Grantee Perception Report®

Percent of Budgt Funded

PREPARED FOR
Global Fund for Children

January 2019



THE CENTER FOR EFFECTIVE PHILANTHROPY

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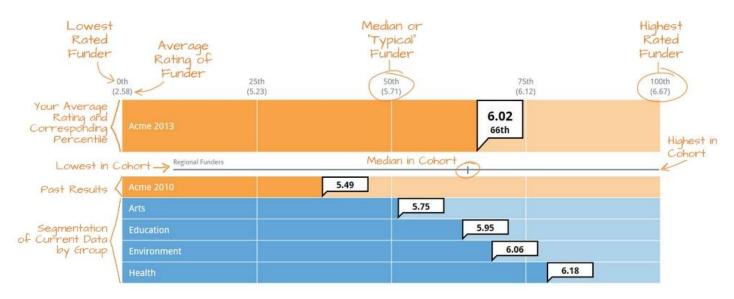
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Interpreting Your Charts

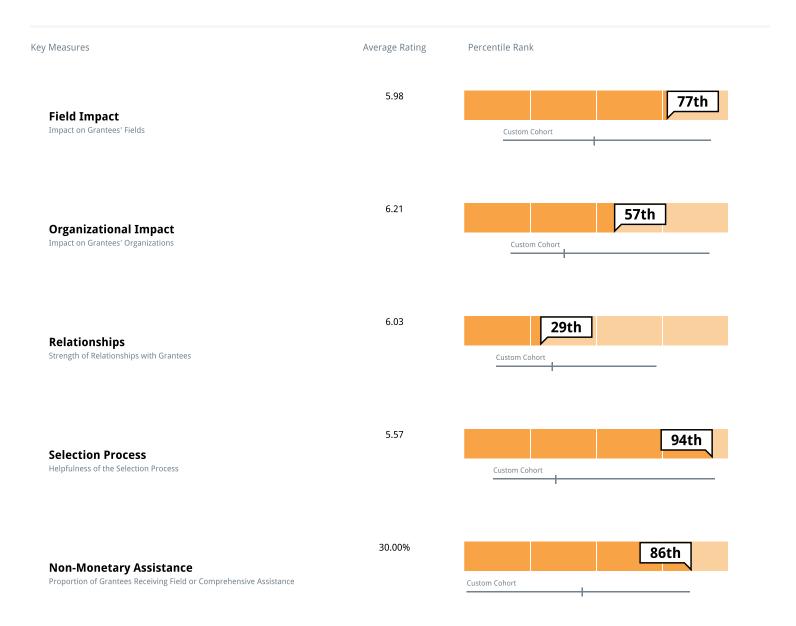
Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.



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

Key Ratings Summary

The following chart highlights a selection of your key 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.



Word Cloud

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



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Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
GFC 2018	September and October, 2018	153	120	78%
Survey Year		Year of Active Grants		
GFC 2018	Ja	anuary 2017-January 2018		

Throughout this report, Global Fund for Children's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at http://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 GFC's overall ratings, this report shows ratings segmented by Geography.

Geography	Number of Responses
Africa and MENA	39
Americas	21
East Asia & Pacific	19
Europe and Eurasia	19
South Asia	22
Percent of Budget Funded	Number of Responses
Percent of Budget Funded Less than 5%	Number of Responses
-	
Less than 5%	24
Less than 5% 5% - 14%	24 29

Subgroup Methodology and Differences

Subgroup Methodology

Based on guidance from GFC, CEP segmented these results based on the following characteristics:

- Geography: Using GFC's grantee list, and in consultation with GFC, CEP tagged grantees into 5 geographical groups.
 - Note that Africa and MENA comprises responses from Sub-Saharan Africa and Middle-East and North Africa grantees.
- Percent of Budget Funded: Using grantees' survey responses, CEP tagged grantees into 5 categories based on the proportion of their yearly budget which was funded by the grant received.

Subgroup Differences

Geography: While no group consistently rates higher or lower than others, there are some trends*. Specifically, ratings from Europe and Eurasia grantees trend higher on measures related to relationships, impact on the field, understanding and evaluation. Ratings from East Asia & Pacific grantees trend lower on measures related to relationships, impact, understanding and evaluation.

Percent of Budget Funded: While no group consistently rates higher or lower than others, there are some trends*. Specifically ratings from grantees whose budgets are less than 5% funded trend lower on almost all measures in the survey. Ratings from grantees with budget funded proportions of 28 to 49 percent trend higher on measures related to the reporting and evaluation process as well as understanding.

*CEP calls outs trends in subgroups where the mean for a subgroup is at least 0.4 larger or smaller than the mean for GFC overall.

Comparative Cohorts

Customized Cohort

GFC selected a set of 11 funders to create a smaller comparison group that more closely resembles GFC in scale and scope.

Custom Cohort

Azim Premji Philanthropic Initiatives
EMpower
Global Fund For Children
Human Dignity Foundation
Jessie Smith Noyes Foundation
Levi Strauss Foundation
Mama Cash
Ms. Foundation for Women
The Christensen Fund
Tinker Foundation Inc.
Unbound Philanthropy

Standard Cohorts

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

Strategy Cohorts

	Count	Cohort Name
Funders with median grant size	32	Small Grant Providers
Funders with median grant size of	78	Large Grant Providers
Funders for which a majority of grantees report having contact with their primary contact monthly	36	High Touch Funders

Intensive Non-Monetary Assistance Providers	32	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	68	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	75	Funders that make at most 10% of grants by invitation only
International Funders	38	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	56	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	143	All private foundations in the GPR dataset
Family Foundations	67	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	17	All corporate foundations in the GPR dataset

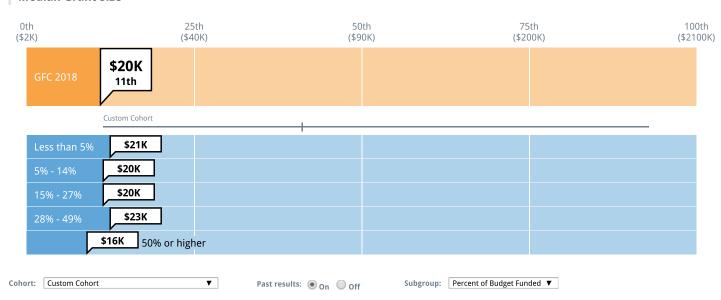
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	15	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

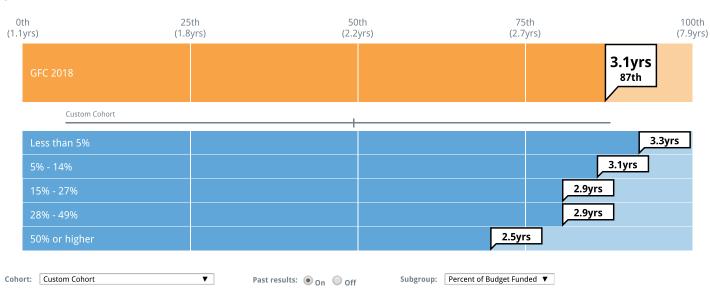
Grantmaking Characteristics

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

Median Grant Size



Average Grant Length



Median Organizational Budget



Type of Support	GFC 2018	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	13%	21%	23%
Percent of grantees receiving program/project support	84%	65%	72%
Percent of grantees receiving other types of support	3%	14%	5%

Grant History	GFC 2018	Average Funder	Custom Cohort
Percentage of first-time grants	5%	29%	40%

Program Staff Load	GFC 2018	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.3M	\$2.7M	\$0.7M
Applications per program full-time employee	29	29	24
Active grants per program full-time employee	29	33	29

Impact on and Understanding of Grantees' Fields

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



How well does GFC understand the field in which you work?



Advancing Knowledge and Public Policy

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

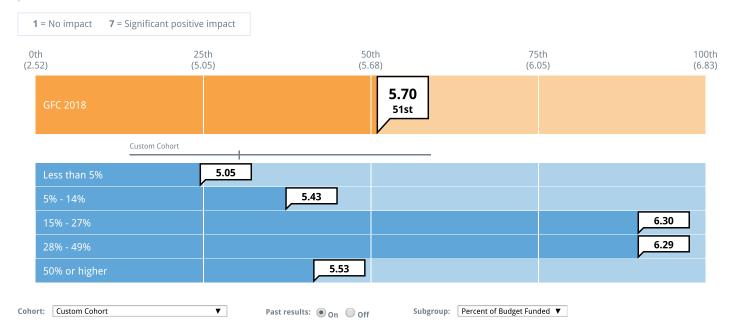


To what extent has GFC affected public policy in your field?

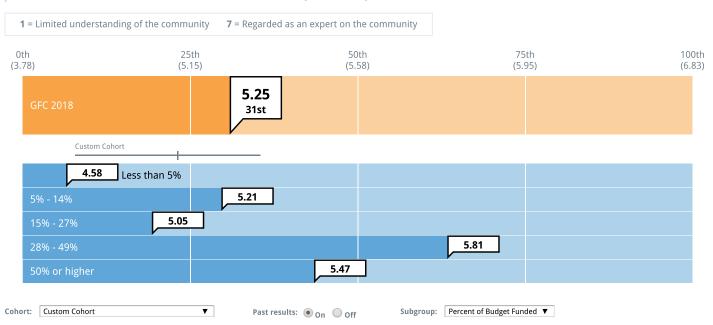


Impact on and Understanding of Grantees' Local Communities

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



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

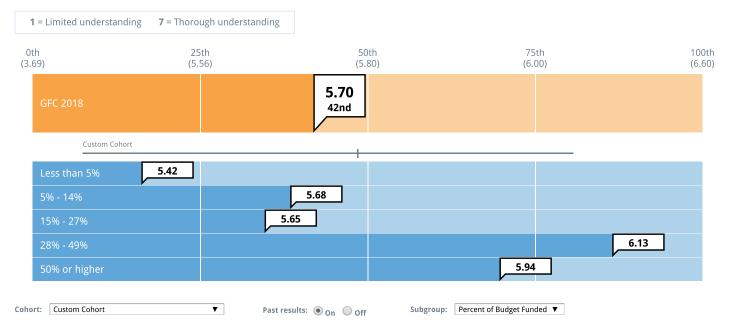


Impact on and Understanding of Grantees' Organizations

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



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



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



Grantee Challenges

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



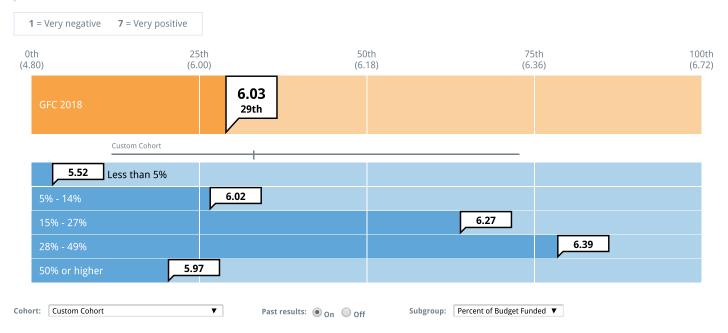
Funder-Grantee Relationships

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 GFC
- 2. Comfort approaching GFC if a problem arises
- 3. Responsiveness of GFC staff
- 4. Clarity of communication of GFC's goals and strategy
- 5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure



Quality of Interactions

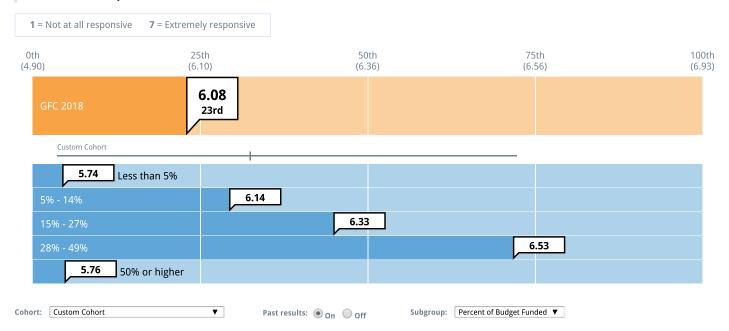
Overall, how fairly did GFC treat you?



How comfortable do you feel approaching GFC if a problem arises?



Overall, how responsive was GFC staff?



Interaction Patterns

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

Frequency of Contact with your program officer	GFC 2018	Average Funder	Custom Cohort
Weekly or more often	11%	3%	4%
A few times a month	21%	11%	11%
Monthly	14%	15%	13%
Once every few months	46%	53%	58%
Yearly or less often	8%	18%	13%

Frequency of Contact with your program officer (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Weekly or more often	0%	14%	10%	18%	12%
A few times a month	13%	24%	29%	29%	18%
Monthly	8%	3%	14%	24%	24%
Once every few months	63%	52%	38%	29%	41%
Yearly or less often	17%	7%	10%	0%	6%

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

Initiation of Contact with your program officer	GFC 2018	Average Funder	Custom Cohort
Your program officer	37%	15%	21%
Both of equal frequency	48%	50%	53%
Grantee	14%	35%	26%

Initiation of Contact with your program officer (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Your program officer	46%	38%	43%	25%	24%
Both of equal frequency	33%	55%	52%	50%	59%
Grantee	21%	7%	5%	25%	18%

Contact Change and Site Visits

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



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



Communication

How clearly has GFC communicated its goals and strategy to you?



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

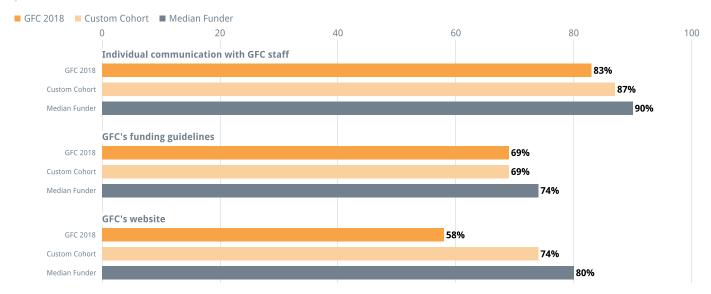


Communication Resources

Grantees were asked whether they used each of the following communications resources from GFC and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

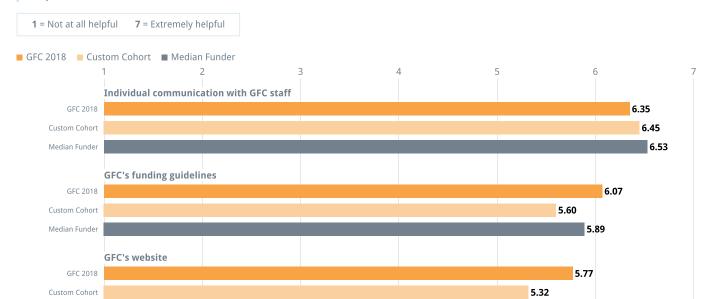
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources



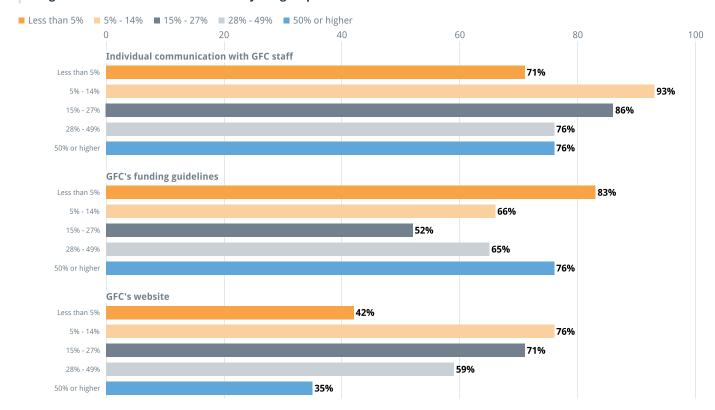
Helpfulness of Communication Resources

Median Funder

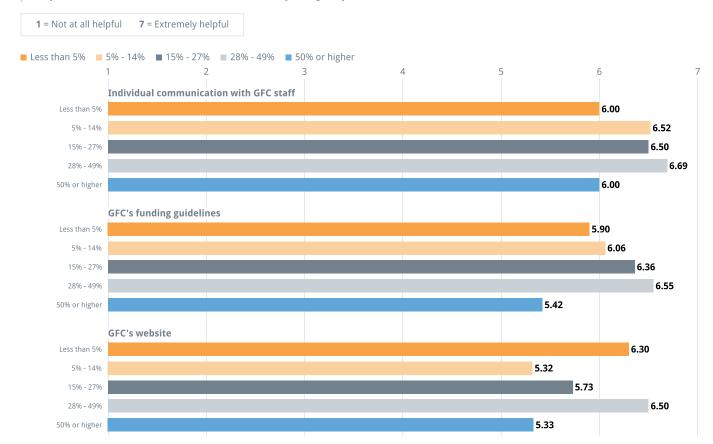


"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup



Openness

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



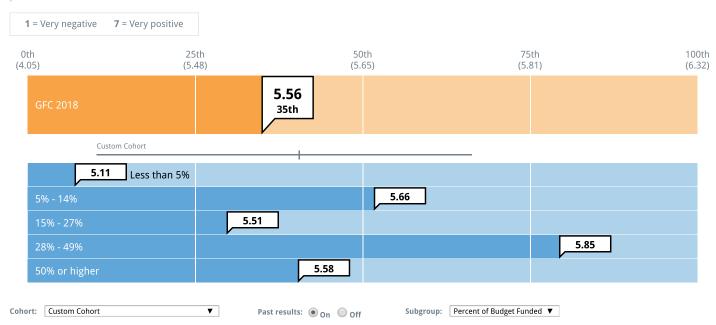
Top Predictors of Relationships

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

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

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

Understanding Summary Measure



Overall, how transparent is GFC with your organization?



Beneficiary and Contextual Understanding

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

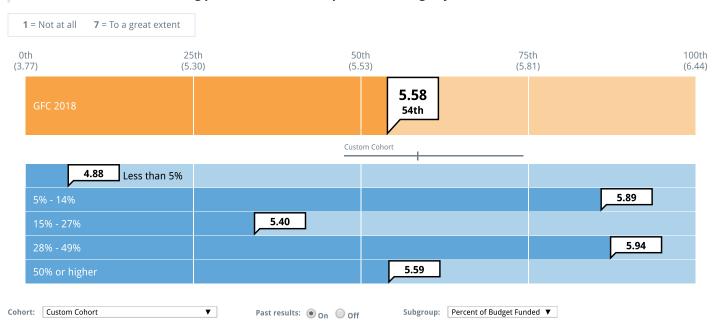


In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, or participants.

How well does GFC understand your intended beneficiaries' needs?



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



Grant Processes

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



Selection Process

Did you submit a proposal for this grant?	GFC 2018	Average Funder	Custom Cohort
Submitted a Proposal	97%	94%	97%
Did Not Submit a Proposal	3%	6%	3%

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



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?



Time Between Submission and Clear Commitment

"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	GFC 2018	Average Funder	Custom Cohort
Less than 1 month	13%	6%	9%
1 - 3 months	66%	55%	55%
4 - 6 months	14%	29%	25%
7 - 9 months	2%	5%	6%
10 - 12 months	2%	2%	2%
More than 12 months	3%	2%	2%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Less than 1 month	23%	7%	10%	6%	12%
1 - 3 months	59%	69%	80%	81%	53%
4 - 6 months	9%	21%	5%	13%	24%
7 - 9 months	9%	0%	0%	0%	0%
10 - 12 months	0%	0%	0%	0%	6%
More than 12 months	0%	3%	5%	0%	6%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" standard oversight, monitoring, and grant reporting.
- "Evaluation" formal activities beyond reporting undertaken to assess or learn about the grant, the Foundation's program, or other efforts.

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



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

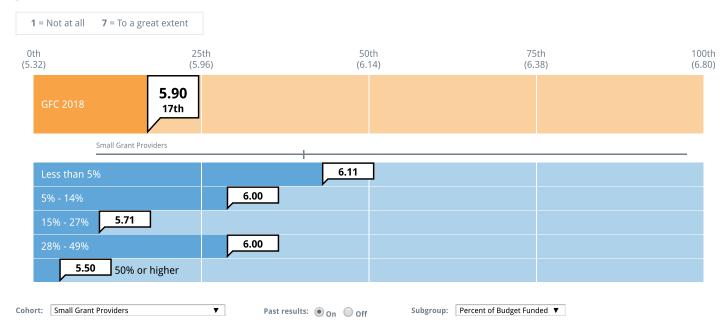
Participation in Reporting and/or Evaluation Processes	GFC 2018	Average Funder	Custom Cohort
Participated in a reporting process only	34%	55%	52%
Participated in an evaluation process only	2%	1%	2%
Participated in both a reporting and an evaluation process	61%	33%	38%
Participated in neither a reporting nor an evaluation process	3%	11%	8%

Participation in Reporting and/or Evaluation Processes (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Participated in a reporting process only	61%	37%	19%	29%	29%
Participated in an evaluation process only	0%	0%	5%	0%	6%
Participated in both a reporting and an evaluation process	30%	63%	76%	65%	65%
Participated in neither a reporting nor an evaluation process	9%	0%	0%	6%	0%

Reporting Process

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

To what extent was GFC's reporting process straightforward?



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



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



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



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



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



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.

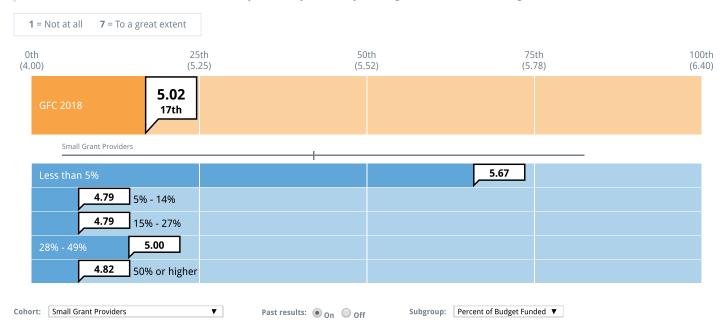
Who was primarily responsible for carrying out the evaluation?	GFC 2018	Average Funder	Custom Cohort
Evaluation staff at GFC	48%	21%	34%
Evaluation staff at your organization	30%	50%	37%
External evaluator, chosen by GFC	18%	15%	18%
External evaluator, chosen by your organization	3%	14%	11%

Who was primarily responsible for carrying out the evaluation? (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Evaluation staff at GFC	29%	50%	47%	60%	55%
Evaluation staff at your organization	43%	31%	33%	20%	27%
External evaluator, chosen by GFC	14%	19%	13%	20%	18%
External evaluator, chosen by your organization	14%	0%	7%	0%	0%

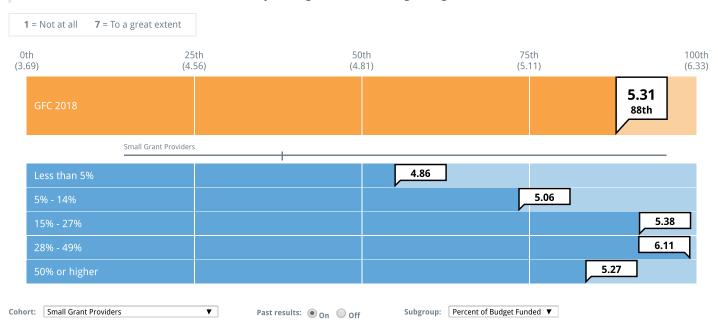
Did GFC provide financial support for the evaluation?	GFC 2018	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by GFC	51%	35%	49%
Yes, the evaluation's costs were partially funded by GFC	12%	16%	15%
No, the evaluation's costs were not funded by GFC	37%	49%	37%

Did GFC provide financial support for the evaluation? (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Yes, the evaluation's costs were fully funded by GFC	71%	71%	36%	56%	25%
Yes, the evaluation's costs were partially funded by GFC	0%	0%	14%	11%	25%
No, the evaluation's costs were not funded by GFC	29%	29%	50%	33%	50%

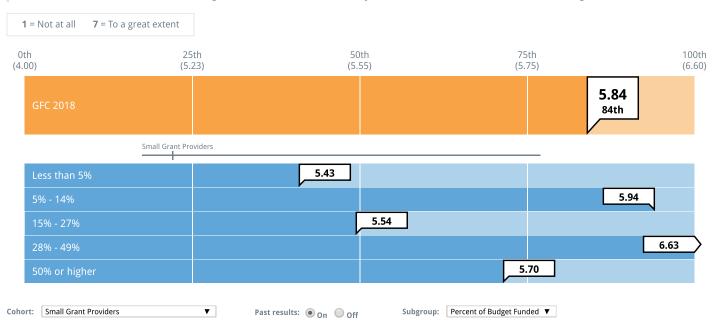
To what extent did the evaluation incorporate input from your organization in the design of the evaluation?



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



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

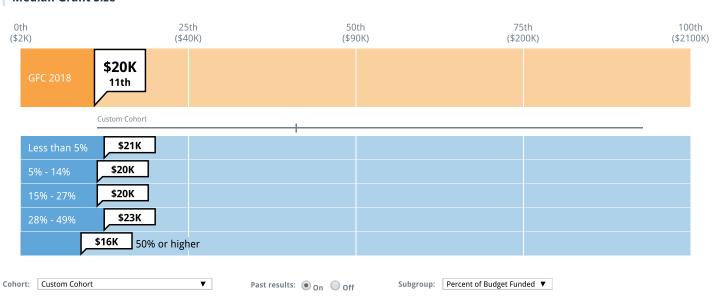


Dollar Return and Time Spent on Processes

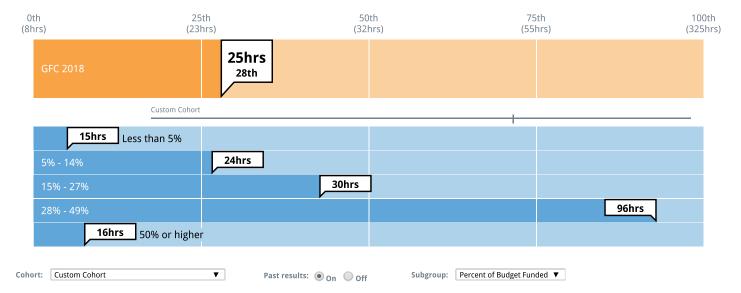
Dollar Return: Median grant dollars awarded per process hour required



Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

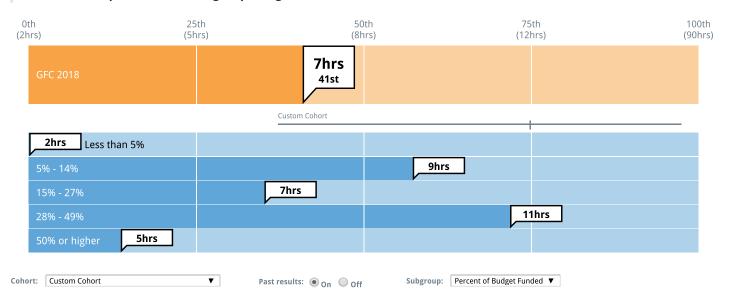


Time Spent On Proposal And Selection Process	GFC 2018	Average Funder	Custom Cohort
1 to 9 hours	33%	20%	18%
10 to 19 hours	25%	21%	20%
20 to 29 hours	9%	18%	13%
30 to 39 hours	5%	8%	6%
40 to 49 hours	10%	12%	12%
50 to 99 hours	12%	11%	14%
100 to 199 hours	2%	6%	11%
200+ hours	5%	3%	7%

Time Spent On Proposal And Selection Process (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
1 to 9 hours	52%	22%	33%	19%	36%
10 to 19 hours	19%	41%	17%	19%	27%
20 to 29 hours	5%	15%	6%	0%	18%
30 to 39 hours	0%	7%	6%	6%	9%
40 to 49 hours	5%	0%	17%	31%	9%
50 to 99 hours	10%	11%	17%	13%	0%
100 to 199 hours	0%	4%	6%	0%	0%
200+ hours	10%	0%	0%	13%	0%

Time Spent on Reporting and Evaluation Process

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



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	GFC 2018	Average Funder	Custom Cohort
1 to 9 hours	60%	52%	38%
10 to 19 hours	12%	20%	21%
20 to 29 hours	7%	11%	13%
30 to 39 hours	2%	4%	4%
40 to 49 hours	5%	4%	5%
50 to 99 hours	7%	5%	8%
100+ hours	7%	5%	10%

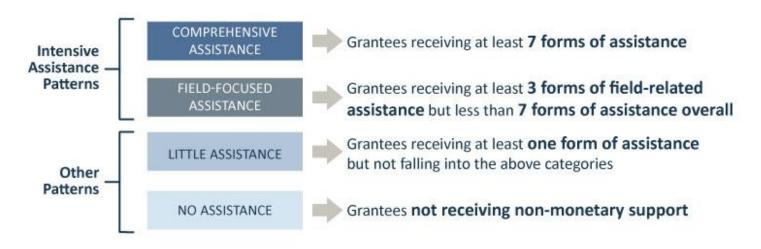
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
1 to 9 hours	77%	56%	58%	50%	64%
10 to 19 hours	5%	22%	5%	6%	27%
20 to 29 hours	9%	0%	11%	6%	0%
30 to 39 hours	5%	4%	0%	0%	0%
40 to 49 hours	0%	7%	5%	6%	9%
50 to 99 hours	5%	0%	11%	19%	0%
100+ hours	0%	11%	11%	13%	0%

Non-Monetary Assistance

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

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 GFC facilities
	Provided seminars/forums/convenings	Staff/management training

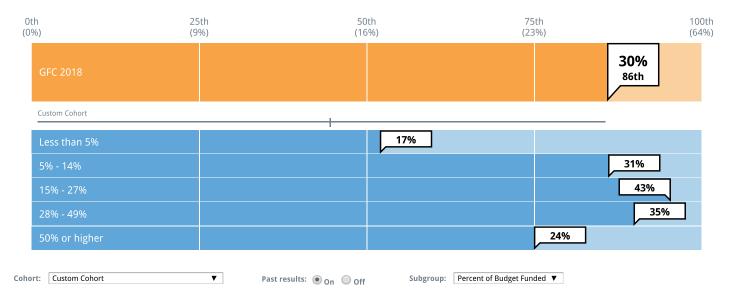
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	GFC 2018	Average Funder	Custom Cohort
Comprehensive	22%	7%	6%
Field-focused	8%	11%	10%
Little	55%	40%	46%
None	15%	42%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Comprehensive	8%	28%	24%	24%	18%
Field-focused	8%	3%	19%	12%	6%
Little	63%	52%	43%	53%	59%
None	21%	17%	14%	12%	18%

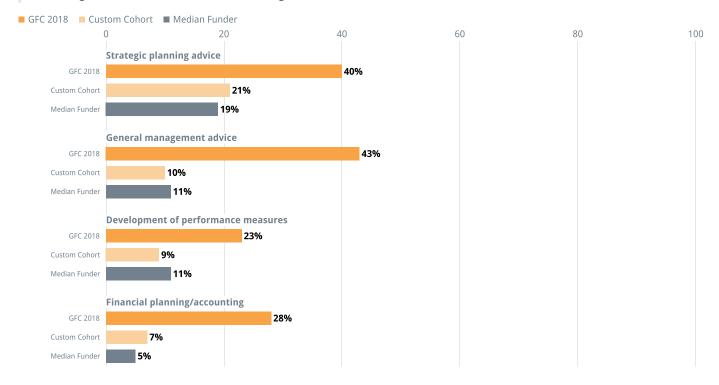
Proportion of grantees that received field-focused or comprehensive assistance



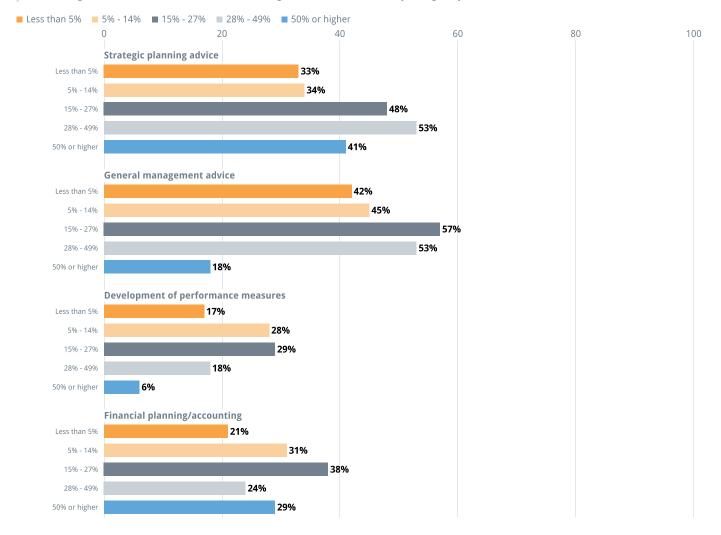
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



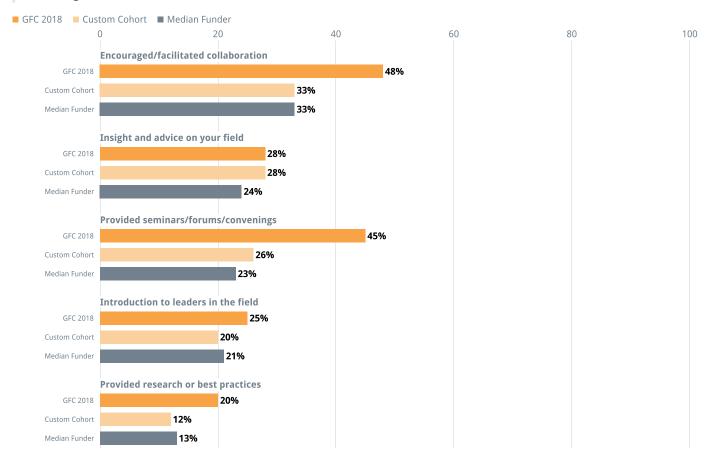
Percentage of Grantees that Received Management Assistance - By Subgroup



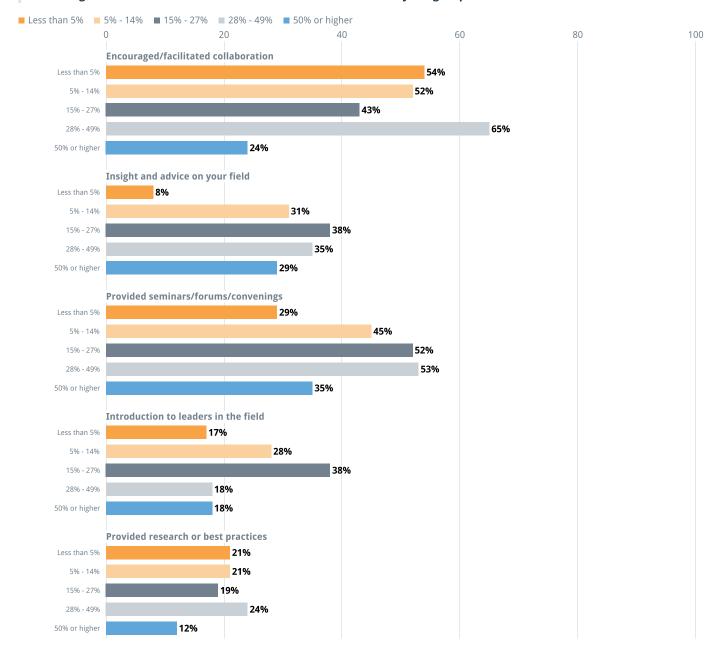
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



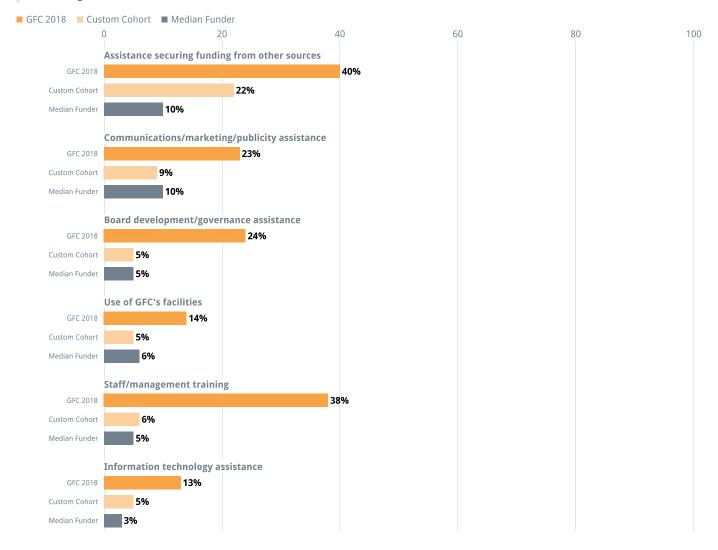
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



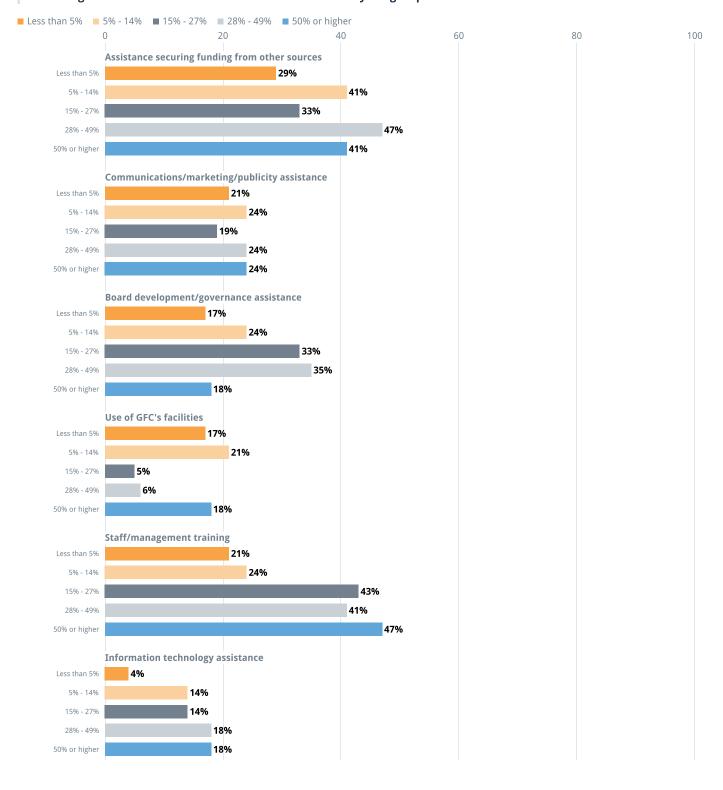
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance

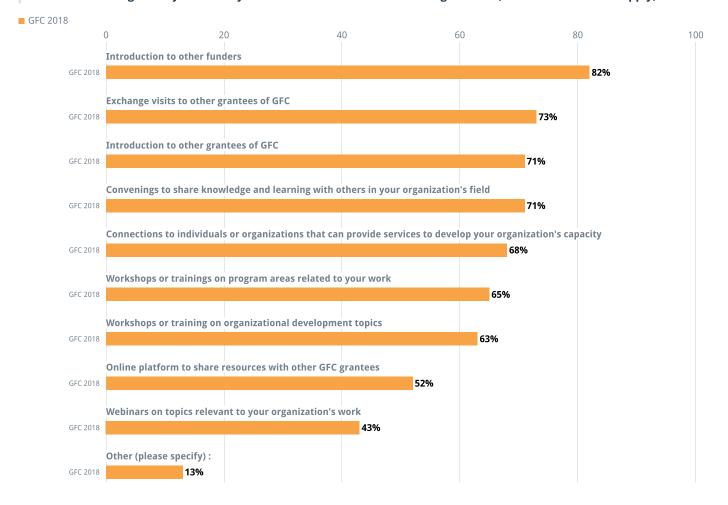


Percentage of Grantees that Received Other Assistance - By Subgroup

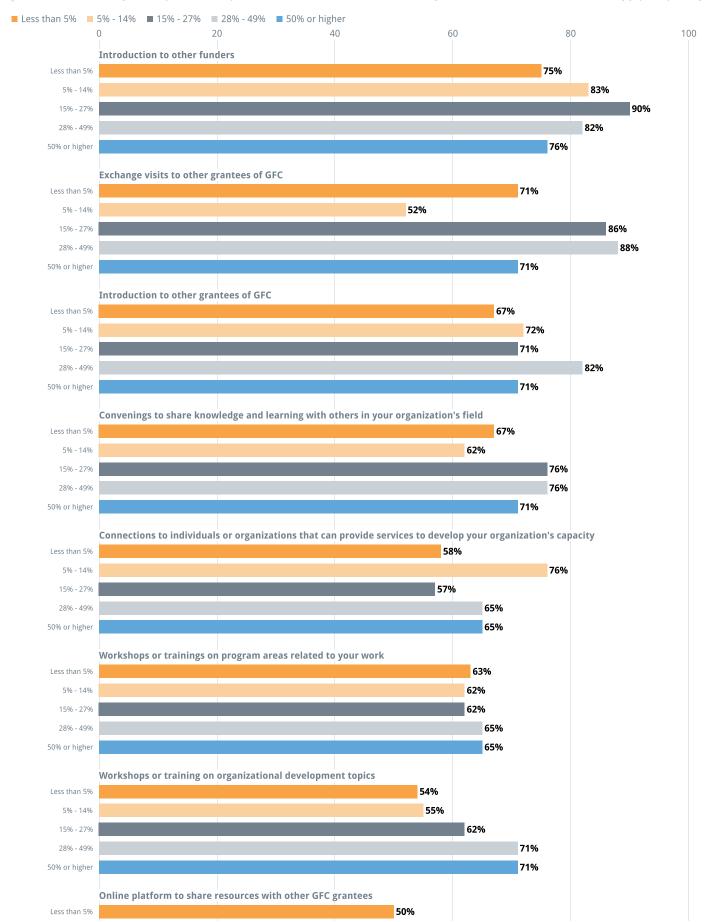


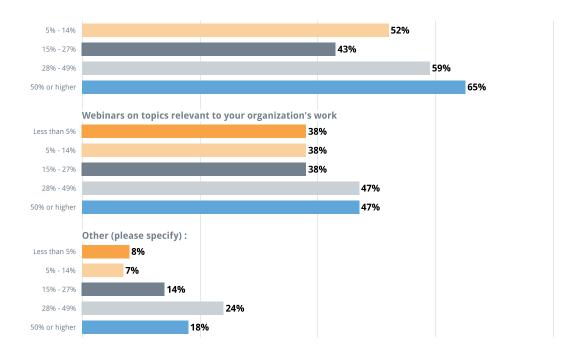
Customized Questions

Beyond funding, what do you see as GFC's role in supporting your organization to better achieve its mission? Please indicate from the following list any activities you would like to see GFC offers its grantees: (Please check all that apply)



Beyond funding, what do you see as GFC's role in supporting your organization to better achieve its mission? Please indicate from the following list any activities you would like to see GFC offers its grantees: (Please check all that apply) - By Subgroup





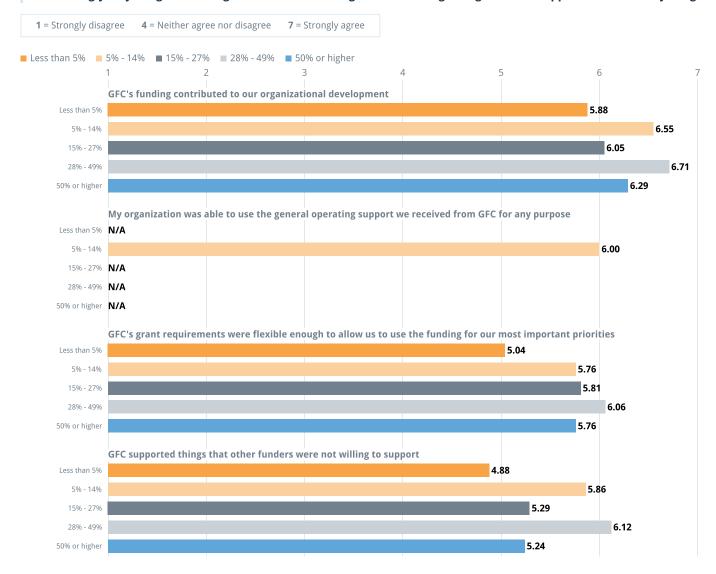
How strongly do you agree or disagree with the following statements regarding financial support from GFC:



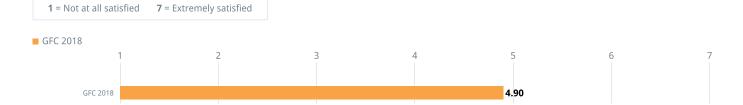




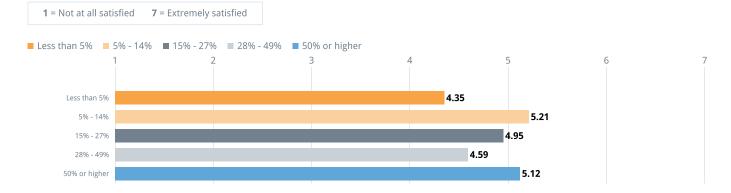
How strongly do you agree or disagree with the following statements regarding financial support from GFC: - By Subgroup



How satisfied were you with the size of the grant you received from GFC?

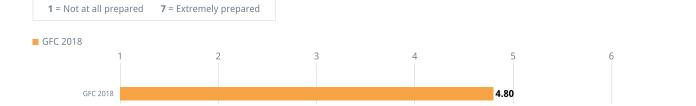


How satisfied were you with the size of the grant you received from GFC? - By Subgroup

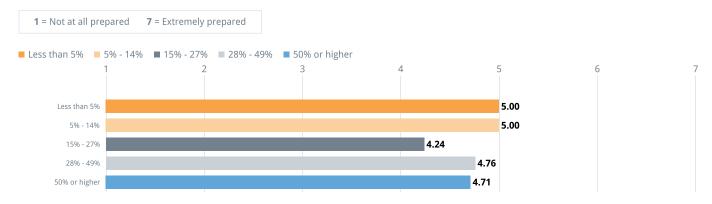


Preparation for the Future

How prepared was your organization for the end of this grant with GFC?



How prepared was your organization for the end of this grant with GFC? - By Subgroup

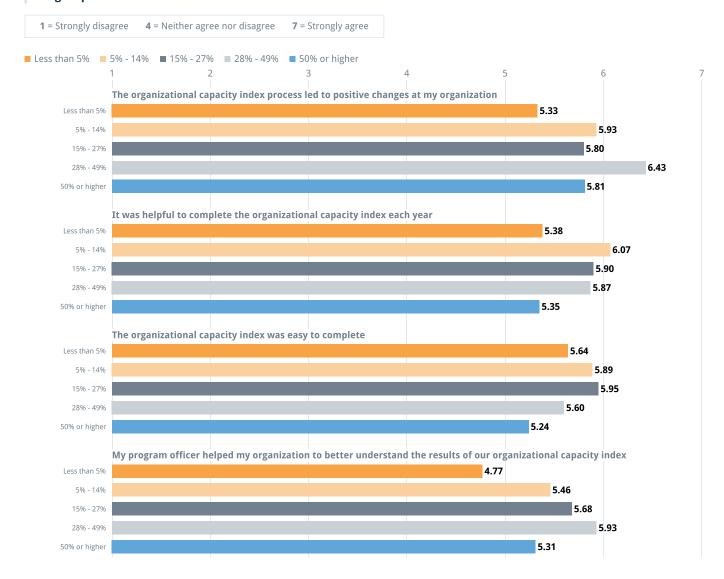


Organizational Capacity Index

How strongly do you agree or disagree with the following statements regarding the Organizational Capacity Index (OCI):



How strongly do you agree or disagree with the following statements regarding the Organizational Capacity Index (OCI): - By Subgroup



GFC's online application and requirements system

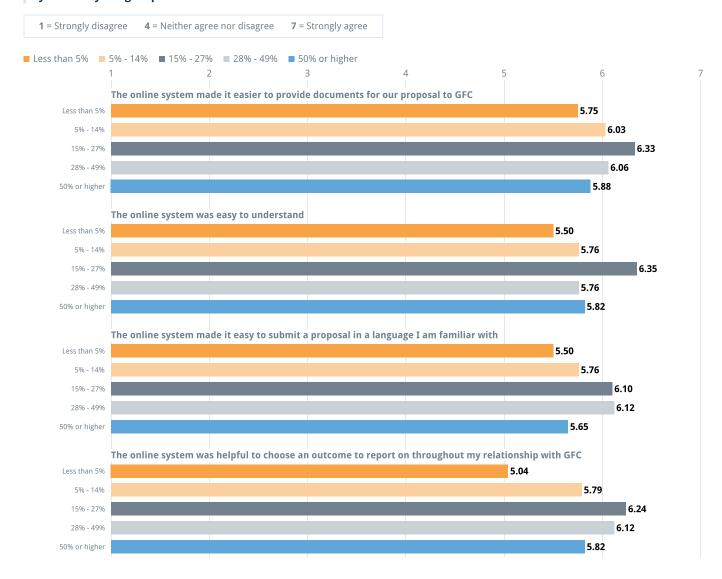
GFC 2018

How strongly do you agree or disagree with the following statements regarding GFC's online application and requirements system:



5.69

How strongly do you agree or disagree with the following statements regarding GFC's online application and requirements system: - By Subgroup



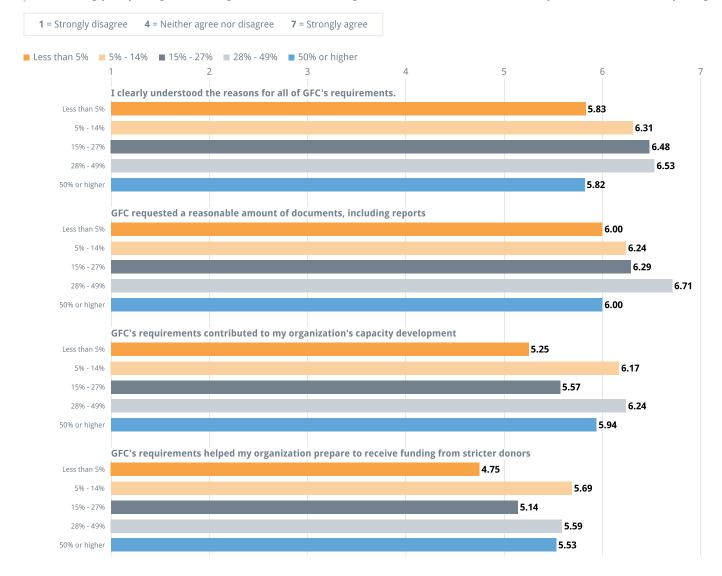
How strongly do you agree or disagree with the following statements about the overall requirements of GFC?

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

■ GFC 2018



How strongly do you agree or disagree with the following statements about the overall requirements of GFC? - By Subgroup



Grantees' Open-Ended Comments

In the Grantee Perception Report survey, CEP asks three open-ended questions:

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

Grantees were asked to comment on the quality of GFC'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 GFC's Processes, Interactions, and Communications	GFC 2018	Average Funder	Custom Cohort
Positive comment	74%	72%	71%
Comment with at least one constructive theme	26%	28%	29%

Grantees' Suggestions

Grantees were asked to provide any suggestions for how GFC could improve. Of the 120 grantees that responded to the survey, 78 grantees provided 122 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Non-Monetary Assistance	27%
Interactions with Staff	21%
Grantmaking Characteristics	16%
The Fund's Processes	9%
Fund Communications	7%
The Fund's Exit Process	6%
Impact on and Understanding of Grantees' Communities	5%
Impact on and Understanding of Grantees' Fields	4%
Other Suggestions	4%

Selected Comments

Grantees were asked to provide any suggestions for how GFC could improve. Of the 120 grantees that responded to the survey, 78 grantees provided 122 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Non-Monetary Assistance (27% N=33)

- More Assistance Helping Grantees Secure Funding from Other Sources (N = 8)
 - "Connect grantees to more donors in their line of expertise."
 - "Introduction to other funders."
 - "Support us in the process for requesting funding if there is...an opportunity, in order to strengthen our professional and financial credibility with respect to partners/sponsors."
- Increase Capacity-Building Resources and/or Support (N = 12)
 - "GFC should...try to...assist in continuous capacity development for staff."
 - "Help the agency in managerial and capacity building aspects."
 - "More capacity building to its grantees in all strategic fields."
- Encourage More Cross-Grantee Collaboration (N = 6)
 - "[An] online portal of partners where discussions and collaborations can take place."
 - "Organize more communication between different NGO[s]."
- Facilitate More Grantee Convenings (N = 6)
 - "An annual meeting for all the partners so they can exchange experiences and best practices."
 - "Organize more experience sharing conferences with partners."
- Other Suggestion (N = 1)

Interactions with Staff (21% N=26)

- Offer More and/or Improved Site Visits (N = 10)
 - "Direct visits [to] project site[s] of the grantees, if possible."
 - "Frequent visits to supported organisations to provide face-to-face interactions."
 - "We would like...the management [of GFC] to visit our organization, in order to be aware of the serious problems in the area, and [of the] children who need a lot of help."
- Better Manage and/or Reduce Primary Contact Transitions (N = 5)
 - "In [the] future, our organization would like it if the program supervisor assigned by GFC [were] kept in the position for several years."
 - "Less change of program officers."
- Improve Quality of Interactions with Staff (N = 4)
 - "Smoother communication with project officers."
 - "They should have a more interested approach in what we do."
- More Frequent and/or Proactive Interactions (N = 3)
 - "Reach out more to grantees to check on their performances, welfare, [and] even safety, for some of us working in dangerous zones."
- Other Suggestions (N = 4)

Grantmaking Characteristics (16% N=20)

- Increase Grant Length (N = 7)
 - "A year program duration makes [it] sometimes difficult to [have]...long-term planning [or] provide... sustainability for the program... Though we can renew the proposal, it would be better if we can propose for a longer duration of program (3 years at least) to get the maximum impacts and more possibilities of sustainable programs."
 - "Instead of yearly funding, [the] duration of funding should increase [to] three to five years."
 - "The duration of the funding process should [be] increased. [A] long-term funding system should be introduced, as GFC award[s] the grant every year. If GFC awarded the grant [on a]...long-term basis, like for 6 years or 3 years, program sustainability [would] increase automatically."
- Increase Grant Size (N = 5)
 - "GFC needs to increase its yearly funding support so as to enable partners reach out to many vulnerable children that are in need."
 - "Increase its size of funding, because the number of children in need of assistance is too high."
- Greater Flexibility with Grant Funding (N = 4)
 - "GFC needs [to]...[de]crease the grant limits. The grantee/partner organizations of GFC should be able to address a burning or emergency need [in] serving [the] community during the funding year."
 - "GFC support should be flexible and not strictly linked to [a] 5 years of project support period."
- Provide Continuous Funding (N = 2)
 - "We would like to receive GFC grants to continue this support."
- Other Suggestions (N = 2)

The Fund's Processes (9% N=11)

- Improve Quality of Experience When Requesting Budget Changes (N = 2)
 - "[Be] respectful to grantees when requesting changes in the budget and clearly explain expectations."
- More Feedback Regarding Submitted Reports (N = 2)
 - "Provide feedback on grantee reports."
- Reduce Time Between Proposal Submission and Fund Disbursement (N = 2)
 - "The period between submission of a project proposal and disbursement of funds is, at times, too long."
- Streamline Processes (N = 2)
 - "Make the proposal/reporting process simpler and less time-consuming."

• Other Suggestions (N = 3)

Fund Communications (7% N=9)

- Increased Communications Regarding GFC's Strategy and/or Funded Work (N = 4)
 - "[An] improved promotion of the GFC and its projects, in [a] more comprehensive way, through different social media means, may attract more people interested in participating and volunteering in future projects."
 - "More people [and] organizations should know more and better about GFC's work and results."
- Translation of GFC's Communications Resources (N = 3)
 - "A translated breakdown of the funding process in Thai language."
- Improve Quality of the Fund's Communications (N = 2)
 - "Stronger communication."

The Fund's Exit Process (6% N=7)

- Provide More Supports to Exiting Grantees (N = 4)
 - "GFC can partner with a larger funder to support their grantees upon exiting GFC."
 - "GFC should also do a lot in ensuring that their partner organizations are adequately sustained as they phase out, both in areas of financials [and] material (in form of equipment). And..., they should also help [in] forming a formidable GFC network, where the weaned-off organizations can collaborate with new ones, with a view to information-sharing."
- Earlier Notice About Discontinuation of Funding (N = 3)
 - "At least one year ahead, GFC should have informed us about the discontinuation of [the] primary grant."

Impact on and Understanding of Grantees' Communities (5% N=6)

- Improve Understanding of Grantees' Communities (N = 2)
 - "Understanding local content should be paramount in their engagements."
- Locations of GFC Offices in Grantees' Communities (N = 2)
 - "It [would] be better if GFC operates [a] local office in [the] funded country."
- More Direct GFC Involvement with Grantees' Intended Beneficiaries (N = 2)
 - "Interaction[s] with beneficiaries as part of [the] site visit."

Impact on and Understanding of Grantees' Fields (4% N=5)

- Increased Focus on Advocacy in Funding and/or Focus (N = 3)
 - "Support advocacy efforts (both through funding as well as training)."
- Increase Thought Leadership Role (N = 2)
 - "Develop joint national campaign[s], and influence on philanthropy initiatives [affecting]...funded NGOs."

Other Suggestions (4% N=5)

• Other Suggestions (N = 5)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	GFC 2018	Median Funder	Custom Cohort
Average grant length	3.1 years	2.2 years	2.2 years

Length of Grant Awarded	GFC 2018	Average Funder	Custom Cohort
1 year	39%	44%	34%
2 years	14%	24%	33%
3 years	4%	19%	20%
4 years	13%	4%	3%
5 or more years	30%	8%	9%

Type of Grant Awarded	GFC 2018	Average Funder	Custom Cohort
Program / Project Support	84%	65%	72%
General Operating / Core Support	13%	21%	23%
Capital Support: Building / Renovation / Endowment Support / Other	1%	5%	1%
Technical Assistance / Capacity Building	1%	4%	2%
Scholarship / Fellowship	2%	2%	1%
Event / Sponsorship Funding	0%	2%	1%

Grantmaking Characteristics - By Subgroup

General Operating / Core Support

Scholarship / Fellowship

Event / Sponsorship Funding

Technical Assistance / Capacity Building

Capital Support: Building / Renovation / Endowment Support / Other

Length of Grant Awarded (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Average grant length	3.3 years	3.1 years	2.9 years	2.9 years	2.5 years
Length of Grant Awarded (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
1 year	25%	34%	52%	47%	47%
2 years	21%	17%	5%	6%	24%
3 years	8%	3%	5%	6%	0%
4 years	21%	17%	5%	12%	6%
5 or more years	25%	28%	33%	29%	24%
Type of Grant Awarded (By Subgroup)		Less than 5%	5% - 14% 15%	- 27% 28% - 49%	50% or higher
Program / Project Support		83%	76%	100% 76%	94%

13%

0%

0%

4%

0%

24%

0%

0%

0%

0%

18%

6%

0%

0%

0%

0%

0%

0%

6%

0%

0%

0%

0%

0%

0%

Grant Size

Grant Amount Awarded	GFC 2018	Median Funder	Custom Cohort
Median grant size	\$20K	\$90K	\$63.5K

Grant Amount Awarded	GFC 2018	Average Funder	Custom Cohort
Less than \$10K	14%	9%	5%
\$10K - \$24K	50%	12%	16%
\$25K - \$49K	15%	13%	17%
\$50K - \$99K	19%	15%	22%
\$100K - \$149K	2%	10%	8%
\$150K - \$299K	0%	16%	14%
\$300K - \$499K	0%	9%	6%
\$500K - \$999K	0%	7%	6%
\$1MM and above	0%	9%	5%

Median Percent of Budget Funded by Grant (Annualized)	GFC 2018	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	16%	4%	8%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Median grant size	\$20.5K	\$20K	\$20K	\$23K	\$16K
Grant Amount Awarded (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
					_
Less than \$10K	21%	3%	10%	18%	18%
\$10K - \$24K	54%	52%	57%	35%	59%
\$25K - \$49K	8%	24%	14%	18%	6%
\$50K - \$99K	17%	14%	19%	29%	18%
\$100K - \$149K	0%	7%	0%	0%	0%
\$150K - \$299K	0%	0%	0%	0%	0%
\$300K - \$499K	0%	0%	0%	0%	0%
\$500K - \$999K	0%	0%	0%	0%	0%
\$1MM and above	0%	0%	0%	0%	0%
Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)		Less than 5%	5% - 14%	15% - 27% 28% - 4	49% 50% or higher
Size of grant relative to size of grantee budget		3%	9%	21%	71%

Grantee Characteristics

Operating Budget of Grantee Organization	GFC 2018	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$1.5M	\$0.6M

Operating Budget of Grantee Organization	GFC 2018	Average Funder	Custom Cohort
<\$100K	58%	8%	17%
\$100K - \$499K	35%	19%	30%
\$500K - \$999K	4%	13%	17%
\$1MM - \$4.9MM	3%	30%	23%
\$5MM - \$24MM	0%	18%	7%
>=\$25MM	0%	11%	5%

Grantee Characteristics - By Subgroup

\$5MM - \$24MM

>=\$25MM

Operating Budget of Grantee Organization (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Median Budget	\$0.3M	\$0.1M	\$0.1M	\$0M	\$0M
Operating Budget of Grantee Organization (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
<\$100K	4%	41%	81%	100%	100%
\$100K - \$499K	67%	59%	19%	0%	0%
\$500K - \$999K	17%	0%	0%	0%	0%
\$1MM - \$4.9MM	13%	0%	0%	0%	0%

0%

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Funding Relationship

Pattern of Grantees' Funding Relationship with GFC	GFC 2018	Average Funder	Custom Cohort
First grant received from GFC	5%	29%	40%
Consistent funding in the past	91%	53%	51%
Inconsistent funding in the past	4%	18%	8%

Funding Status and Grantees Previously Declined Funding	GFC 2018	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from GFC	74%	81%	77%
Percent of grantees previously declined funding by GFC	8%	31%	14%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with GFC (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
First grant received from GFC	4%	3%	5%	18%	0%
Consistent funding in the past	96%	93%	90%	76%	88%
Inconsistent funding in the past	0%	3%	5%	6%	12%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Less than 5%	5% - 14%	15% - 27%	28% - 49%	50% or higher
Percent of grantees currently receiving funding from GFC	55%	83%	81%	71%	88%
Percent of grantees previously declined funding by GFC	5%	7%	10%	12%	6%

Grantee Demographics

Job Title of Respondents	GFC 2018	Average Funder	Custom Cohort
Executive Director	62%	47%	50%
Other Senior Management	15%	16%	16%
Project Director	15%	13%	17%
Development Director	0%	8%	4%
Other Development Staff	7%	8%	8%
Volunteer	2%	1%	1%
Other	0%	7%	4%

Gender of Respondents	GFC 2018	Average Funder	Custom Cohort
Female	49%	62%	62%
Male	49%	35%	34%
Prefer to self-identify	2%	0%	2%
Prefer not to say	0%	3%	2%

Funder Characteristics

Financial Information	GFC 2018	Median Funder	Custom Cohort
Total assets	\$8.9M	\$226.9M	\$52.3M
Total giving	\$2.2M	\$16.3M	\$6.3M

Funder Staffing	GFC 2018	Median Funder	Custom Cohort
Total staff (FTEs)	32	16	16
Percent of staff who are program staff	25%	41%	41%

Grantmaking Processes	GFC 2018	Median Funder	Custom Cohort
Proportion of grants that are proactive	100%	41%	76%
Proportion of grantmaking dollars that are proactive	100%	56%	60%

Additional Survey Information

On many questions in the grantee survey, grantees 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 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 GFC's grantee survey was 120.

Question Text	Number of Responses
Overall, how would you rate GFC's impact on your field?	114
How well does GFC understand the field in which you work?	116
To what extent has GFC advanced the state of knowledge in your field?	114
To what extent has GFC affected public policy in your field?	104
Overall, how would you rate GFC's impact on your local community?	114
How well does GFC understand the local community in which you work?	117
How well does GFC understand the social, cultural, or socioeconomic factors that affect your work?	119
How much, if at all, did GFC improve your ability to sustain the work funded by this grant in the future?	120
How well does GFC understand your organization's strategy and goals?	117
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about GFC?	114
How often do/did you have contact with your primary contact during this grant?	120
Who most frequently initiated the contact you had with your primary contact during this grant?	119
Did GFC conduct a site visit during the selection process or during the course of this grant?	119
Has your main contact at GFC changed in the past six months?	116
Did you submit a proposal to GFC for this grant?	119
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?	116
How involved was GFC staff in the development of your grant proposal?	116
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	113
Have you ever been declined funding from GFC?	113
Are you currently receiving funding from GFC?	116
Which of the following best describes the pattern of your organization's funding relationship with GFC?	118
How well does GFC understand your intended beneficiaries' needs?	116
To what extent do GFC's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	116
Have you participated in a reporting or evaluation process?	116
To what extent was GFC's reporting processAdaptable, if necessary, to fit your circumstances?	108
To what extent was GFC's reporting processA helpful opportunity for you to reflect and learn?	104
To what extent was GFC's reporting processRelevant, with questions and measures pertinent to the work funded by this grant?	106
To what extent was GFC's reporting processStraightforward?	104
To what extent was GFC's reporting processAligned appropriately to the timing of your work?	108
Did GFC provide financial support for the evaluation?	59
To what extent did the evaluationResult in you making changes to the work that was evaluated?	68
To what extent did the evaluationIncorporate your input in the design of the evaluation?	63
To what extent did the evaluationGenerate information that you believe will be useful for other organizations?	62
Funder-Grantee Relationships Summary Measure	111

Understanding Summary Measure	117
How strongly do you agree or disagree with the following statements regarding GFC's online application and requirements system:	
The online system was easy to understand	118
The online system made it easier to provide documents for our proposal to GFC	120
The online system made it easy to submit a proposal in a language I am familiar with	120
The online system was helpful to choose an outcome to report on throughout my relationship with GFC	120
How strongly do you agree or disagree with the following statements regarding the Organizational Capacity Index (OCI):	
The organizational capacity index was easy to complete	113
It was helpful to complete the organizational capacity index each year	113
My primary contact helped my organization to better understand the results of our organizational capacity index	109
The organizational capacity index process led to positive changes at my organization	110
How strongly do you agree or disagree with the following statements regarding financial support from GFC:	
My organization was able to use the general operating support we received from GFC for any purpose	14
GFC supported things that other funders were not willing to support	120
GFC's funding contributed to our organizational development	120
GFC's grant requirements were flexible enough to allow us to use the funding for our most important priorities	120
How satisfied were you with the size of the grant you received from GFC?	119
How strongly do you agree or disagree with the following statements about the overall requirements of GFC?	
GFC requested a reasonable amount of documents, including reports	120
I clearly understood the reasons for all of GFC's requirements.	120
GFC's requirements contributed to my organization's capacity development	120
GFC's requirements helped my organization prepare to receive funding from stricter donors	120
How prepared was your organization for the end of this grant with GFC?	119

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

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.

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EFFECTIVE PHILANTHROPY