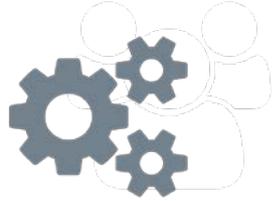


GRANTEE PERCEPTION REPORT

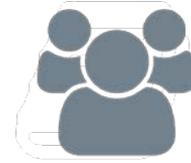
Prepared for the
Inter-American Foundation
April 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY



ASSESSMENTS



PROGRAMMING



RESEARCH



ADVISORY SERVICES

Grantee Survey Population

| Survey Fielded | Responses Received | Response Rate |
|----------------|--------------------|---------------|
| IAF 2017 | 142 | 67% |
| IAF 2014 | 154 | 68% |
| IAF 2011 | 188 | 84% |

| Type of Organization | Count |
|--------------------------|-------|
| Grassroots Support Group | 59 |
| Base Group | 58 |
| Co-funding Partner | 19 |

Grantee Comparative Dataset

Nearly 300 foundations

More than 40,000 grantee responses

Custom Cohort

Ford Foundation

The Christensen Fund

Inter-American Foundation

The David and Lucile Packard
Foundation

John D. and Catherine T. MacArthur
Foundation

The Rockefeller Foundation

Levi Strauss Foundation

The William and Flora Hewlett
Foundation

Oak Foundation

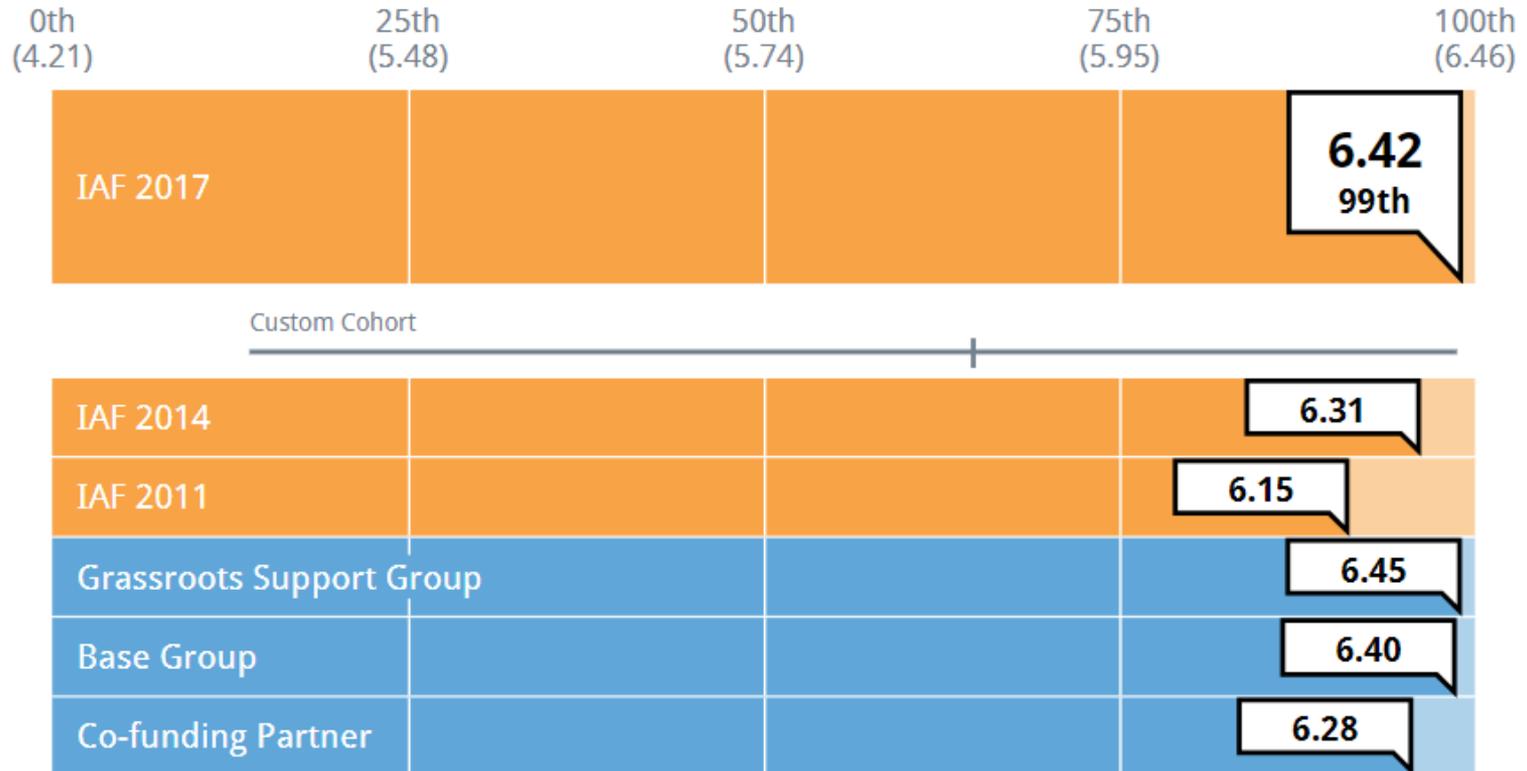
W.K. Kellogg Foundation

Resources Legacy Fund

IMPACT ON GRANTEES' FIELDS AND COMMUNITIES

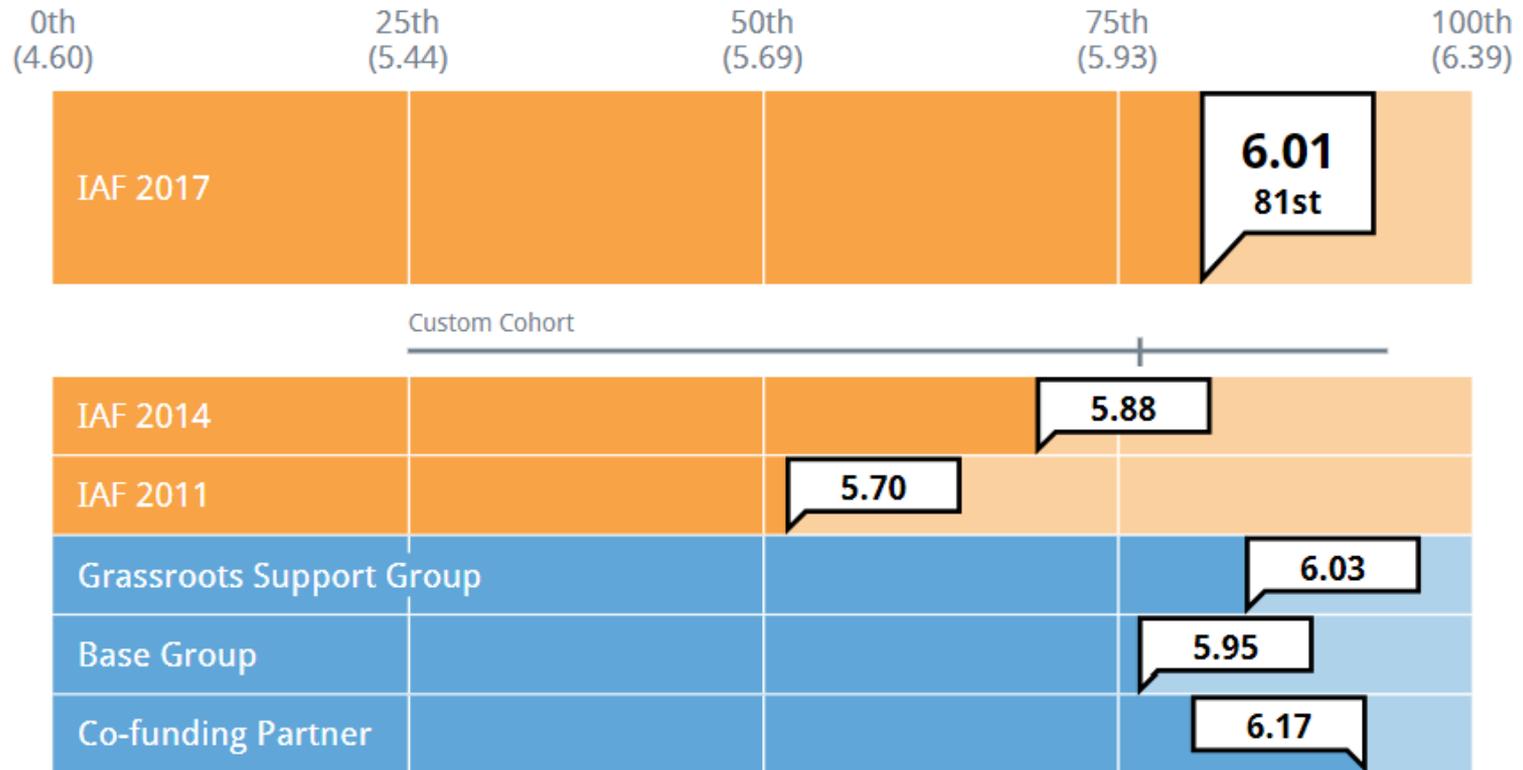
“Overall, how would you rate the Foundation’s impact on your field?”

1 = No impact, 7 = Significant positive impact



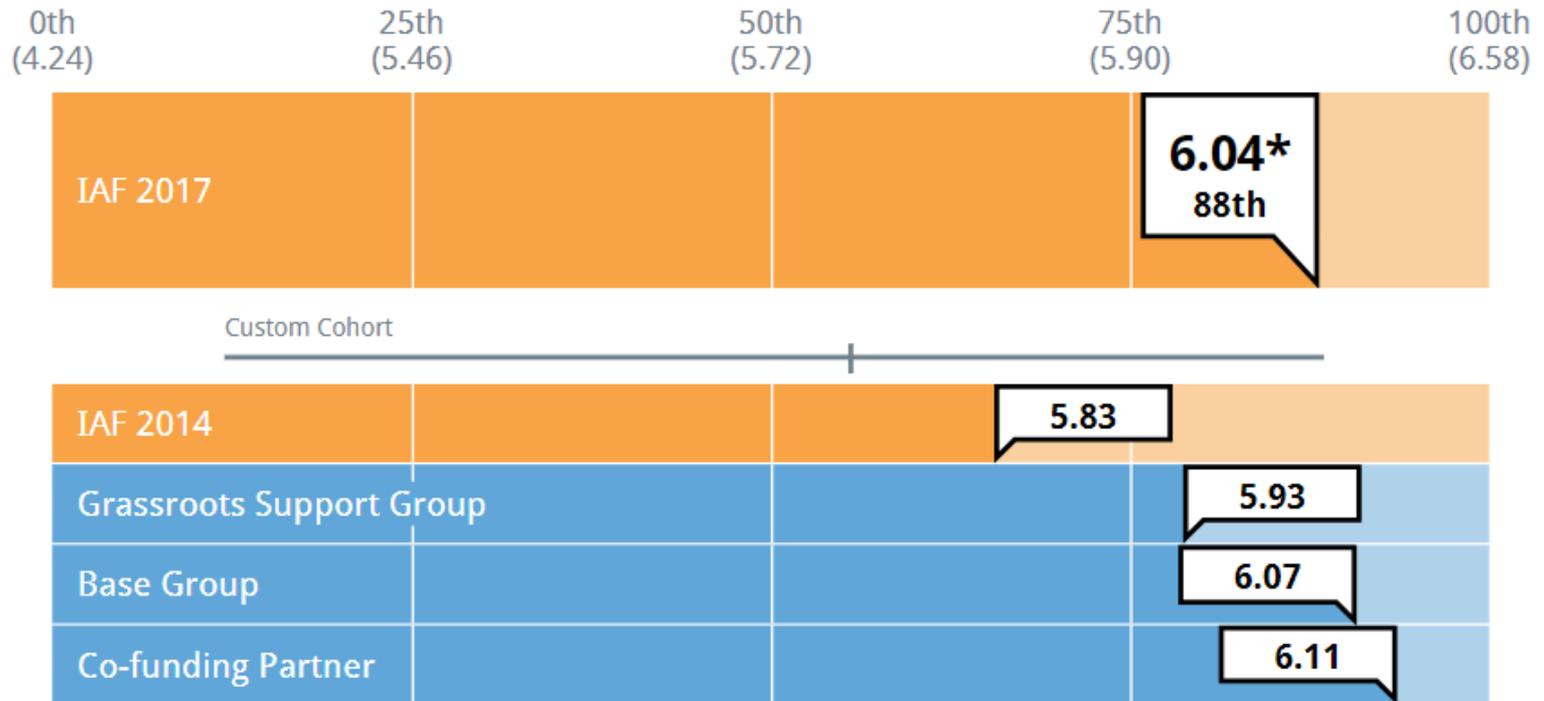
“How well does the Foundation understand the field in which you work?”

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



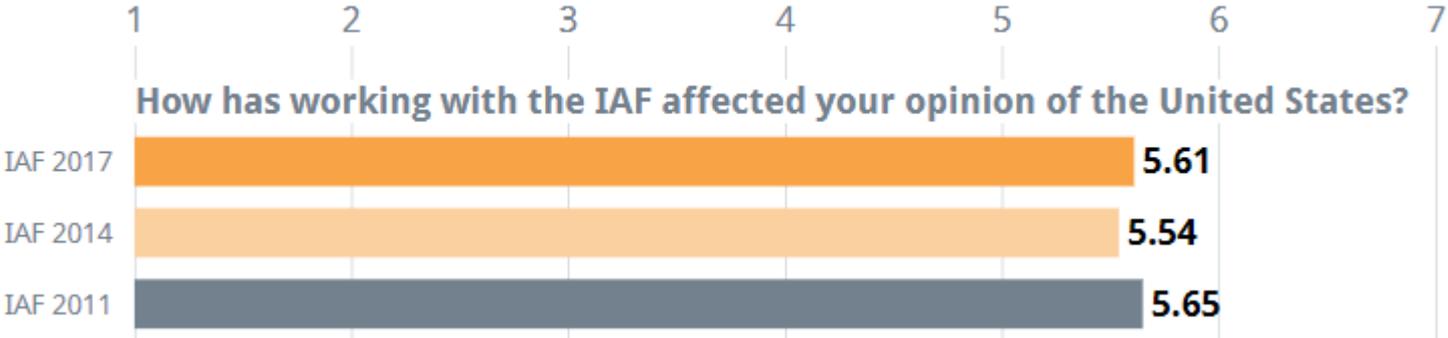
“How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?”

1 = Limited understanding, 7 = Thorough understanding



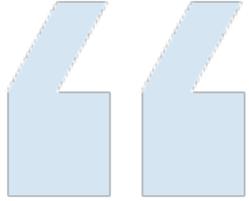
“How has working with the IAF affected your opinion of the United States?”

*1 = Significantly worsened my opinion,
4 = Has had no impact on my opinion, 7 = Significantly improved my opinion*



73%

Of IAF grantees report that working with IAF improved their opinion of the United States



“IAF has had a major impact on our ability to make a meaningful impact within our target beneficiary group.”

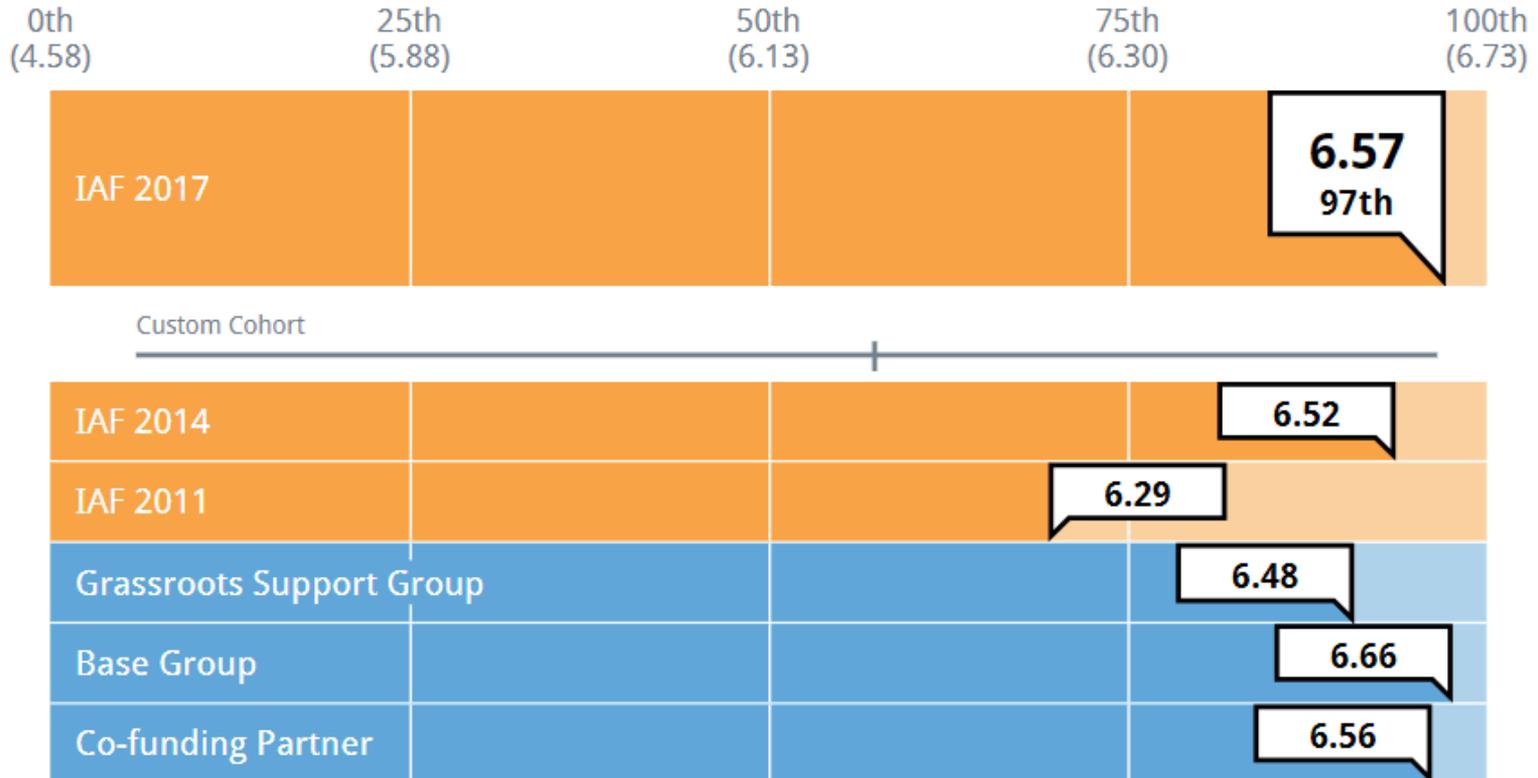


“The impact of the Foundation has improved the conditions of the communities in the social, economic and environmental aspects. Being a high conflict zone, this project benefited a large number of [individuals] who had lost hope of improving their [situations] again.”

ORGANIZATIONAL IMPACT

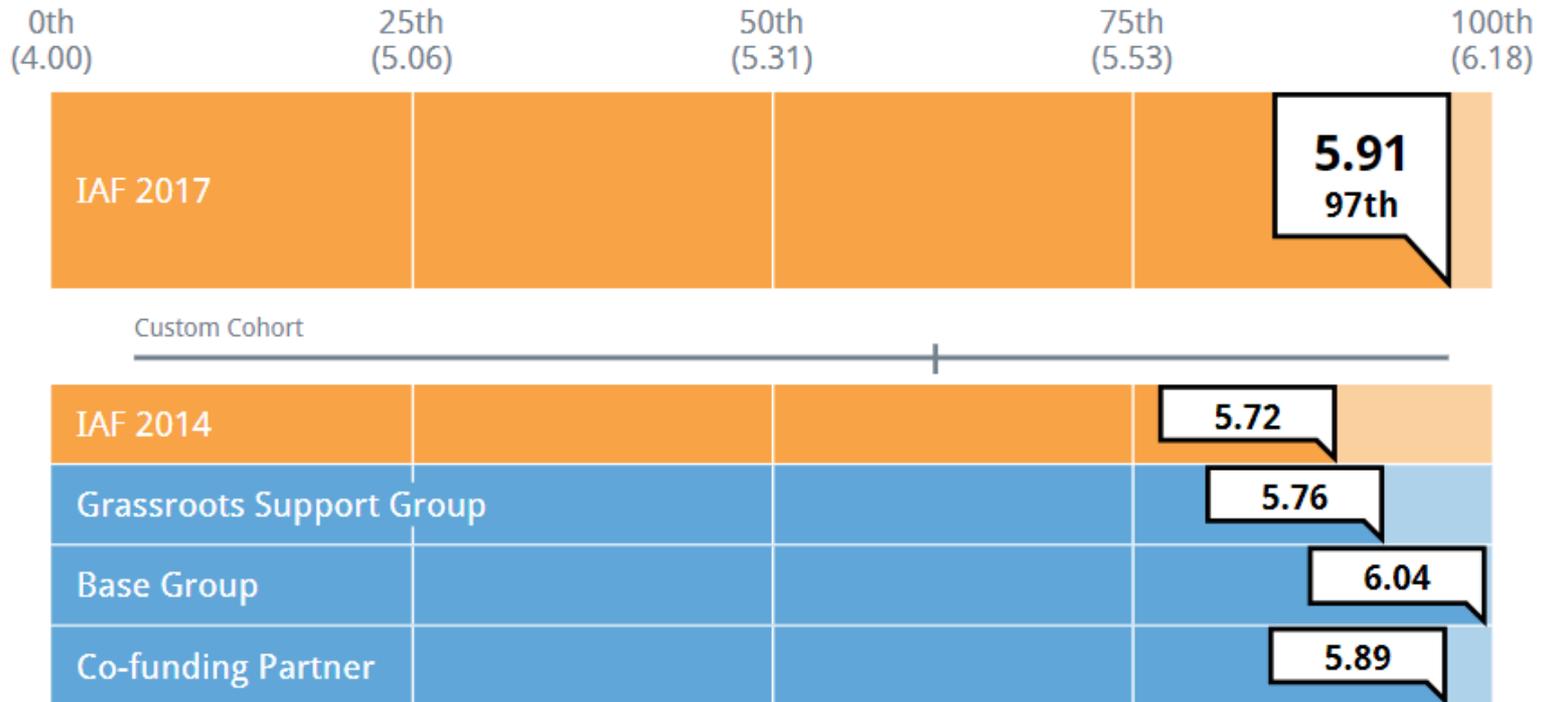
“Overall, how would you rate the Foundation’s impact on your organization?”

1 = No impact, 7 = Significant positive impact



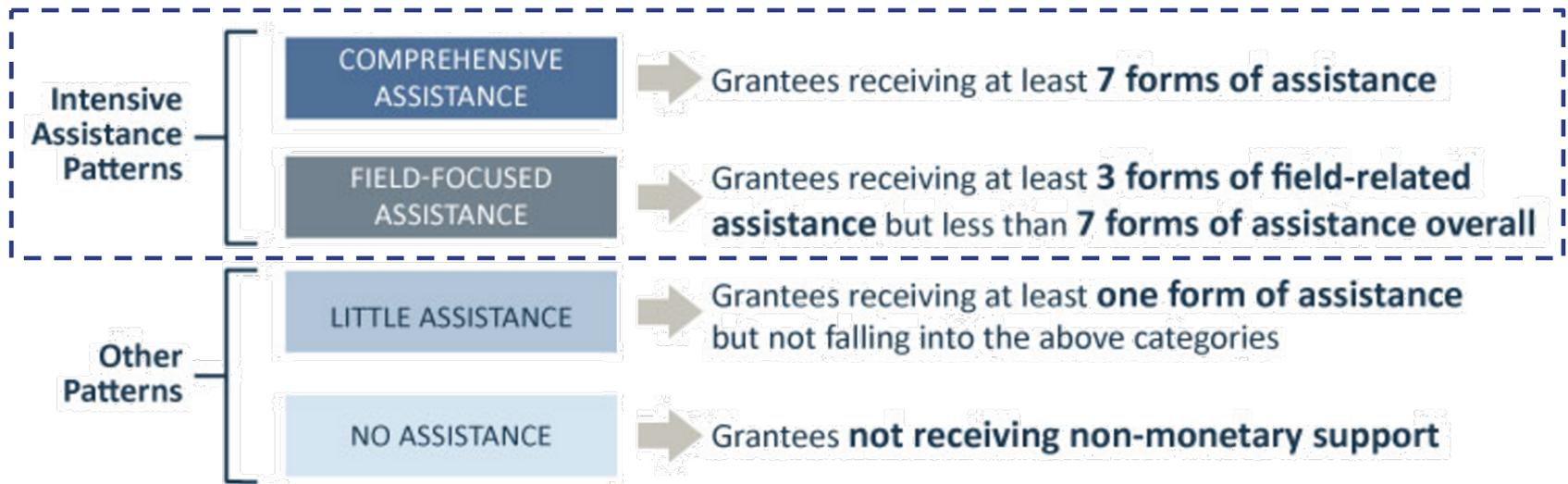
“How aware is the Foundation of the challenges that your organization is facing?”

1 = Not at all aware, 7 = Extremely aware

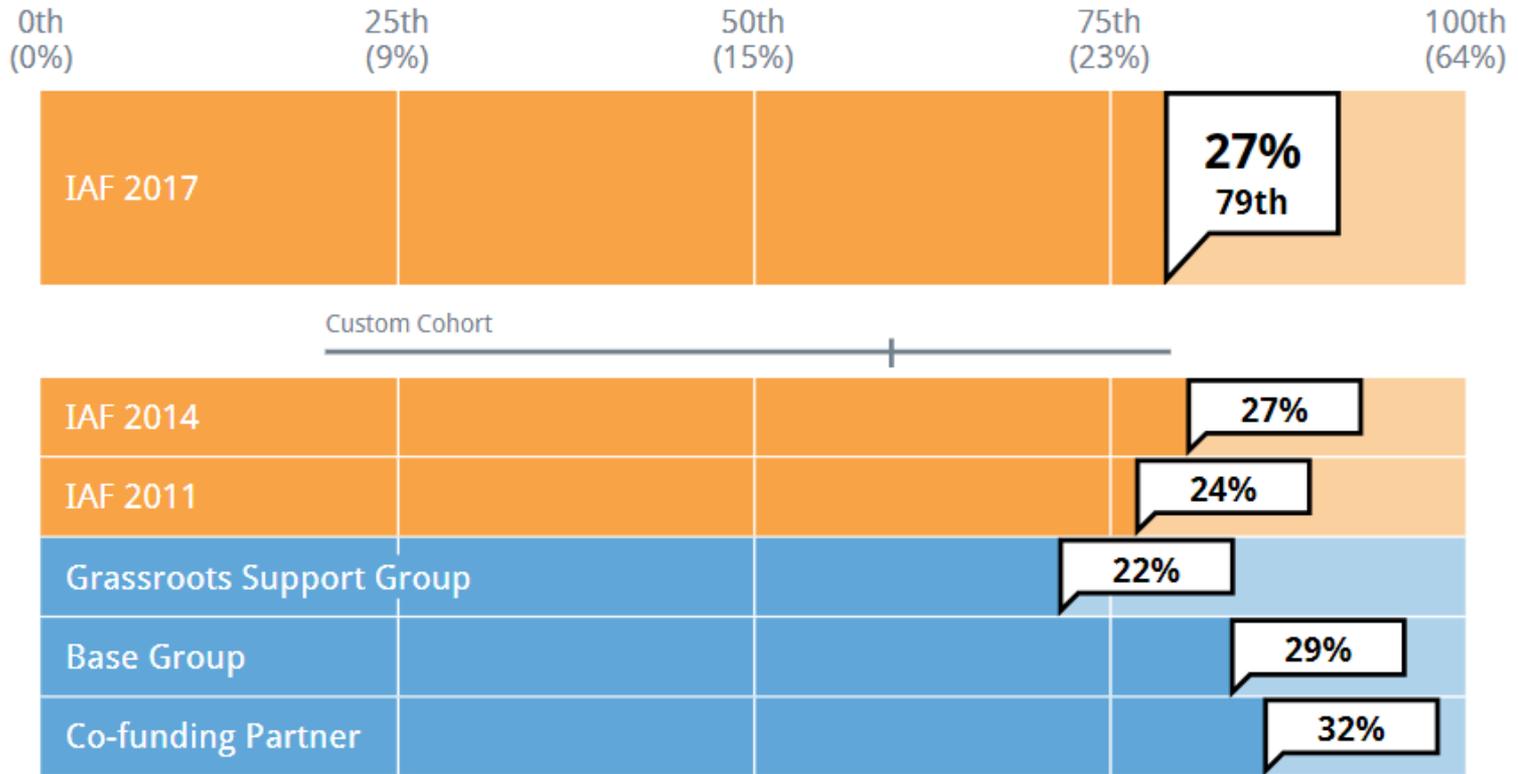


Patterns of Non-Monetary Assistance

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



Proportion of Grantees That Received Field-Focused or Comprehensive Assistance



Participation in Grantee Sharing Opportunities

84%

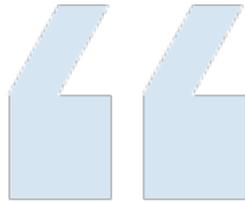
Of IAF grantees report participating in a grantee exchange within their own country

53%

Of IAF grantees report participating in a grantee exchange across countries

Grantees rate significantly higher than in 2014 for the usefulness of these two sharing opportunities

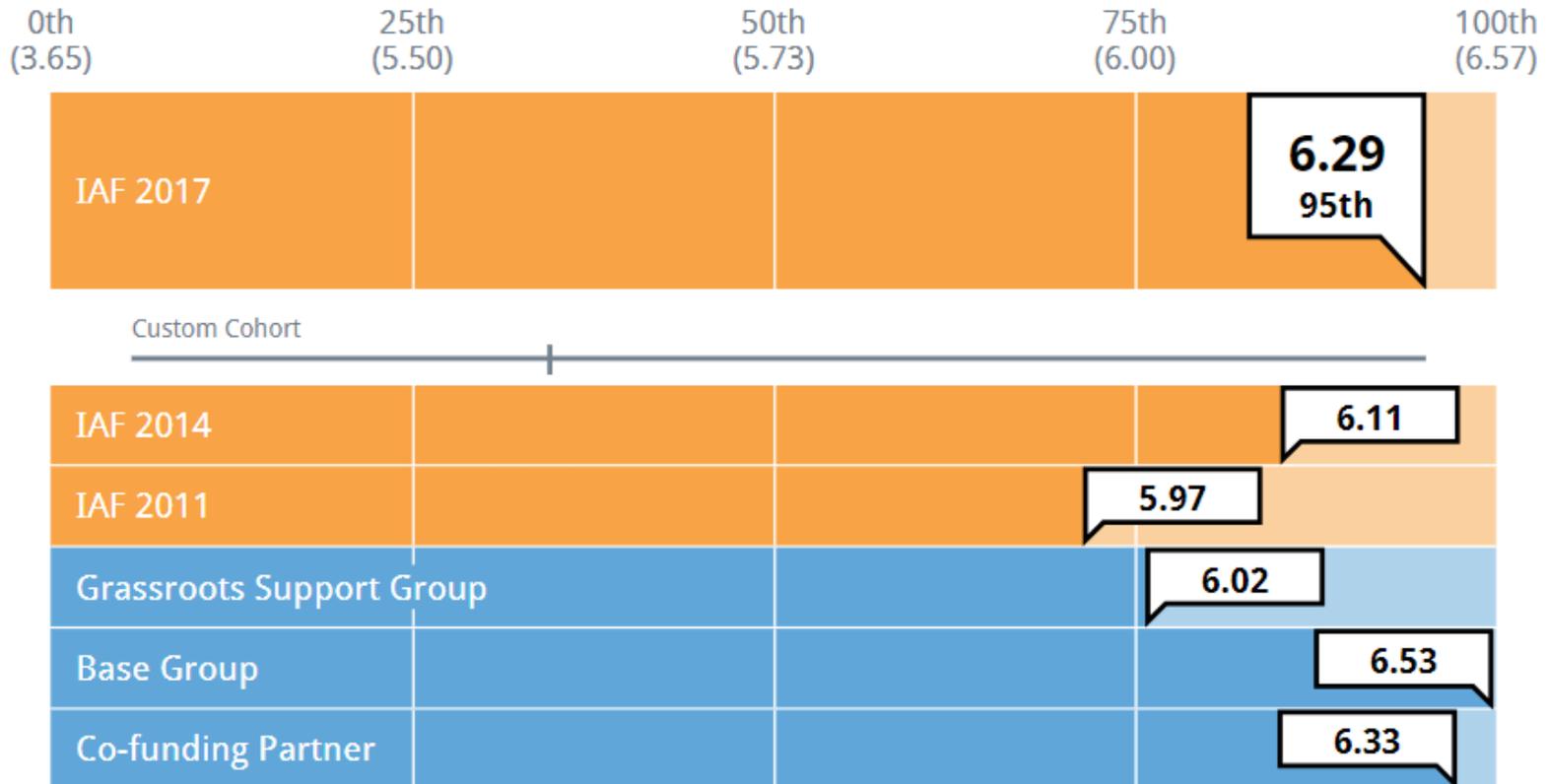
INTERACTIONS AND COMMUNICATIONS



“[IAF] is always willing to answer our doubts, give the necessary clarifications and try to maintain a beneficial and constant relationship so that all parties can achieve their goals.”

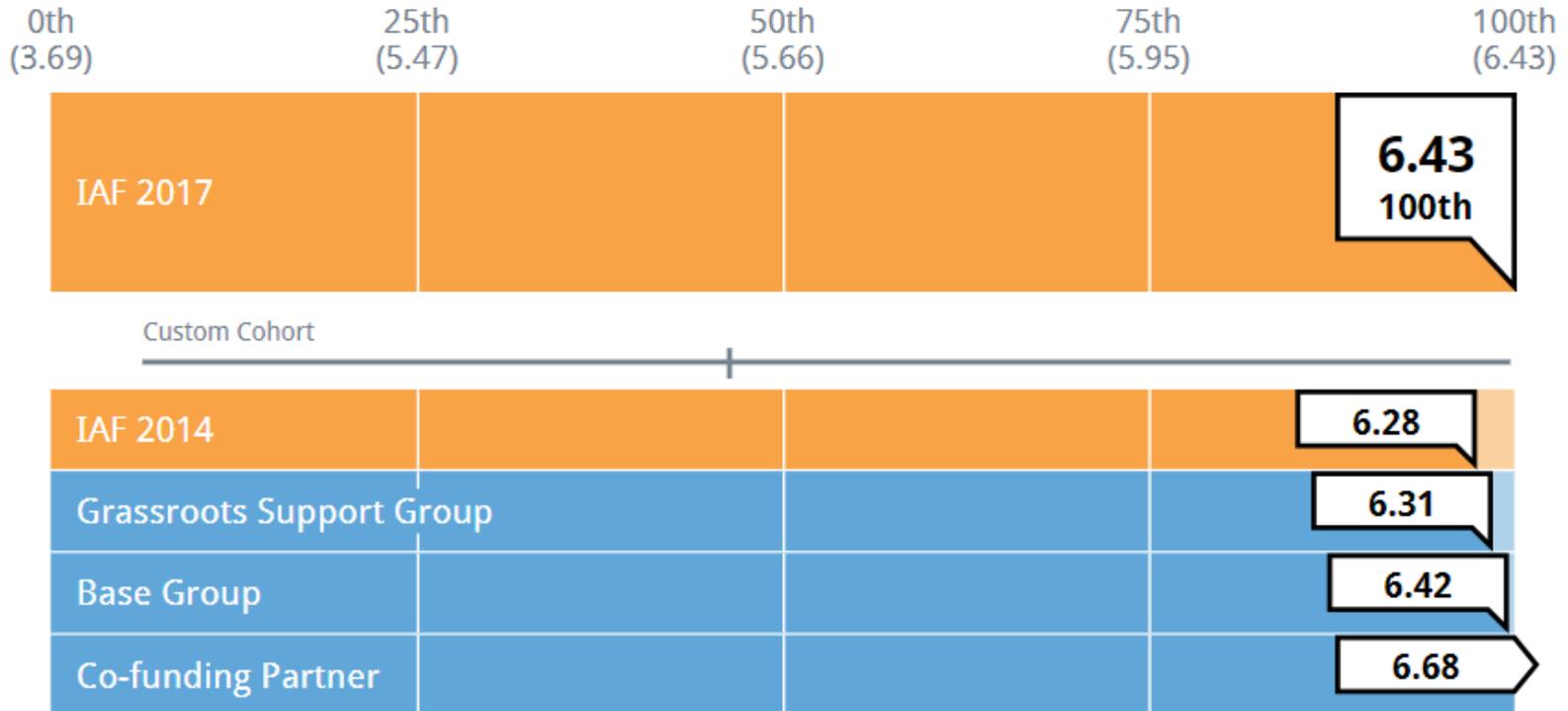
“How clearly has the Foundation communicated its goals and strategy with you?”

1 = Not at all clearly, 7 = Extremely clearly



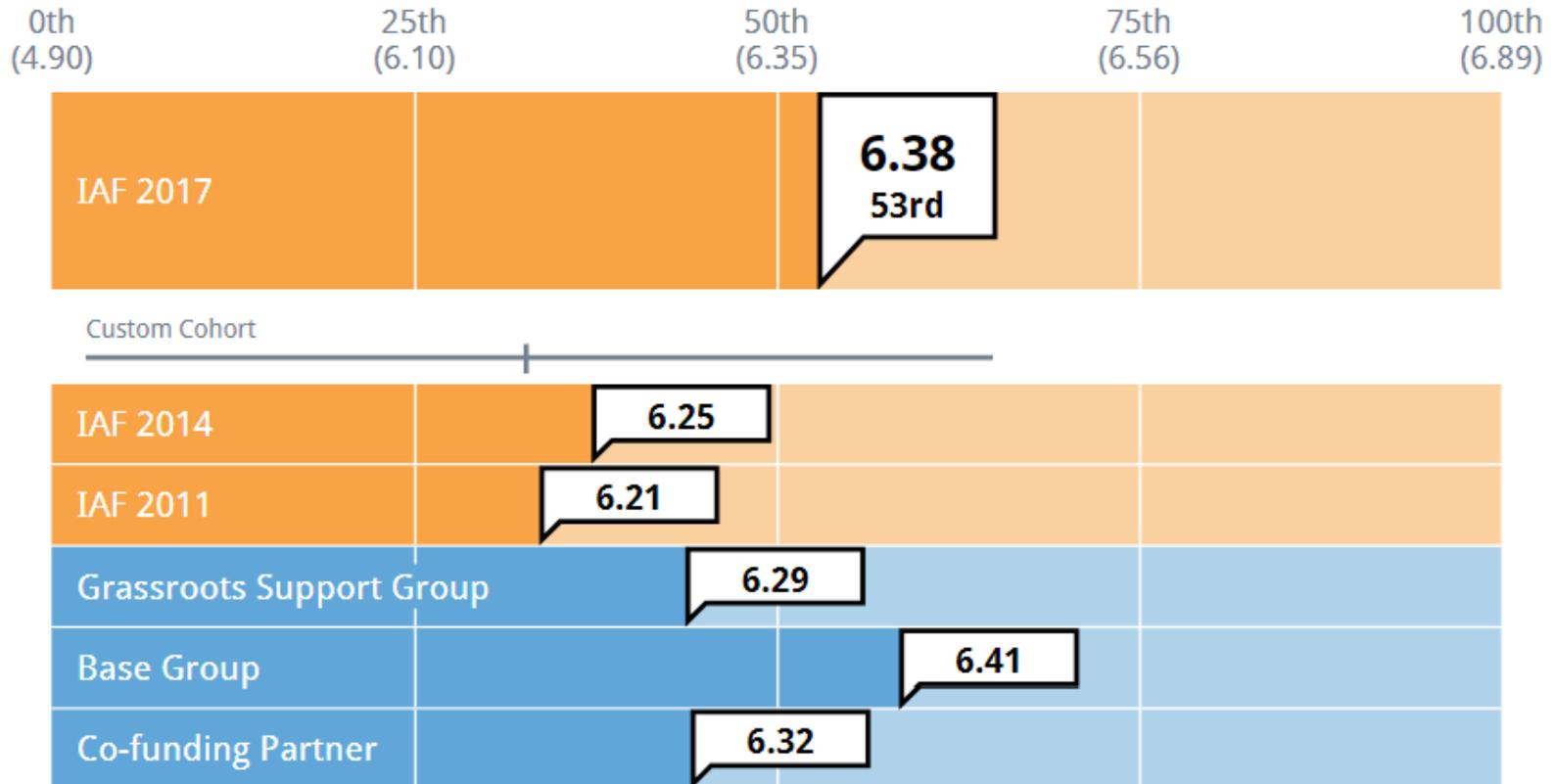
“Overall how transparent is the Foundation with your organization?”

1 = Not at all transparent, 7 = Extremely transparent



“Overall, how responsive was the Foundation staff?”

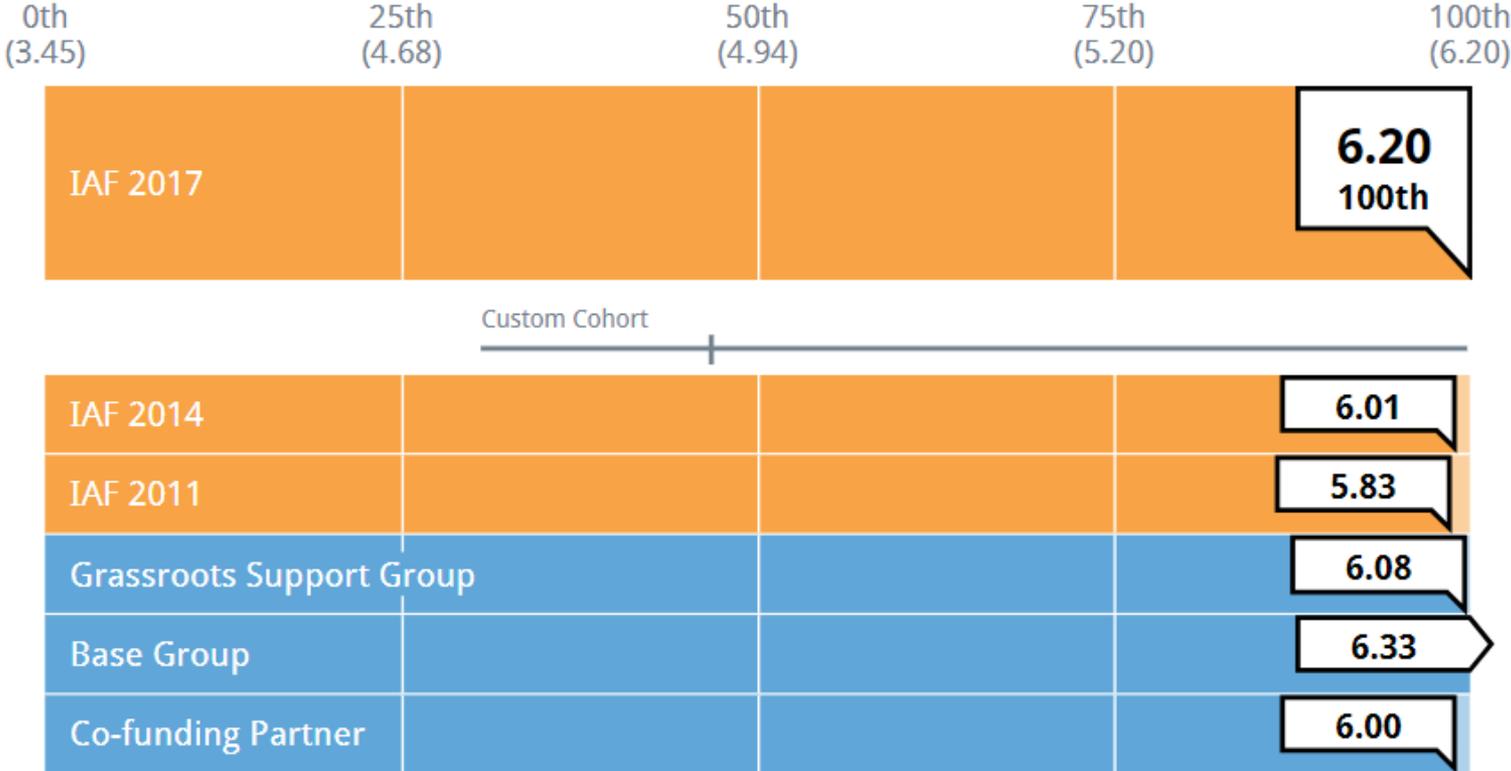
1 = Not at all responsive, 7 = Extremely responsive



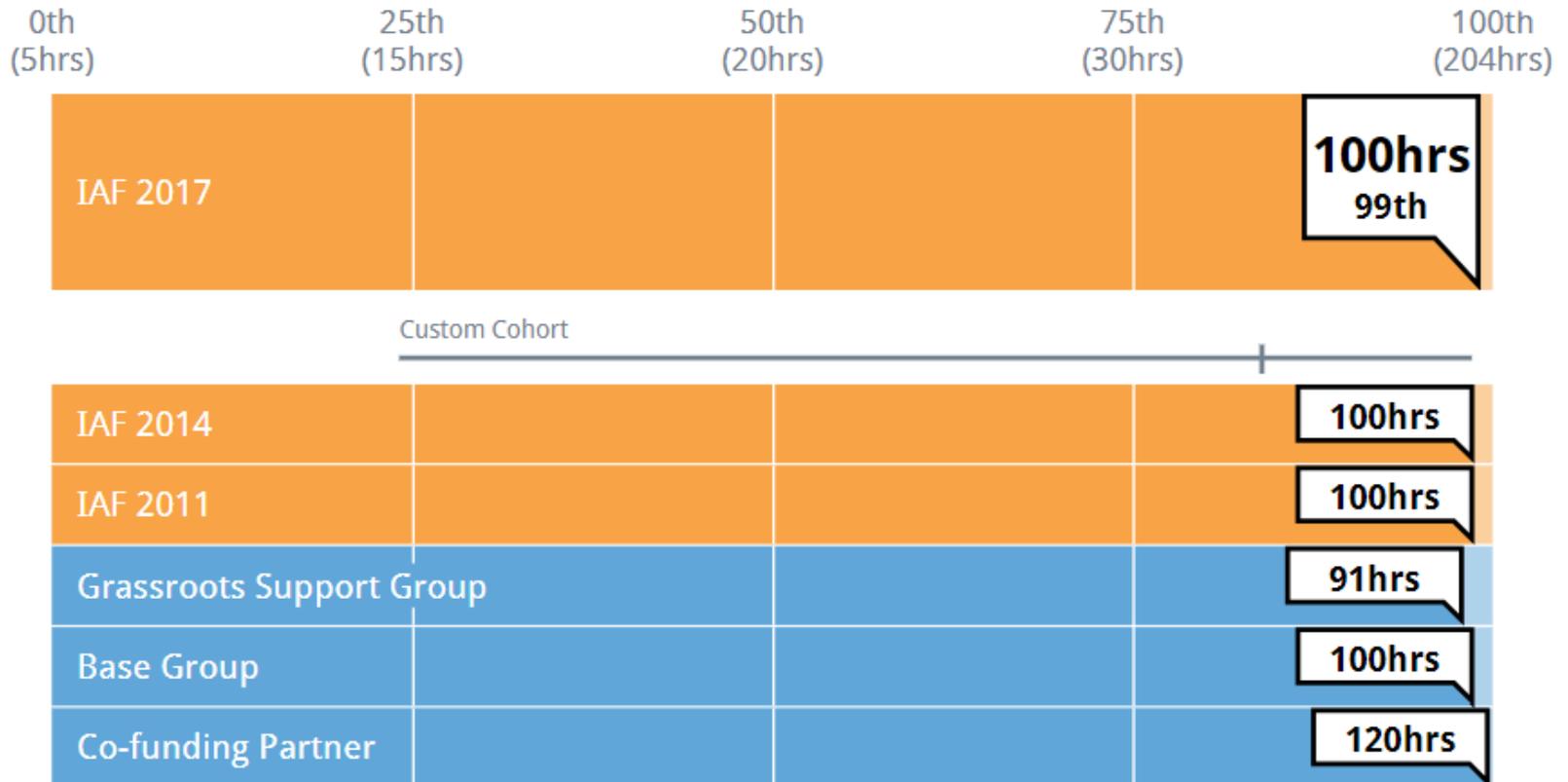
SELECTION, REPORTING AND EVALUATION PROCESSES

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

1 = Not at all helpful, 7 = Extremely helpful

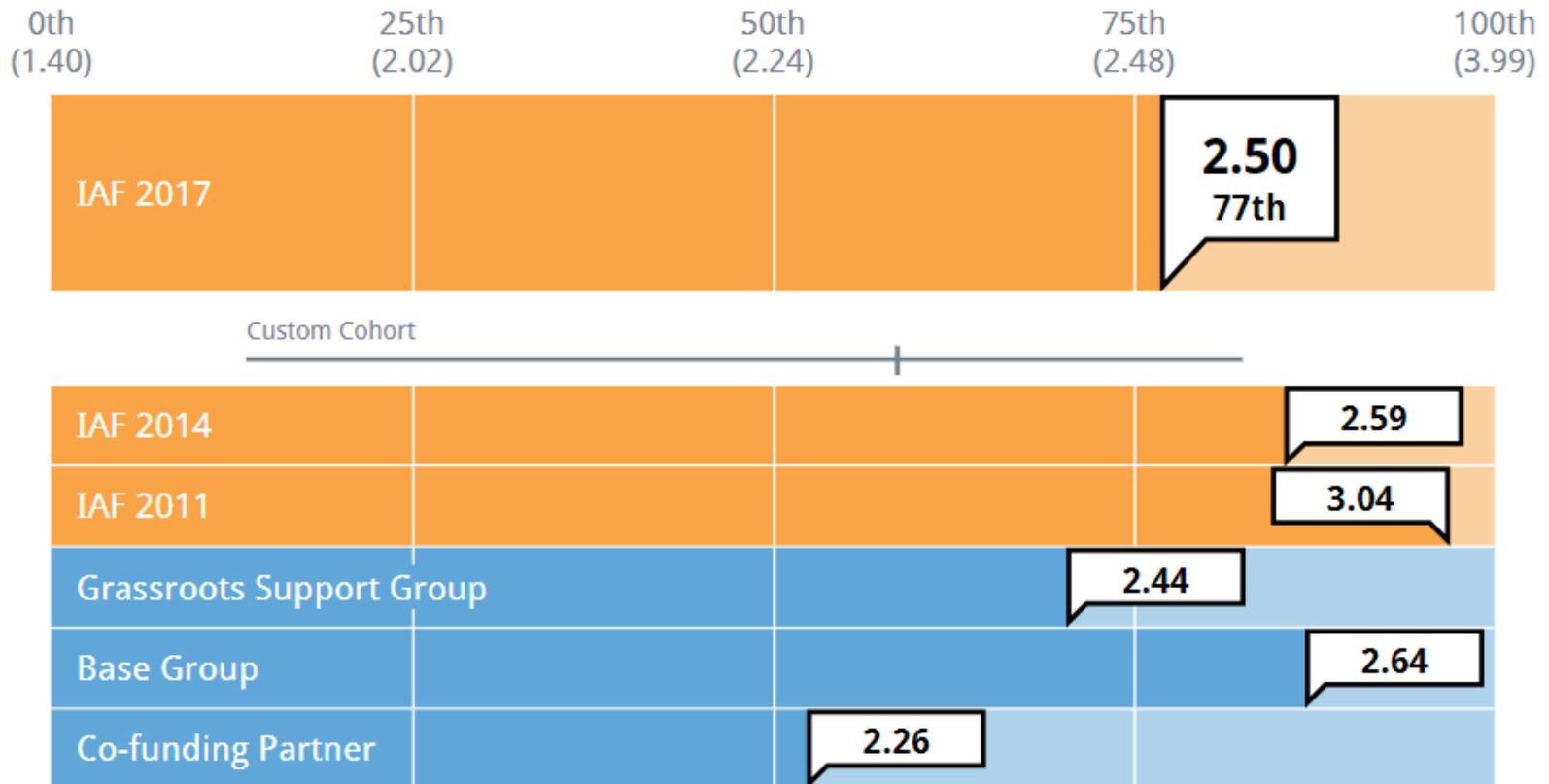


Median Hours Spent on Proposal and Selection Process



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

1 = No pressure, 7 = Significant pressure



Time Elapsed from Submission of Proposal to Clear Commitment of Funding

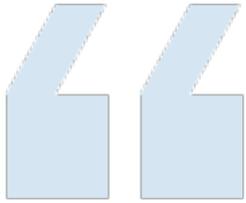
61%

Of IAF grantees indicate waiting at least 10 months between submission of their proposal and funding commitment

vs.

4%

Of grantees at the average funder



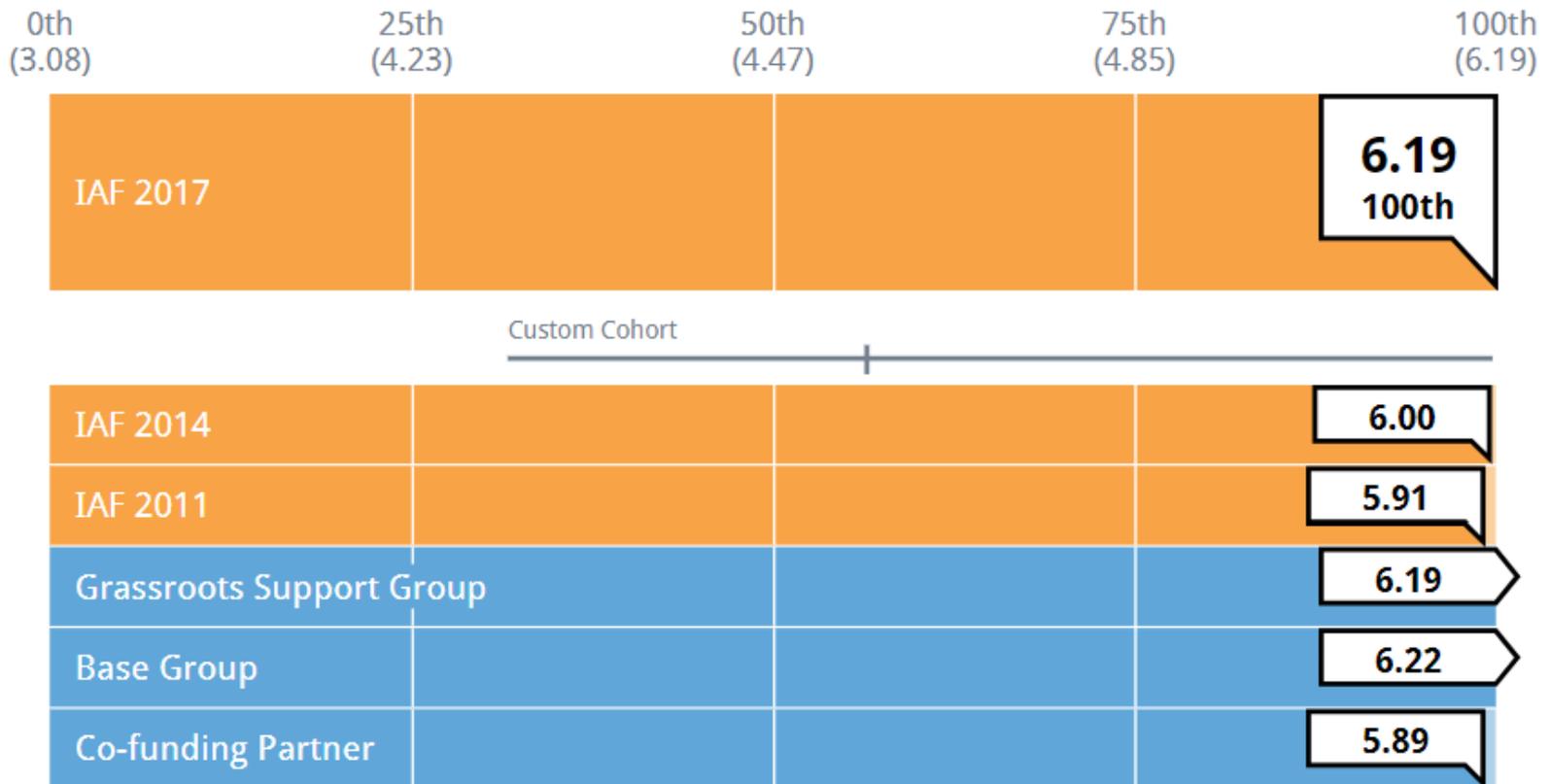
“Make the processes, delivery of reports, and evaluations simpler.”



“The approval of the projects takes a long time to give a response either with the approval or with the denial of the request.”

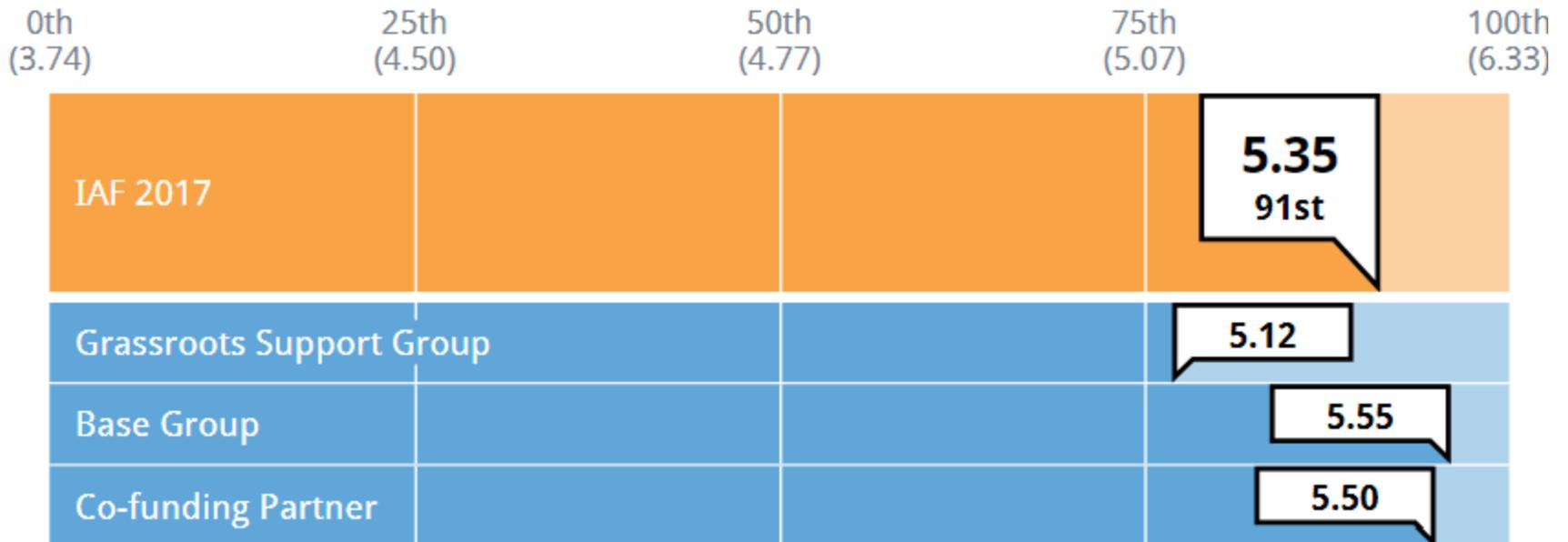
“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful, 7 = Extremely helpful



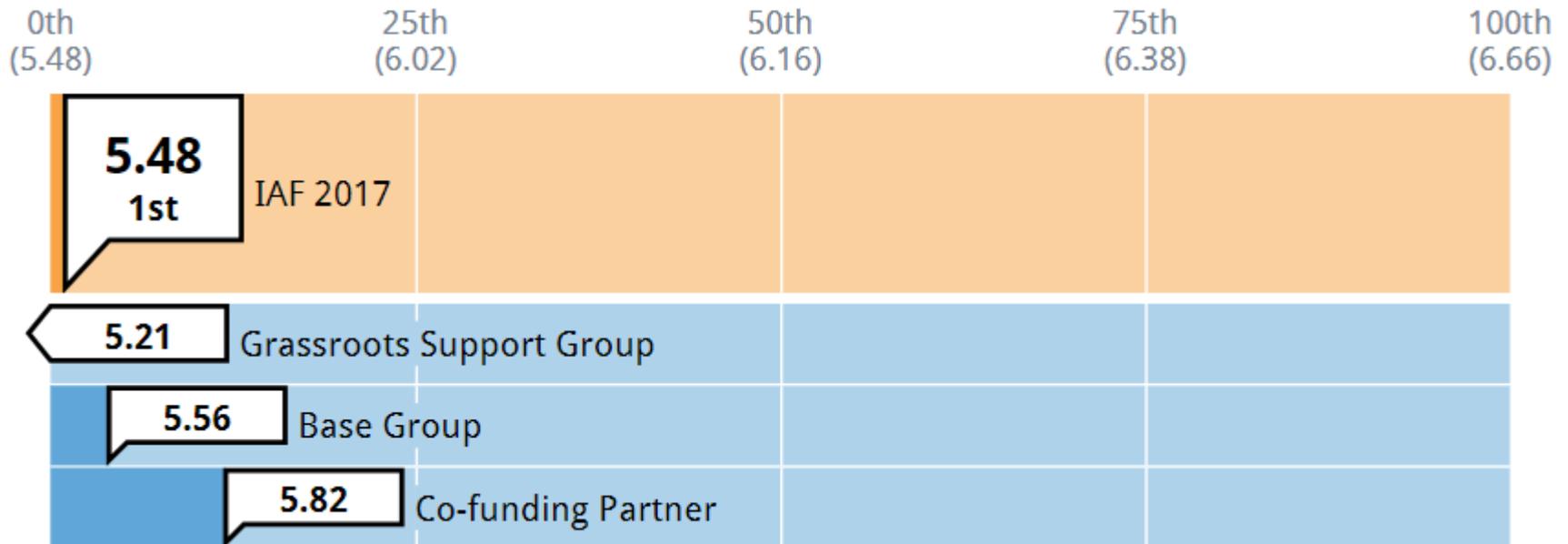
“To what extent did the evaluation result in your organization making changes to the work that was evaluated?”

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



“To what extent was the Foundation's reporting process straightforward?”

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



CEP's Recommendations

- Continue to provide intensive non-monetary support and **consider whether IAF can extend more opportunities for convening, capacity-building, and sharing** to its most closely-aligned grantees.
- With regards to selection, reporting, and evaluation processes:
 - Identify why IAF grantees find its processes to be so exceptionally helpful, and assess whether there are any areas where IAF can **reduce the time demands of its processes while maintaining their value and helpfulness** to the Foundation and grantees.
 - Explore mechanisms to **ameliorate the pressure grantees feel**.
 - Find ways to **reduce the amount** of time between grantees' submission of a grant proposal and the Foundation's commitment of funding.



Thank You.