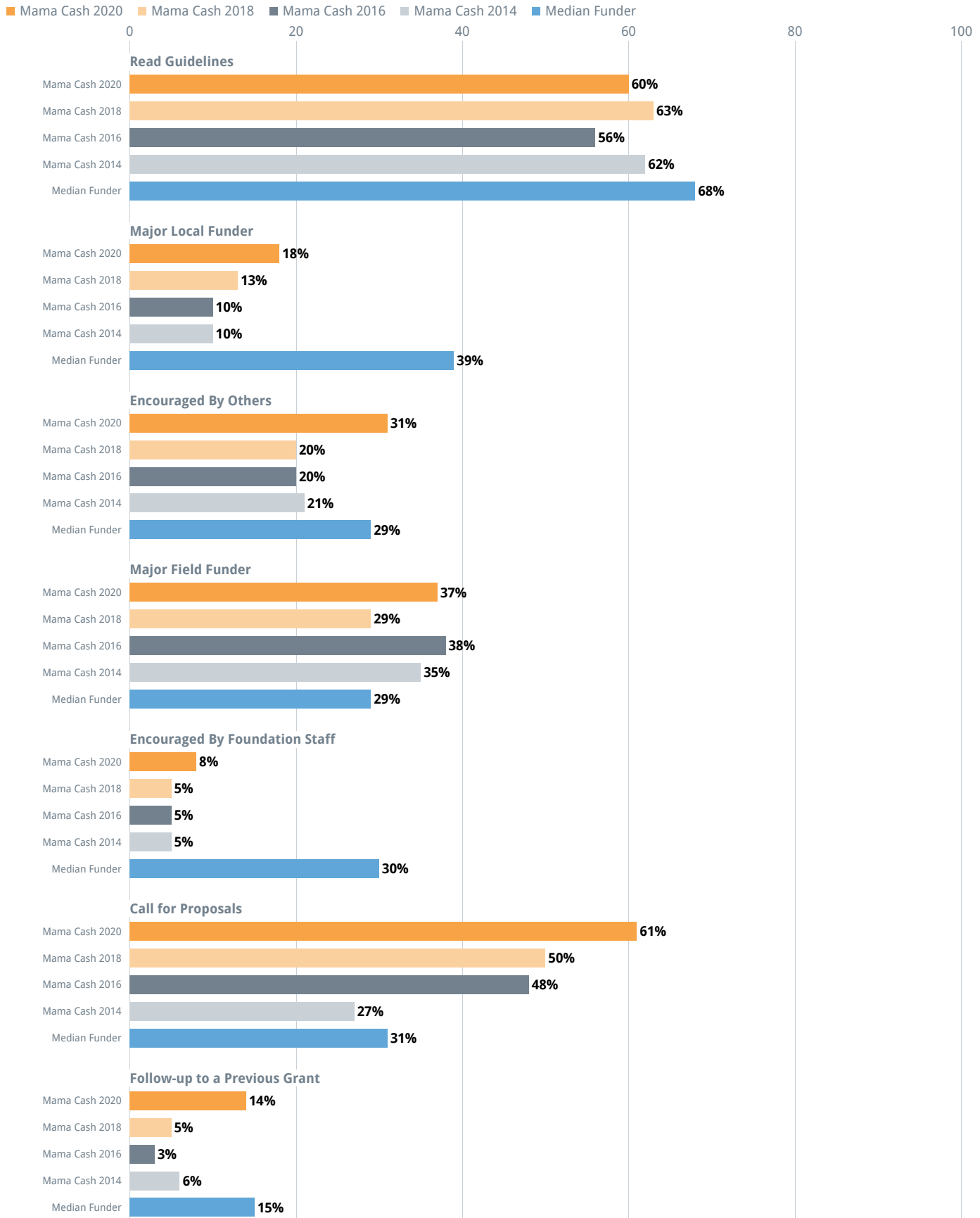
Past results: On Off

Subgroup: Portfolio

Declined Applications

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

Reasons for Applying for Funding (Applicant Responses)



Reasons Provided for Declining Proposal

Applicant Responses

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

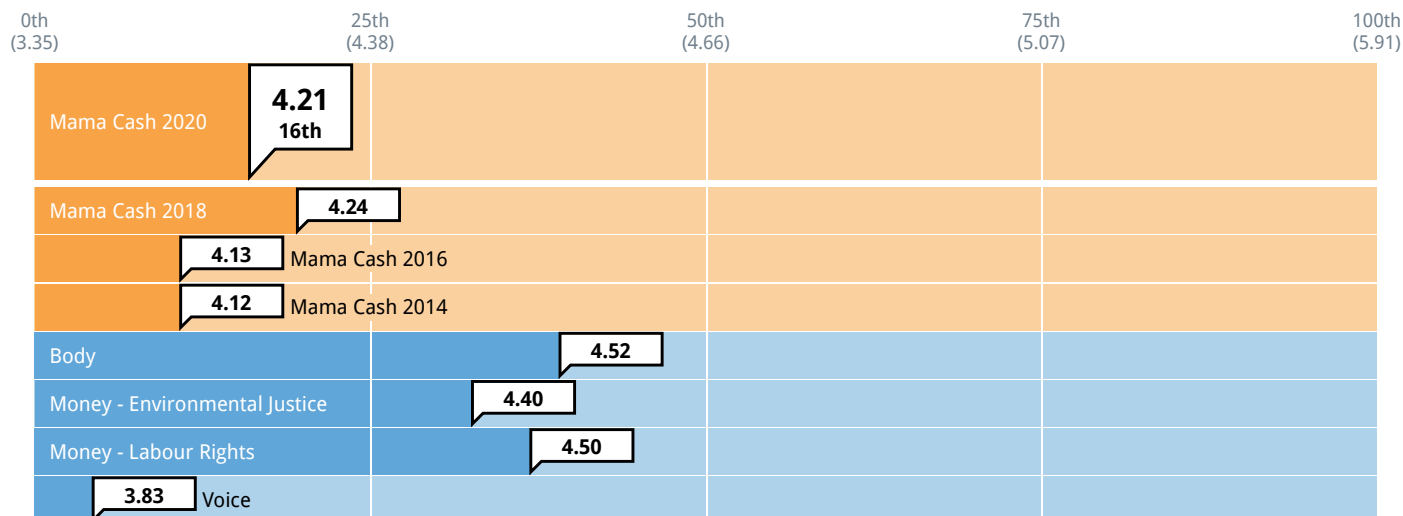
Reasons Provided for Declining Proposal	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
No reason provided	13%	11%	10%	8%	14%
Not enough funds/too many good proposals	39%	38%	40%	29%	32%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	14%	18%	18%	29%	14%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	18%	14%	23%	20%	15%
Other	16%	18%	10%	14%	25%

Reasons Provided for Declining Proposal (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
No reason provided	12%	0%	19%	15%
Not enough funds/too many good proposals	42%	30%	48%	34%
Doesn't fit Foundation priorities/guidelines, with no explanation as to why	19%	25%	7%	11%
Doesn't fit Foundation priorities/guidelines, with explanation as to why	25%	15%	19%	13%
Other	2%	30%	7%	27%

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

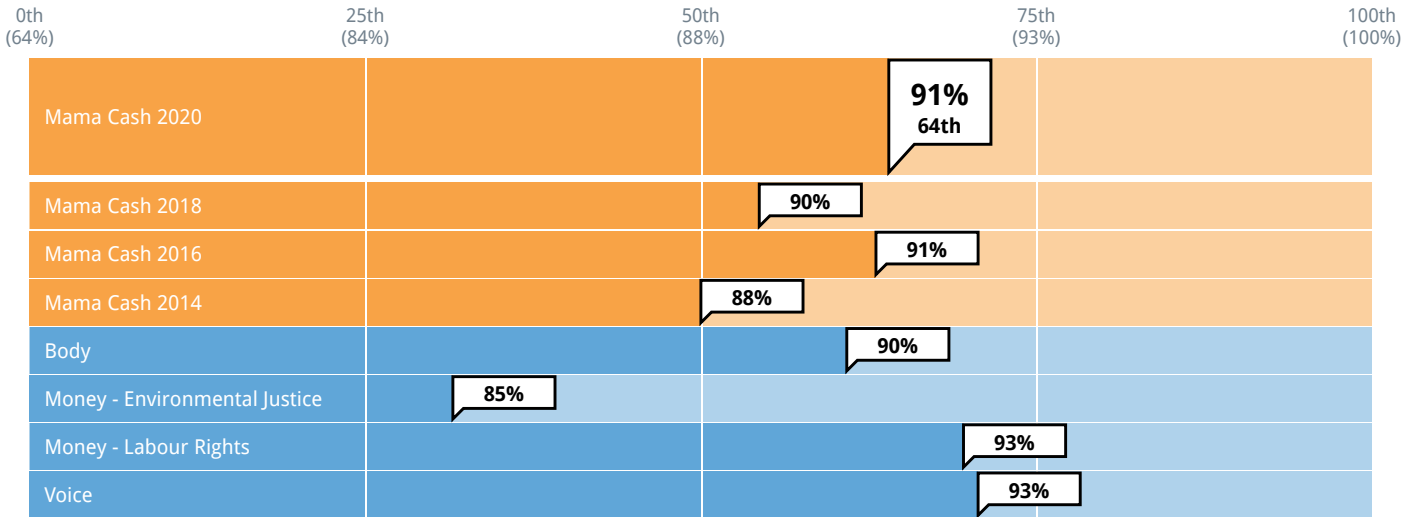
Subgroup: Portfolio ▼

Implications for Future Applications

Applicant Responses

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

Proportion that responded "Yes"

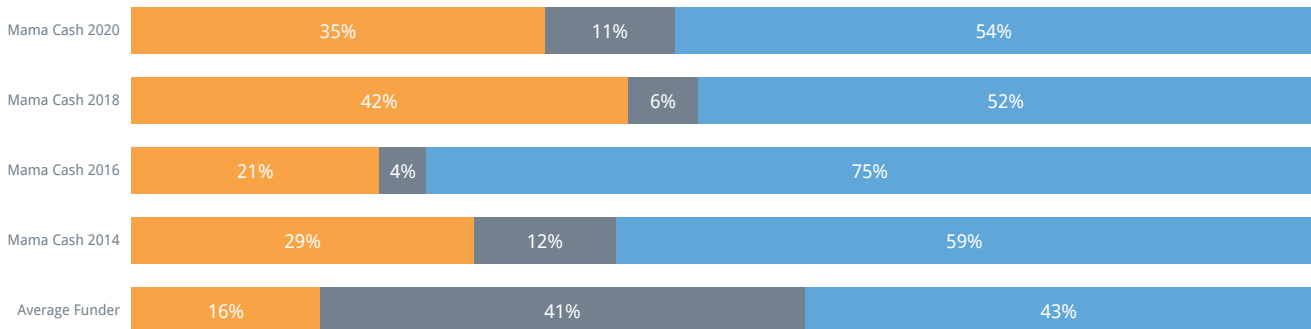


Cohort: None Past results: On Off Subgroup: Portfolio

Would you consider applying for funding from the Foundation in the future?	Mama Cash 2020
Yes, I would consider applying for a similar project	54%
Yes, I would consider applying for a different project	37%
No, I would not consider applying	9%

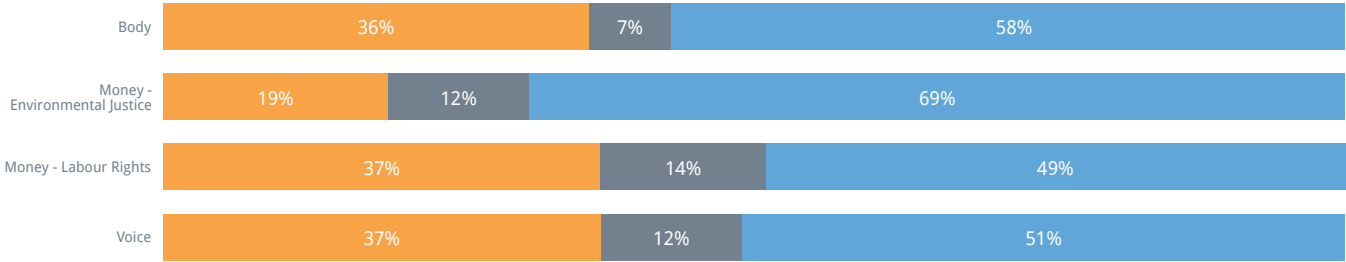
History with the Foundation of Respondents That Would Consider Reapplying

■ Previously declined
 ■ Previously received funding
 ■ First-time applicant



History with the Foundation of Respondents That Would Consider Reapplying

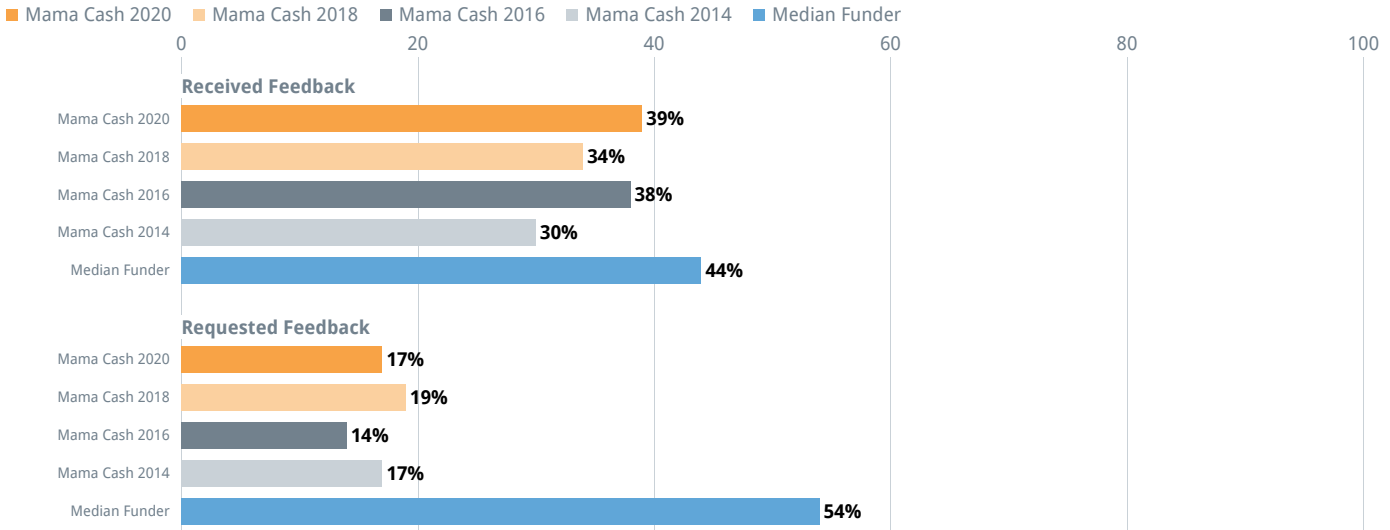
■ Previously declined ■ Previously received funding ■ First-time applicant



Feedback on Declined Applications

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

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



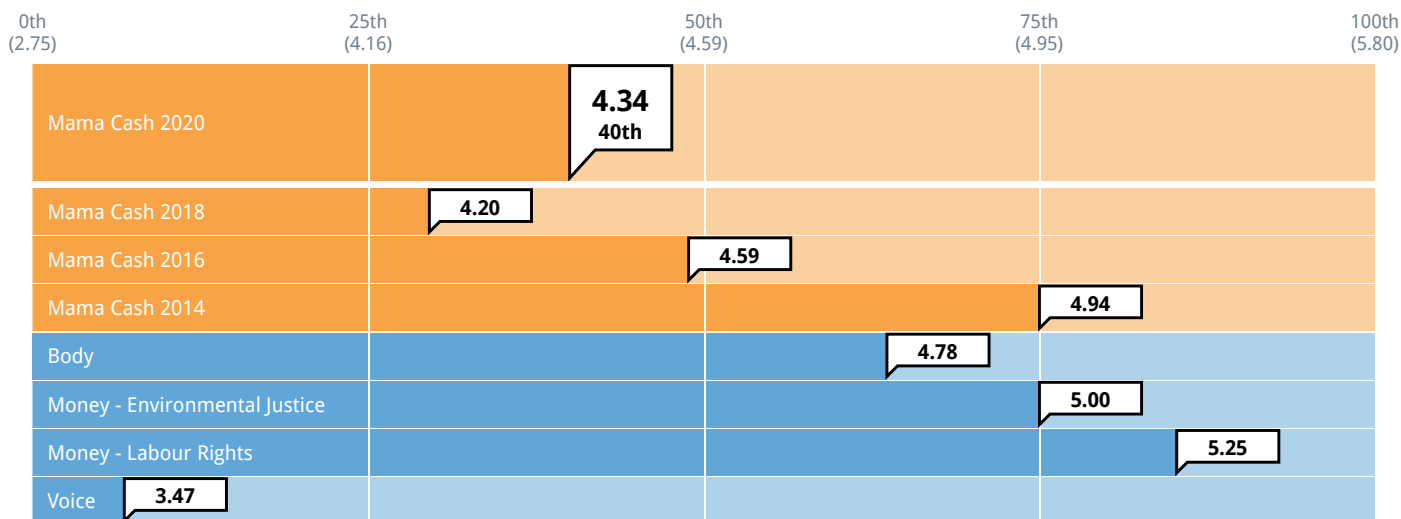
Proportion of Applicants that Requested Feedback, But Did Not Receive It (Applicant Responses)



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: Past results: On Off Subgroup:

Please note: The following question was recently added to the APR and does not yet have comparative data.

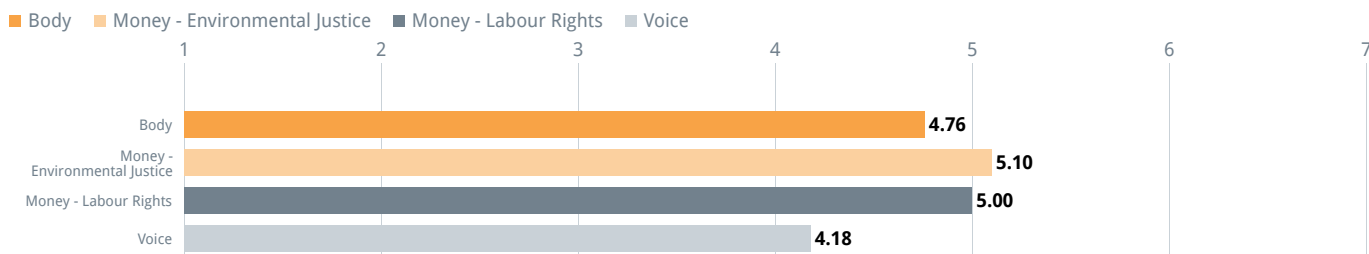
Please rate the feedback and advice you received in terms of its helpfulness in strengthening future proposals to other funders.

1 = Not at all helpful 7 = Extremely helpful



Please rate the feedback and advice you received in terms of its helpfulness in strengthening future proposals to other funders. - By Subgroup

1 = Not at all helpful 7 = Extremely helpful



Guidance from the Foundation About Future Applications

This following question was recently added to the applicant survey and there is not yet sufficient comparative data in the applicant dataset to display comparative data.

Did the Foundation provide guidance about whether you should consider applying for funding from the Foundation again?	Mama Cash 2020
Encouraged to apply in the future by the Foundation	51%
Discouraged to apply in the future by the Foundation	7%
Received no indication from the Foundation about whether you should apply in the future	43%

Did the Foundation provide guidance about whether you should consider applying for funding from the Foundation again? (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Encouraged to apply in the future by the Foundation	62%	40%	54%	45%
Discouraged to apply in the future by the Foundation	8%	0%	10%	6%
Received no indication from the Foundation about whether you should apply in the future	31%	60%	37%	49%

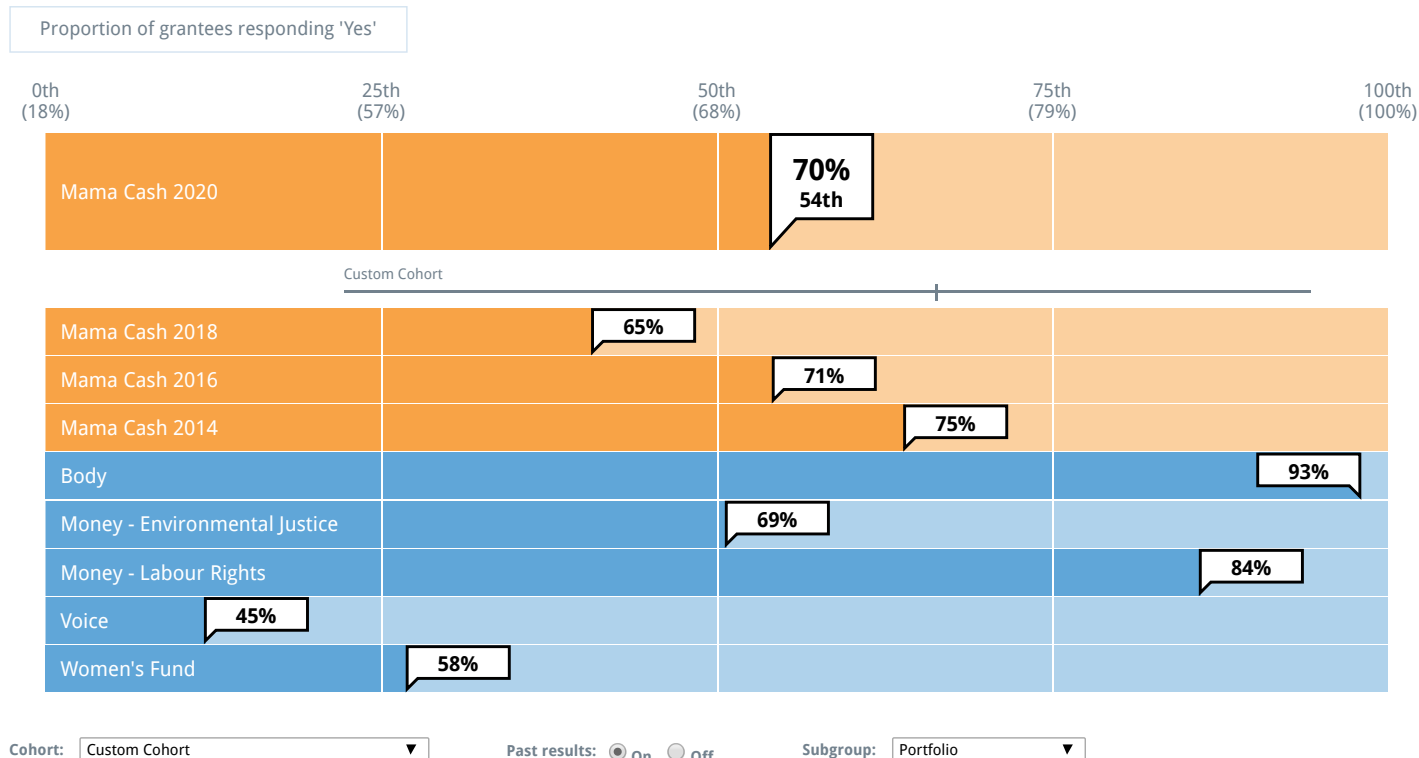
Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - Mama Cash's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by Mama Cash to assess or learn about a grant, a program, or Mama Cash's efforts.

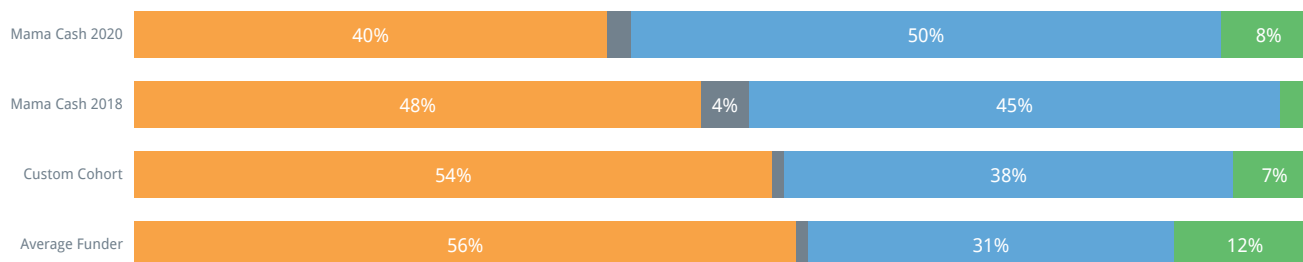
Grantee Responses

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?



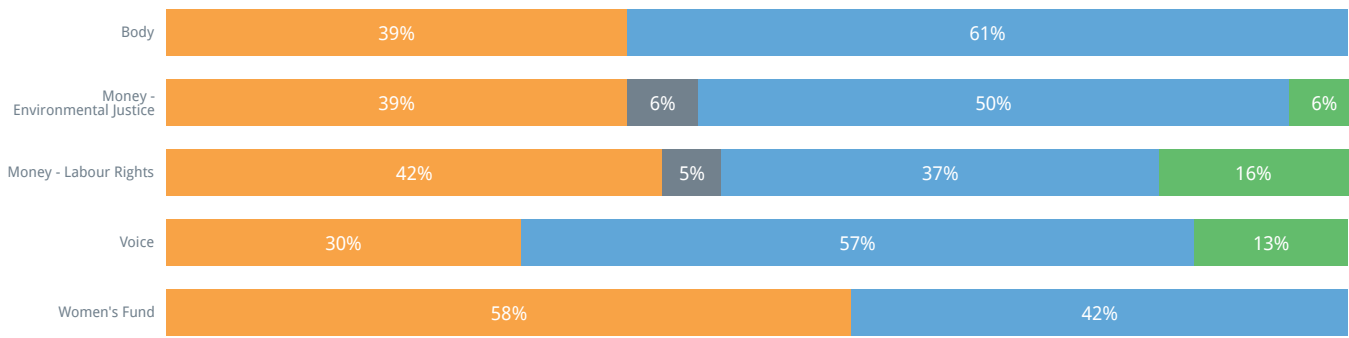
Participation in Reporting and/or Evaluation Processes

- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process



Participation in Reporting and/or Evaluation Processes (By Subgroup)

■ Participated in a reporting process only
 ■ Participated in an evaluation process only
 ■ Participated in both a reporting and an evaluation process
 ■ Participated in neither a reporting nor an evaluation process



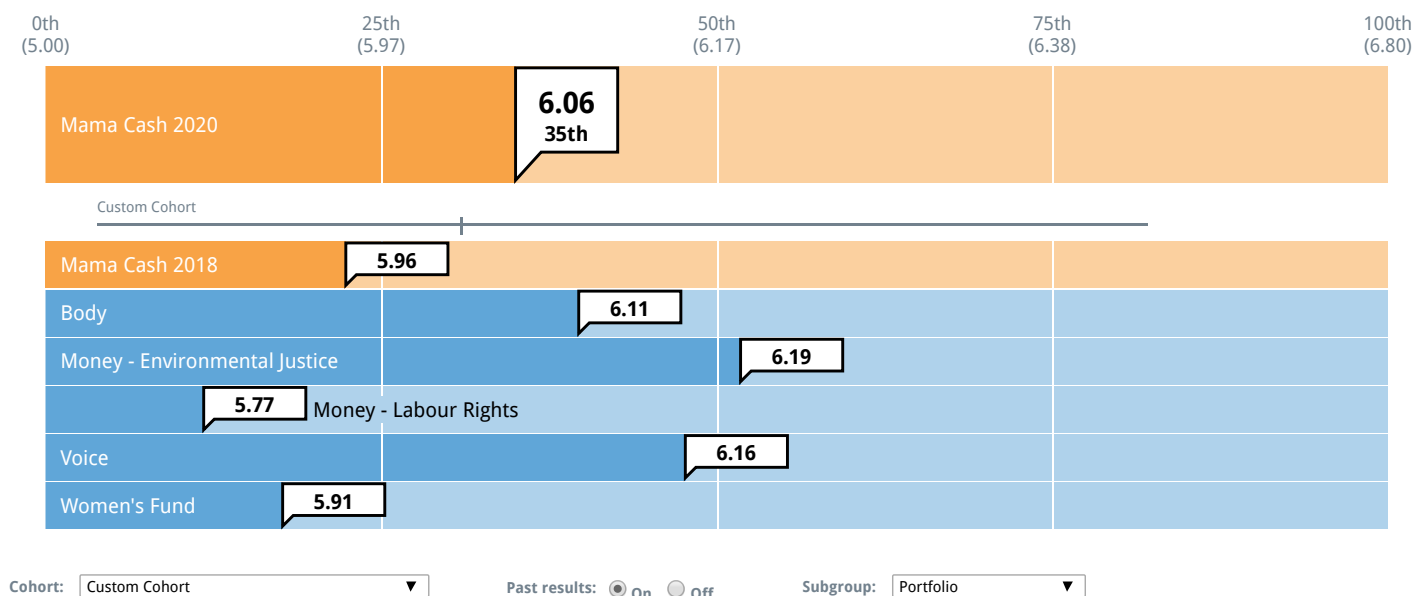
Reporting Process

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?

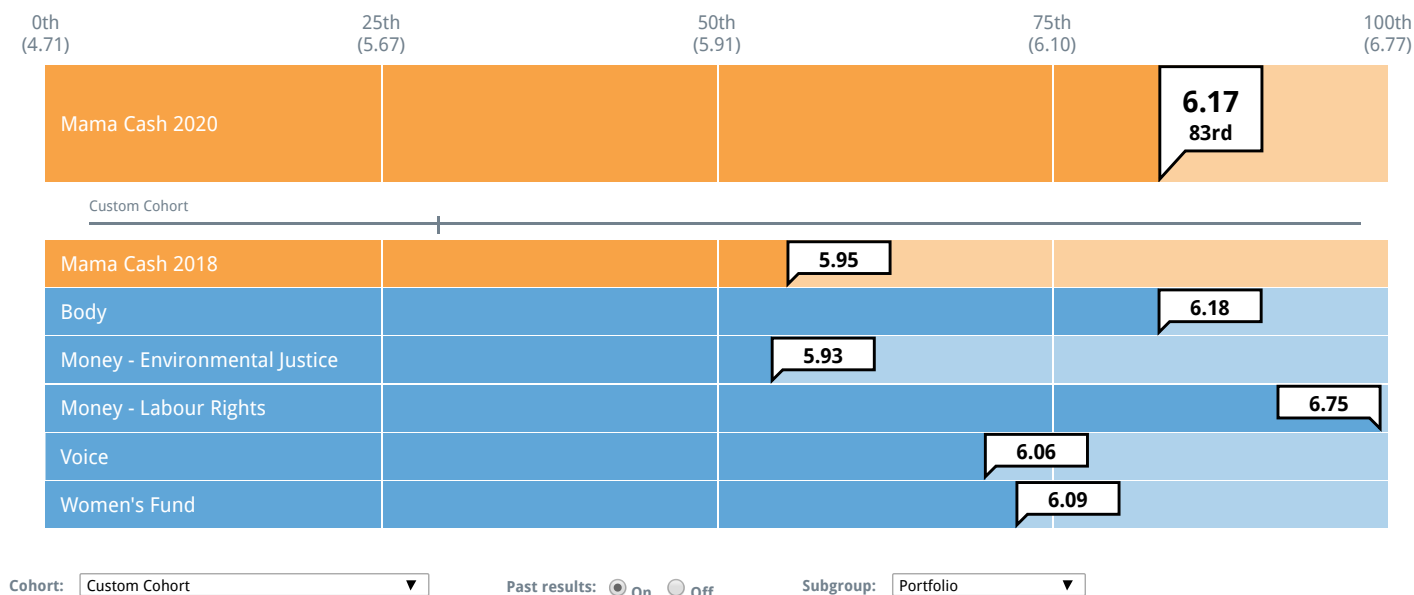
1 = Not at all 7 = To a great extent



Grantee Responses

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

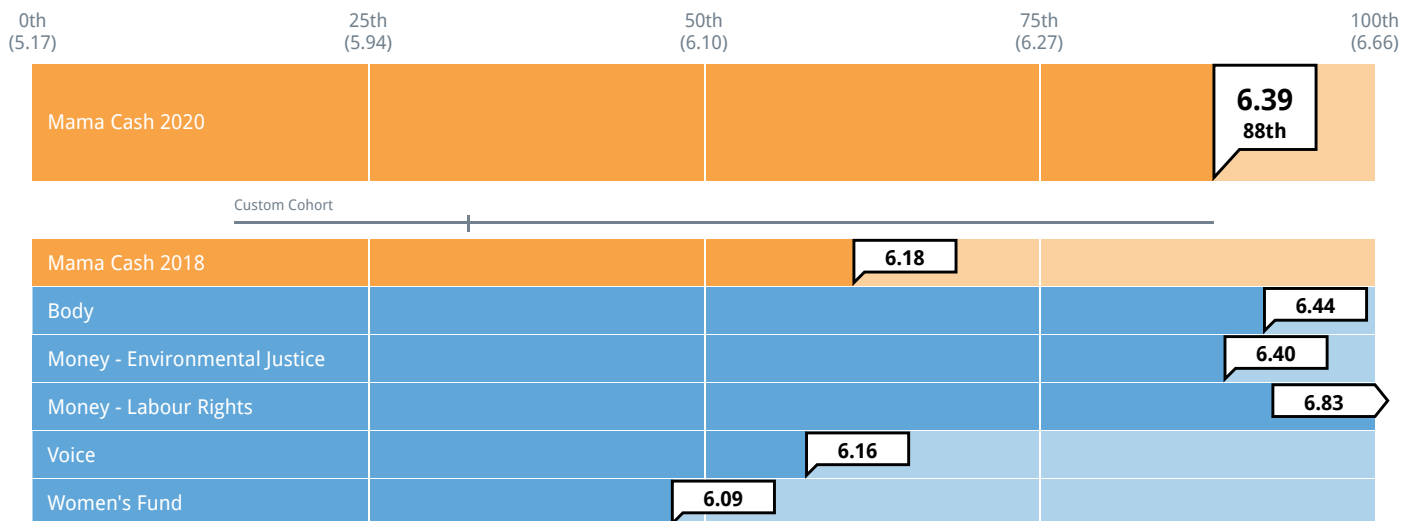
1 = Not at all 7 = To a great extent



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: Custom Cohort

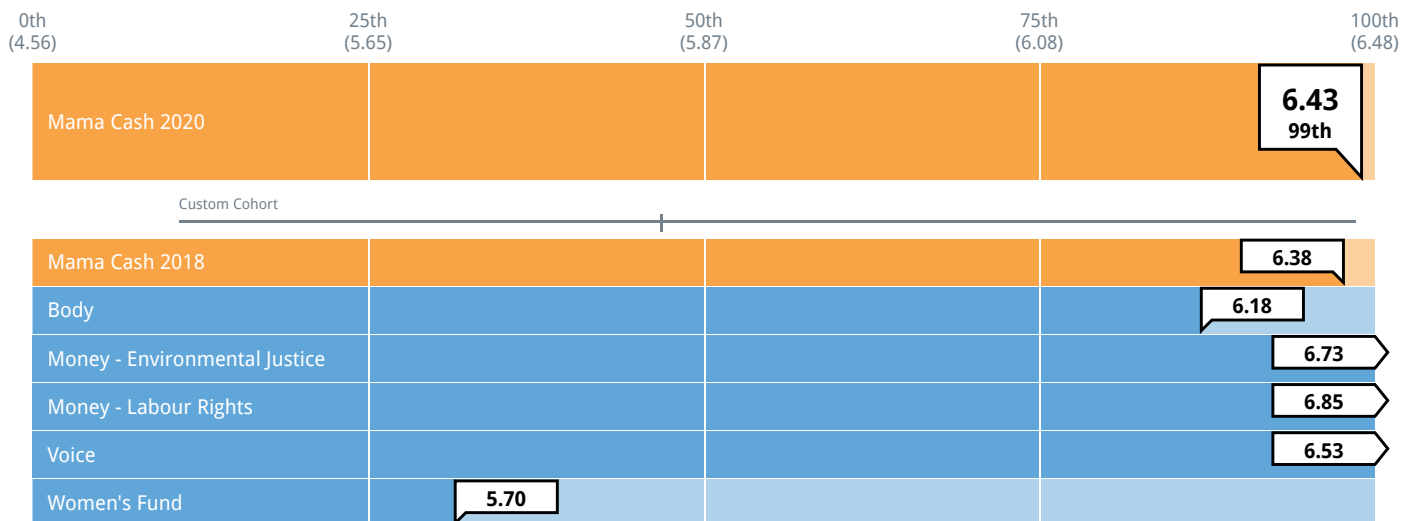
Past results: On Off

Subgroup: Portfolio

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: Custom Cohort

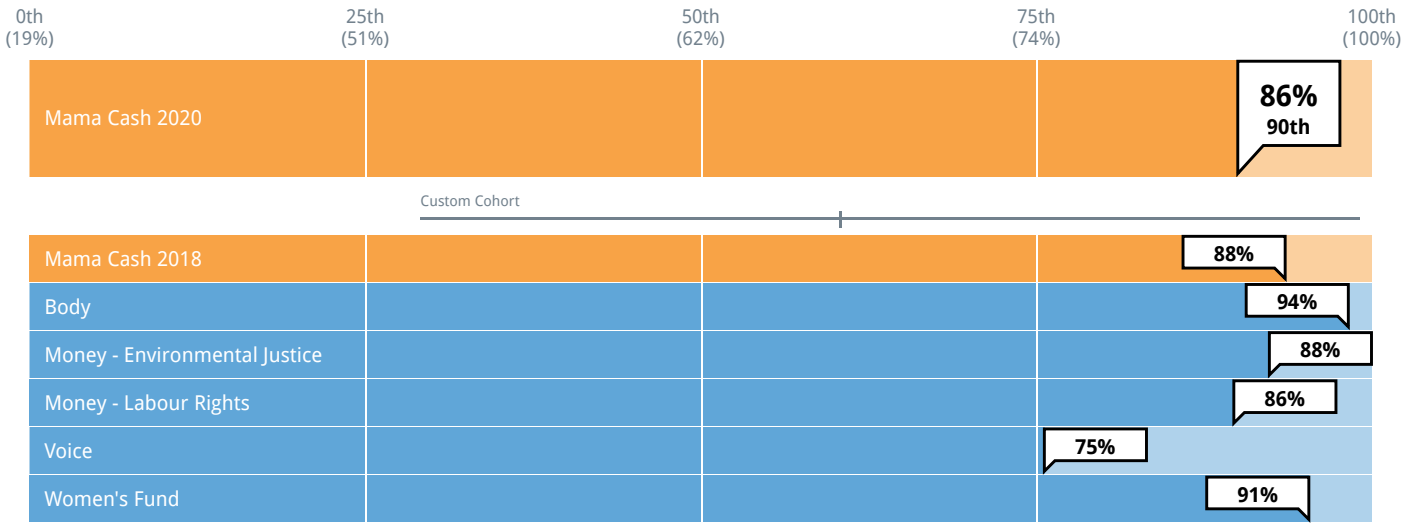
Past results: On Off

Subgroup: Portfolio

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: Custom Cohort

Past results: On Off

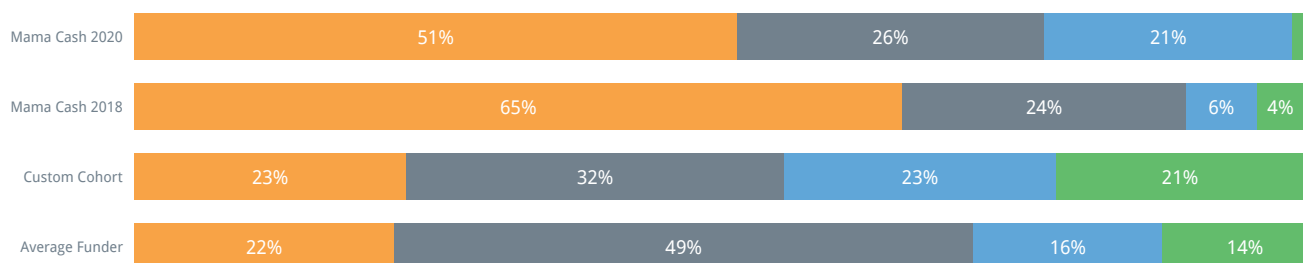
Subgroup: Portfolio

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.

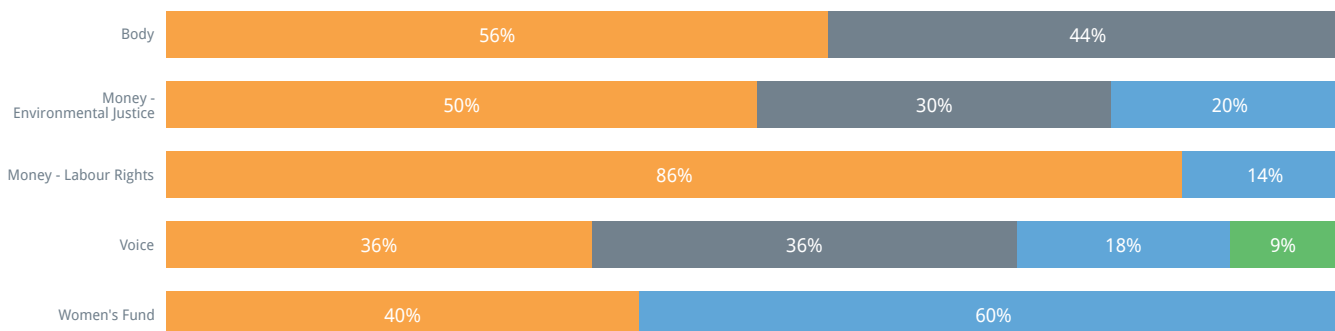
Who was primarily responsible for carrying out the evaluation?

■ Evaluation staff at Mama Cash
 ■ Evaluation staff at your organization
 ■ External evaluator, chosen by Mama Cash
 ■ External evaluator, chosen by your organization



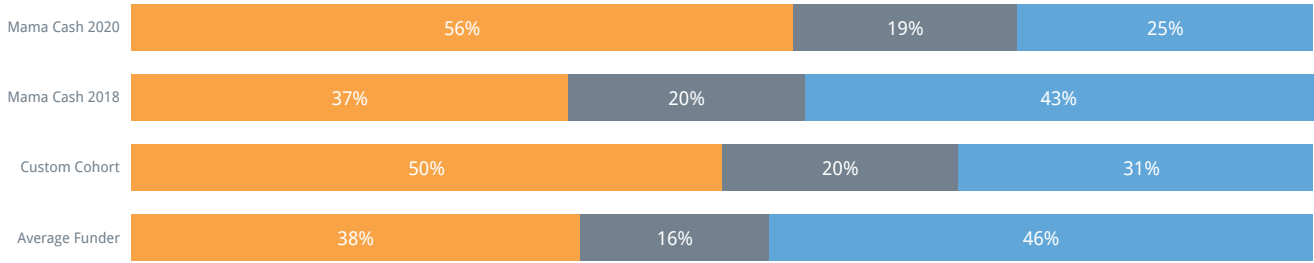
Who was primarily responsible for carrying out the evaluation? (By Subgroup)

■ Evaluation staff at Mama Cash
 ■ Evaluation staff at your organization
 ■ External evaluator, chosen by Mama Cash
 ■ External evaluator, chosen by your organization



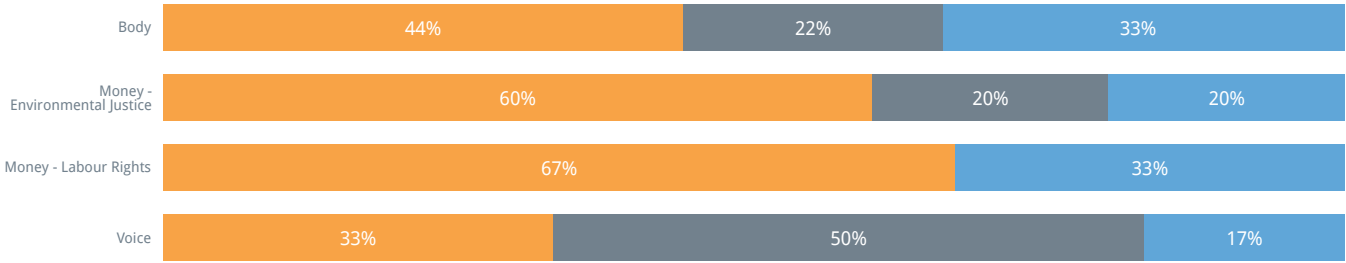
Did the Foundation provide financial support for the evaluation?

■ Yes, the evaluation's costs were fully funded by Mama Cash ■ Yes, the evaluation's costs were partially funded by Mama Cash
■ No, the evaluation's costs were not funded by Mama Cash



Did the Foundation provide financial support for the evaluation? (By Subgroup)

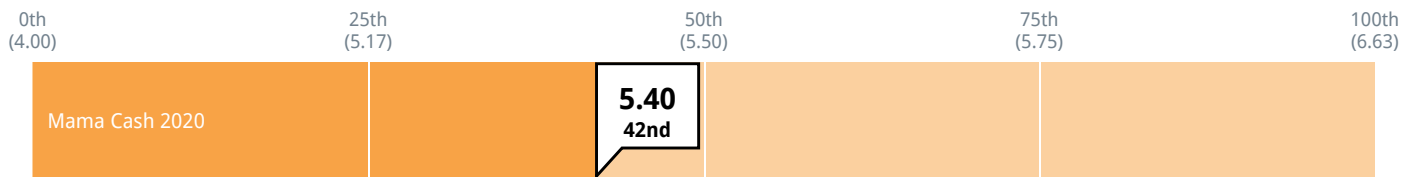
■ Yes, the evaluation's costs were fully funded by Mama Cash ■ Yes, the evaluation's costs were partially funded by Mama Cash ■ No, the evaluation's costs were not funded by Mama Cash



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



Custom Cohort

Item	Score
Mama Cash 2018	5.45
Body	5.88
Money - Environmental Justice	5.90
Money - Labour Rights	5.00
Voice	5.00

Cohort: Custom Cohort

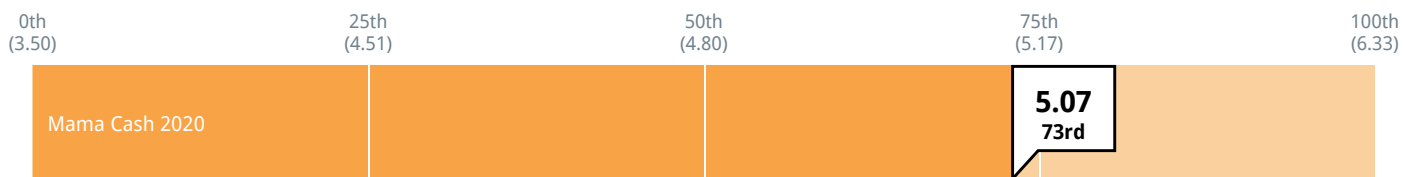
Past results: On Off

Subgroup: Portfolio

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



Custom Cohort

Item	Score
Mama Cash 2018	4.84
Body	5.67
Money - Environmental Justice	4.70
Money - Labour Rights	6.20
Voice	4.83

Cohort: Custom Cohort

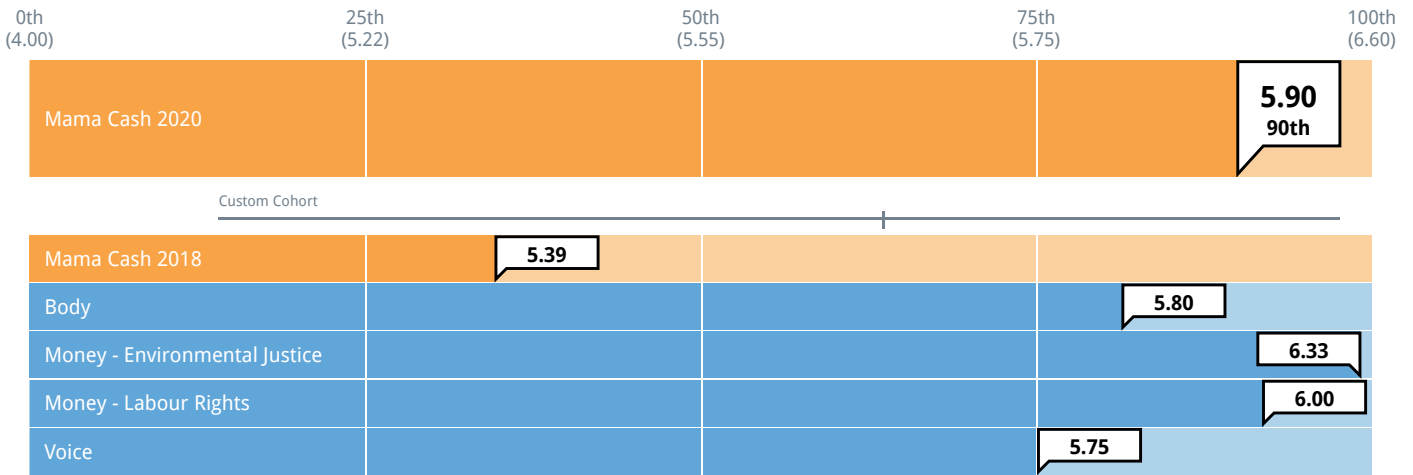
Past results: On Off

Subgroup: Portfolio

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: Custom Cohort

Past results: On Off

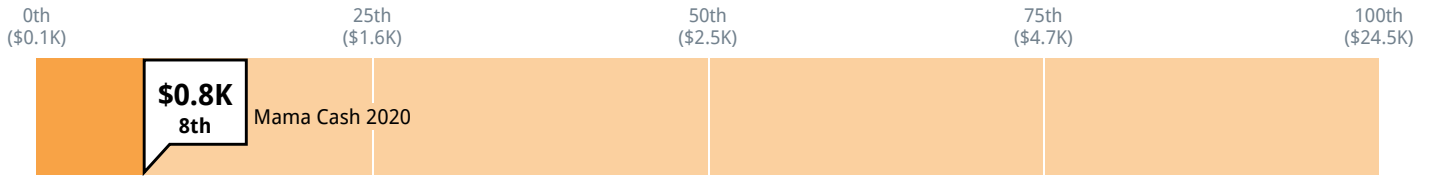
Subgroup: Portfolio

Dollar Return and Time Spent on Processes

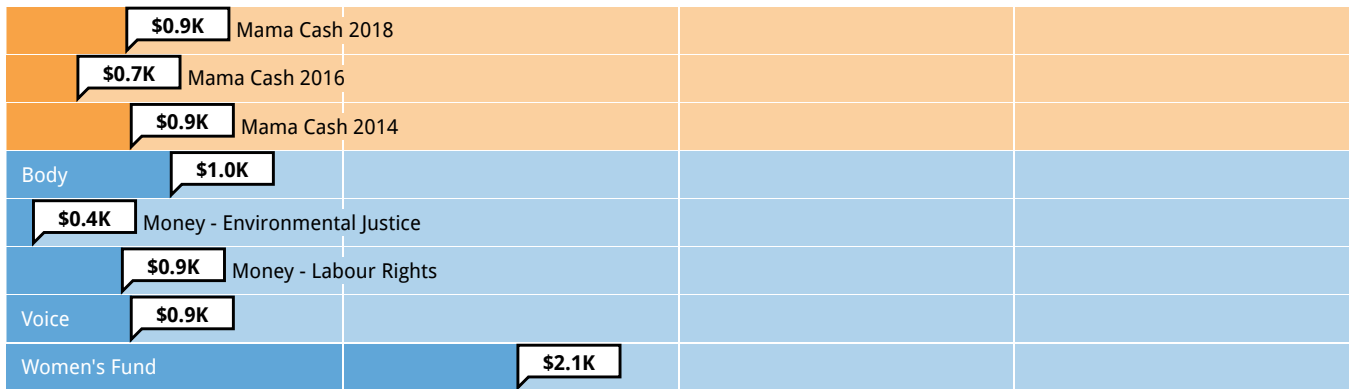
Grantee Responses

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



Custom Cohort



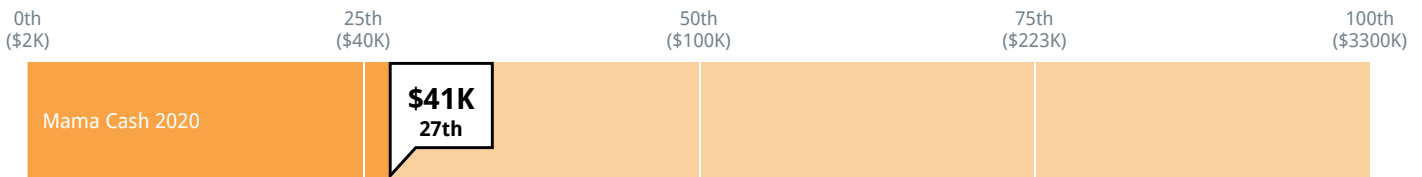
Cohort: Custom Cohort

Past results: On Off

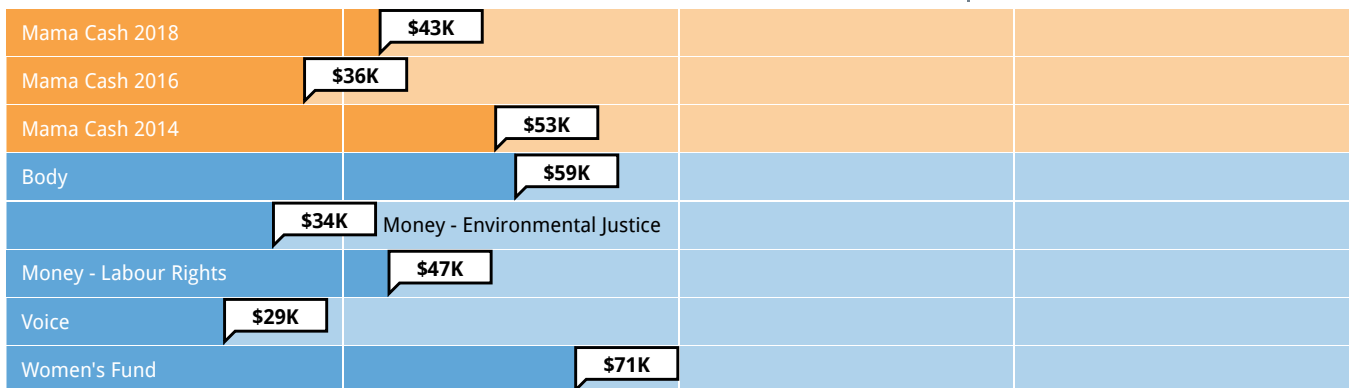
Subgroup: Portfolio

Grantee Responses

Median Grant Size



Custom Cohort



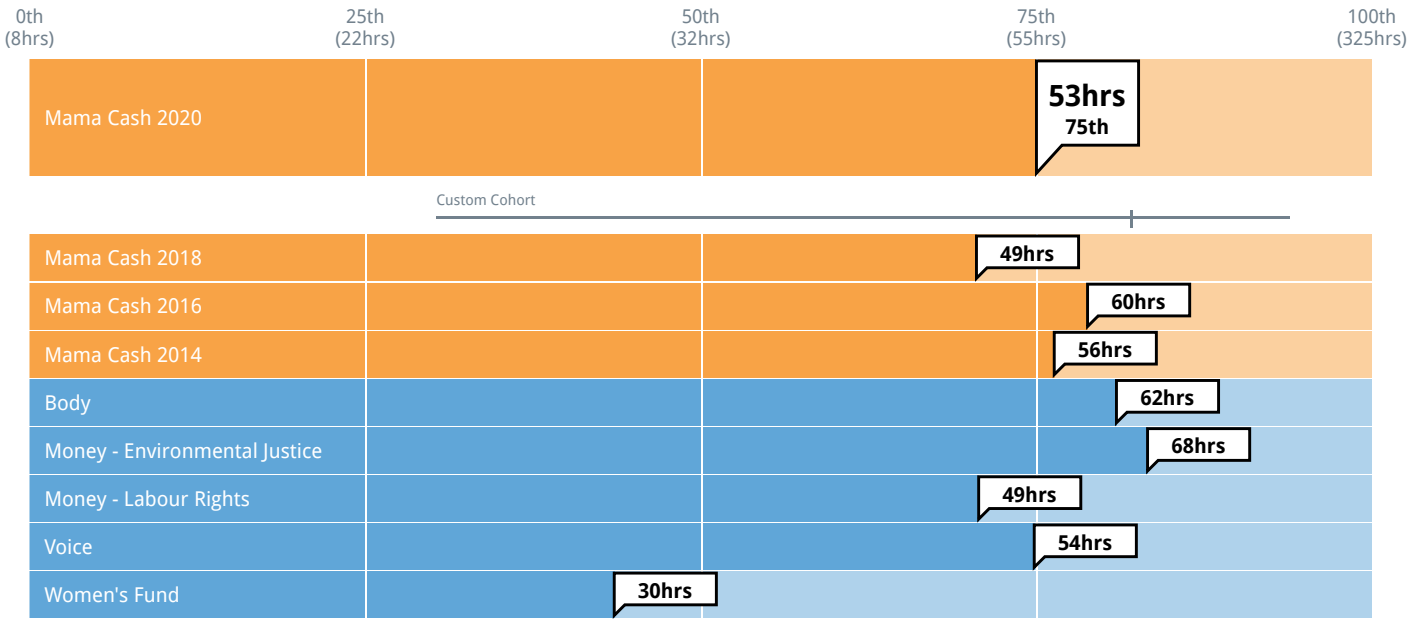
Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

Grantee Responses

Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort

Past results: On Off

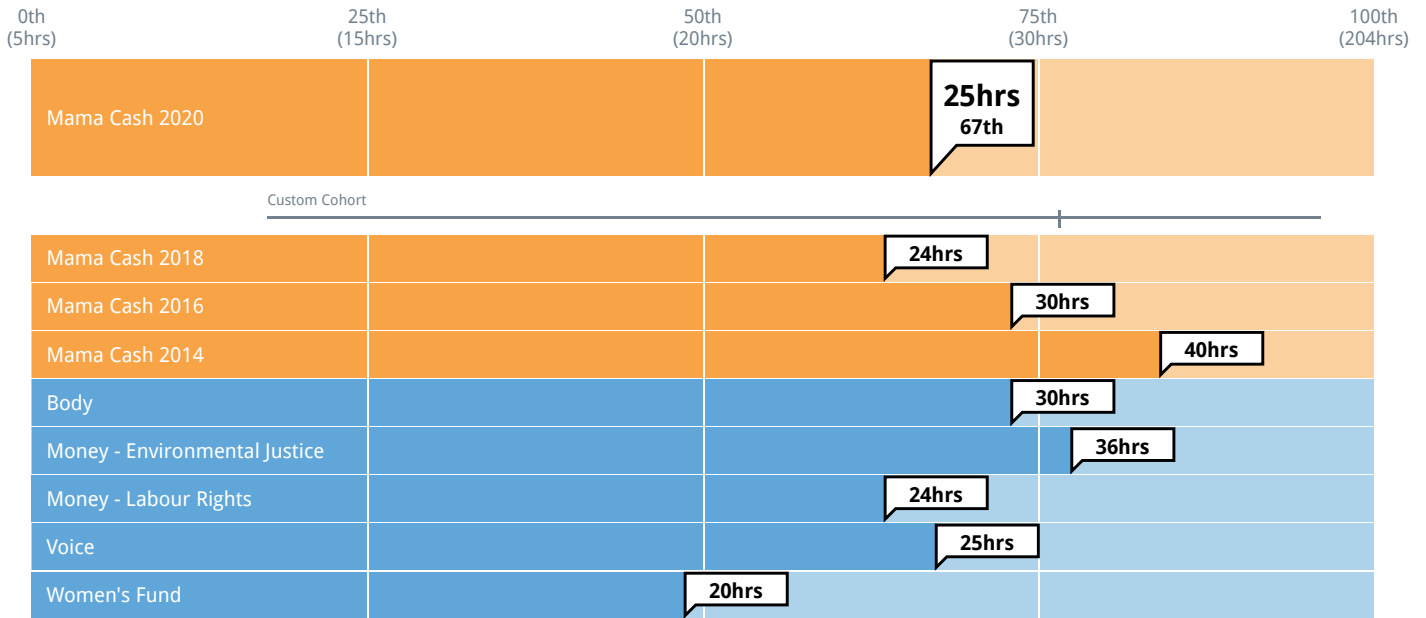
Subgroup: Portfolio

Time Spent on Selection Process

Grantee Feedback

Grantee Responses

Median Hours Spent on Proposal and Selection Process



Cohort: Custom Cohort

Past results: On Off

Subgroup: Portfolio

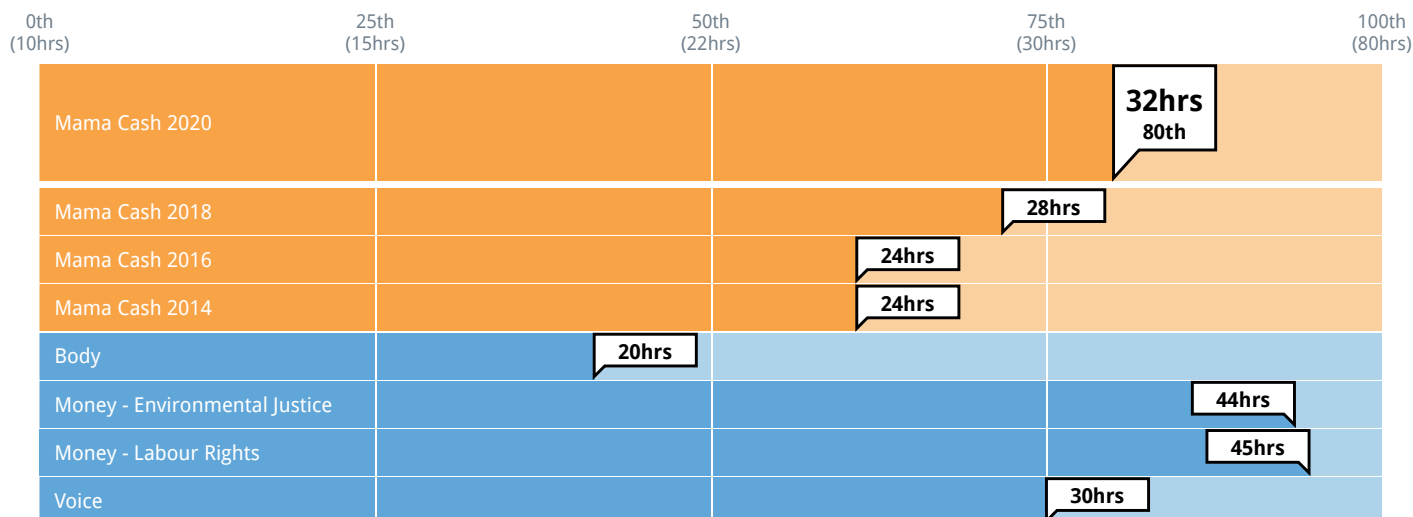
Time Spent On Proposal And Selection Process	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	18%	17%	13%	13%	21%	13%
10 to 19 hours	12%	25%	19%	16%	21%	15%
20 to 29 hours	20%	10%	16%	10%	18%	16%
30 to 39 hours	6%	8%	9%	9%	8%	9%
40 to 49 hours	16%	15%	17%	15%	12%	14%
50 to 99 hours	17%	11%	19%	22%	11%	17%
100 to 199 hours	5%	6%	4%	8%	6%	10%
200+ hours	6%	9%	3%	6%	4%	5%

Time Spent On Proposal And Selection Process (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
1 to 9 hours	27%	6%	11%	24%	27%
10 to 19 hours	13%	12%	16%	5%	18%
20 to 29 hours	0%	12%	26%	24%	36%
30 to 39 hours	13%	19%	0%	0%	0%
40 to 49 hours	20%	19%	21%	14%	0%
50 to 99 hours	13%	12%	21%	24%	9%
100 to 199 hours	7%	12%	0%	0%	9%
200+ hours	7%	6%	5%	10%	0%

Applicant Feedback

Applicant Responses

Median Hours Spent on Proposal Process



Cohort: Past results: On Off Subgroup:

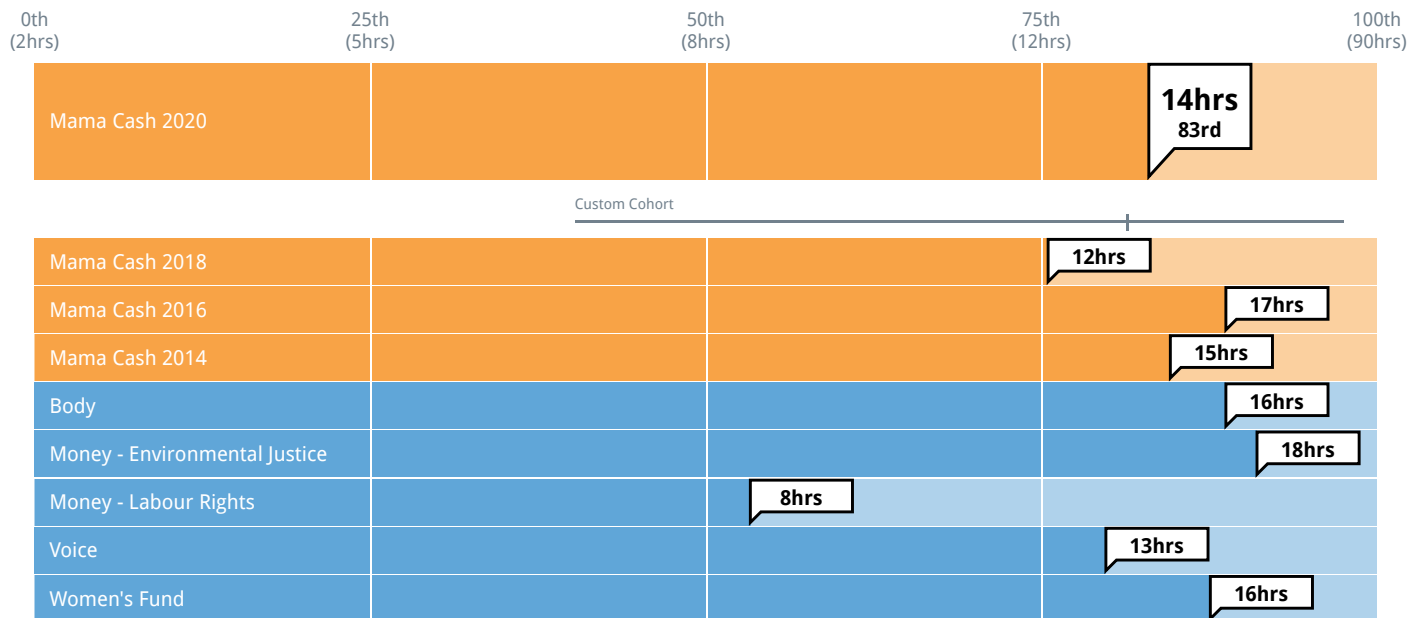
Times Spent on Selection Process	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Fewer than 10 hours	17%	18%	29%	21%	16%
10 to 19 hours	17%	22%	14%	18%	23%
20 to 29 hours	11%	10%	9%	13%	19%
30 to 39 hours	11%	3%	7%	9%	10%
40 to 49 hours	11%	10%	12%	10%	10%
50 to 99 hours	20%	20%	15%	17%	14%
100 to 199 hours	8%	10%	10%	7%	6%
200 hours or more	6%	7%	5%	5%	2%

Times Spent on Selection Process (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Fewer than 10 hours	23%	25%	12%	14%
10 to 19 hours	17%	5%	12%	21%
20 to 29 hours	12%	5%	10%	12%
30 to 39 hours	12%	10%	10%	11%
40 to 49 hours	10%	15%	15%	10%
50 to 99 hours	19%	25%	24%	17%
100 to 199 hours	6%	15%	10%	7%
200 hours or more	2%	0%	7%	8%

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 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 to 9 hours	39%	45%	26%	28%	53%	36%
10 to 19 hours	16%	15%	26%	32%	20%	22%
20 to 29 hours	22%	14%	21%	12%	10%	14%
30 to 39 hours	8%	3%	7%	1%	4%	6%
40 to 49 hours	4%	10%	7%	6%	3%	6%
50 to 99 hours	5%	8%	8%	10%	5%	9%
100+ hours	5%	5%	4%	11%	5%	7%

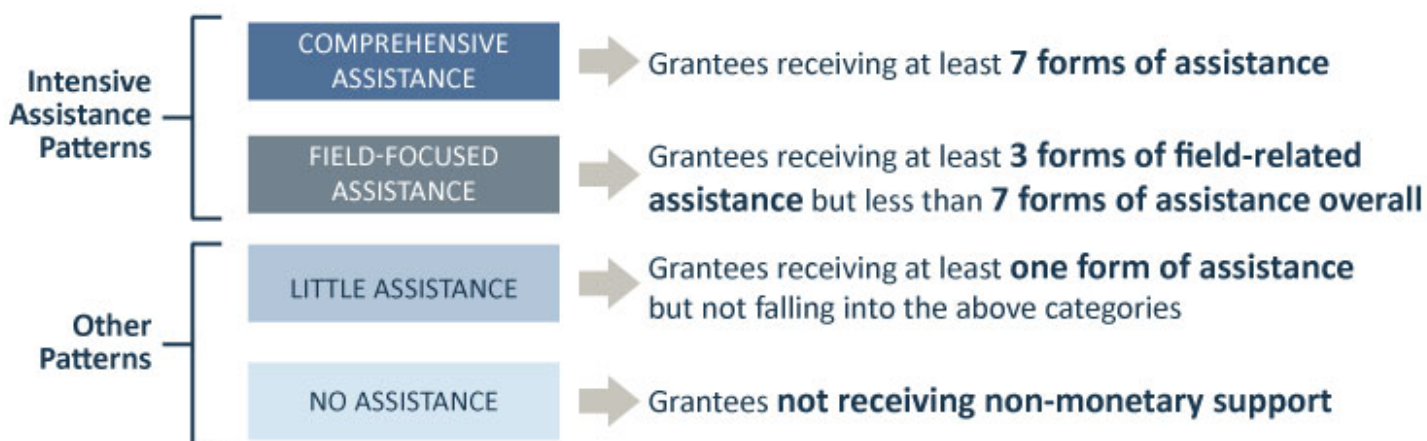
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
1 to 9 hours	36%	42%	56%	42%	18%
10 to 19 hours	14%	8%	6%	21%	36%
20 to 29 hours	29%	25%	19%	11%	27%
30 to 39 hours	14%	0%	0%	16%	9%
40 to 49 hours	7%	8%	0%	0%	9%
50 to 99 hours	0%	8%	12%	5%	0%
100+ hours	0%	8%	6%	5%	0%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by 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
		Fundraising support
		Diversity, equity, and inclusion assistance

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

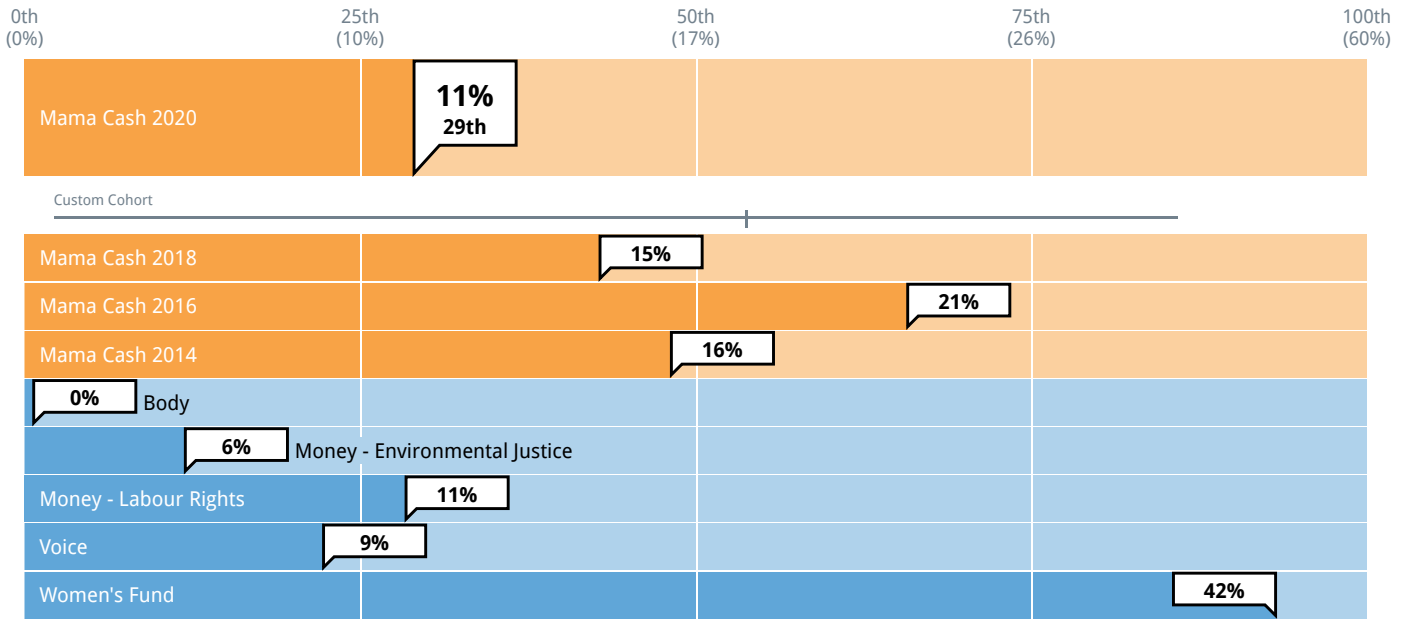


Non-Monetary Assistance Patterns	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Comprehensive	3%	3%	3%	3%	7%	6%
Field-focused	8%	12%	18%	13%	12%	12%
Little	59%	64%	53%	52%	41%	47%
None	30%	21%	26%	32%	41%	35%

Non-Monetary Assistance Patterns (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Comprehensive	0%	6%	0%	4%	8%
Field-focused	0%	0%	11%	4%	33%
Little	53%	72%	47%	78%	25%
None	47%	22%	42%	13%	33%

Grantee Responses

Proportion of grantees that received field-focused or comprehensive assistance



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

This following question was recently added to the grantee survey and depict comparative data from 78 funders in the dataset.

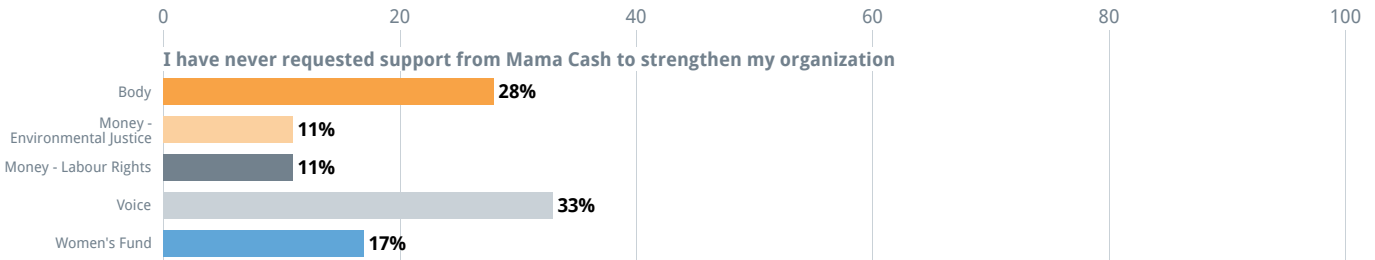
■ Mama Cash 2020 ■ Median Funder

I have never requested support from Mama Cash to strengthen my organization

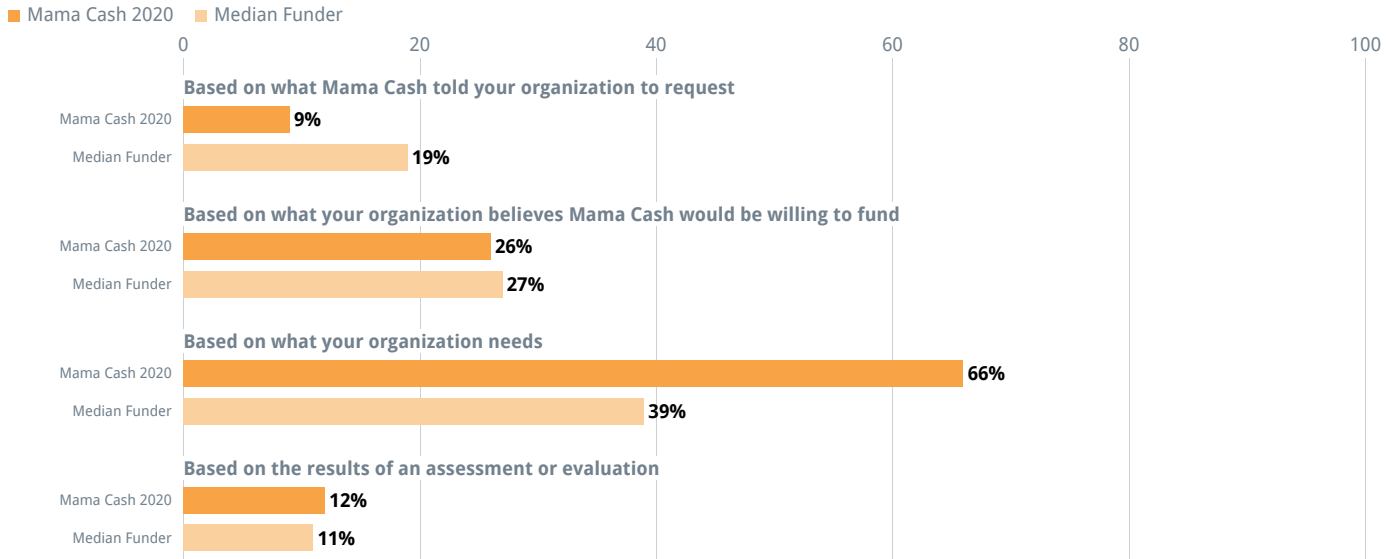


■ Body ■ Money - Environmental Justice ■ Money - Labour Rights ■ Voice ■ Women's Fund

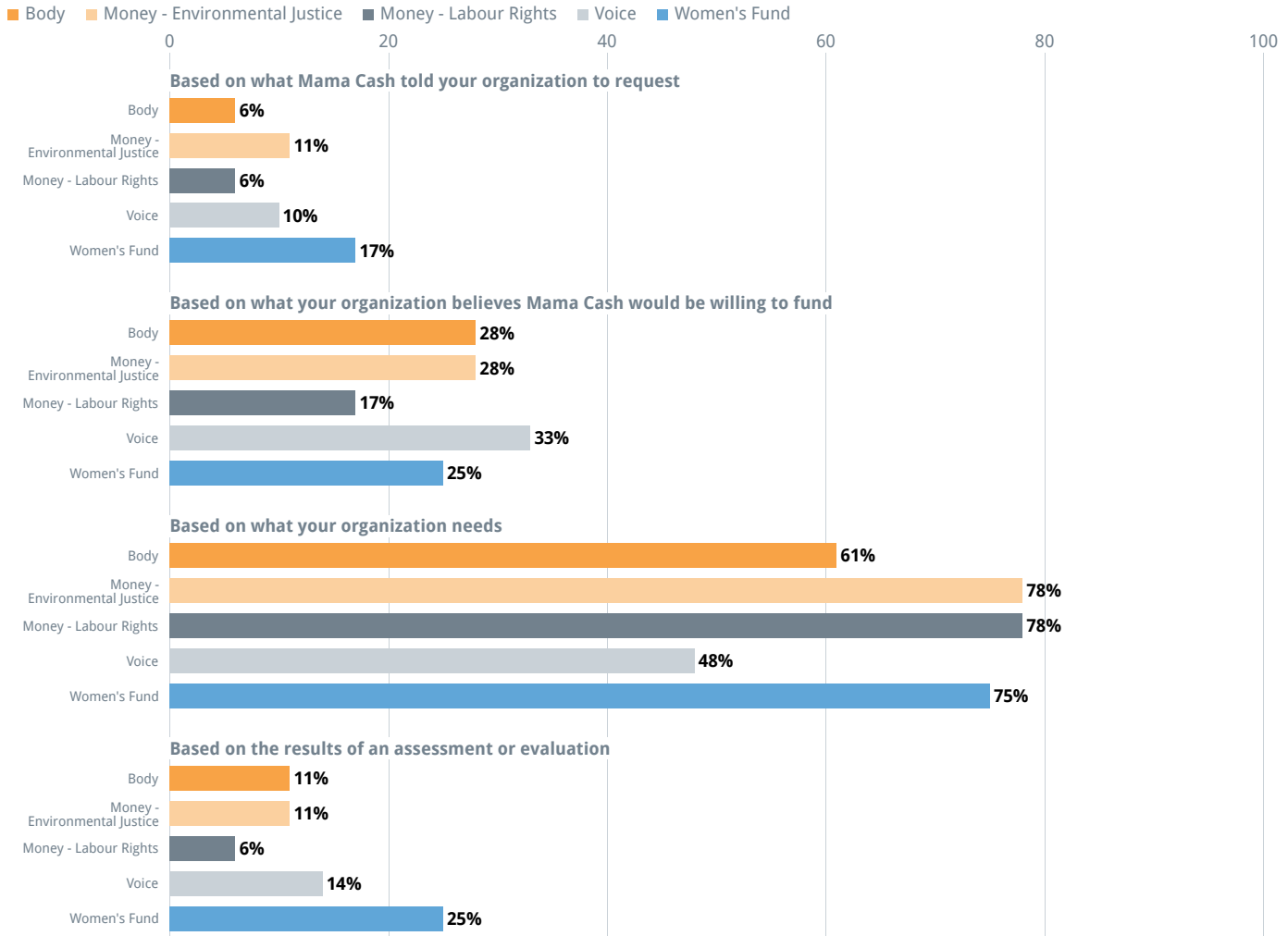
I have never requested support from Mama Cash to strengthen my organization



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



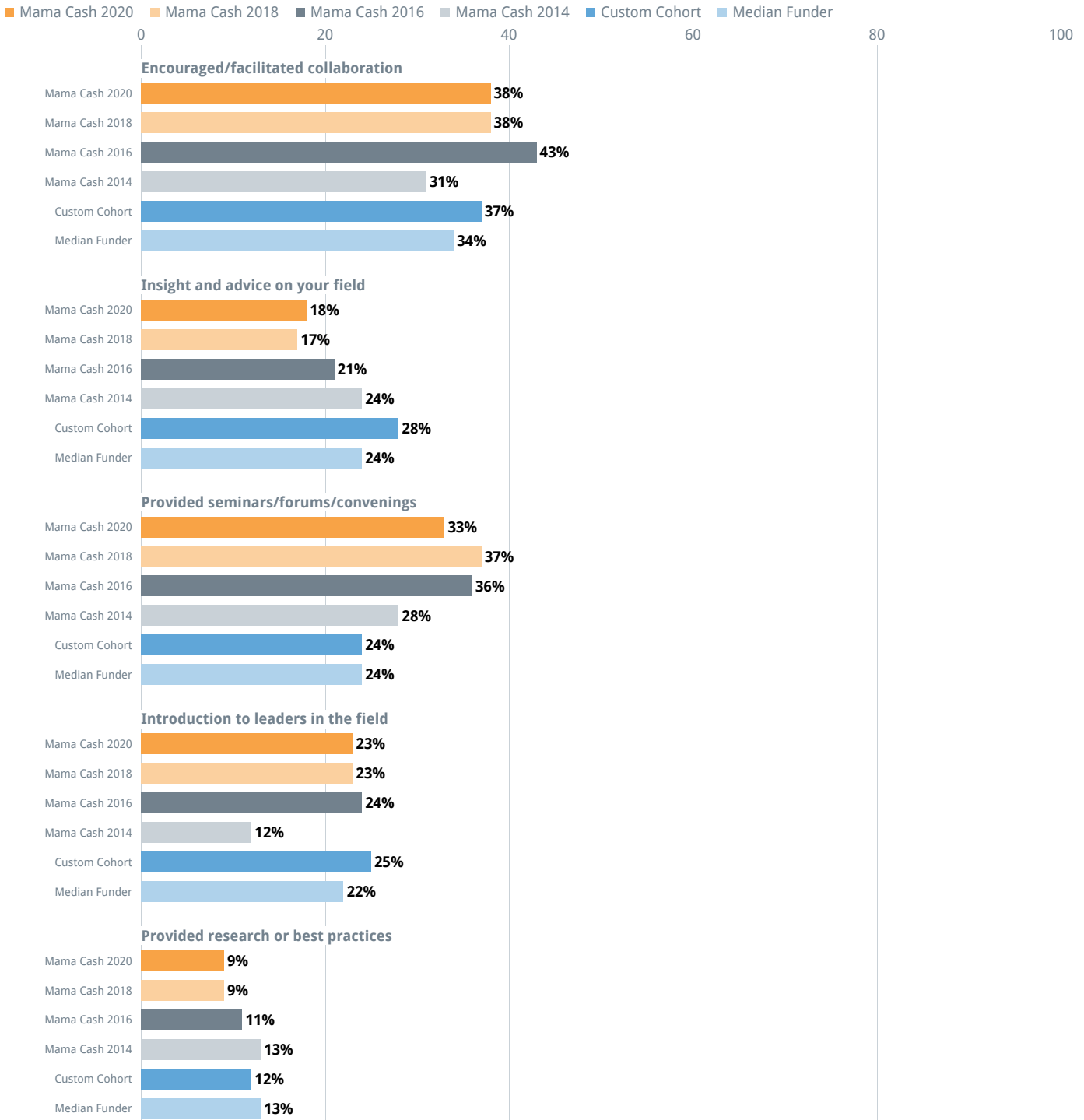
If you have ever requested support from Mama Cash to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup



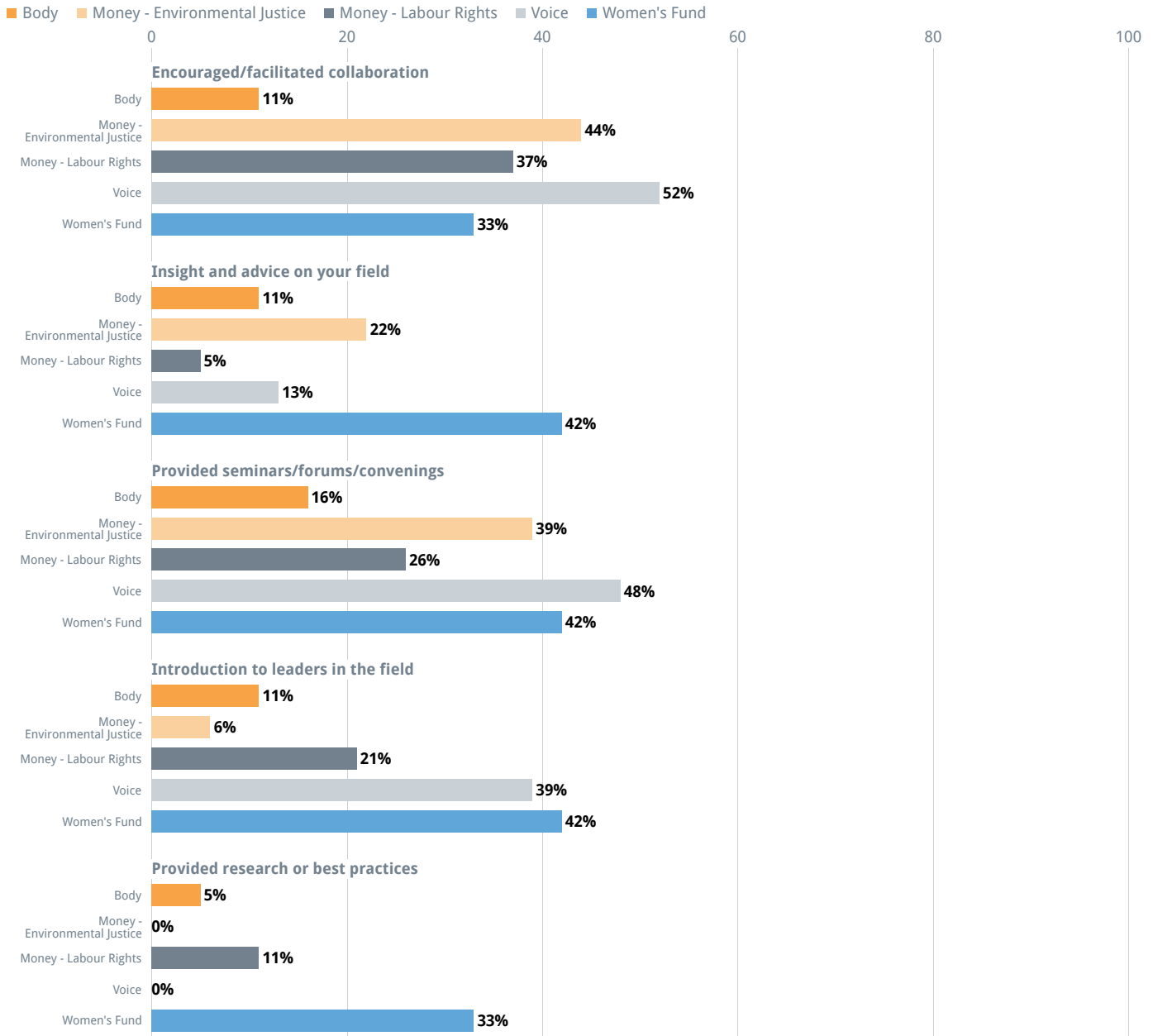
Field-Related Assistance Activities

"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



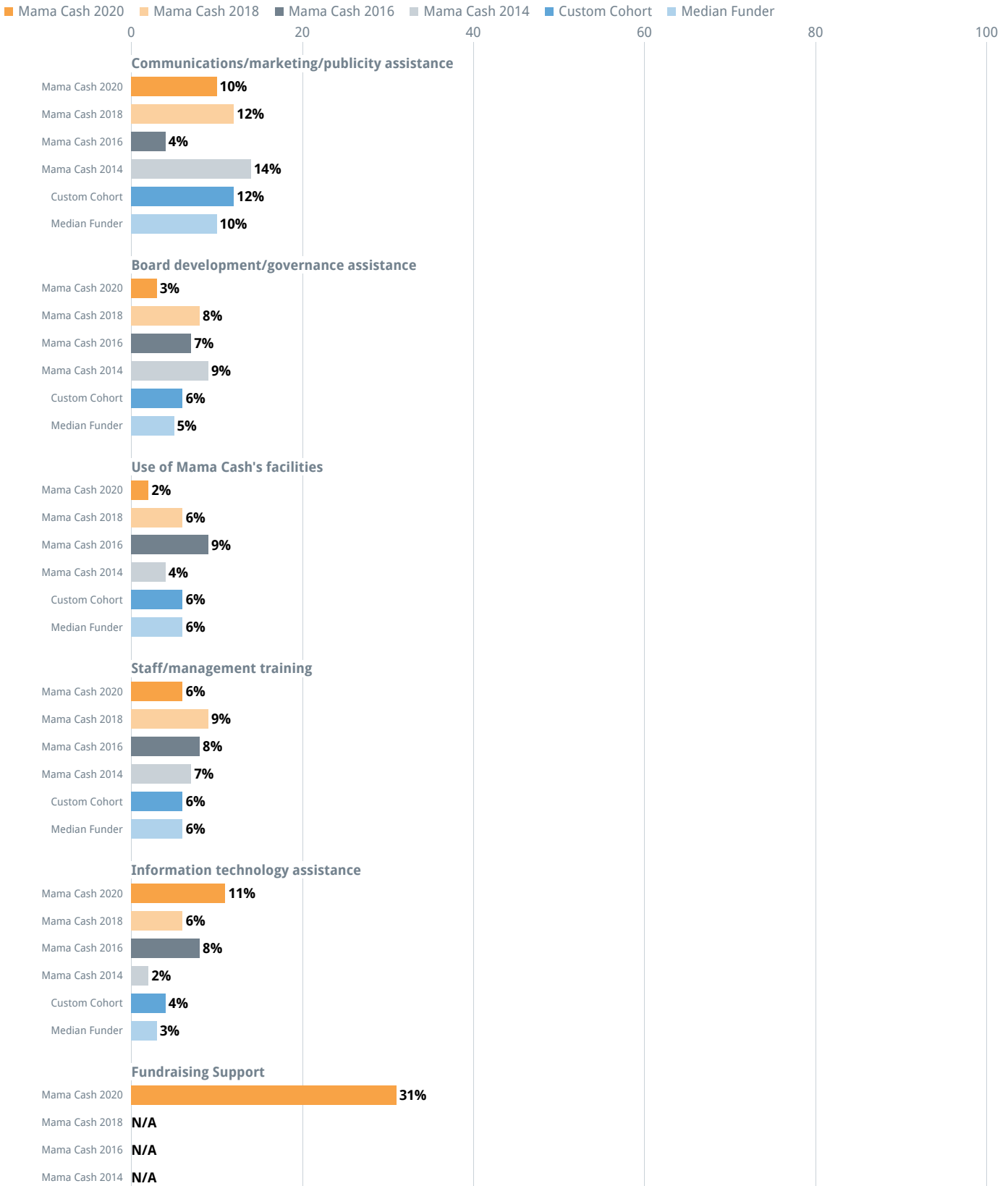
Percentage of Grantees that Received Field-Related Assistance - By Subgroup

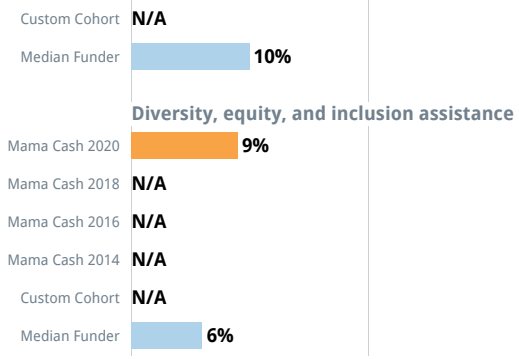


Other Assistance Activities

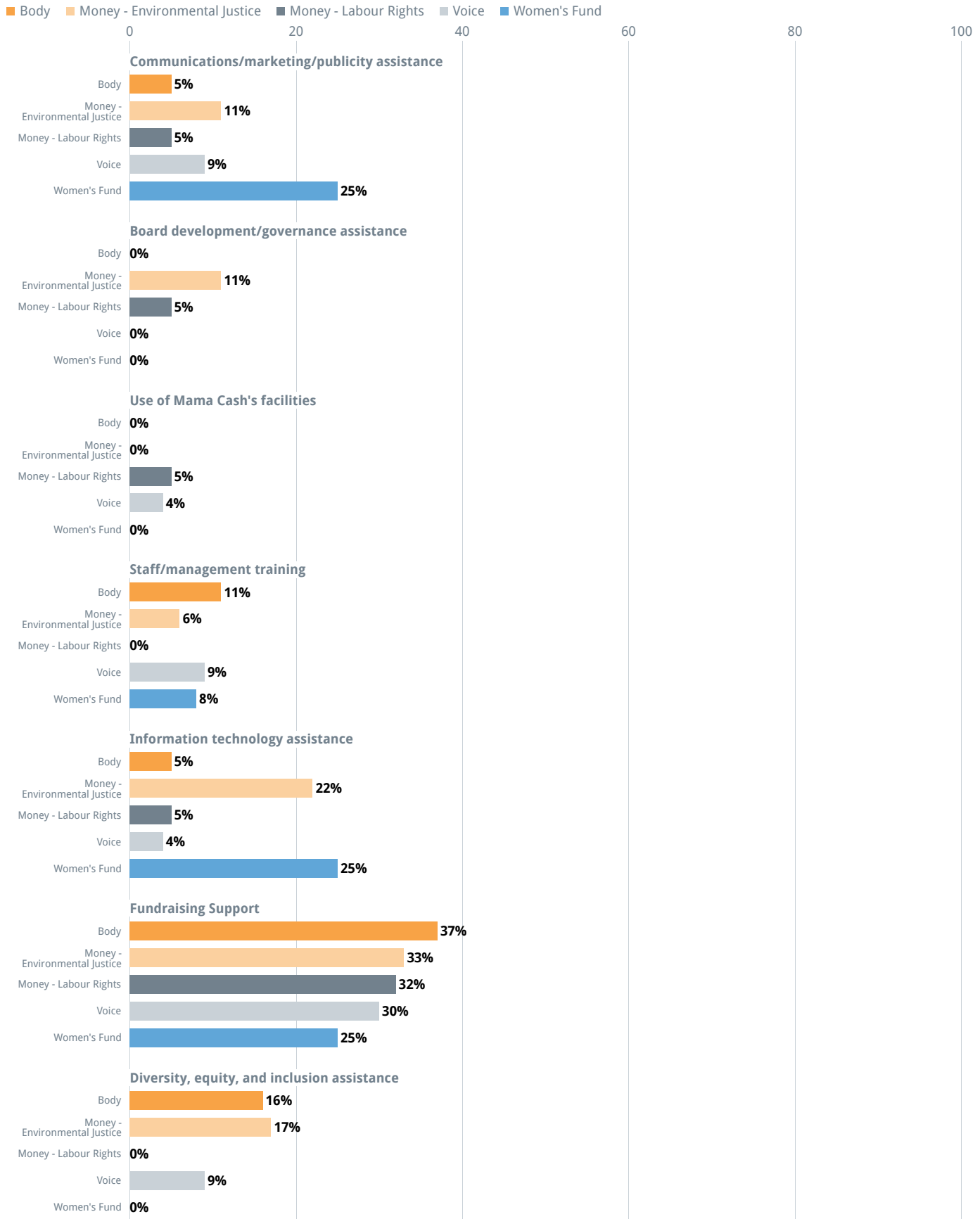
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Mama Cash) associated with this funding."

Percentage of Grantees that Received Other Assistance





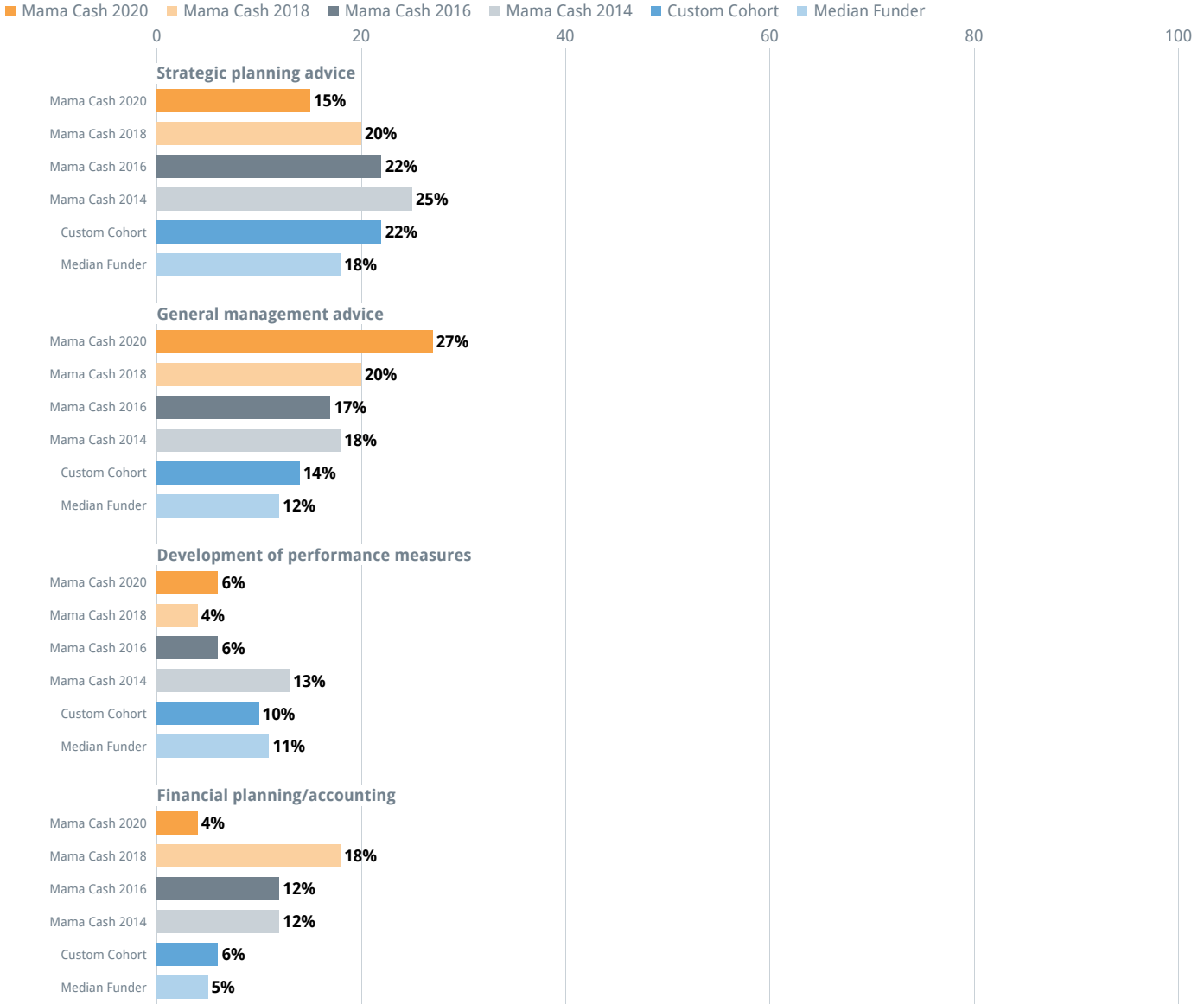
Percentage of Grantees that Received Other Assistance - By Subgroup



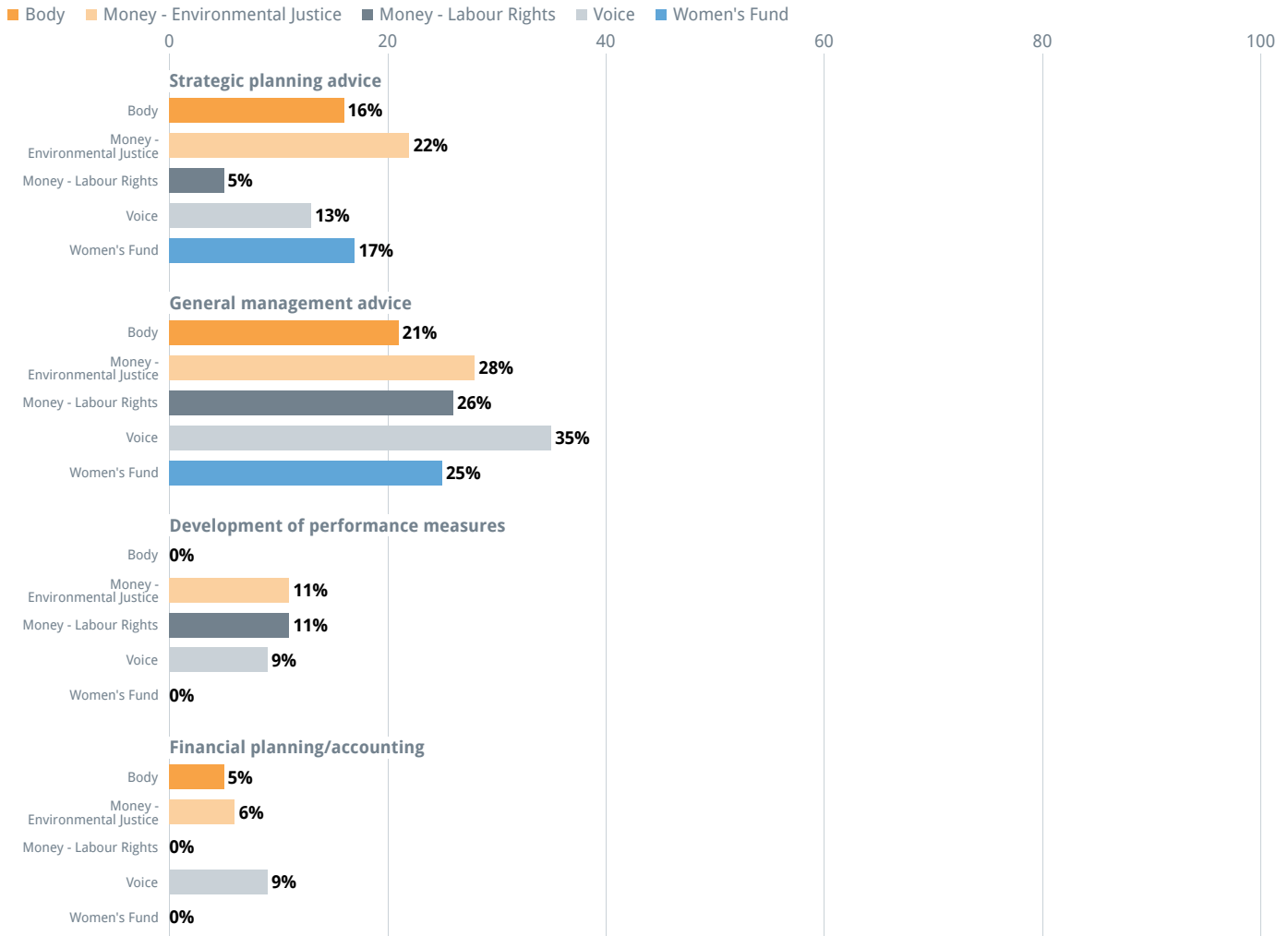
Management Assistance Activities

"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

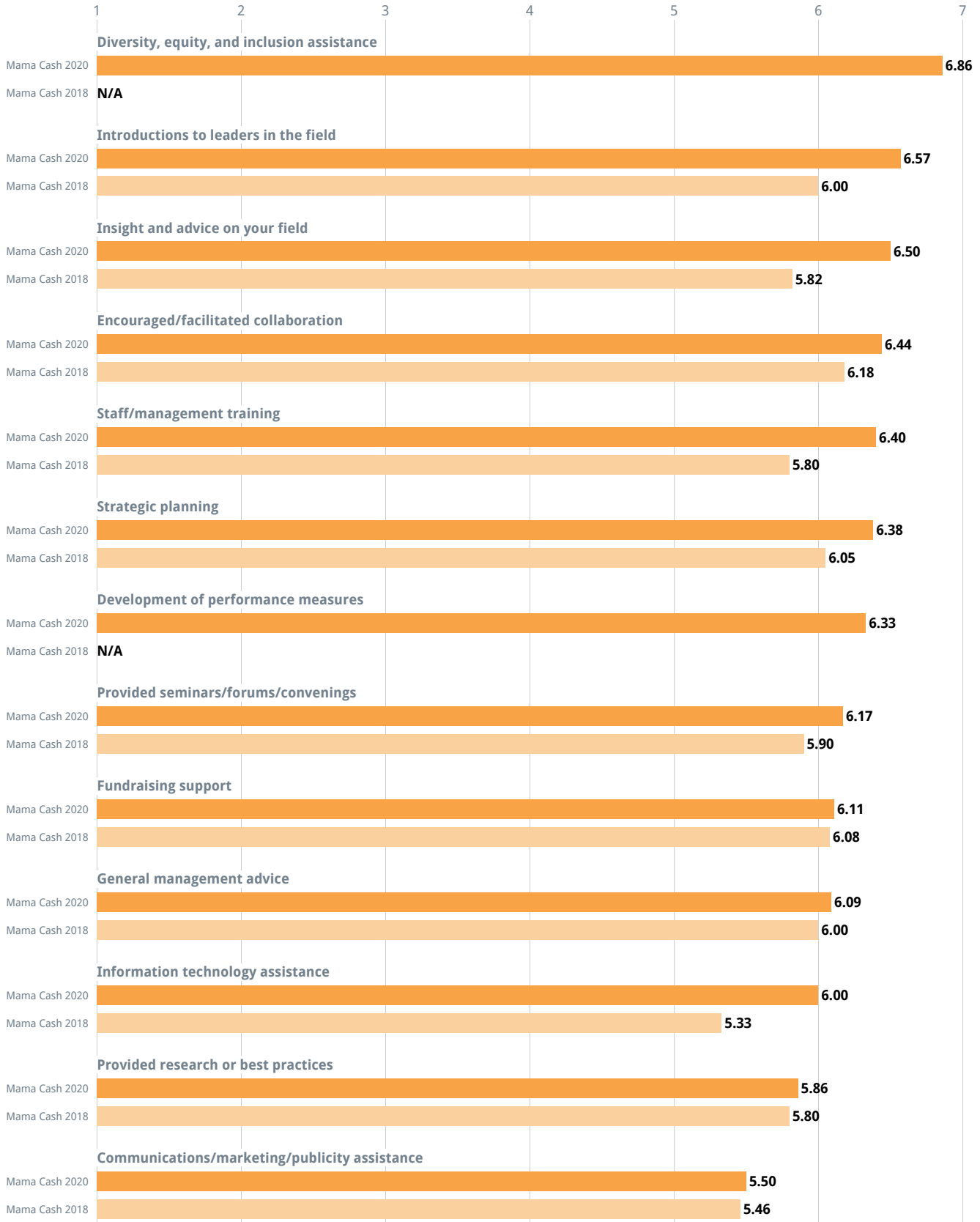


Mama Cash-Specific Questions

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?

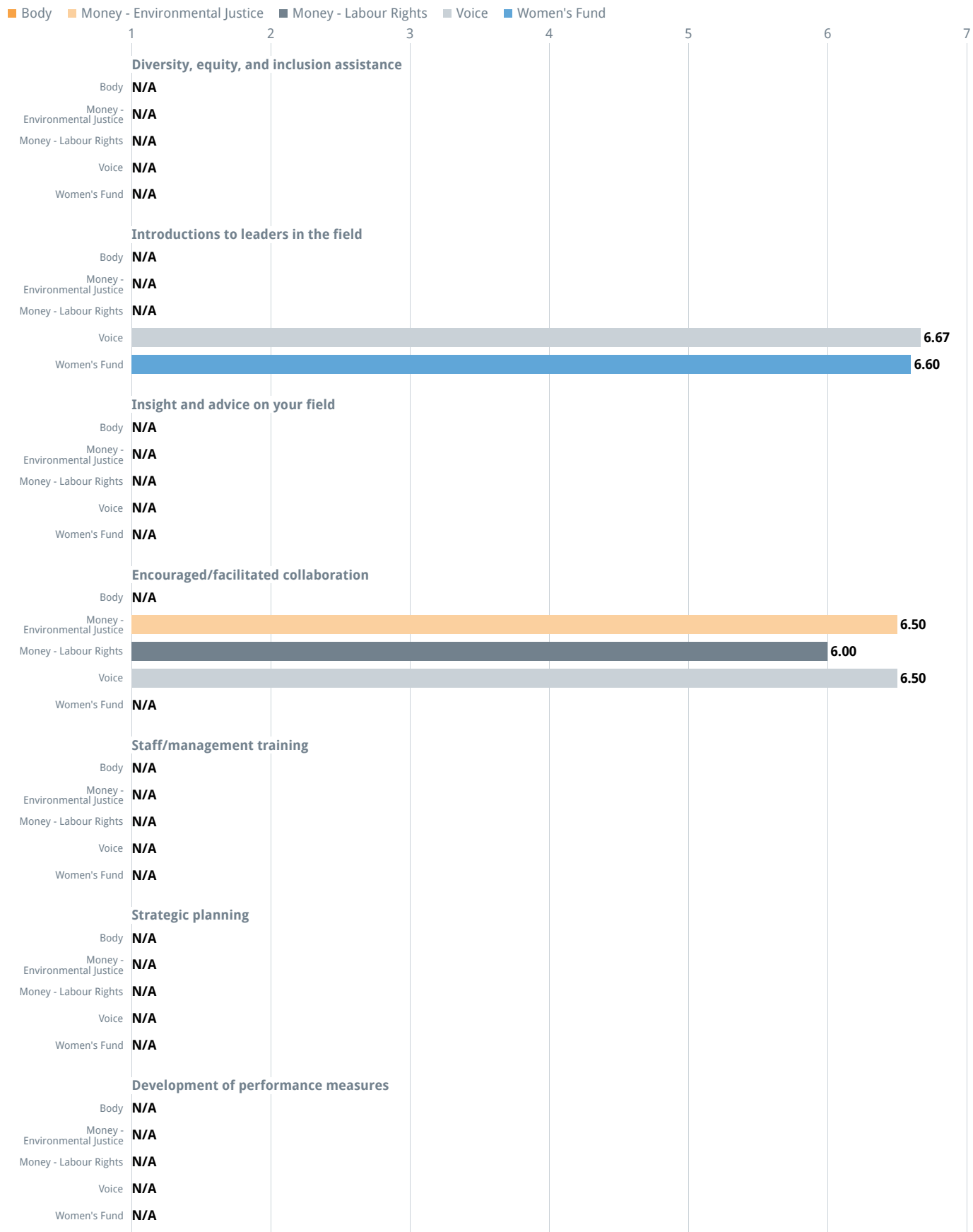
1 = Not at all helpful 7 = Extremely helpful

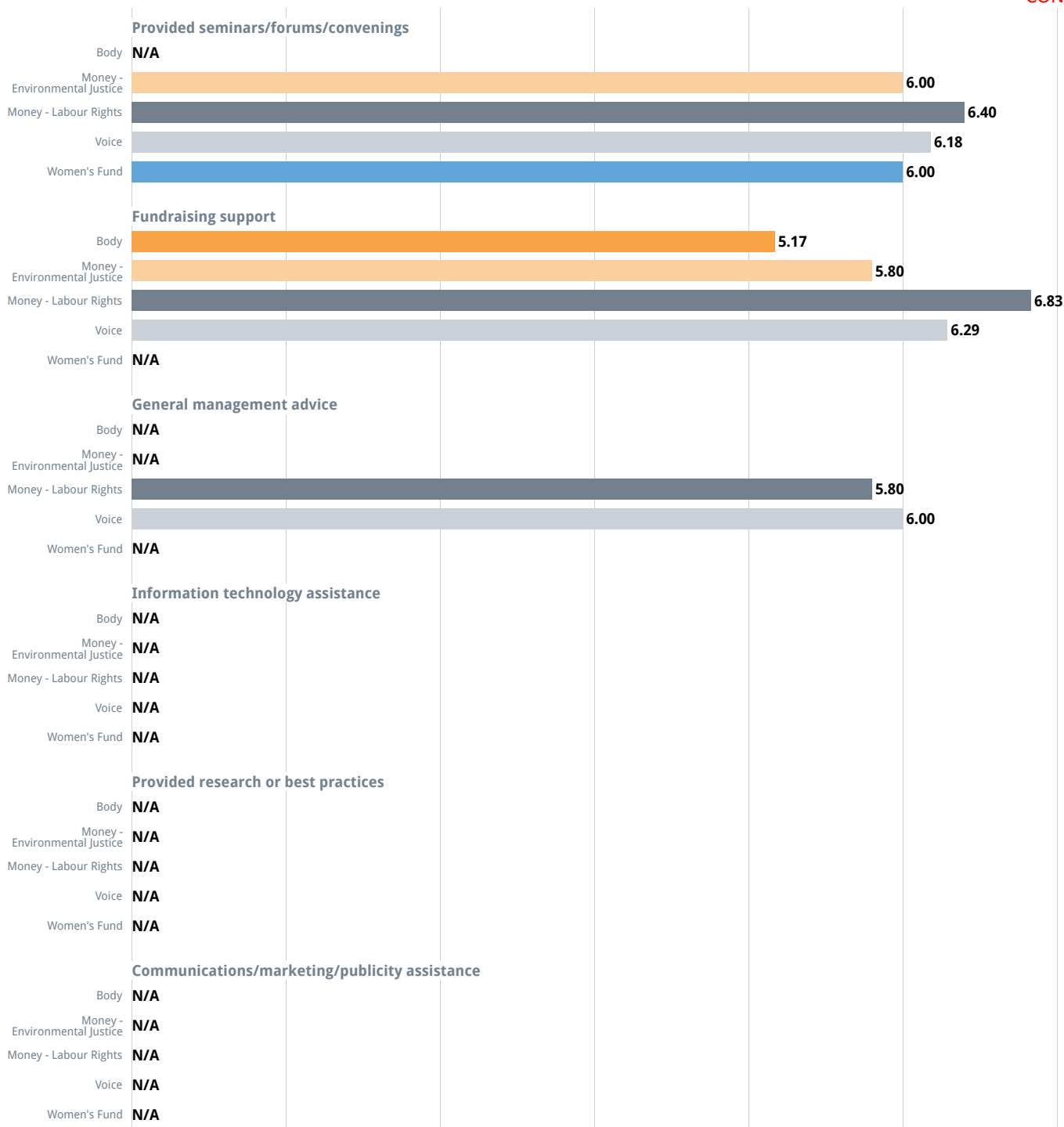
■ Mama Cash 2020 ■ Mama Cash 2018



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? - By Subgroup

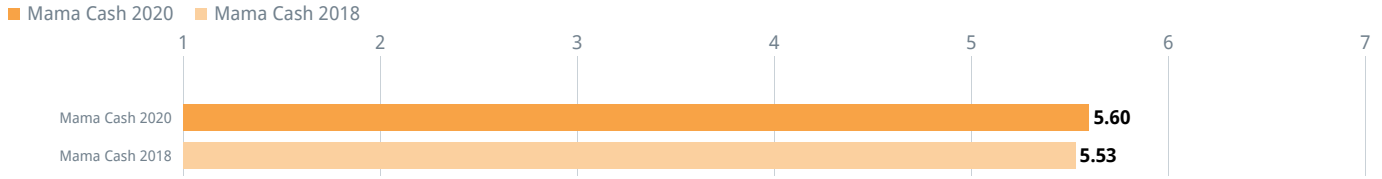
1 = Not at all helpful 7 = Extremely helpful





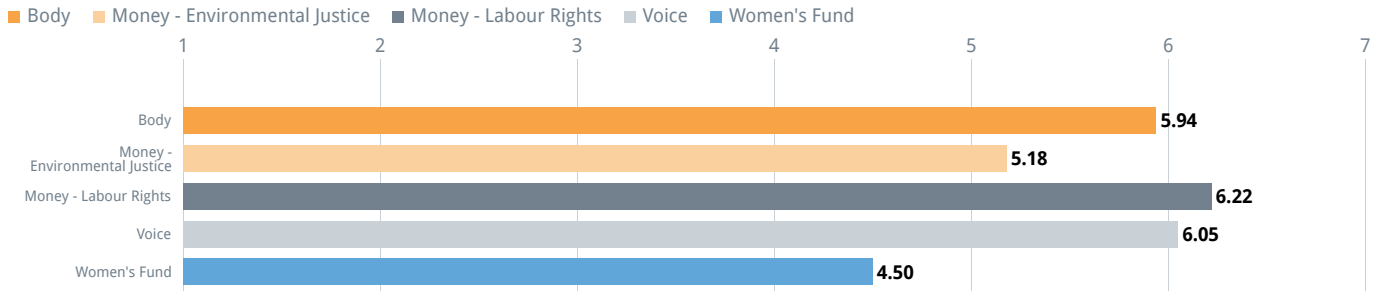
How would you rate your financial reliance on Mama Cash?

1 = Not reliant at all 7 = Very reliant

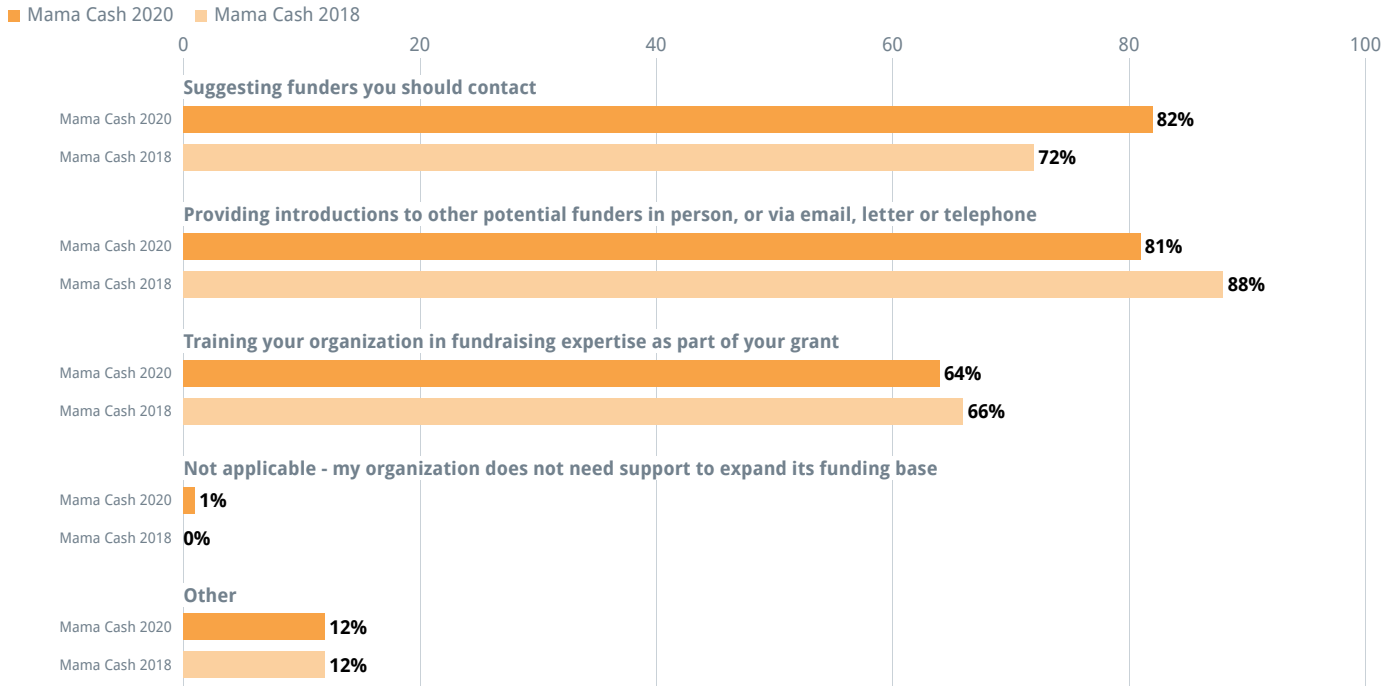


How would you rate your financial reliance on Mama Cash? - By Subgroup

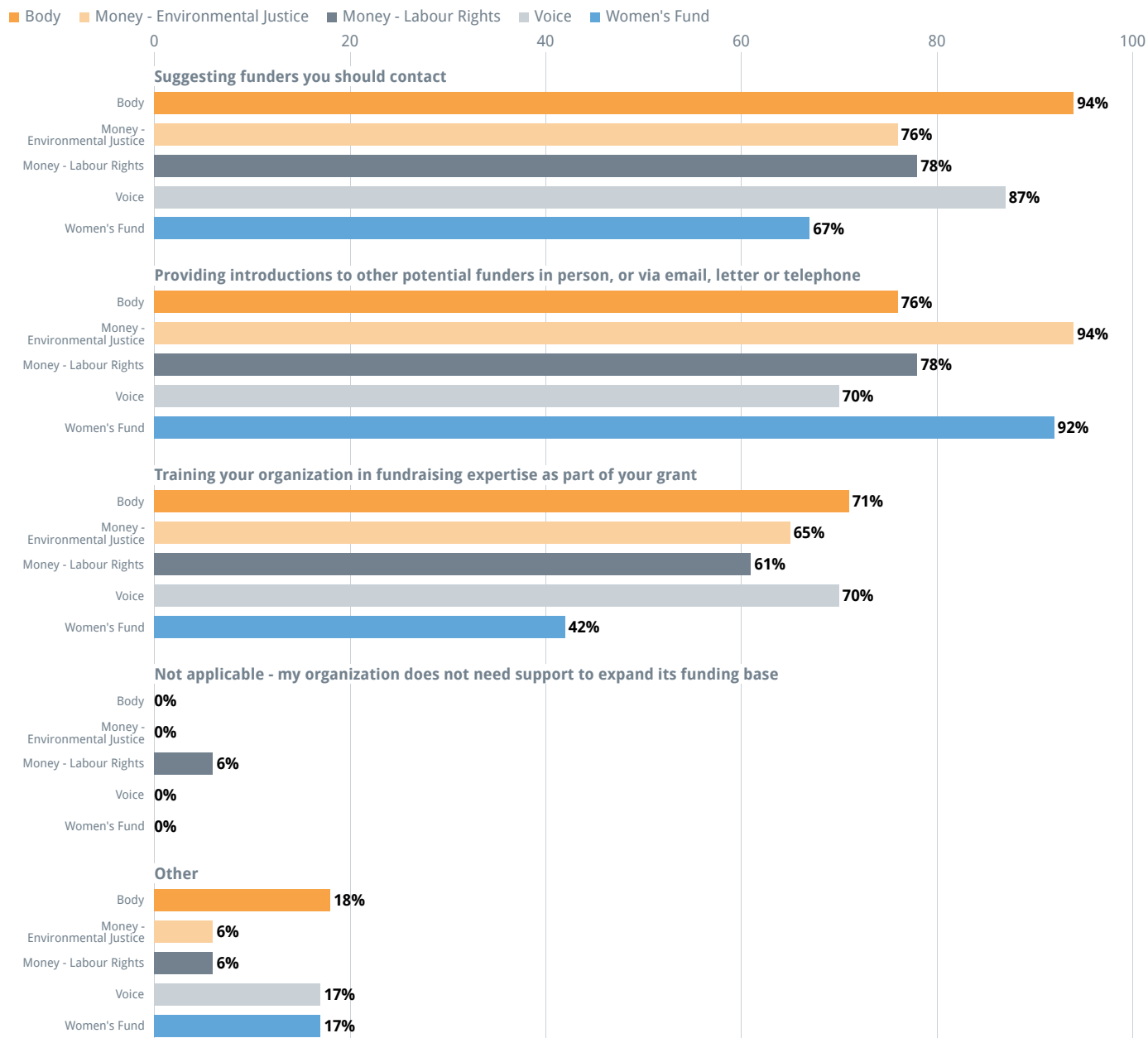
1 = Not reliant at all 7 = Very reliant



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



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



Data Security Custom Questions - Grantees Only

To what extent is Mama Cash currently meeting your digital security needs with respect to:

To what extent is Mama Cash currently meeting your digital security needs with respect to:	Not at all meeting my digital security needs	Somewhat meeting my digital security needs	Meeting my digital security needs
Secure storage of data	14%	40%	47%
Secure communications	12%	39%	49%
Virtually protecting your privacy and confidentiality	9%	32%	59%

Secure storage of data - by Subgroup

Secure storage of data (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Not at all meeting my digital security needs	12%	0%	29%	23%	0%
Somewhat meeting my digital security needs	29%	53%	29%	45%	36%
Meeting my digital security needs	59%	47%	41%	32%	64%

Secure Communications - by Subgroup

Secure communications (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Not at all meeting my digital security needs	12%	0%	24%	18%	0%
Somewhat meeting my digital security needs	31%	41%	29%	45%	45%
Meeting my digital security needs	56%	59%	47%	36%	55%

Virtually protecting your privacy and confidentiality - by Subgroup

Virtually protecting your privacy and confidentiality (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Not at all meeting my digital security needs	6%	0%	18%	18%	0%
Somewhat meeting my digital security needs	33%	29%	24%	36%	36%
Meeting my digital security needs	61%	71%	59%	45%	64%

Reporting Process Custom Questions - Grantees Only

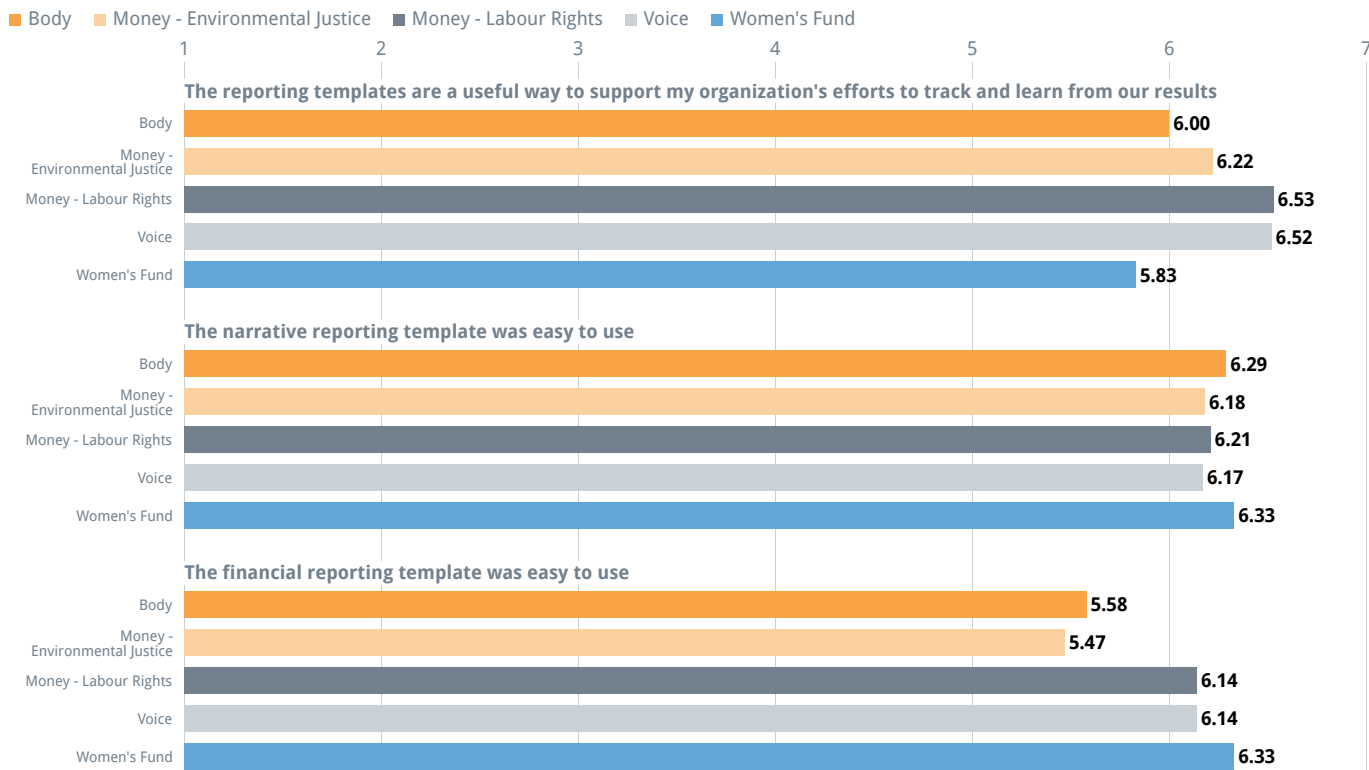
How strongly do you agree or disagree with the following statements concerning Mama Cash's reporting process?

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

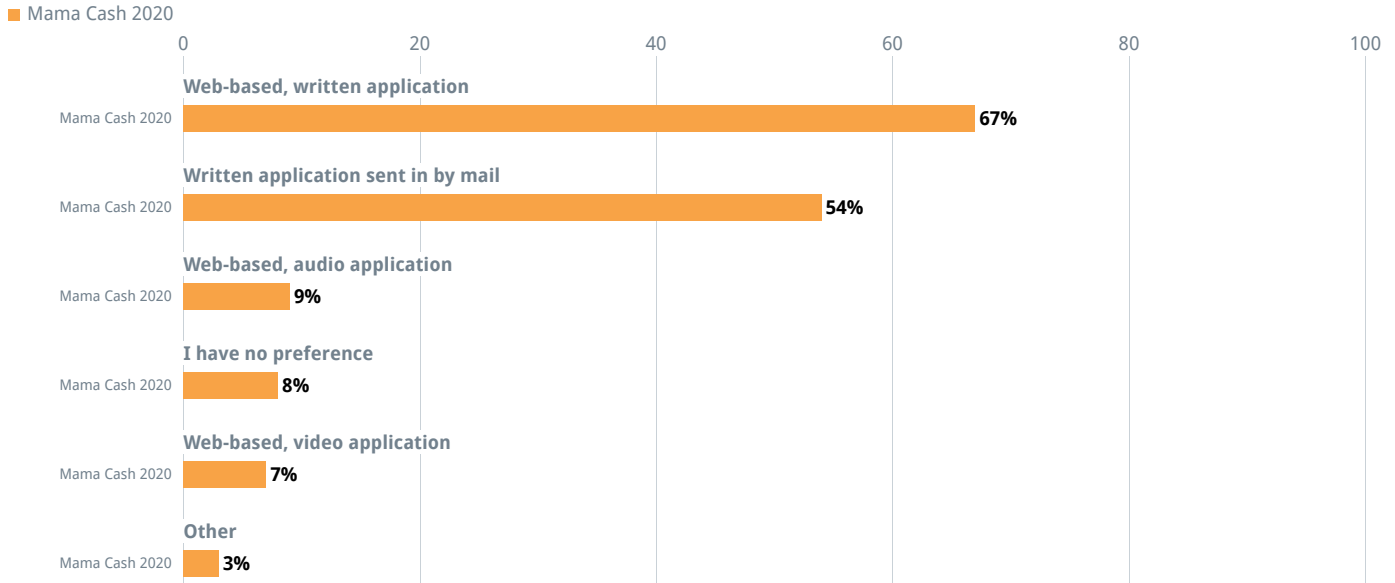
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



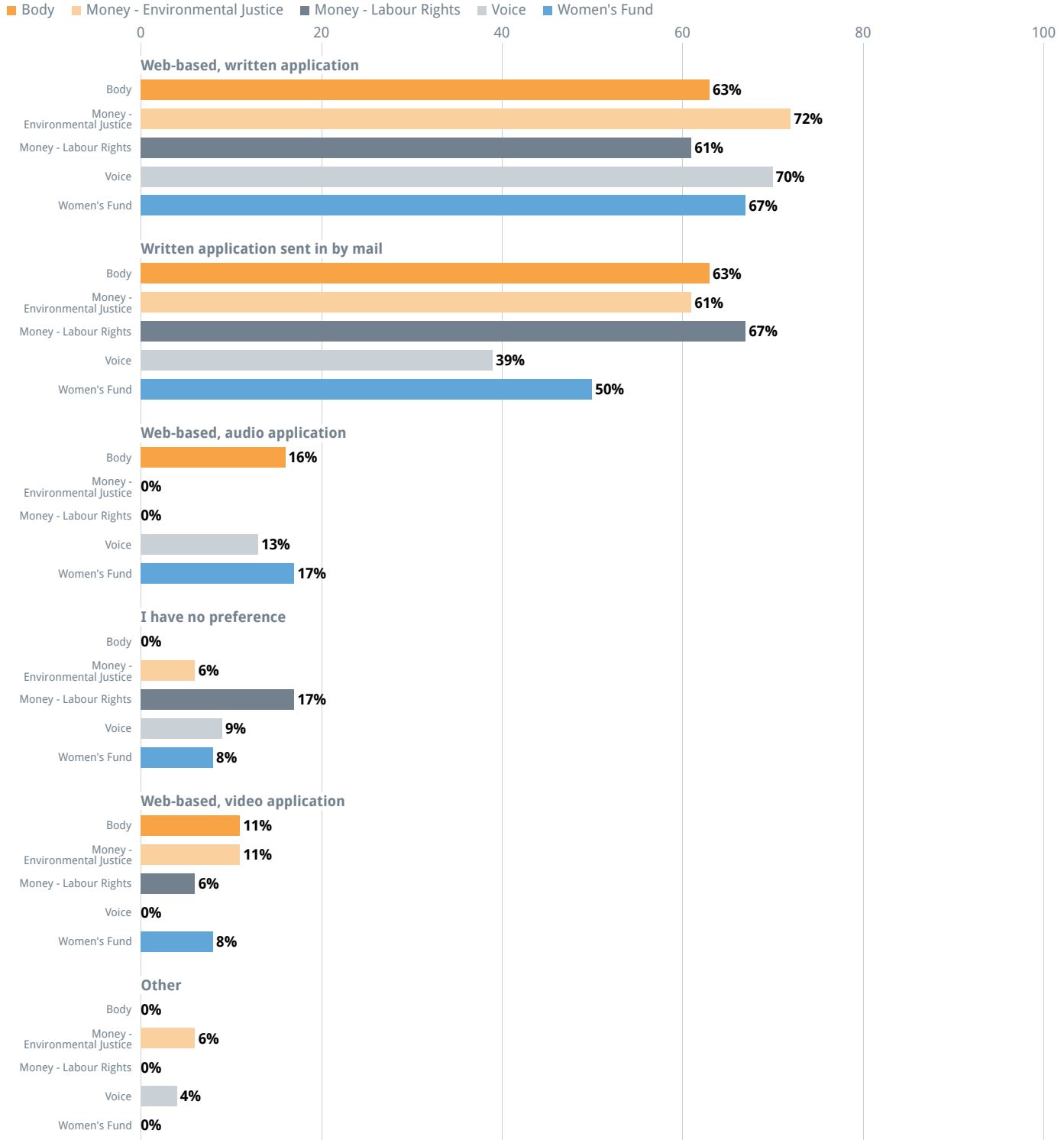
Application Process and Referral - Grantees/Applicants

Grantee Data

Mama Cash is considering expanding the accessibility of the application process. Which application format is most accessible to you? (Please select the two options you find most accessible)

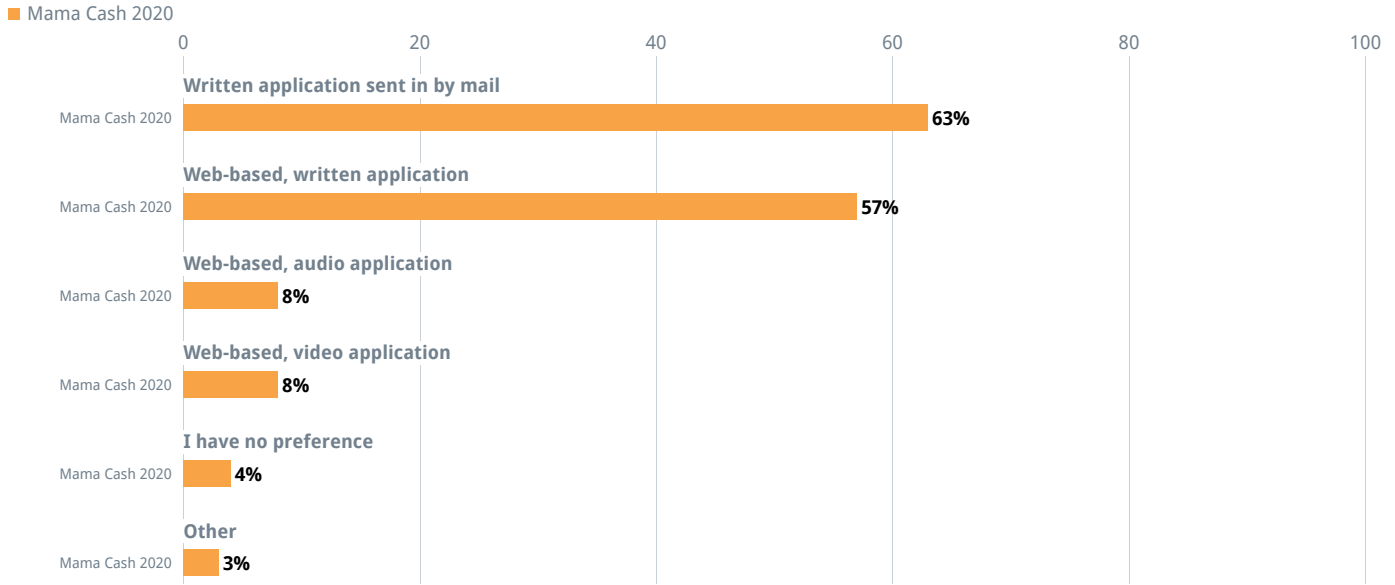


Mama Cash is considering expanding the accessibility of the application process. Which application format is most accessible to you? (Please select the two options you find most accessible) - By Subgroup

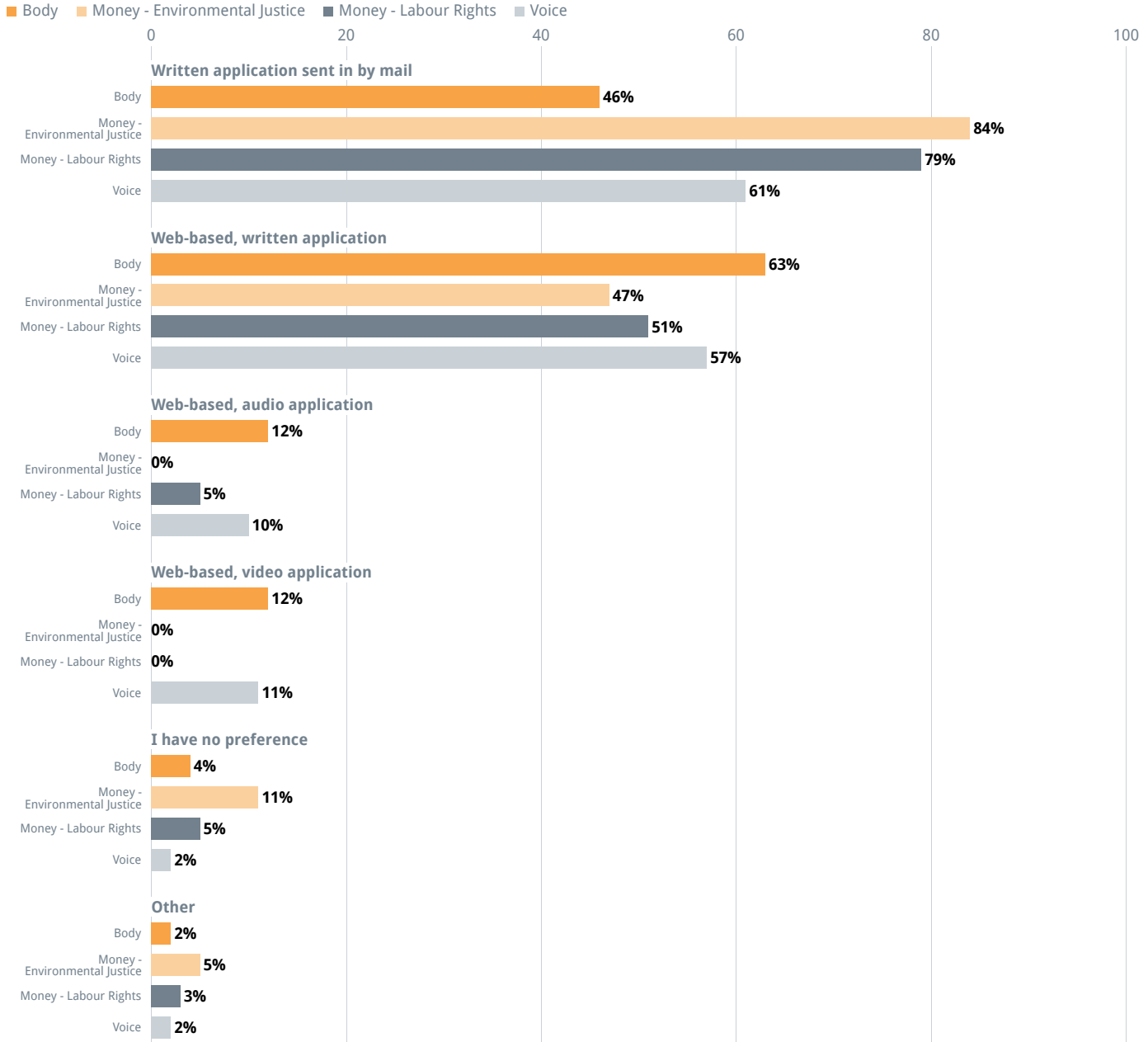


Declined Applicant Data

Mama Cash is considering expanding the accessibility of the application process. Which application format is most accessible to you? (Please select the two options you find most accessible)



Mama Cash is considering expanding the accessibility of the application process. Which application format is most accessible to you? (Please select the two options you find most accessible) - By Subgroup



How did you first learn about Mama Cash? - Declined Applicants

How did you first learn about Mama Cash?	Mama Cash 2020
Via a friend or colleague	21%
Via a search online	24%
Via social media	8%
Via another funder	17%
Via another organization	25%
Other	5%

How did you first learn about Mama Cash? (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Via a friend or colleague	12%	22%	18%	29%
Via a search online	27%	22%	26%	21%
Via social media	15%	0%	8%	5%
Via another funder	15%	17%	15%	18%
Via another organization	27%	33%	31%	20%
Other	4%	6%	3%	7%

Grantee and Applicant Open-Ended Comments

In the Grantee and Applicant Perception Report survey, CEP asks three open-ended questions of grantees (applicants are only asked the first and third questions):

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

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

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

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

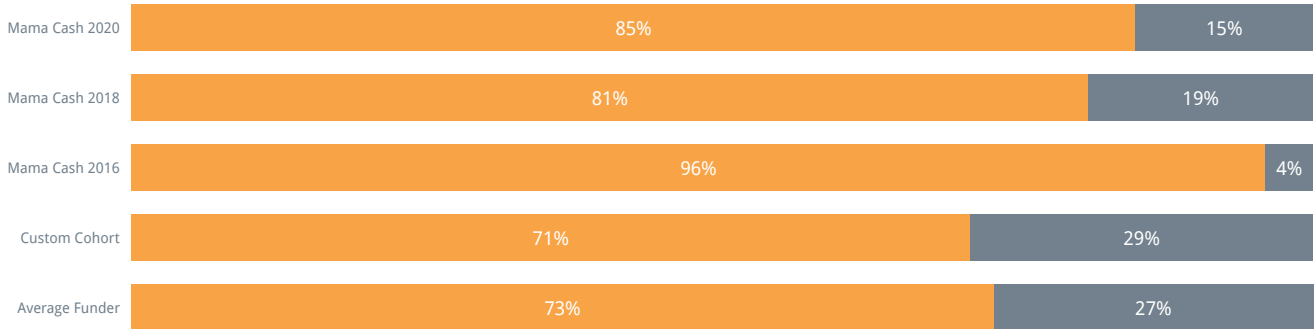
Quality of Mama Cash's Processes, Interactions and Communications

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

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

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications

■ Positive comment ■ Comment with at least one constructive theme



Suggestions for the Foundation

Grantees and applicants were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below. Of the 93 grantee respondents to the survey, 49 provided provided constructive suggestions. Of the 198 applicant responses 134 provided constructive 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	%
Interactions and Communications	30%
Grantmaking Approach	27%
Nonmonetary Support	19%
Foundation Processes	9%
Field and Community Impact	6%
Organizational Impact	5%
Other	3%

Proportion of Applicant Suggestions by Topic

Topic of Applicant Suggestion	%
Impact on and Understanding of Organizations	24%
Interactions and Communications	20%
Mama Cash Processes	15%
Impact on and Understanding of Applicants' Fields	14%
Application Guidelines	10%
Organizational Support	7%
Impact on and Understanding of Applicants' Communities	6%
Grantmaking Characteristics	5%

Selected Grantee Comments

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

Interactions and Communications (30% N=19)

- More Frequent Interactions and Communication (N = 8)
 - “Closer communication with grantee organizations (more frequent and more open...)”
 - “I would suggest that they had closer communication with their grantees, this may include in-person meetings, visits and face to face communication.”
 - “Meeting in person at least once every 1 or 2 years (once every grant period).”
- Requests for Site Visits (N = 6)
 - “They could make field visits to countries in Latin America and the Caribbean so they can get closer look at our community work.”
 - “Visit the organizations that they fund and meet them.”
 - “I think one specific improvement I would suggest would be that Mama Cash conduct site visits of their grantees or potential grantees where possible. I believe this will foster more understanding of the context and environment where grantees work and give Mama Cash better insights on how to aid the management and improvement of the work of grantees.”
- Improve Interactions and Communications (N = 3)
 - “Better communication with the partner organizations.”
 - “It would be wonderful if Mama Cash shared an annual report of how their donor communications and practices are undertaken and are changing in such tumultuous and trying times.”
- Reduce Contact Changes (N = 2)
 - “The only thing that has bothered us during the years of grant support is when a contact person changes during a grant. That can be disturbing. It is best to proceed with changing at the end of the grant except in case of emergency.”

Grantmaking Approach (27% N=17)

- Length of Grantmaking Relationship (N = 8)
 - “Remove the limit of how long one group can be funded for!”
 - “Commitment for a long-term funding.”
 - “Extend the time periods for funding organizations”
- Grant Size (N = 7)
 - “There should be processes in which the financing is increased for partners.”
 - “We would like for Mama Cash to grant us a larger financial grant that enables us to better serve the communities and cover our operating costs because it is difficult for us to find backers.”
 - “Increase the level of support.”
- Type of Grants (N = 2)
 - “For example, our work is getting harder and harder and this fact requires qualified resources if Mama Cash can include personnel salary.”

Nonmonetary Support (19% N=12)

- Collaborations and Convenings (N = 6)
 - “Organising a specific meet up with all grantees when possible (at regional conferences/events).”
 - “Suggest them to have a meeting of their grantee partners from different countries to foster networking of the groups and organisation working in the same region.”
 - “Influencing public and private donors on how to support women's funds and grassroots organizations.”
- Capacity Building (N = 5)
 - “Helping us with the learning process (tools for fundraising, for accounting management, etc.) for travel to know people for other associations like ours, etc.”
 - “Continue help in staff development and capacity building.”
- Other (N = 1)

Foundation Processes (9% N=6)

- Streamline Processes (N = 5)
 - “Use more simple reporting mechanisms. We are paid activists and in our free time we are making reports.”

- “Mama Cash is a wonderful funder and partner. However, in everything there is always room for improvement - the financial information, especially the forms can be daunting..the conversions and calculations.”

- Other (N = 1)

Field and Community Impact (6% N=4)

- Field and Community Focus (N = 3)
 - “I think Mama Cash can provide support for leadership for women with disability.”
- Other (N = 1)

Organizational Impact (5% N=3)

- Organizational Focus (N = 3)
 - “I would request Mama Cash to consider supporting larger intersex organisations in areas/regions where funding options are very limited.”

Other (3% N=2)

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.

Impact on and Understanding of Organizations (24% N=36)

- Orientation Change (N = 24)
 - “Support organizations with large projects like us.”
 - “We suggest that Mama Cash supports smaller organizations....”
 - “Provide more openings for new groups and new proposals from women’s collectives that are forming now.”
- Understanding of Grantees’ Organizations (N = 11)
 - “Mama Cash could invest in getting a better understanding of the realities of women’s organizations.”
 - “Communicate to understand the context of the work of our organization.”
- Other (N = 1)

Interactions and Communications (20% N=29)

- More Frequent Interactions and Clearer Communications (N = 22)
 - “We should know each other. We hope to see communications in between.”
 - “Considering our experience, we think a dialogue would serve to supplement the form-based application. Sometimes it’s not possible to explain everything in a form and a short conversation can help.”
 - “better engagement with grant seekers to get clarity on project documents or organizational structures to better understand the context before a final decision is made regarding the funding opportunity.”
- Site Visits (N = 4)
 - “Perhaps a field or site visit to the countries that work on GBV but are not as popular ... to get a better understanding on how the issues faced by women in this part of the world.”
- Improved Interactions and Communications (N = 3)
 - “Mama cash should improve the communication.”

Mama Cash Processes (15% N=22)

- Improved Feedback on Declinations (N = 16)
 - “I understand that the reasons for refusing to write are difficult. But when the recommendation follows: never apply to the fund again, we would like to understand why.”
 - “It very difficult to believe that one thousand three applicants applied for 2019 call only 15 were selected for funding.”
- Streamline Application Process (N = 5)
 - “They don’t have to ask for so much information if there’s no guarantee in support for projects. I felt they asked us for too much information and even after fulfilling all the requirements we weren’t considered.”
- Other (N = 1)

Impact and Understanding on Applicants’ Fields (14% N=20)

- Orientation Change (N = 19)
 - “They should work more beyond the support they are giving to lesbian gay and transgender and increase their priorities to cover women and girls in general.”
 - “Apart from working with LGBTI groups only, ordinary women should also be considered especially those that are dogged down by African traditional believes and practices such as wife inheritance.”
- Other (N = 1)

Application Guidelines (10% N=15)

- Clarify Guidelines (N = 8)
 - “I’d suggest making it very clear about which line of work is awarded grants and which is not.”
- Remove Budget Restrictions (N = 3)
 - “Remove the income limitations. Some organisations might have large budgets due to large restricted grants (often related to service delivery) but still have key gaps, particularly in the fields of advocacy and activism.”
- Other (N = 4)

Organizational Support (7% N=10)

- Provide Support in Preparing Applications (N = 8)

- “Support small organizations in preparing their applications.”
- Other (N = 2)

Impact and Understanding of Applicants’ Communities (6% N=9)

- Understanding of Applicants’ Communities (N = 8)
 - “Mama Cash should get to know our local contexts and background and situation each organisation is facing.”
- Other (N = 1)

Grantmaking Characteristics (5% N=7)

- Provide more Funding (N = 5)
 - “We believe it’s important to be able to finance more projects.”
- Other (N = 2)

Data Security

Grantees were asked to comment on "What additional services and/or support could Mama Cash provide to better meet your digital security needs?." Sixty grantees responded and 32 grantees provided constructive comments. The theme of those comments are below.

Proportion of Grantee Comments by Topic

Topic of Comment	Proportion
Training Support from Mama Cash	67%
Software and Other Security Tools	28%
Other	6%

- The majority of grantees (67%, N = 23) requested additional trainings from Mama Cash. The types of trainings vary, but frequently grantees request "specific trainings on digital security," " toolkits or documents on practical guidance," and "providing information on some tools that Mama Cash is using for digital security."
- Twenty-eight percent of grantees (N = 7) request specific digital tools, such as "a strong website," "professional email address," and more broadly "software programs."
- The remaining grantees (6%, N = 2) maintain more specific requests for "funding," and "connections with other organizations."

Contextual Data

Grantee Responses

Grantmaking Characteristics

Length of Grant Awarded	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Average grant length	2.2 years	2.3 years	1.9 years	1.8 years	2.2 years	2.3 years

Length of Grant Awarded	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
1 year	34%	28%	49%	44%	43%	33%
2 years	46%	50%	32%	43%	24%	31%
3 years	8%	6%	8%	9%	20%	23%
4 years	2%	4%	2%	3%	4%	5%
5 or more years	9%	13%	8%	1%	8%	8%

Was the funding you received restricted to a specific use?	Mama Cash 2020	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	68%	22%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	32%	78%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Average grant length	3 years	1.9 years	2.2 years	2.3 years	1.7 years

Length of Grant Awarded (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
1 year	12%	41%	22%	32%	73%
2 years	59%	41%	61%	50%	9%
3 years	12%	12%	6%	9%	0%
4 years	6%	0%	0%	0%	9%
5 or more years	12%	6%	11%	9%	9%

Was the funding you received restricted to a specific use? (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
No, this funding was not restricted to a specific use (i.e. general operating, core support)	88%	50%	61%	76%	75%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	12%	50%	39%	24%	25%

Grant Size

Grant Amount Awarded	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median grant size	\$41.3K	\$43.3K	\$36.3K	\$53.1K	\$100K	\$200K

Grant Amount Awarded	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Less than \$10K	5%	12%	9%	6%	9%	3%
\$10K - \$24K	19%	19%	20%	8%	12%	8%
\$25K - \$49K	38%	31%	34%	34%	13%	10%
\$50K - \$99K	33%	23%	26%	36%	15%	16%
\$100K - \$149K	4%	5%	6%	11%	9%	11%
\$150K - \$299K	0%	6%	2%	3%	16%	17%
\$300K - \$499K	1%	0%	1%	0%	9%	12%
\$500K - \$999K	1%	4%	2%	0%	8%	11%
\$1MM and above	0%	0%	0%	1%	9%	12%

Median Percent of Budget Funded by Grant (Annualized)	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	34%	30%	37%	48%	4%	8%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Median grant size	\$59K	\$34.2K	\$47.2K	\$29.5K	\$70.8K

Grant Amount Awarded (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Less than \$10K	6%	11%	0%	5%	0%
\$10K - \$24K	12%	33%	18%	26%	0%
\$25K - \$49K	29%	50%	47%	37%	17%
\$50K - \$99K	47%	6%	29%	32%	67%
\$100K - \$149K	6%	0%	6%	0%	0%
\$150K - \$299K	0%	0%	0%	0%	0%
\$300K - \$499K	0%	0%	0%	0%	8%
\$500K - \$999K	0%	0%	0%	0%	8%
\$1MM and above	0%	0%	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Size of grant relative to size of grantee budget	41%	38%	44%	41%	10%

Application Characteristics

Applicant Responses

Was the grant proposal you submitted restricted to a specific use? Mama Cash 2020

Yes, the grant proposal was for restricted funding	32%
No, the grant proposal was for funding not restricted to a specific use	68%

Grant Amount Requested	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Grant Amount	\$23.6K	\$21.7K	\$25K	\$23K	\$50K

Grant Amount Requested	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$10K	10%	25%	17%	24%	7%
\$10K - \$24K	45%	29%	32%	27%	20%
\$25K - \$49K	27%	25%	28%	28%	20%
\$50K - \$99K	10%	15%	15%	17%	20%
\$100K - \$149K	2%	2%	4%	4%	9%
\$150K - \$299K	4%	1%	2%	1%	14%
\$300K - \$499K	0%	1%	0%	0%	5%
\$500K - \$999K	1%	1%	0%	0%	3%
\$1MM and above	1%	1%	3%	0%	2%

Application Characteristics - By Subgroup

Was the grant proposal you submitted restricted to a specific use? (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Yes, the grant proposal was for restricted funding	30%	16%	42%	31%
No, the grant proposal was for funding not restricted to a specific use	70%	84%	57%	69%

Grant Amount Requested (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Median Grant Amount	\$11.8K	\$35.4K	\$25.9K	\$23.6K

Grant Amount Requested (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice
Less than \$10K	28%	0%	7%	5%
\$10K - \$24K	44%	25%	40%	52%
\$25K - \$49K	16%	38%	37%	26%
\$50K - \$99K	3%	38%	10%	7%
\$100K - \$149K	6%	0%	0%	2%
\$150K - \$299K	0%	0%	3%	7%
\$300K - \$499K	0%	0%	0%	0%
\$500K - \$999K	0%	0%	0%	2%
\$1MM and above	3%	0%	3%	0%

Grantee/Applicant Characteristics

Operating Budget of Grantee Organizations

Operating Budget of Grantee Organization	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$1.6M	\$1.5M

Operating Budget of Grantee Organization	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
<\$100K	65%	65%	58%	65%	8%	13%
\$100K - \$499K	27%	26%	29%	34%	18%	22%
\$500K - \$999K	3%	2%	8%	0%	13%	13%
\$1MM - \$4.9MM	4%	6%	4%	1%	30%	27%
\$5MM - \$24MM	1%	1%	1%	0%	19%	15%
>=\$25MM	0%	0%	0%	0%	12%	10%

Operating Budget of Grantee Organization (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Median Budget	\$0M	\$0M	\$0.1M	\$0M	\$0.5M

Operating Budget of Grantee Organization (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
<\$100K	75%	75%	67%	84%	0%
\$100K - \$499K	19%	25%	33%	16%	55%
\$500K - \$999K	6%	0%	0%	0%	9%
\$1MM - \$4.9MM	0%	0%	0%	0%	27%
\$5MM - \$24MM	0%	0%	0%	0%	9%
>=\$25MM	0%	0%	0%	0%	0%

Operating Budget of Applicant Organizations

Operating Budget of Applicant Organization	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder
Median Budget	\$0M	\$0M	\$0M	\$0M	\$0.8M

Operating Budget of Applicant Organization	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Less than \$100K	78%	74%	62%	76%	16%
\$100K-\$499K	17%	21%	30%	21%	27%
\$500K-\$999K	2%	2%	4%	2%	13%
\$1MM-\$4.9MM	2%	3%	2%	1%	23%
\$5MM-\$25MM	0%	1%	1%	0%	12%
\$25MM and above	0%	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	82%	79%	76%	76%
\$100K-\$499K	14%	16%	15%	21%
\$500K-\$999K	2%	0%	3%	3%
\$1MM-\$4.9MM	2%	5%	6%	0%
\$5MM-\$25MM	0%	0%	0%	0%
\$25MM and above	0%	0%	0%	0%

Additional Grantee Characteristics

Pattern of Grantees' Funding Relationship with Mama Cash	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
First grant received from Mama Cash	21%	21%	10%	34%	29%	36%
Consistent funding in the past	76%	72%	79%	54%	54%	51%
Inconsistent funding in the past	3%	7%	10%	12%	18%	13%

Funding Status	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from Mama Cash	90%	93%	86%	76%	82%	81%

Pattern of Grantees' Funding Relationship with Mama Cash (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
First grant received from Mama Cash	5%	39%	28%	14%	17%
Consistent funding in the past	95%	61%	72%	86%	67%
Inconsistent funding in the past	0%	0%	0%	0%	17%

Funding Status (By Subgroup)	Body	Money - Environmental Justice	Money - Labour Rights	Voice	Women's Fund
Percent of grantees currently receiving funding from Mama Cash	79%	94%	100%	90%	92%

Grantee Demographics

Job Title of Respondents	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Executive Director	58%	53%	53%	44%	47%	43%
Other Senior Management	14%	18%	11%	5%	17%	19%
Project Director	14%	14%	8%	16%	13%	15%
Development Director	1%	0%	0%	2%	8%	6%
Other Development Staff	10%	10%	3%	4%	8%	11%
Volunteer	2%	5%	4%	3%	1%	0%
Other	0%	0%	20%	26%	5%	5%

Please select the option that represents how you best describe yourself:	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder	Custom Cohort
Female	86%	89%	90%	88%	63%	60%
Male	2%	5%	1%	2%	34%	36%
Prefer to self-identify	11%	6%	6%	10%	0%	1%
Prefer not to say	1%	1%	3%	0%	3%	2%

Applicant Demographics

Job Title of Respondents	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Executive Director/CEO	60%	61%	59%	61%	49%
Other Senior Management	14%	9%	6%	6%	13%
Project Director	12%	20%	21%	14%	9%
Development Director	4%	2%	1%	4%	11%
Other Development Staff	4%	5%	1%	2%	9%
Volunteer	6%	2%	4%	2%	3%
Other	0%	0%	8%	11%	6%

Please select the option that represents how you describe yourself:	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Average Funder
Female	79%	83%	86%	81%	63%
Male	6%	9%	11%	18%	31%
Prefer to self-identify	13%	5%	2%	2%	1%
Prefer not to say	3%	2%	1%	0%	5%

Funder Characteristics

Financial Information	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total assets	\$17M	\$18.8M	\$12.9M	\$5.8M	\$252M	\$119.3M
Total giving	\$5.8M	\$6.3M	\$3.5M	\$3.8M	\$17.5M	\$25M

Funder Staffing	Mama Cash 2020	Mama Cash 2018	Mama Cash 2016	Mama Cash 2014	Median Funder	Custom Cohort
Total staff (FTEs)	44	38	30	31	16	32
Percent of staff who are program staff	23%	29%	30%	30%	42%	42%

Grantmaking Processes	Mama Cash 2020	Mama Cash 2018	Mama Cash 2014	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	0%	0%	6%	44%	95%
Proportion of grantmaking dollars that are invitation-only	0%	0%	5%	60%	95%

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 93 and 198, respectively.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	86
How well does the Foundation understand the field in which you work?	90
To what extent has the Foundation advanced the state of knowledge in your field?	83
To what extent has the Foundation affected public policy in your field?	79
Overall, how would you rate the Foundation's impact on your local community?	86
How well does the Foundation understand the local community in which you work?	89
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	93
How well does the Foundation understand your organization's strategy and goals?	89
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	87
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	88
How often do/did you have contact with your program officer during this grant?	93
Who most frequently initiated the contact you had with your program officer during this grant?	92
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	88
Has your main contact at the Foundation changed in the past six months?	92
Did you submit a proposal to the Foundation for this grant?	92
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	85
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	83
Are you currently receiving funding from the Foundation?	86
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	91
How well does the Foundation understand your intended beneficiaries' needs?	89
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	87
Have you participated in a reporting or evaluation process?	92
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	75
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	76
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	75
To what extent was the Foundation's reporting process...Straightforward?	79
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	0
Did the Foundation provide financial support for the evaluation?	36
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	41
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	40
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	42
Funder-Grantee Relationships Summary Measure	82
Understanding Summary Measure	87
To what extent did the Foundation exhibit the following during this grantâ€¦Trust in your organization's staff	90
To what extent did the Foundation exhibit the following during this grantâ€¦Candor about the Foundation's perspectives on your work	89

To what extent did the Foundation exhibit the following during this grantâ€¦ Respectful interaction	89
To what extent did the Foundation exhibit the following during this grantâ€¦ Compassion for those affected by your work	88
Was the funding you received restricted to a specific use?	88
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	89
Based on what your organization believes the Foundation would be willing to fund	89
Based on what your organization needs	89
Based on the results of an assessment or evaluation	89
Not applicable - I have never requested support from the Foundation to strengthen my organization	89

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	168
How well does the Foundation understand the field in which you work?	149
Overall, how would you rate the Foundation's impact on your local community?	161
How well does the Foundation understand the local community in which you work?	148
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	185
How well does the Foundation understand your organization's strategy and goals?	153
What was the dollar amount of your grant request to the Foundation?	147
How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?	175
After your request was declined did you request any feedback or advice from the Foundation?	193
After your request was declined did you receive any feedback or advice from the Foundation?	184
Was the grant proposal you submitted restricted to a specific use?	190
How much time elapsed from initial submission of your grant proposal to the final decision not to fund your proposal?	180

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 - Assessment and Advisory Services

+31 (20) 299 3371

charlotteb@cep.org

Hayden Couvillion, Associate Manager - Assessment and Advisory Services

+1 (617) 492-0800 ext. 160

haydenc@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