
GRANTEE PERCEPTION REPORT®

PREPARED FOR

The Inter-American Foundation

February 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

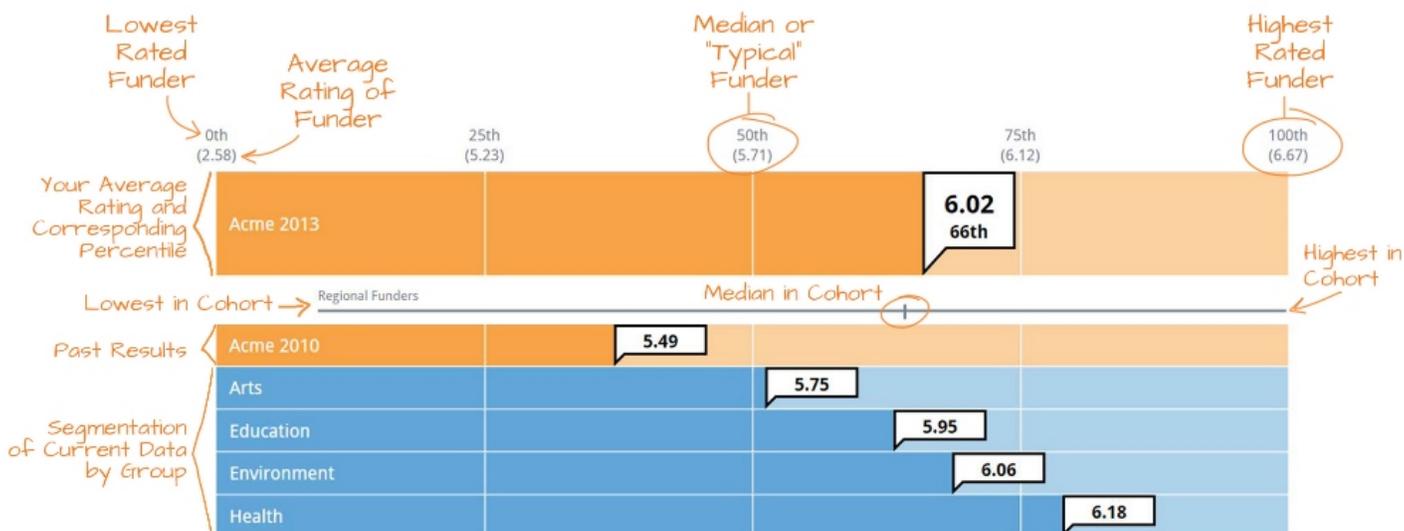
131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

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

Interpreting Your Charts

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



Missing data: Selected grantee 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 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 the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Twelve grantees described IAF as "Partner," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
IAF 2017	September and October 2017	211	142	67%
IAF 2014	October and November 2014	227	154	68%
IAF 2011	September and October 2011	225	188	84%

Throughout this report, Inter-American Foundation'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/assessments/grantee-and-applicant-perception-reports/>.

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 IAF's overall ratings, this report shows ratings segmented by Type of Organization.

Type of Organization	Number of Responses
Grassroots Support Group	59
Base Group	58
Co-funding Partner	19

Subgroup Methodology

Based on guidance from IAF, CEP tagged grantees into the following subgroup using survey responses. Descriptions of the subgroup is below.

Grantee Subgroups

- **Type of Organization:** Using grantee survey responses, CEP tagged all grantees based on the the type of their organization's work.

Summary of Differences:

- **Type of Organization:** No group rates consistently higher or lower when segmented by the type of their organization's work.

Comparative Cohorts

Customized Cohort

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

Custom Cohort

Ford Foundation
Inter-American Foundation
John D. and Catherine T. MacArthur Foundation
Levi Strauss Foundation
Oak Foundation
Resources Legacy Fund
The Christensen Fund
The David and Lucile Packard Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	72	Funders with median grant size of \$200K or more
High Touch Funders	32	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	28	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	62	Funders that make at least 90% of grants proactively
Responsive Grantmakers	60	Funders that make at most 10% of grants proactively
International Funders	38	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	53	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	140	All private foundations in the GPR dataset
Family Foundations	62	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

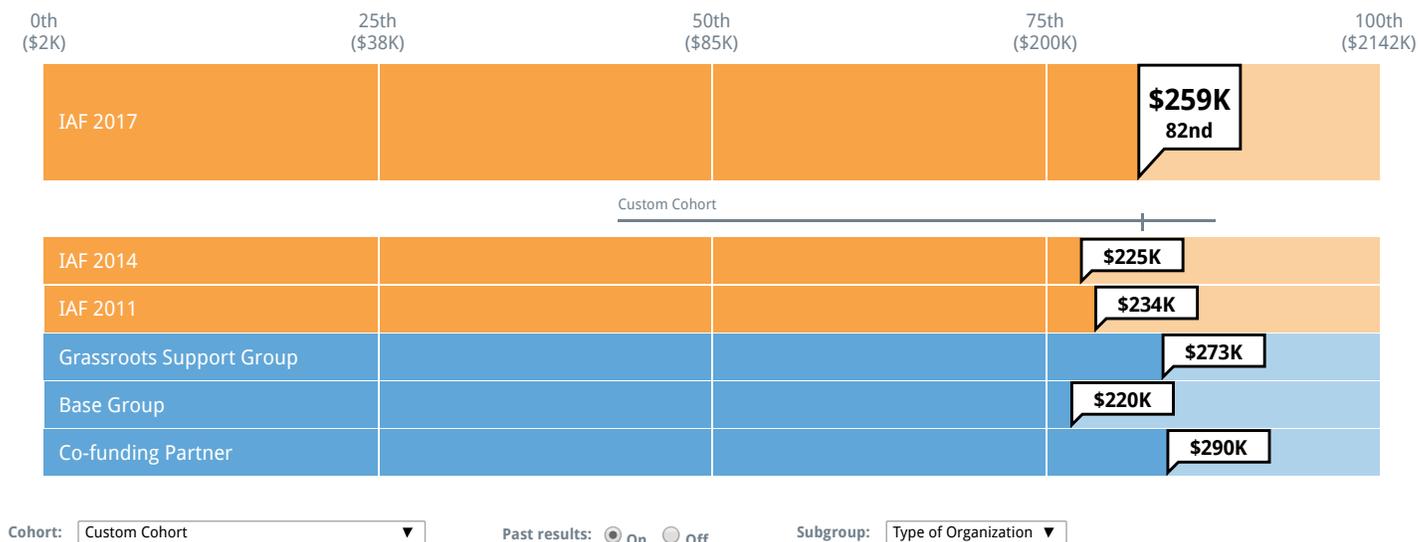
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

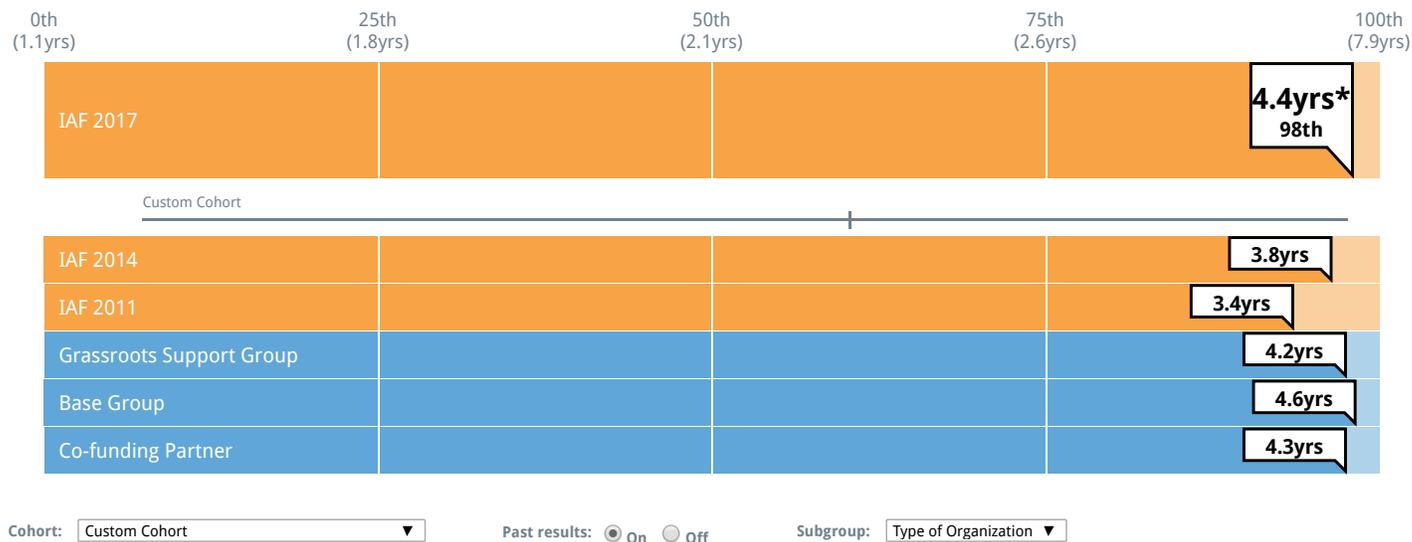
Grantmaking Characteristics

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.

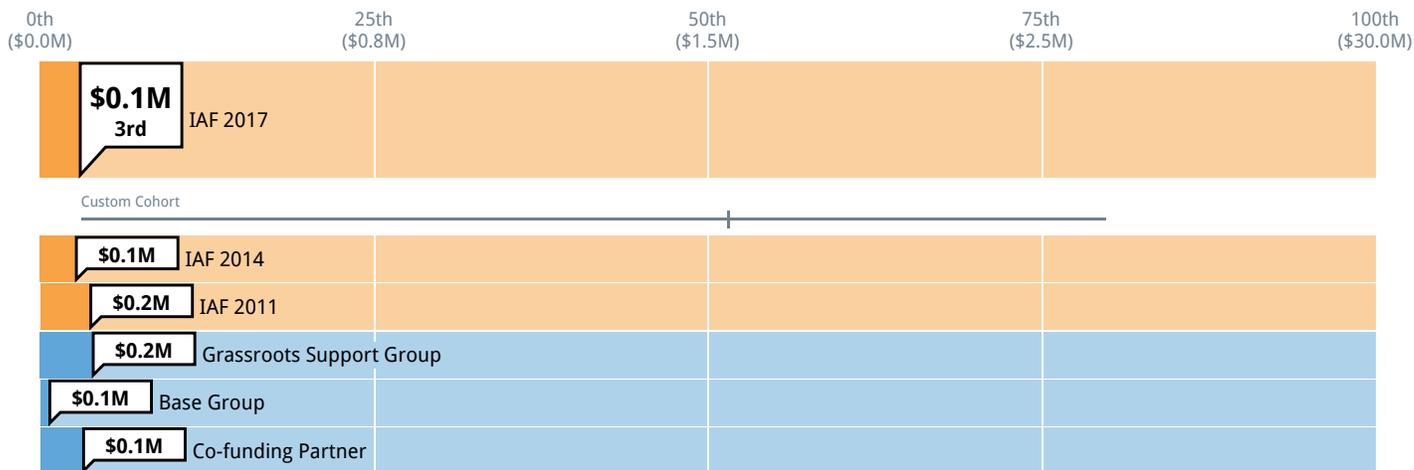
Median Grant Size



Average Grant Length



Median Organizational Budget



Cohort:

Past results: On Off

Subgroup:

Type of Support	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	3%	1%	3%	21%	18%
Percent of grantees receiving program/project support	91%	88%	87%	65%	74%
Percent of grantees receiving other types of support	6%	11%	10%	14%	8%

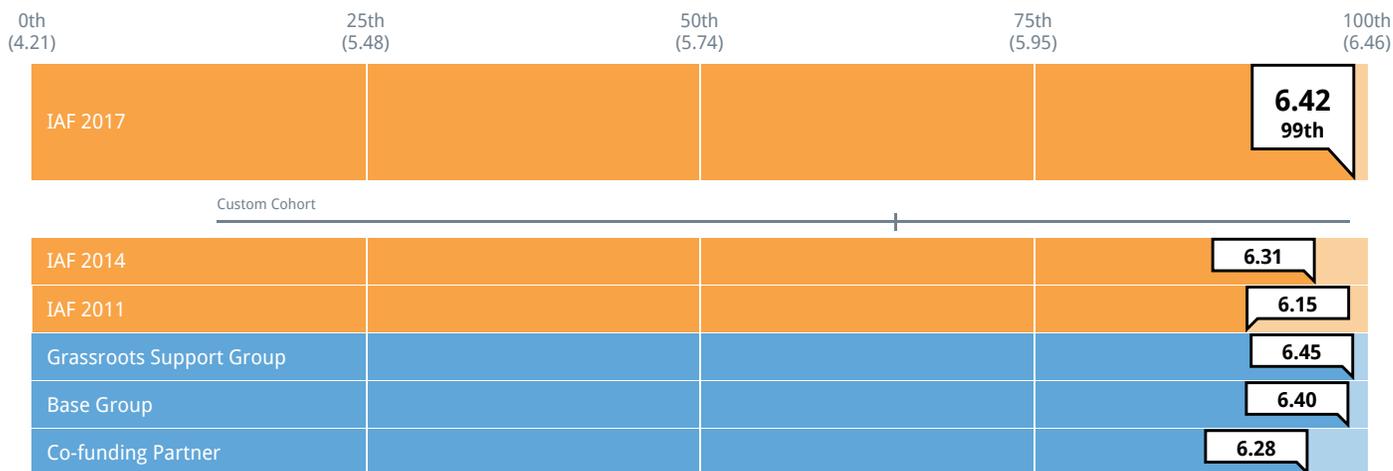
Grant History	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Percentage of first-time grants	54%	63%	78%	29%	33%

Program Staff Load	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$0.6M	\$1M	\$0.7M	\$2.6M	\$2.9M
Applications per program full-time employee	30	43	26	29	16
Active grants per program full-time employee	11	18	13	34	27

Impact on and Understanding of Grantees' Fields

"Overall, how would you rate the Foundation's impact on your field?"

1 = No impact 7 = Significant positive impact



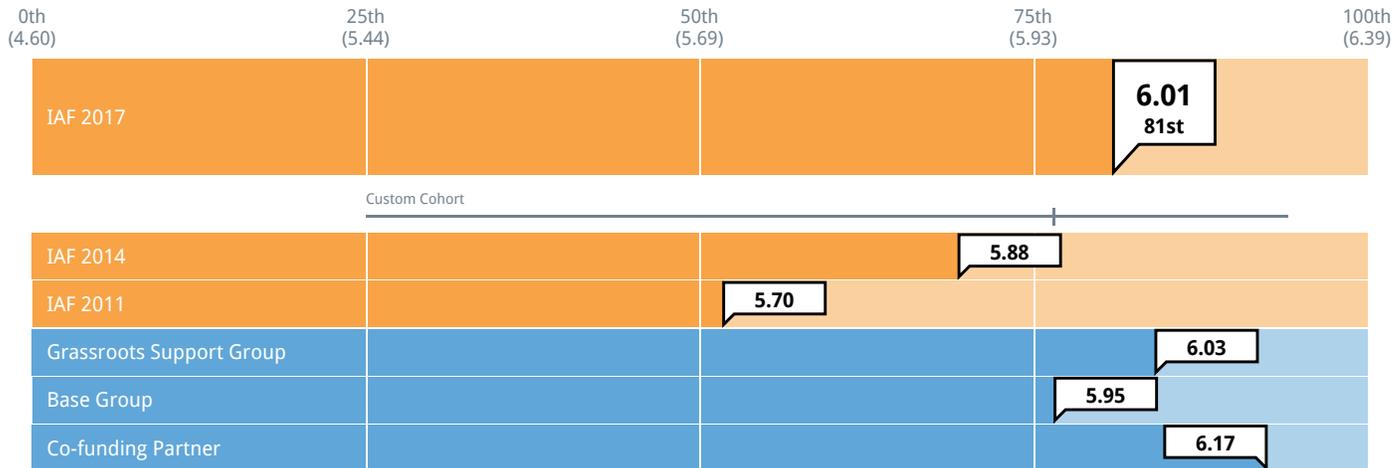
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

"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



Cohort: Custom Cohort

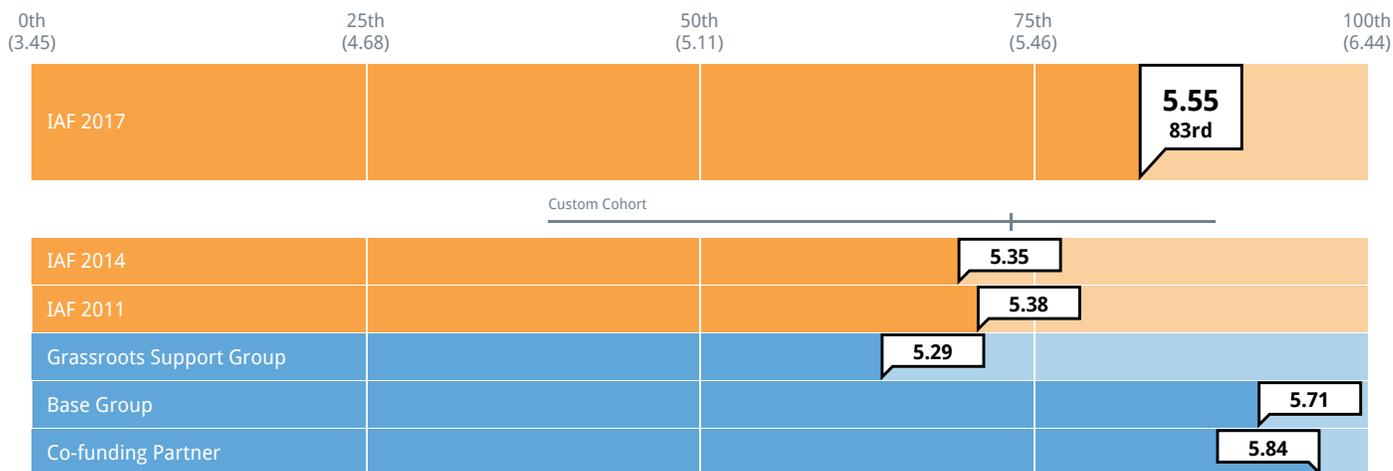
Past results: On Off

Subgroup: Type of Organization

Advancing Knowledge and Public Policy

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

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



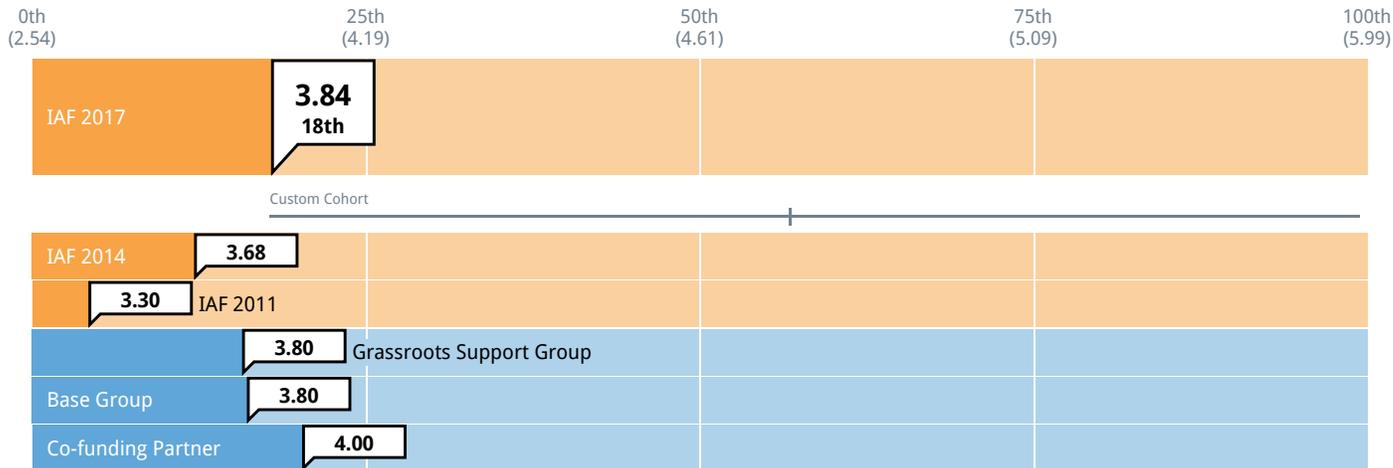
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

"To what extent has the Foundation affected public policy in your field?"

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



Cohort: Custom Cohort

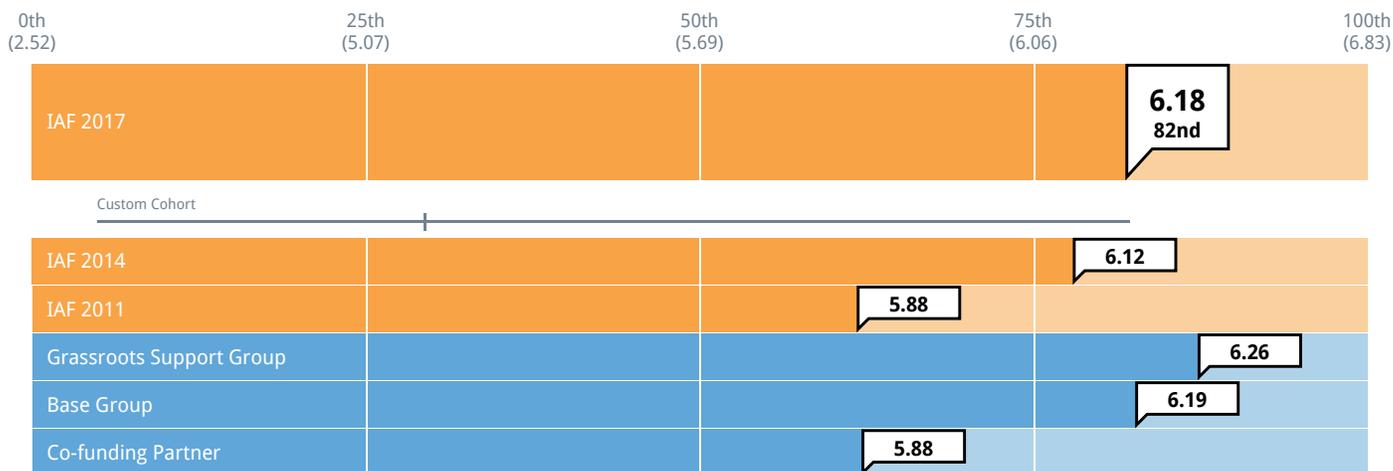
Past results: On Off

Subgroup: Type of Organization

Impact on and Understanding of Grantees' Local Communities

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

1 = No impact 7 = Significant positive impact



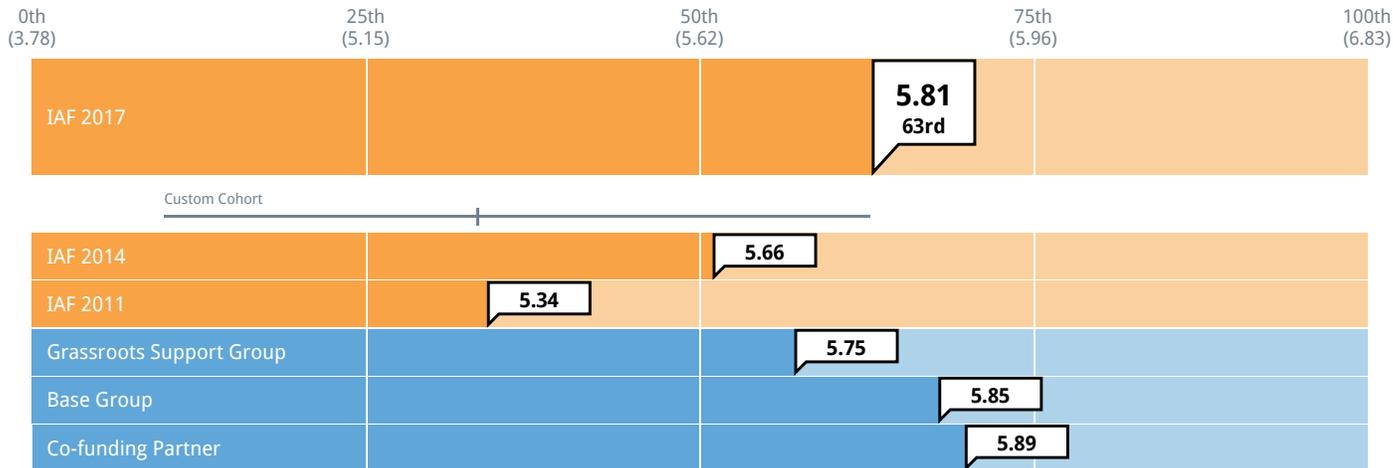
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

“How well does the Foundation 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

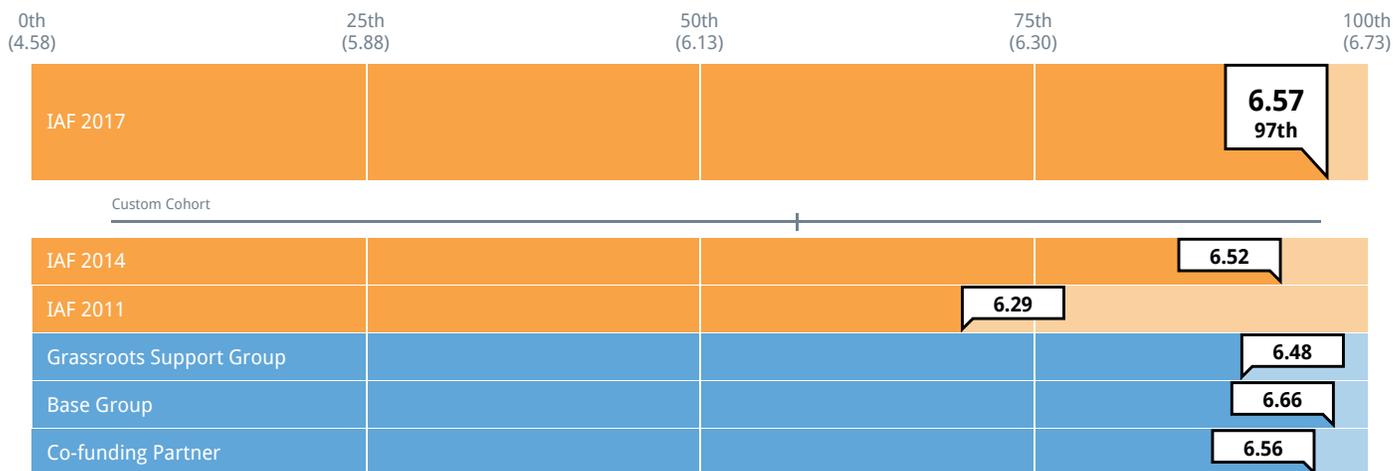
Past results: On Off

Subgroup: Type of Organization

Impact on and Understanding of Grantees' Organizations

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

1 = No impact 7 = Significant positive impact



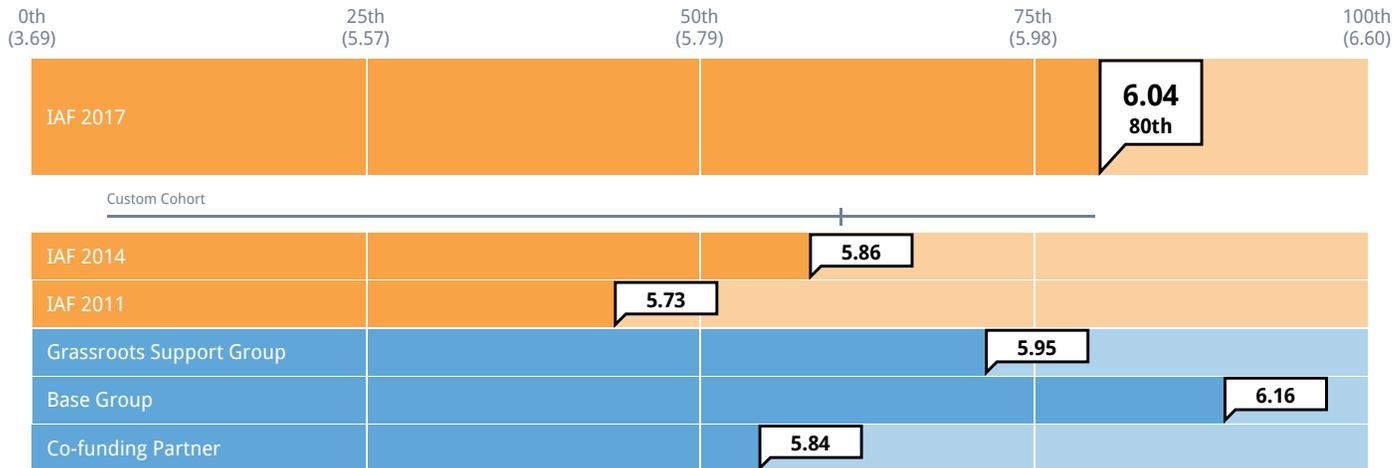
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

“How well does the Foundation understand your organization’s strategy and goals?”

1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

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

1 = Did not improve ability 7 = Substantially improved ability



Cohort:

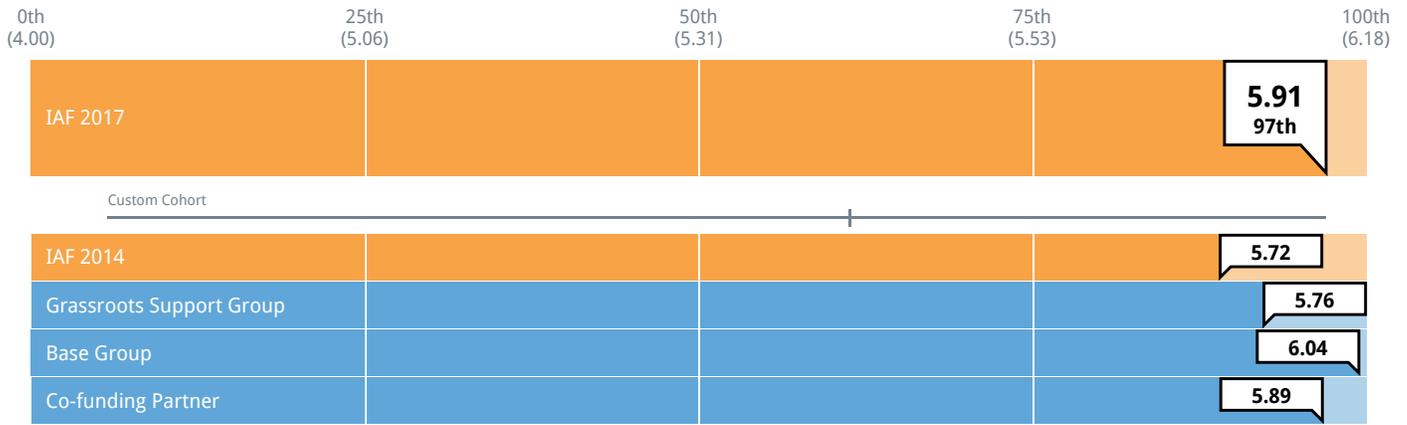
Past results: On Off

Subgroup:

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware



Cohort:

Past results: On Off

Subgroup:

Funder-Grantee Relationships

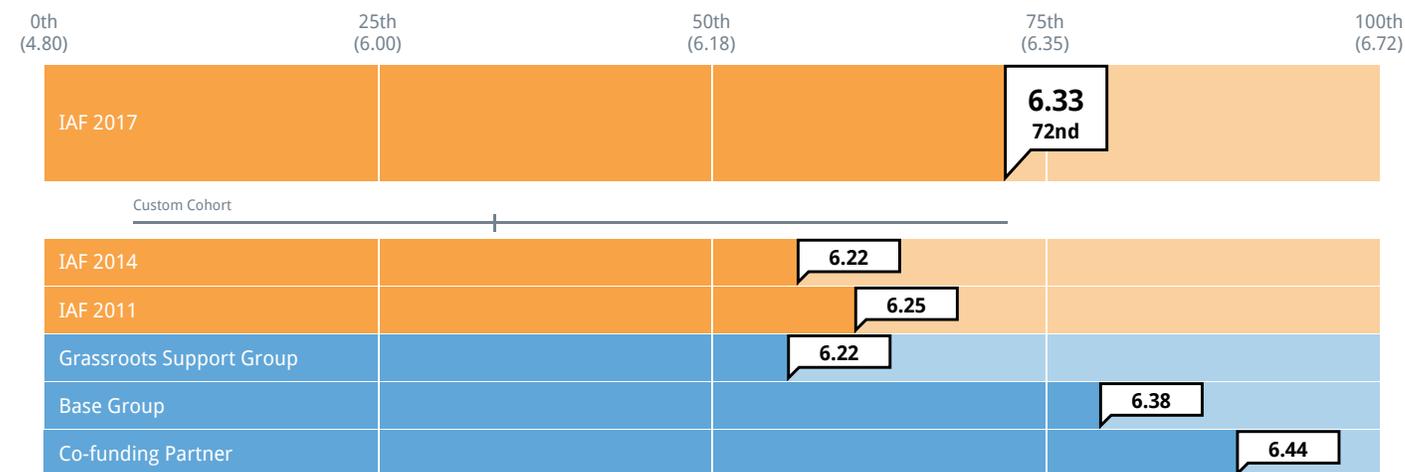
Funder-Grantee Relationships Summary Measure

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

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort: Custom Cohort ▼

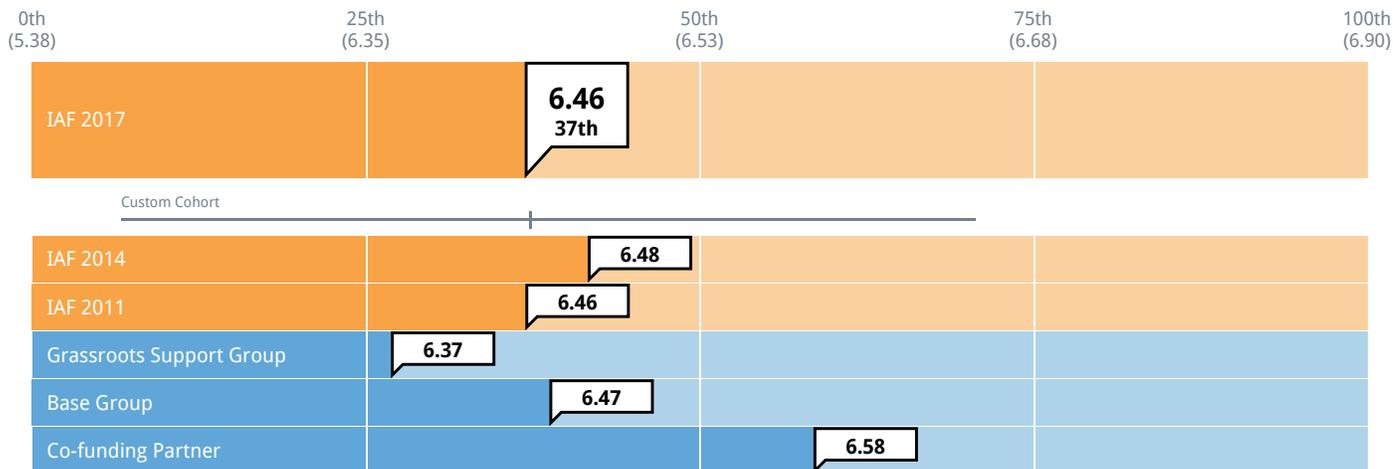
Past results: On Off

Subgroup: Type of Organization ▼

Quality of Interactions

“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

“How comfortable do you feel approaching the Foundation if a problem arises?”

1 = Not at all comfortable 7 = Extremely comfortable



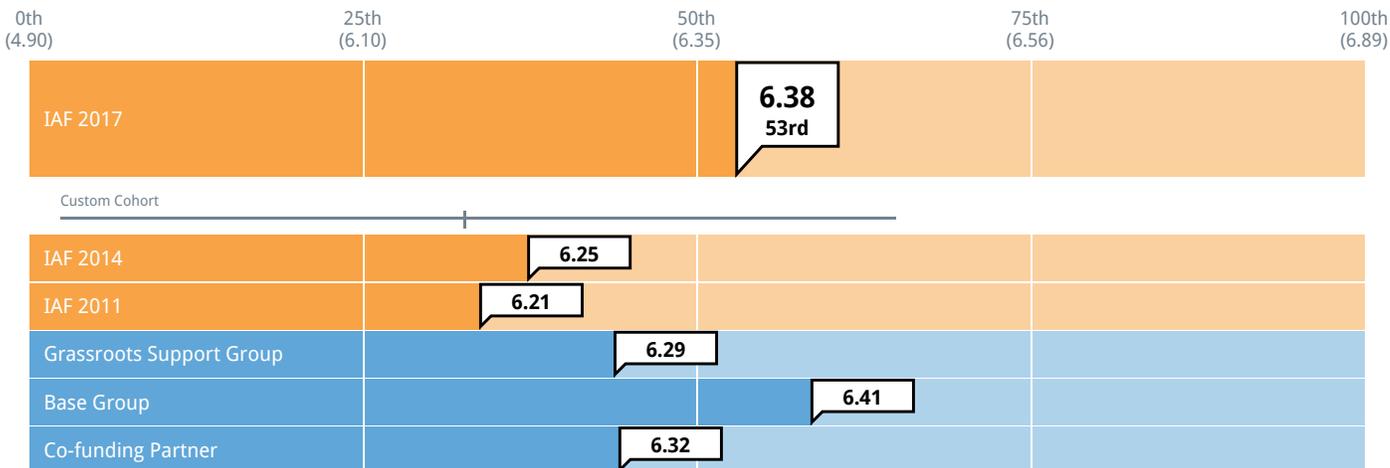
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

Interaction Patterns

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

Frequency of Contact with Program Officer	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Weekly or more often	11%	6%	8%	3%	4%
A few times a month	16%	14%	16%	11%	11%
Monthly	30%	27%	25%	15%	16%
Once every few months	38%	50%	48%	53%	58%
Yearly or less often	5%	3%	4%	18%	10%

Frequency of Contact with Program Officer (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner	
Weekly or more often		9%	14%	5%
A few times a month		14%	16%	32%
Monthly		28%	34%	21%
Once every few months		45%	33%	37%
Yearly or less often		5%	3%	5%

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

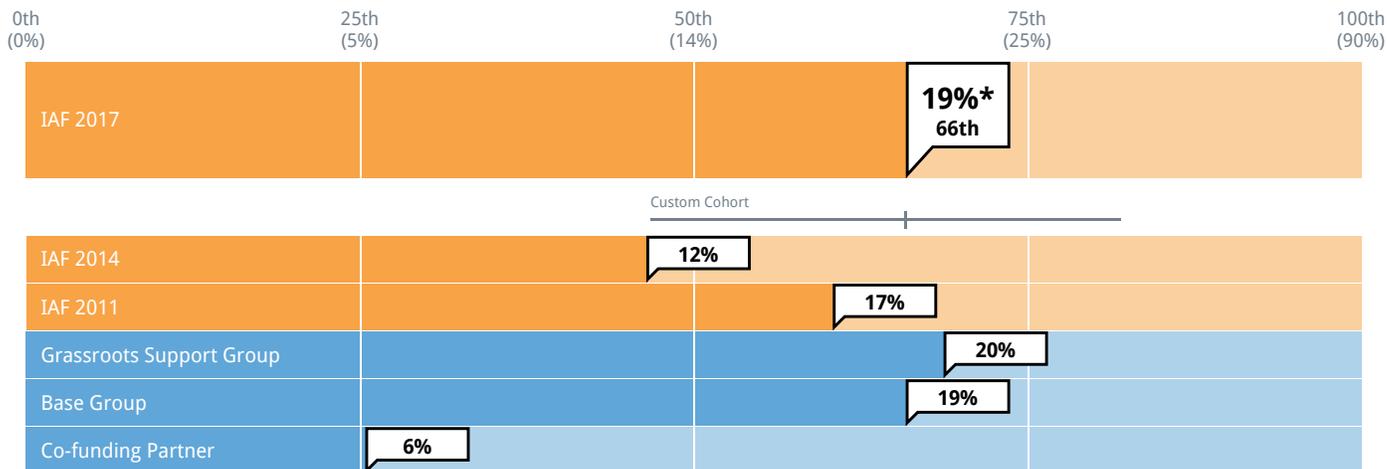
Initiation of Contact with Program Officer	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Program Officer	19%	14%	20%	15%	12%
Both of equal frequency	66%	70%	66%	50%	53%
Grantee	15%	16%	14%	35%	35%

Initiation of Contact with Program Officer (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner	
Program Officer		21%	23%	5%
Both of equal frequency		67%	61%	68%
Grantee		12%	16%	26%

Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



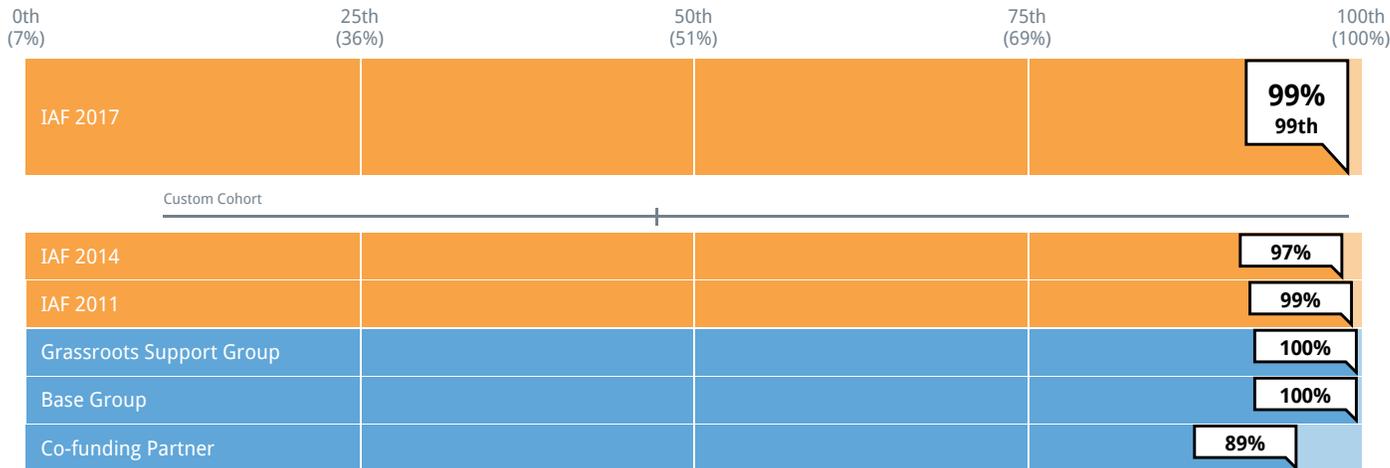
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

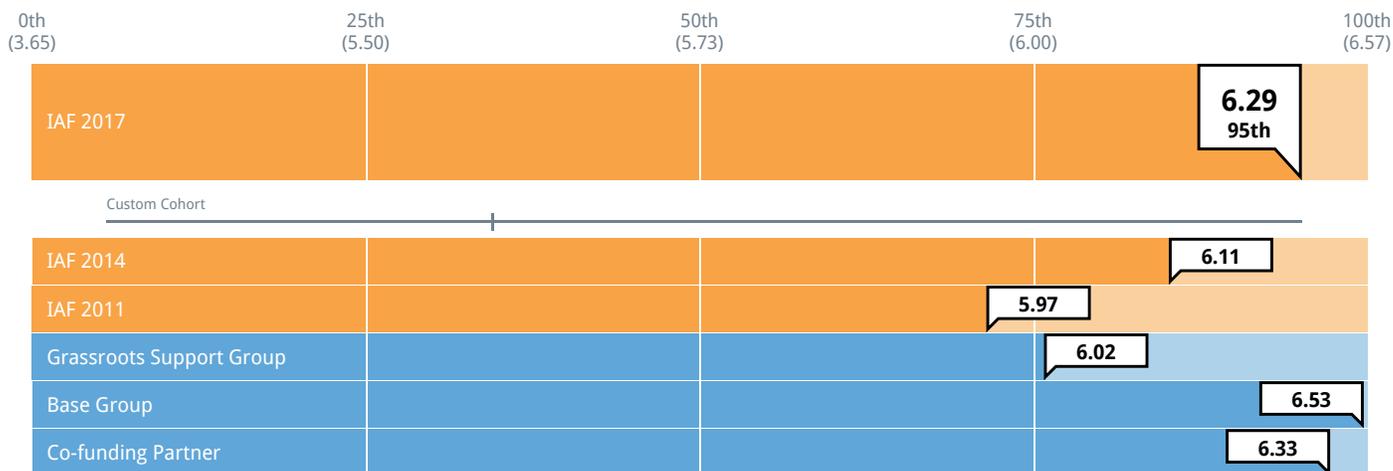
Past results: On Off

Subgroup: Type of Organization

Foundation Communication

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

1 = Not at all clearly 7 = Extremely clearly



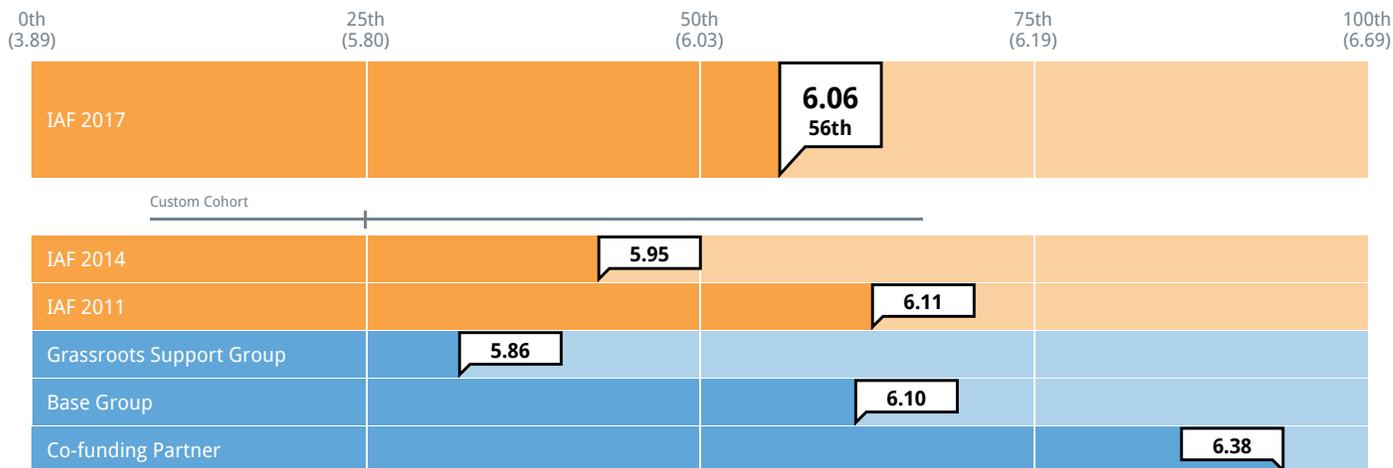
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

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

1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort

Past results: On Off

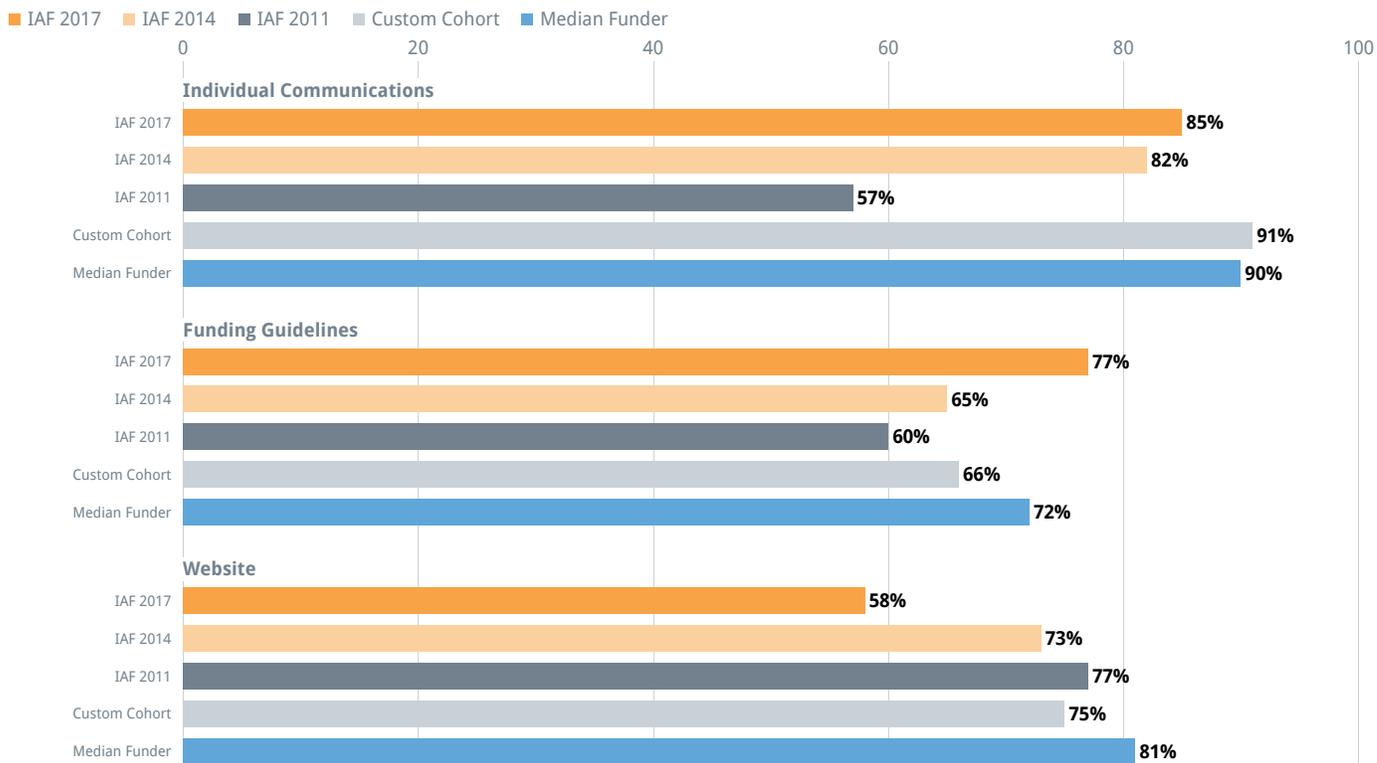
Subgroup: Type of Organization

Communication Resources

Grantees were asked whether they used each of the following communications resources from IAF 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."

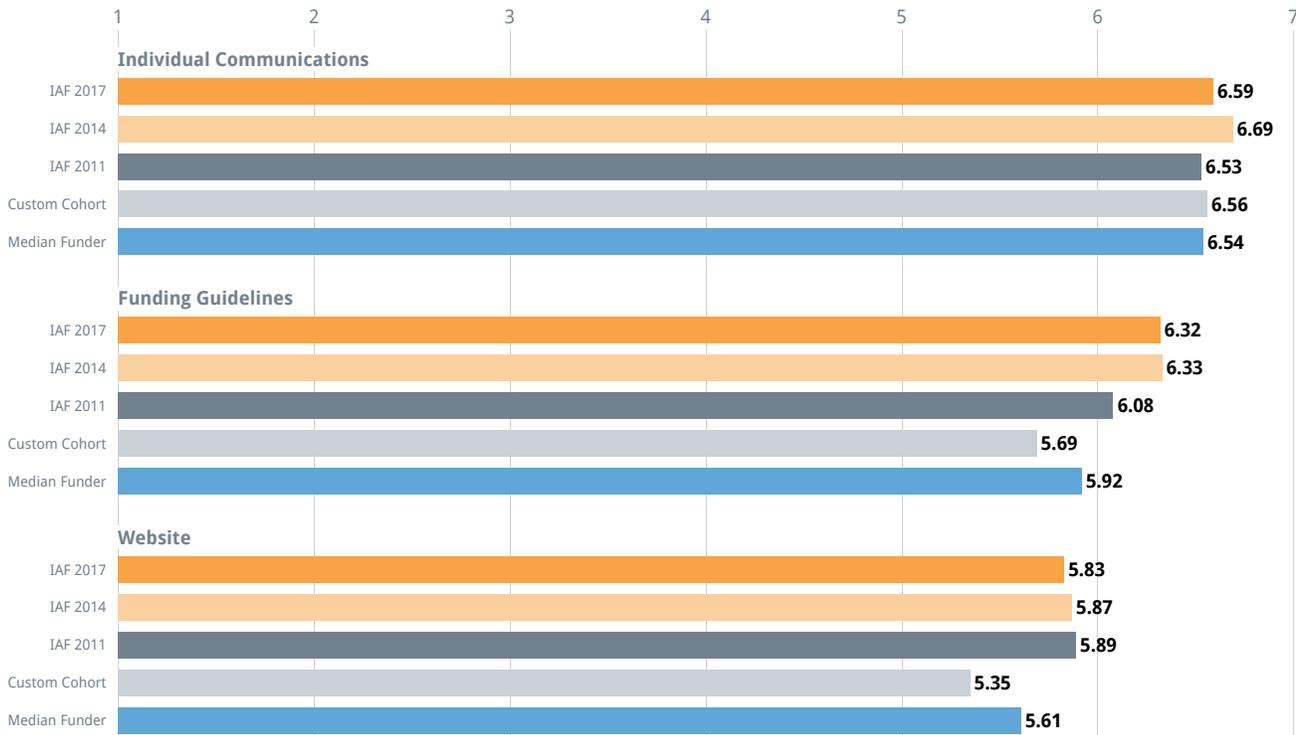
Usage of Communication Resources - Overall



Helpfulness of Communication Resources - Overall

1 = Not at all helpful 7 = Extremely helpful

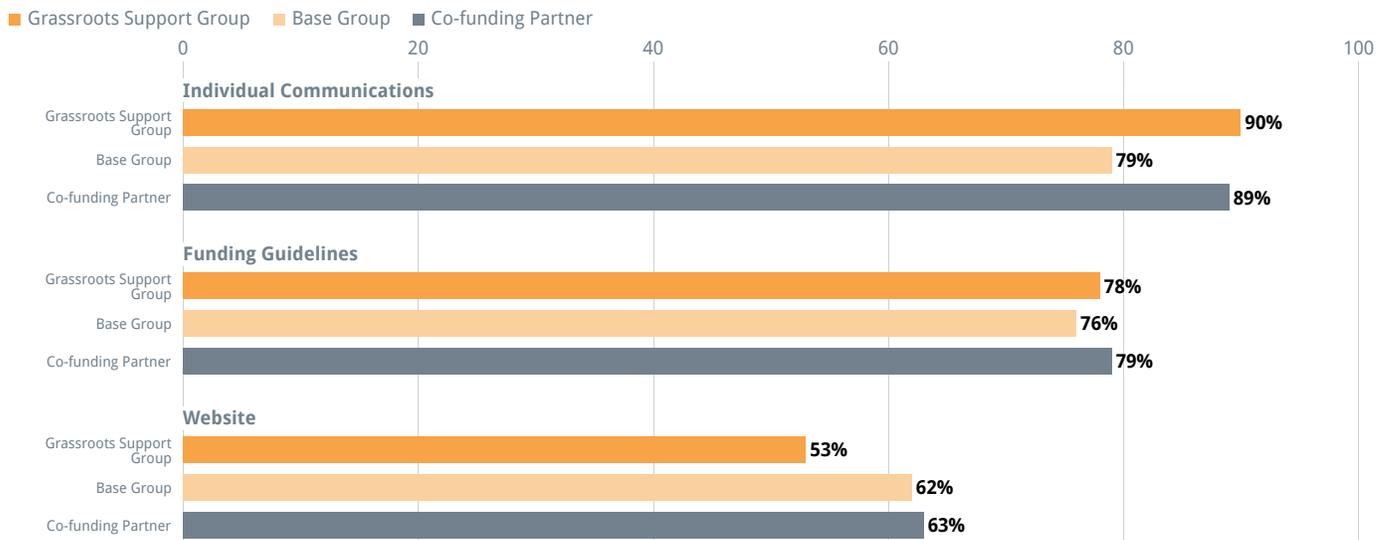
■ IAF 2017 ■ IAF 2014 ■ IAF 2011 ■ Custom Cohort ■ Median Funder



The following charts show the usage and helpfulness of communications resources segmented by subgroup.

"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

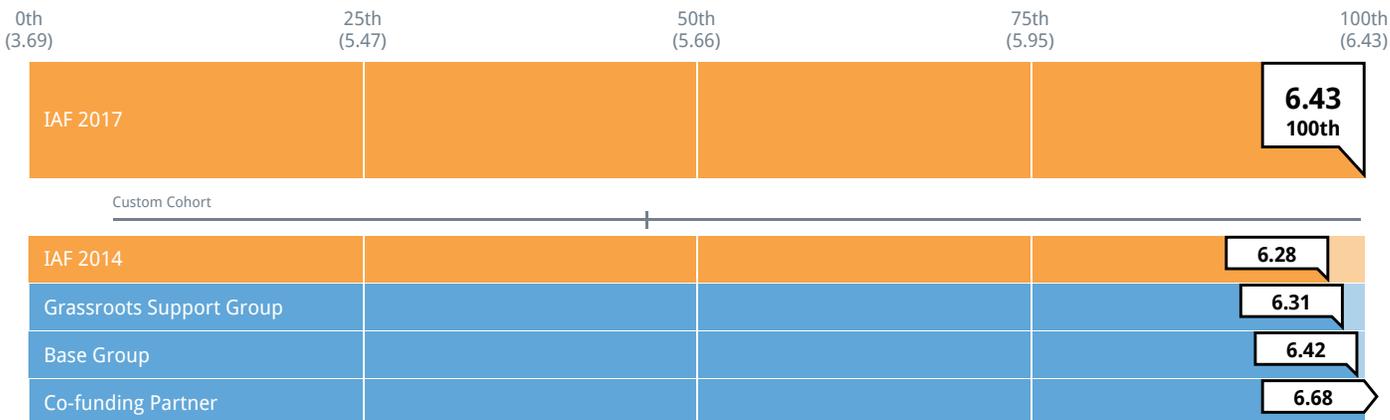
1 = Not at all helpful 7 = Extremely helpful



Funder Transparency

"Overall how transparent is the Foundation with your organization?"

1 = Not at all transparent 7 = Extremely transparent



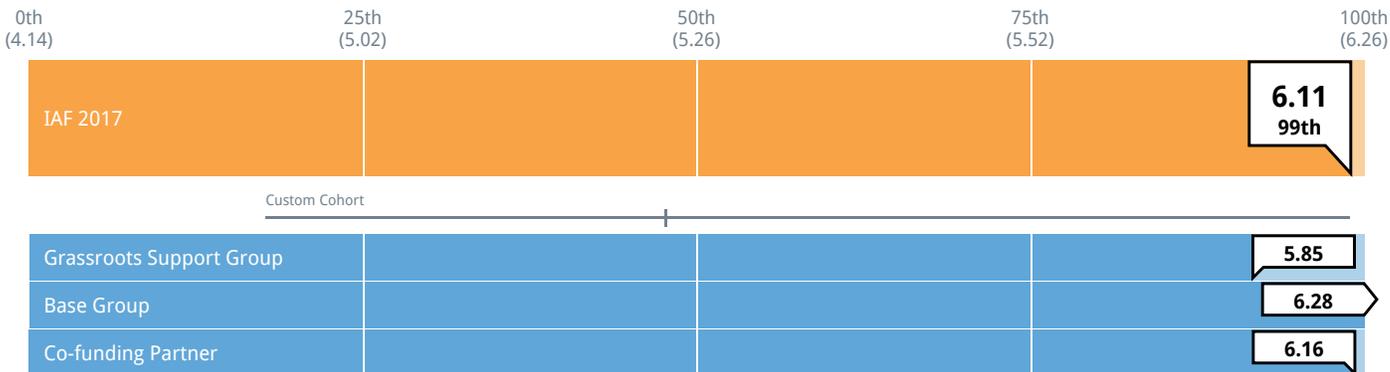
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

"To what extent is the Foundation open to ideas from grantees about its strategy?"

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort

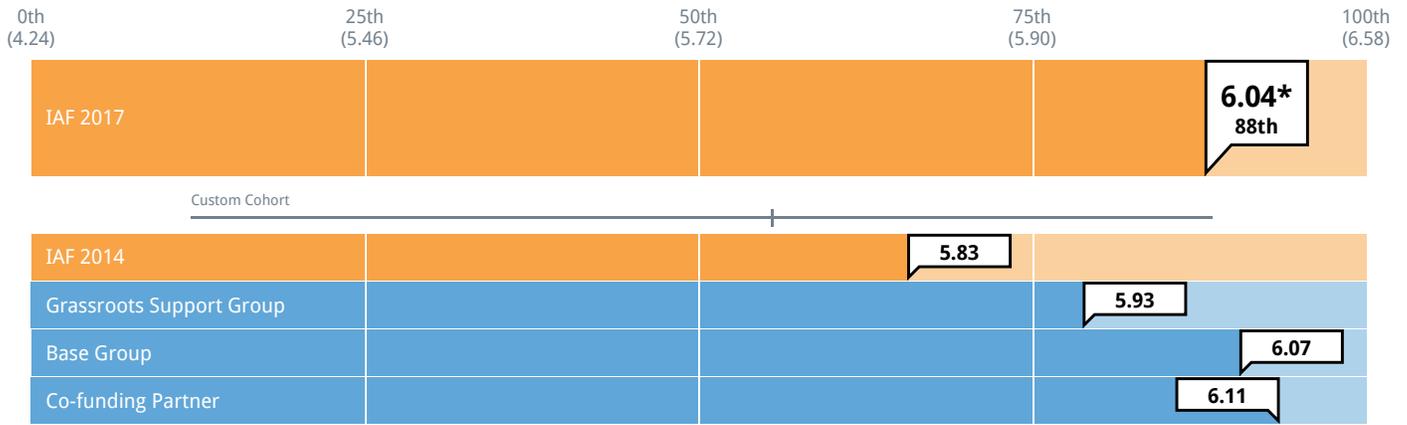
Past results: On Off

Subgroup: Type of Organization

Beneficiary and Contextual Understanding

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

1 = Limited understanding 7 = Thorough understanding



Cohort:

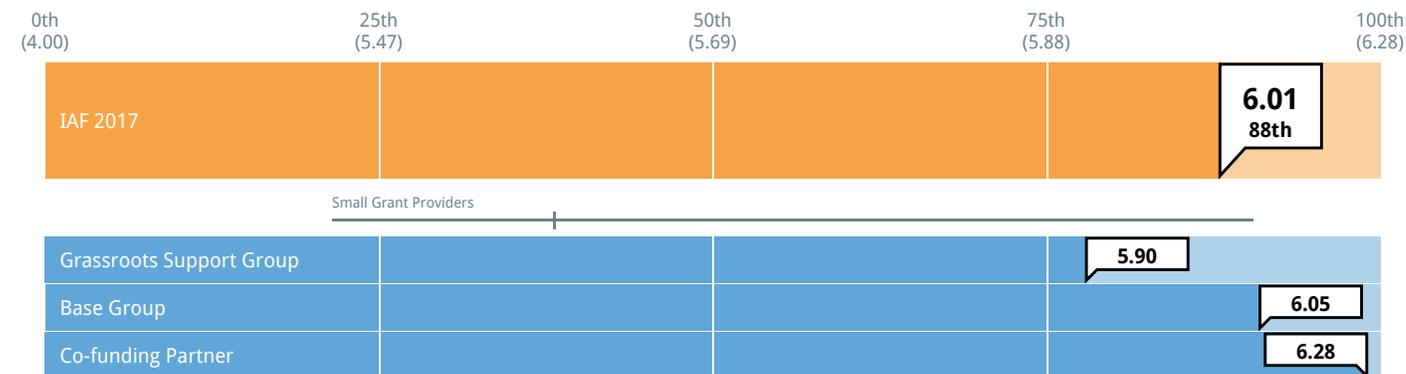
Past results: On Off

Subgroup:

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 the Foundation understand your intended beneficiaries' needs?"

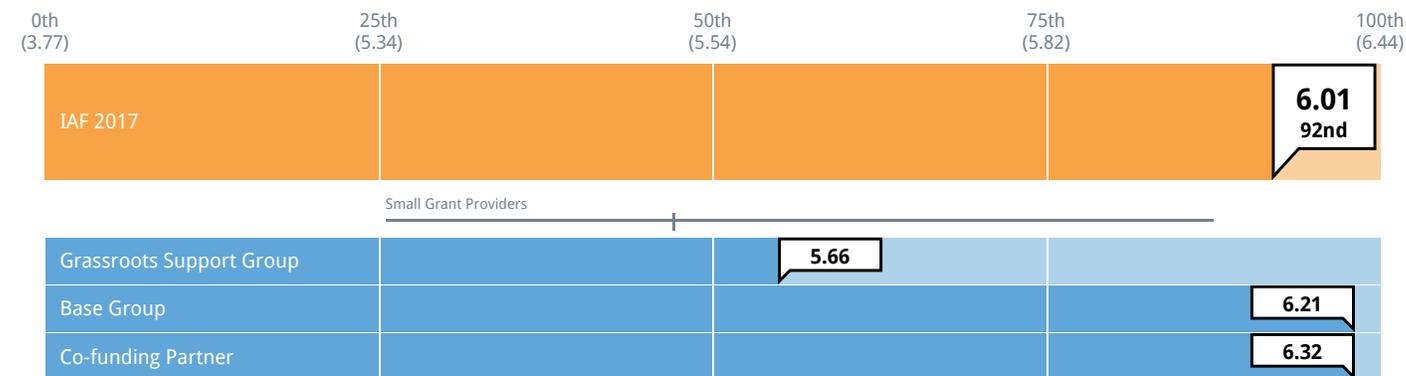
1 = Limited understanding 7 = Thorough understanding



Cohort: Past results: On Off Subgroup:

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

1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

Grant 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



Cohort:

Past results: On Off

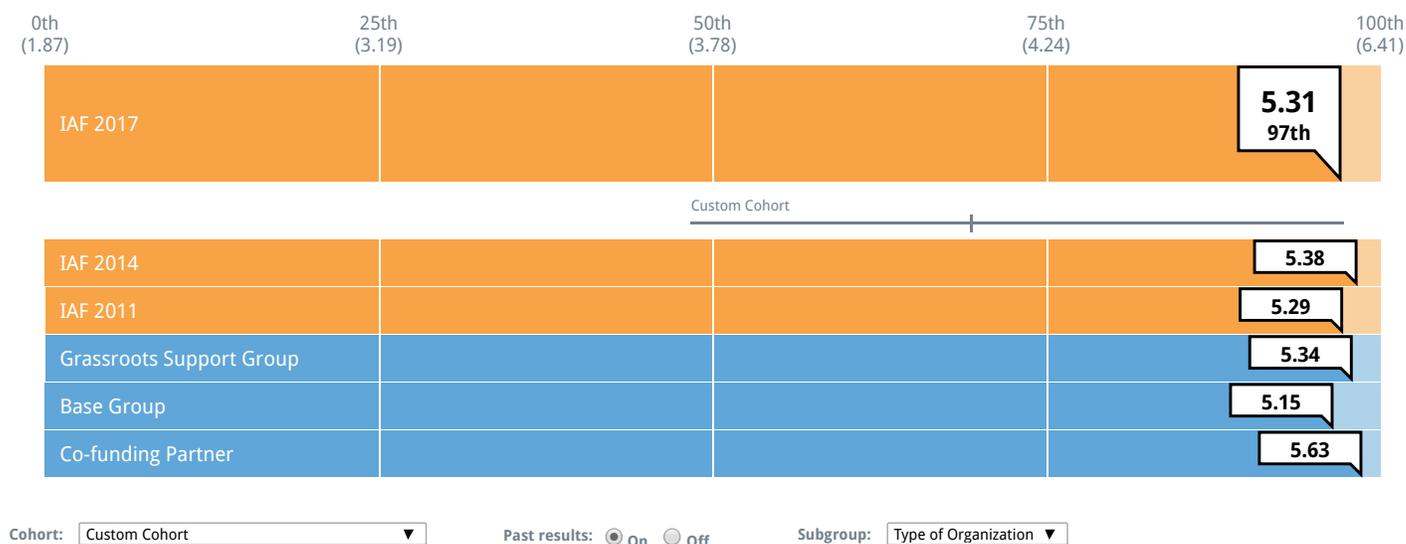
Subgroup:

Selection Process

Did you submit a proposal for this grant?	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Submitted a Proposal	99%	100%	98%	95%	97%
Did Not Submit a Proposal	1%	0%	2%	5%	3%

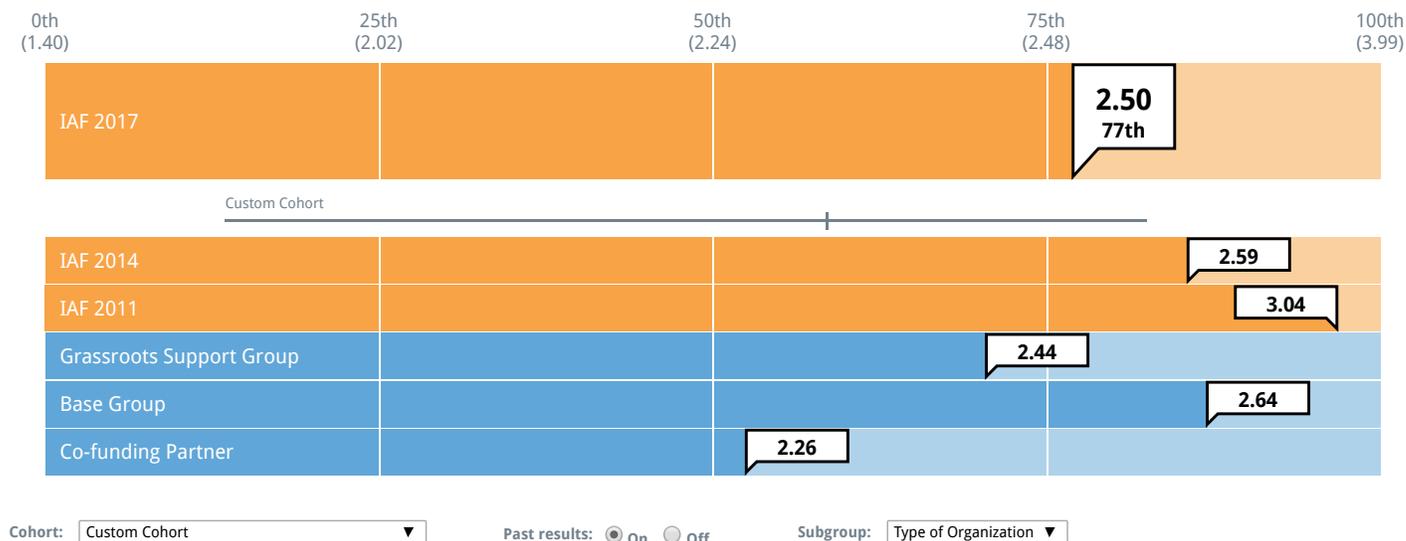
“How involved was the Foundation staff in the development of your proposal?”

1 = No involvement 7 = Substantial involvement



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

1 = No pressure 7 = Significant pressure



Time Between Submission and Clear Commitment

“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

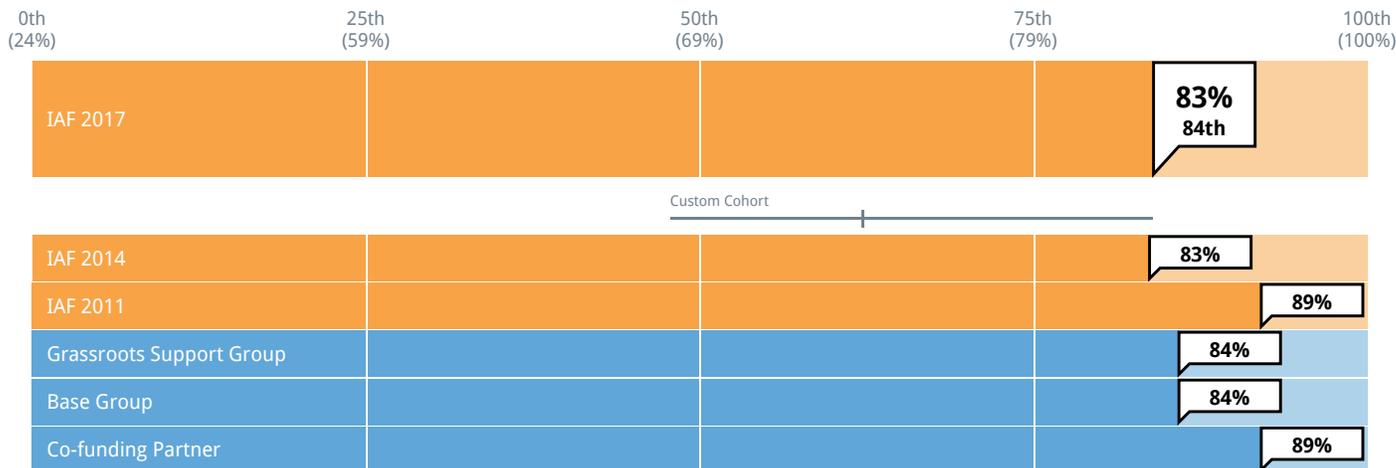
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than 1 month	2%	0%	1%	6%	6%
1 - 3 months	4%	7%	7%	56%	48%
4 - 6 months	17%	17%	17%	29%	28%
7 - 9 months	15%	17%	19%	5%	7%
10 - 12 months	34%	30%	19%	2%	6%
More than 12 months	27%	30%	38%	2%	4%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Less than 1 month		2%	5%
1 - 3 months		2%	0%
4 - 6 months		16%	37%
7 - 9 months		19%	11%
10 - 12 months		33%	26%
More than 12 months		28%	21%

Reporting and Evaluation Process

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

Proportion responding 'Yes'



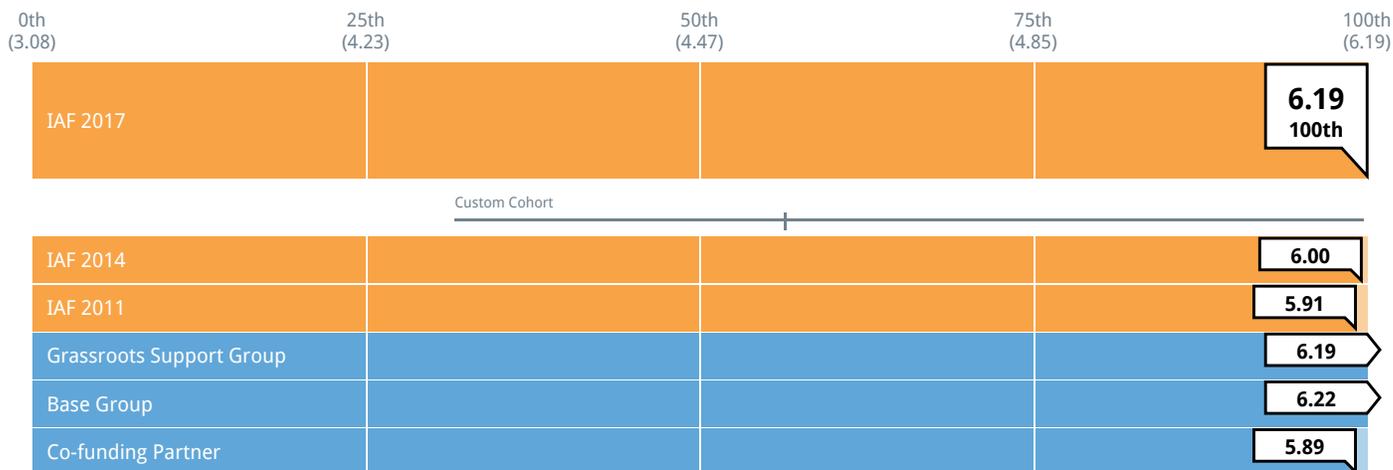
Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

“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



Cohort: Custom Cohort

Past results: On Off

Subgroup: Type of Organization

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	IAF 2017	Average Funder
Participated in a reporting process only	24%	56%
Participated in an evaluation process only	1%	1%
Participated in both a reporting and an evaluation process	75%	31%
Participated in neither a reporting nor an evaluation process	0%	12%

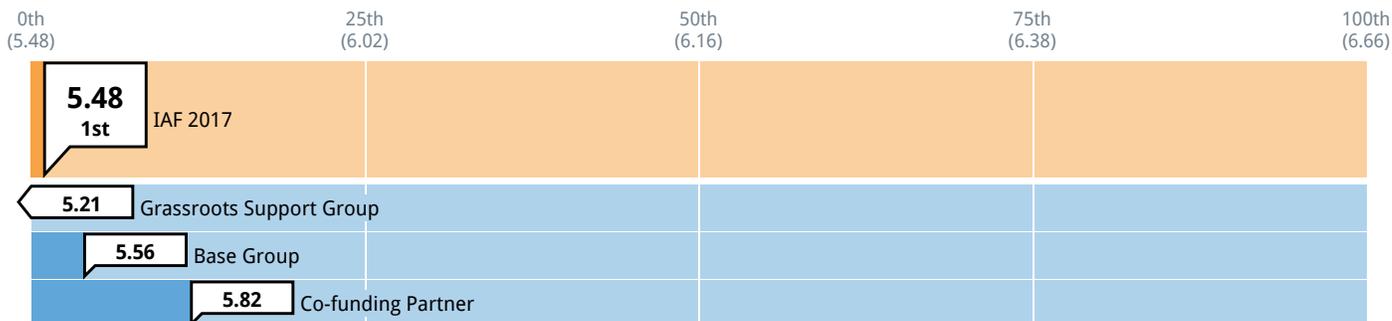
Participation in Reporting and/or Evaluation Processes (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Participated in a reporting process only	24%	21%	32%
Participated in an evaluation process only	0%	4%	0%
Participated in both a reporting and an evaluation process	76%	75%	68%
Participated in neither a reporting nor an evaluation process	0%	0%	0%

Reporting Process

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

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

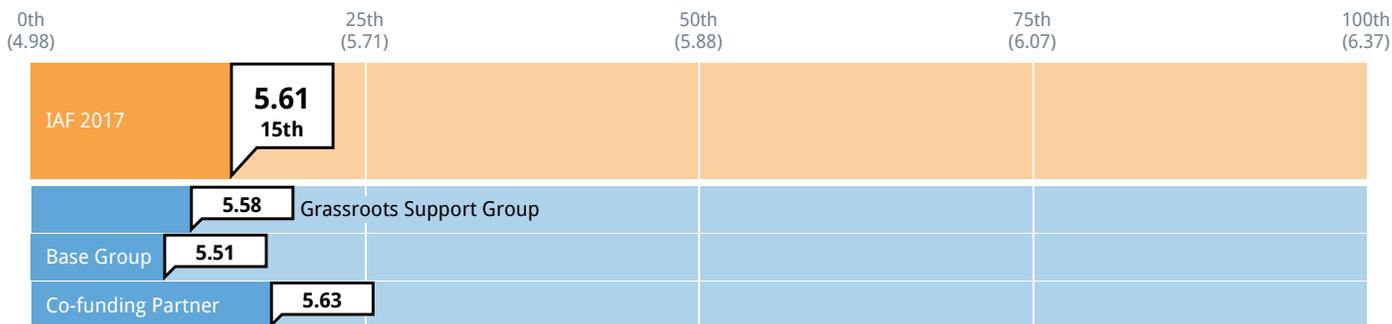
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

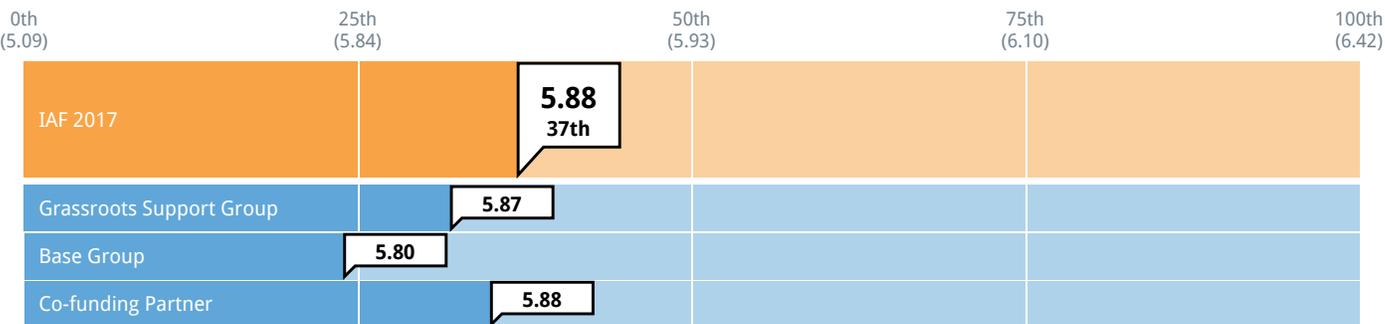
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

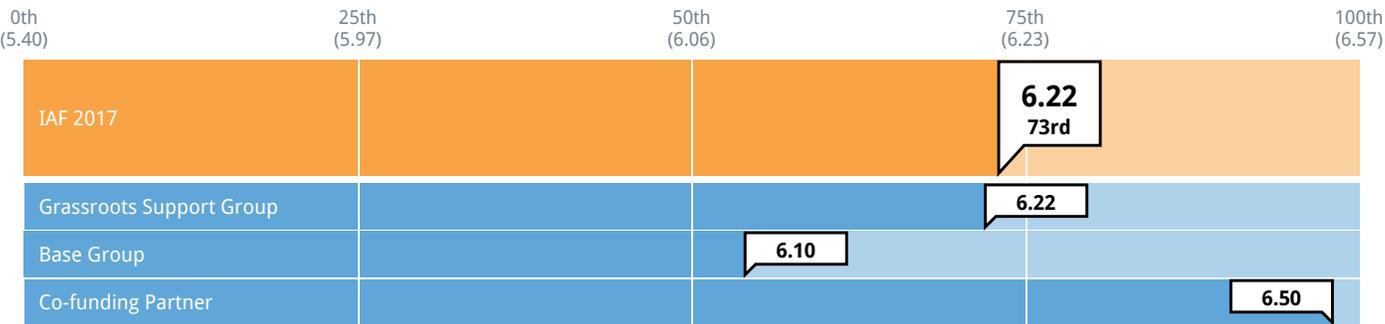
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

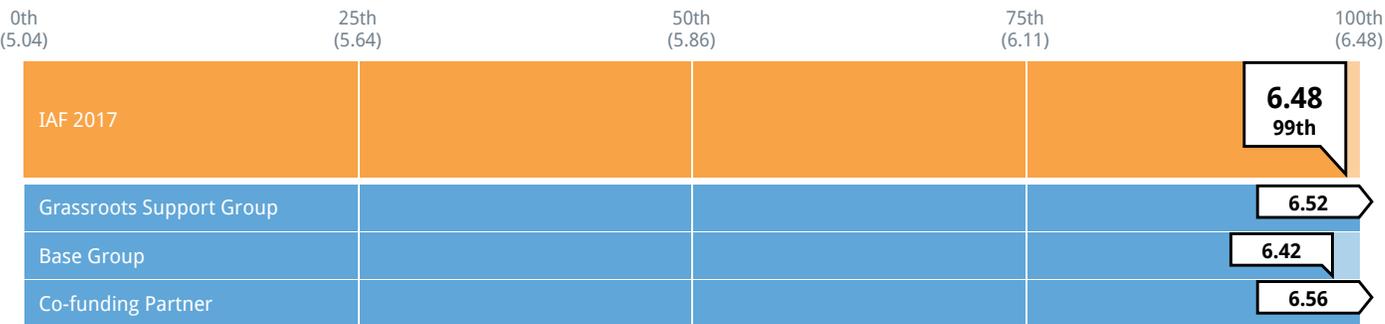
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

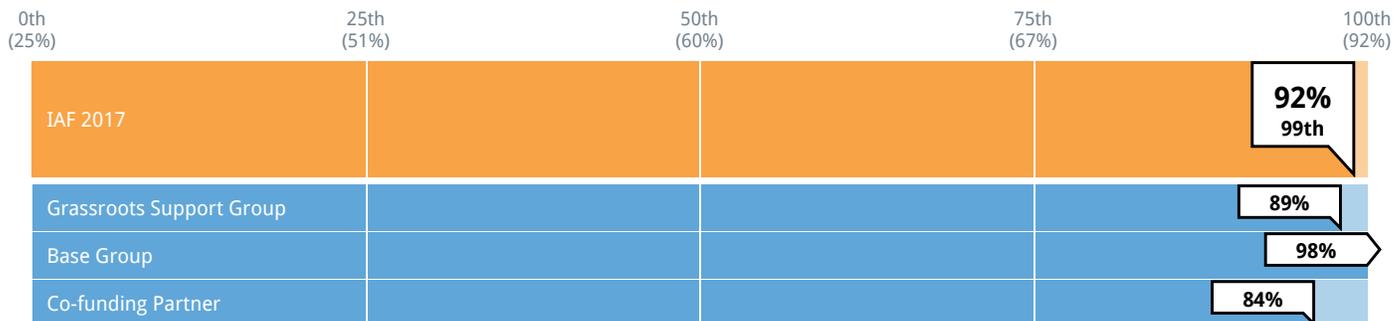
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

Proportion of grantees responding 'Yes'



Cohort:

Past results: On Off

Subgroup:

Evaluation Process

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

"Who was primarily responsible for carrying out the evaluation?"	IAF 2017	Average Funder
Evaluation staff at the Foundation	49%	19%
Evaluation staff at your organization	7%	51%
External evaluator, chosen by the Foundation	43%	15%
External evaluator, chosen by your organization	1%	15%

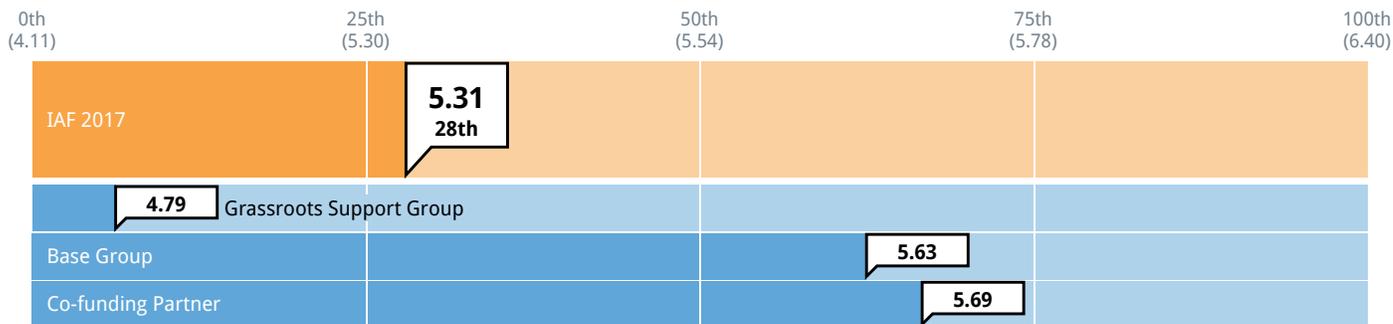
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Evaluation staff at the Foundation	43%	59%	38%
Evaluation staff at your organization	7%	5%	15%
External evaluator, chosen by the Foundation	48%	36%	46%
External evaluator, chosen by your organization	2%	0%	0%

"Did the Foundation provide financial support for the evaluation?"	IAF 2017	Average Funder
Yes, the evaluation's costs were fully funded by the Foundation	77%	32%
Yes, the evaluation's costs were partially funded by the Foundation	14%	16%
No, the evaluation's costs were not funded by the Foundation	8%	52%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Yes, the evaluation's costs were fully funded by the Foundation	76%	79%	67%
Yes, the evaluation's costs were partially funded by the Foundation	17%	13%	17%
No, the evaluation's costs were not funded by the Foundation	7%	8%	17%

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

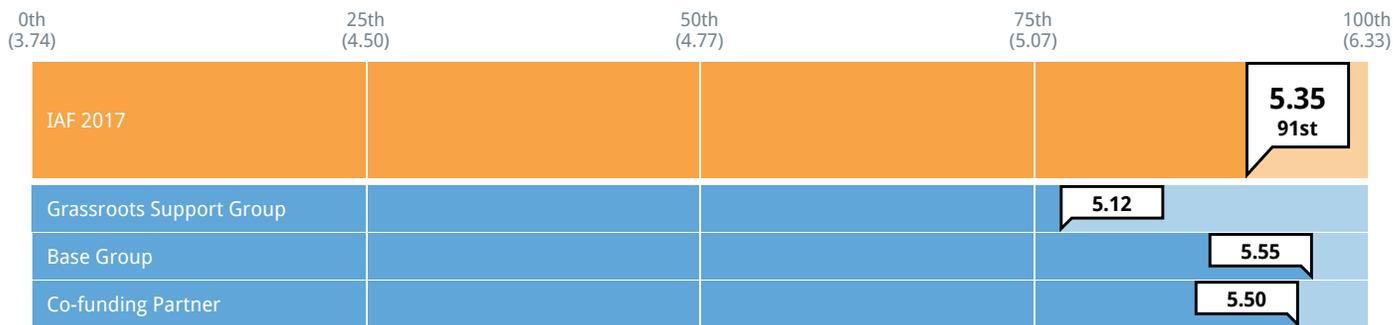
1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

1 = Not at all 7 = To a great extent



Cohort: Past results: On Off Subgroup:

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

1 = Not at all 7 = To a great extent



Cohort:

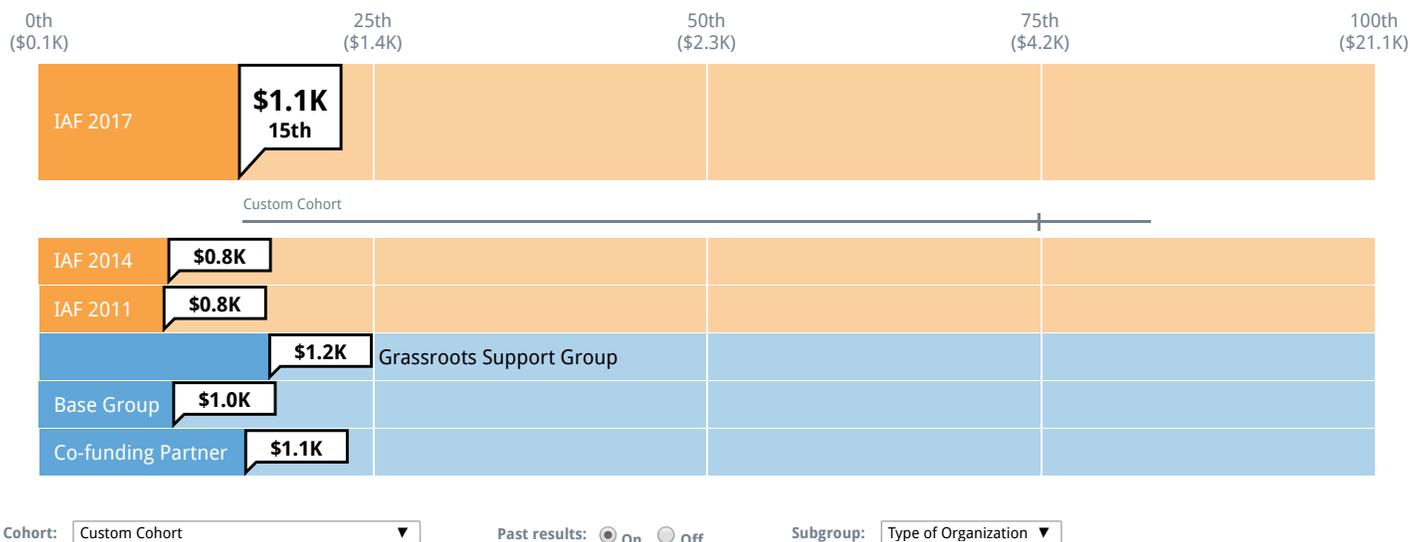
Past results: On Off

Subgroup:

Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

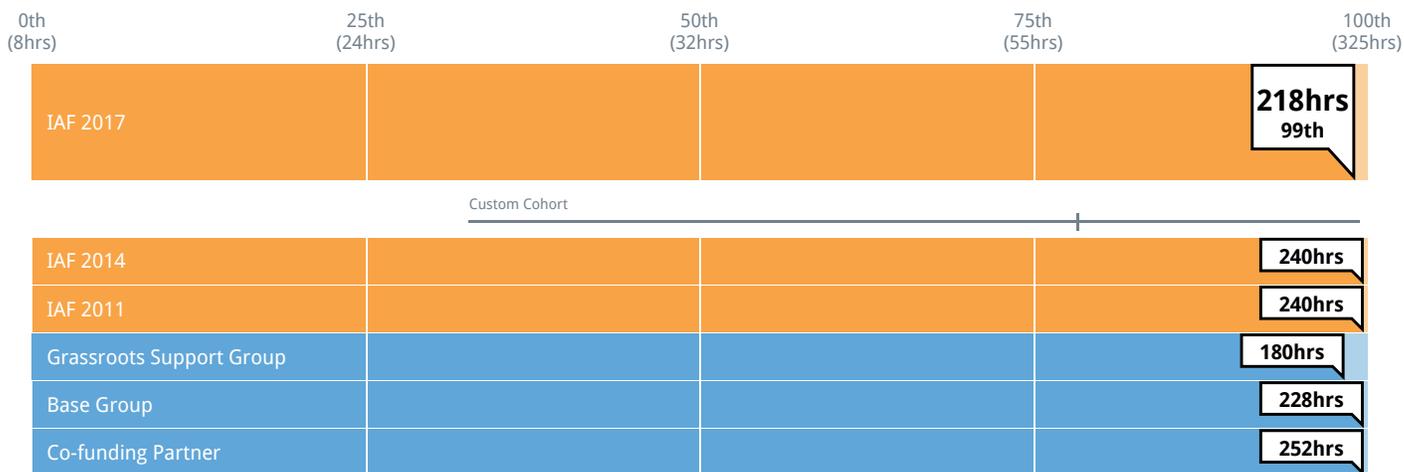
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



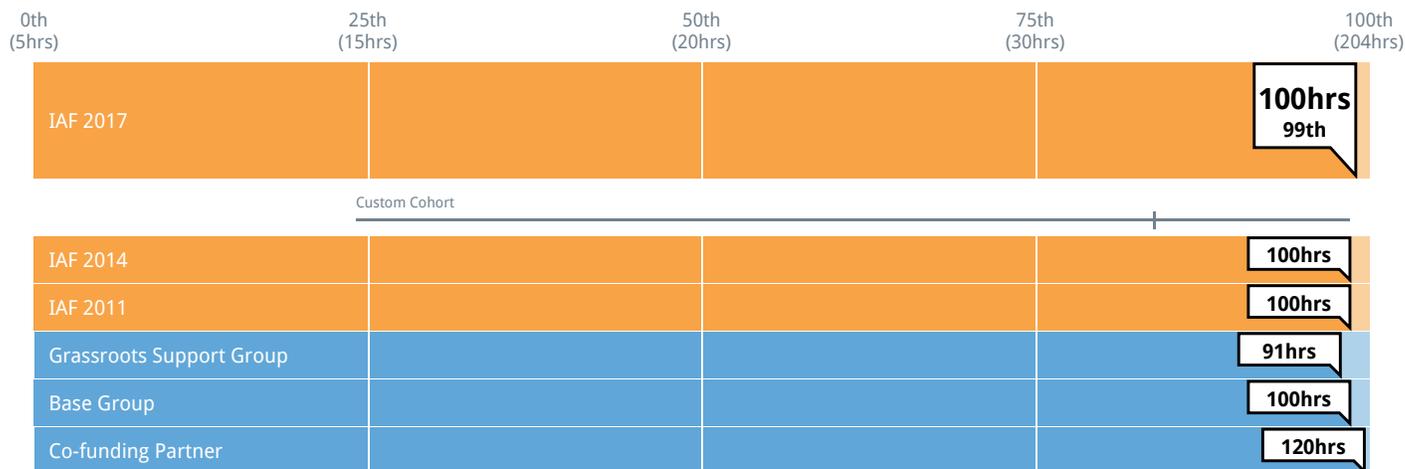
Cohort:

Past results: On Off

Subgroup:

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

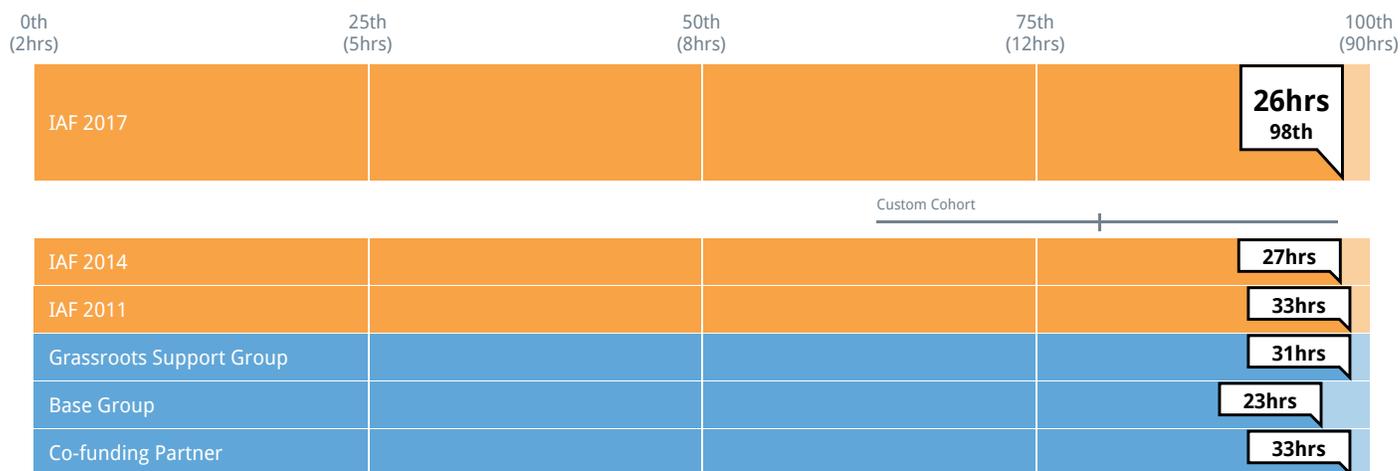
Subgroup:

Time Spent On Proposal And Selection Process	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	2%	3%	2%	20%	9%
10 to 19 hours	3%	1%	3%	21%	16%
20 to 29 hours	3%	3%	3%	18%	15%
30 to 39 hours	5%	7%	7%	8%	9%
40 to 49 hours	9%	14%	7%	12%	15%
50 to 99 hours	26%	21%	22%	12%	18%
100 to 199 hours	28%	20%	22%	6%	12%
200+ hours	24%	30%	34%	3%	6%

Time Spent On Proposal And Selection Process (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
1 to 9 hours	4%	2%	0%
10 to 19 hours	4%	2%	7%
20 to 29 hours	2%	6%	0%
30 to 39 hours	4%	6%	7%
40 to 49 hours	9%	9%	7%
50 to 99 hours	31%	19%	27%
100 to 199 hours	22%	30%	33%
200+ hours	24%	28%	20%

Time Spent on Reporting and Evaluation Process

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)	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	33%	18%	13%	52%	35%
10 to 19 hours	10%	21%	16%	20%	23%
20 to 29 hours	10%	13%	13%	11%	15%
30 to 39 hours	9%	7%	8%	4%	6%
40 to 49 hours	5%	4%	9%	4%	5%
50 to 99 hours	20%	15%	15%	5%	9%
100+ hours	14%	21%	26%	4%	7%

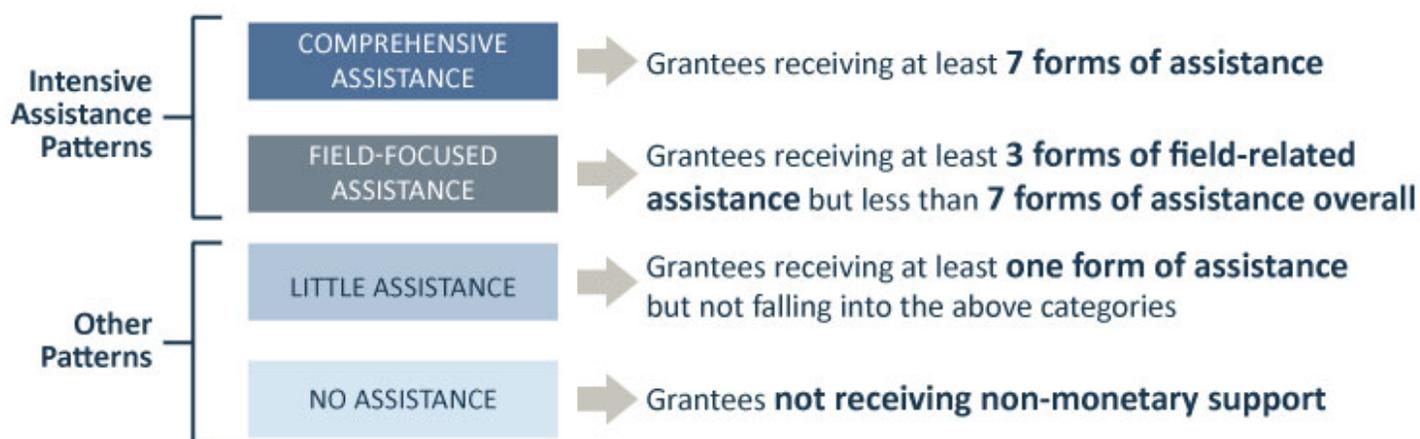
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
1 to 9 hours	33%	36%	25%
10 to 19 hours	11%	10%	6%
20 to 29 hours	5%	12%	13%
30 to 39 hours	11%	3%	19%
40 to 49 hours	2%	5%	13%
50 to 99 hours	22%	17%	19%
100+ hours	16%	16%	6%

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 the Foundation.

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

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	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Comprehensive	14%	10%	12%	7%	6%
Field-focused	13%	18%	12%	11%	12%
Little	60%	58%	52%	40%	44%
None	13%	14%	23%	43%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Comprehensive	10%	17%	16%
Field-focused	12%	12%	16%
Little	61%	60%	53%
None	17%	10%	16%

Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

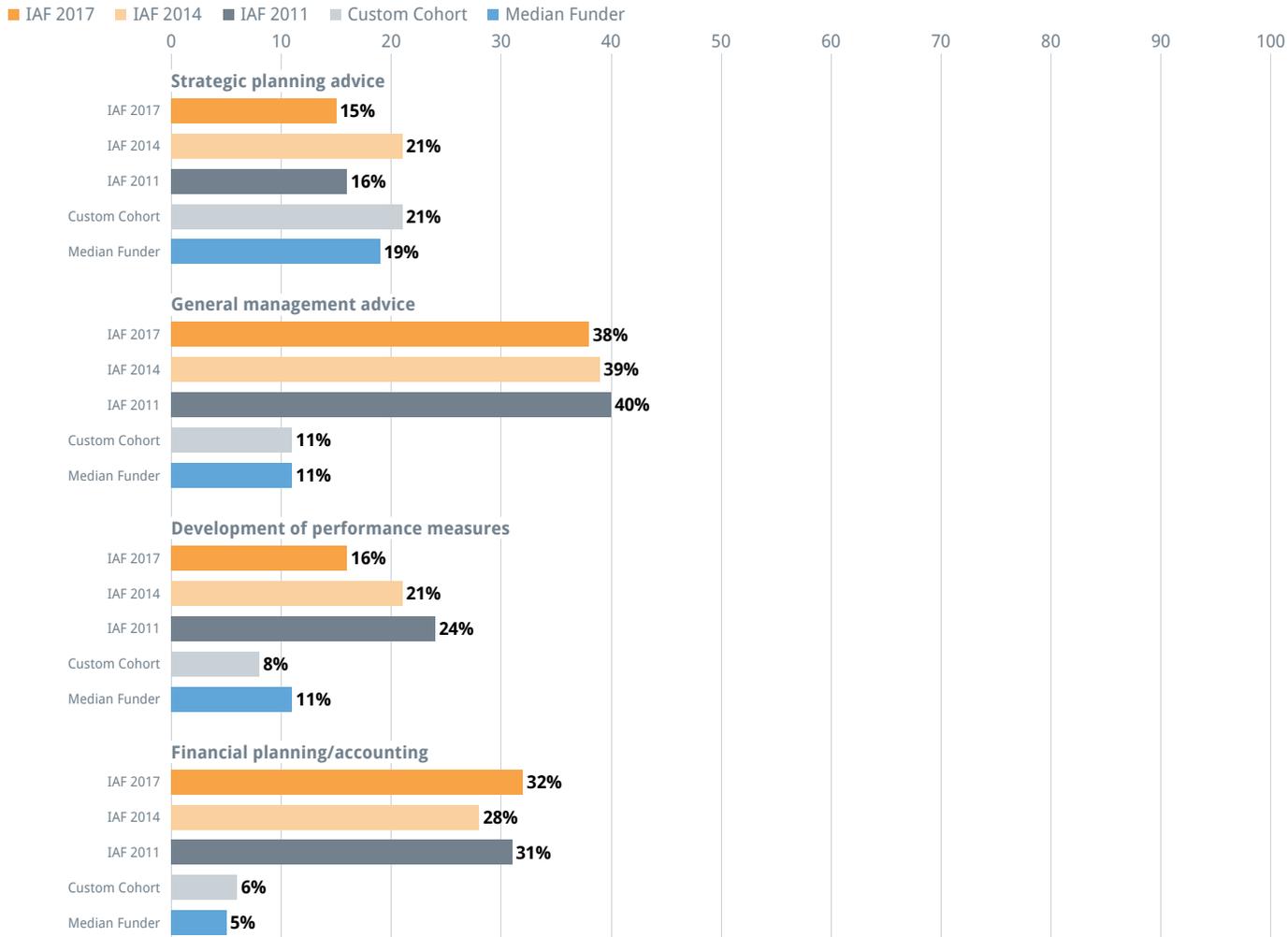
Past results: On Off

Subgroup:

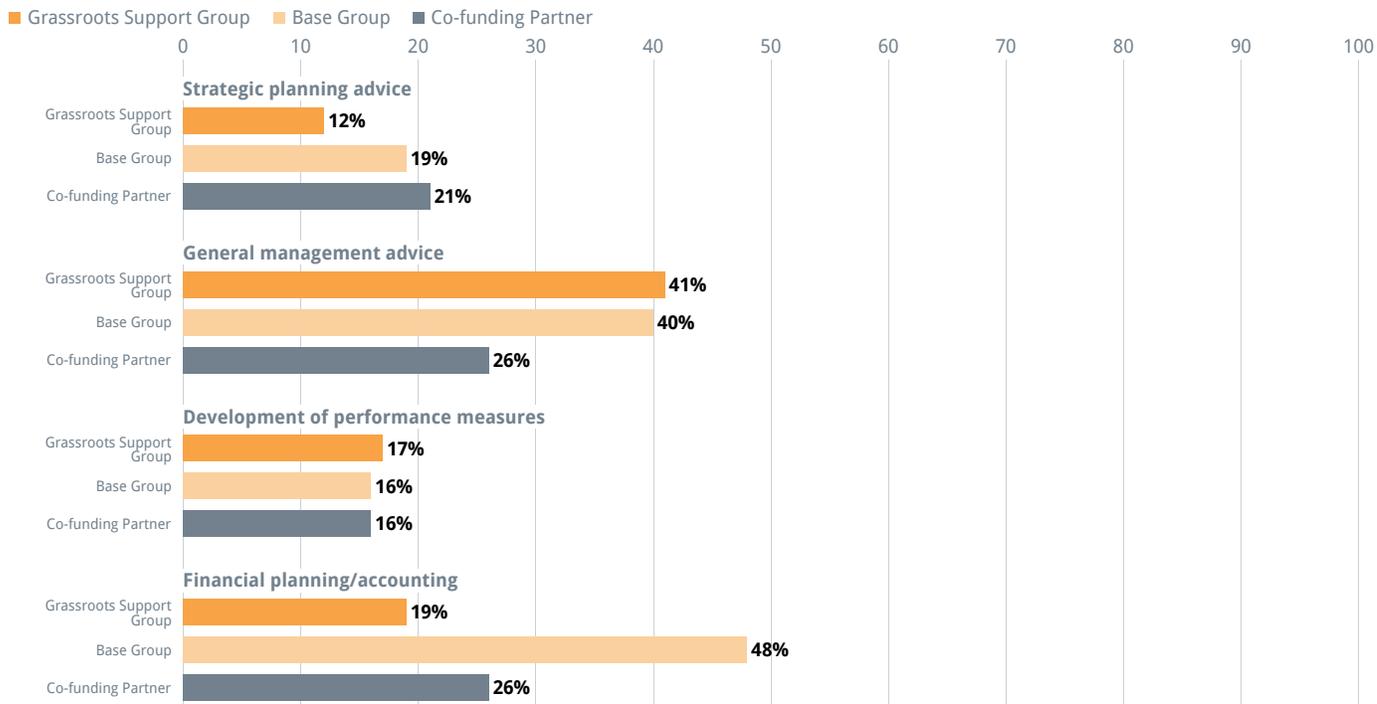
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



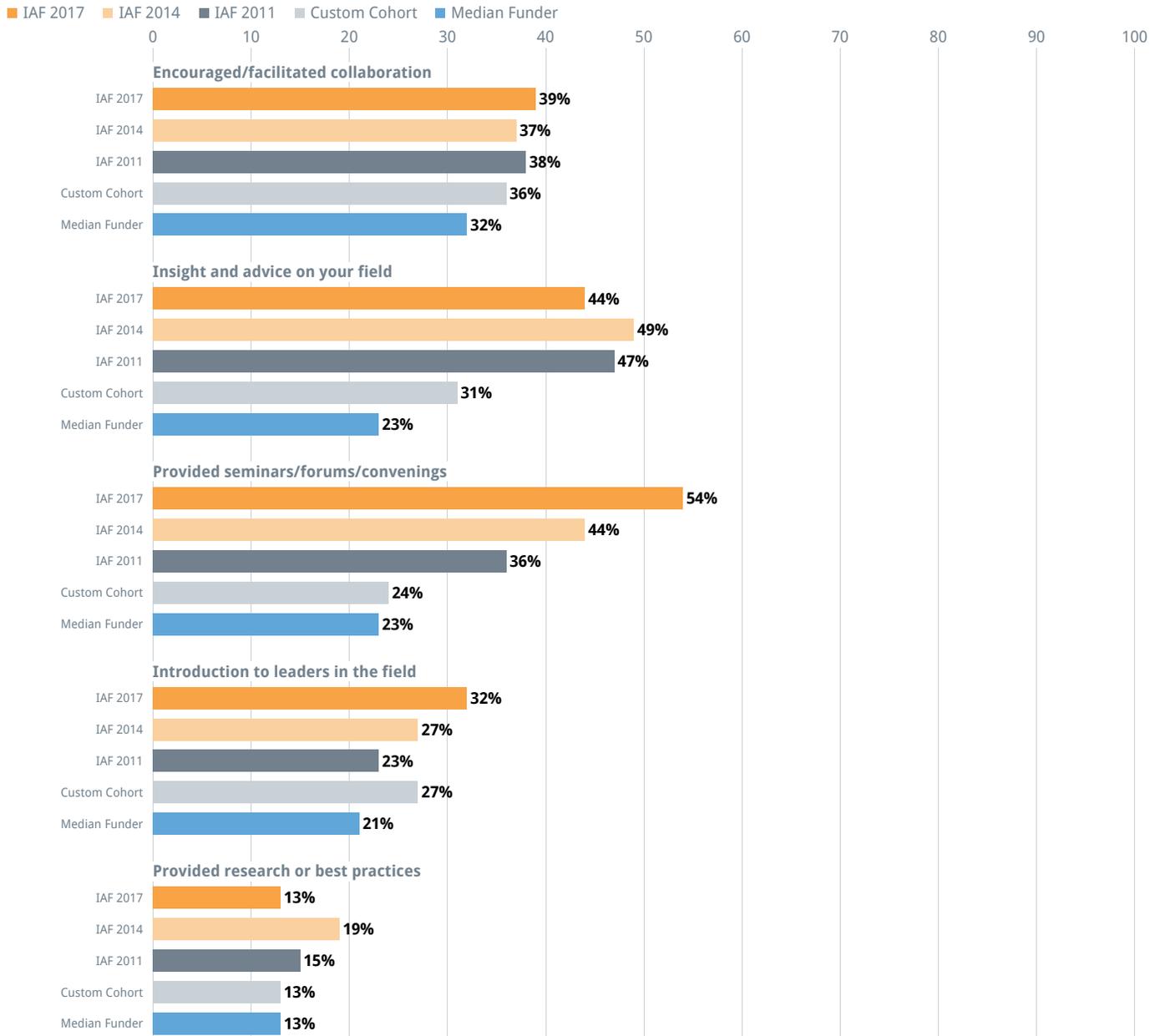
Percentage of Grantees that Received Management Assistance - By Subgroup



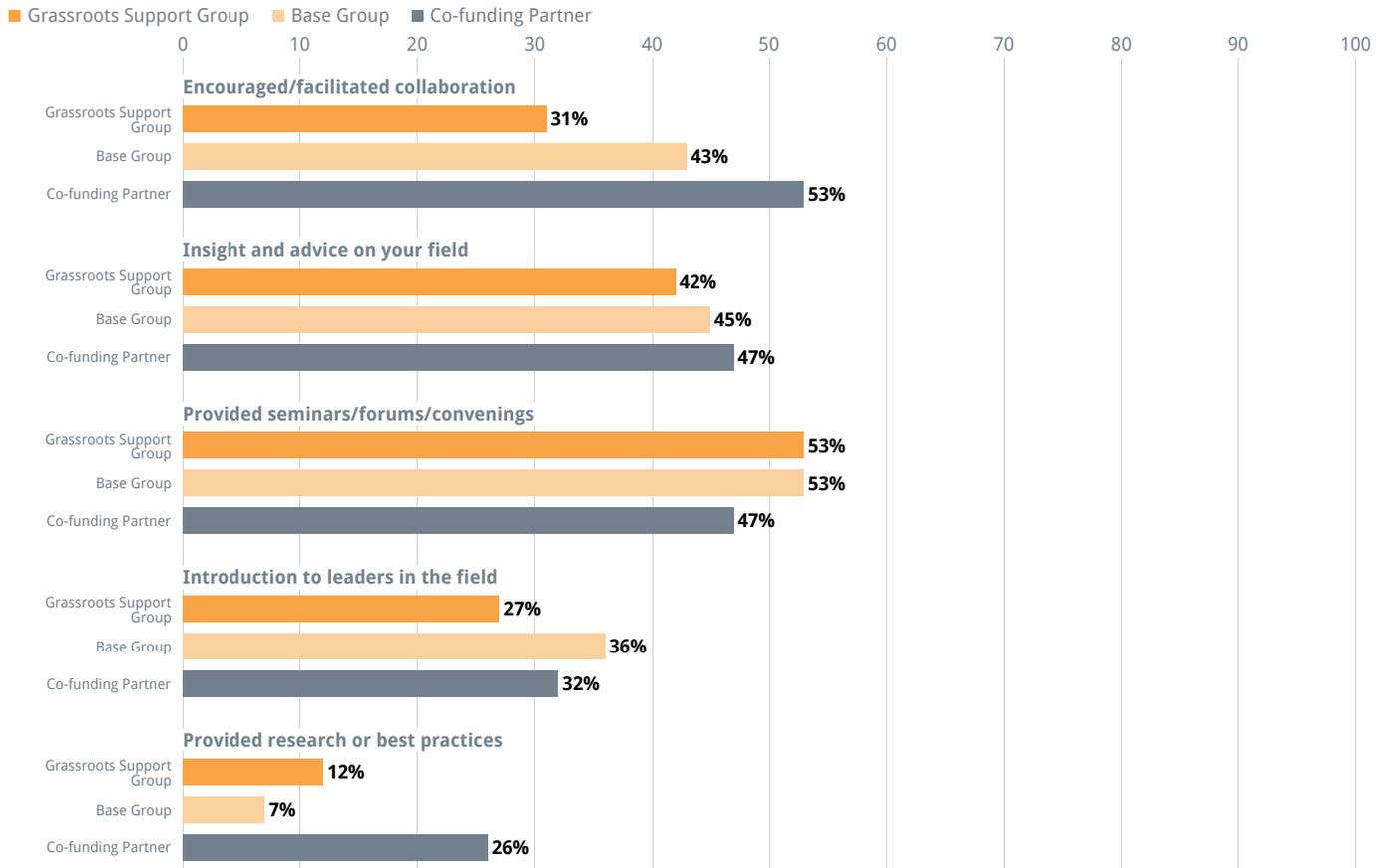
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



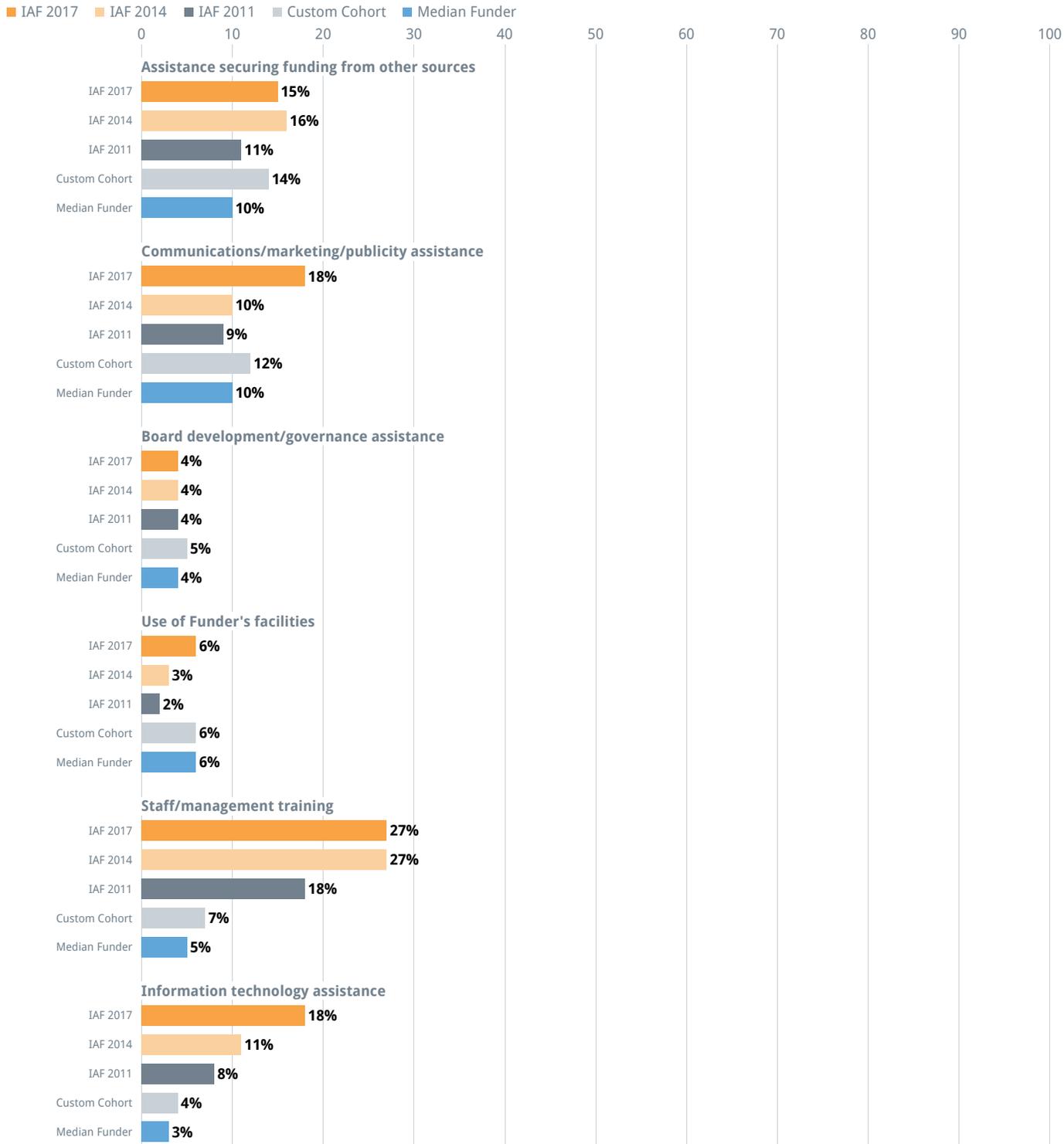
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



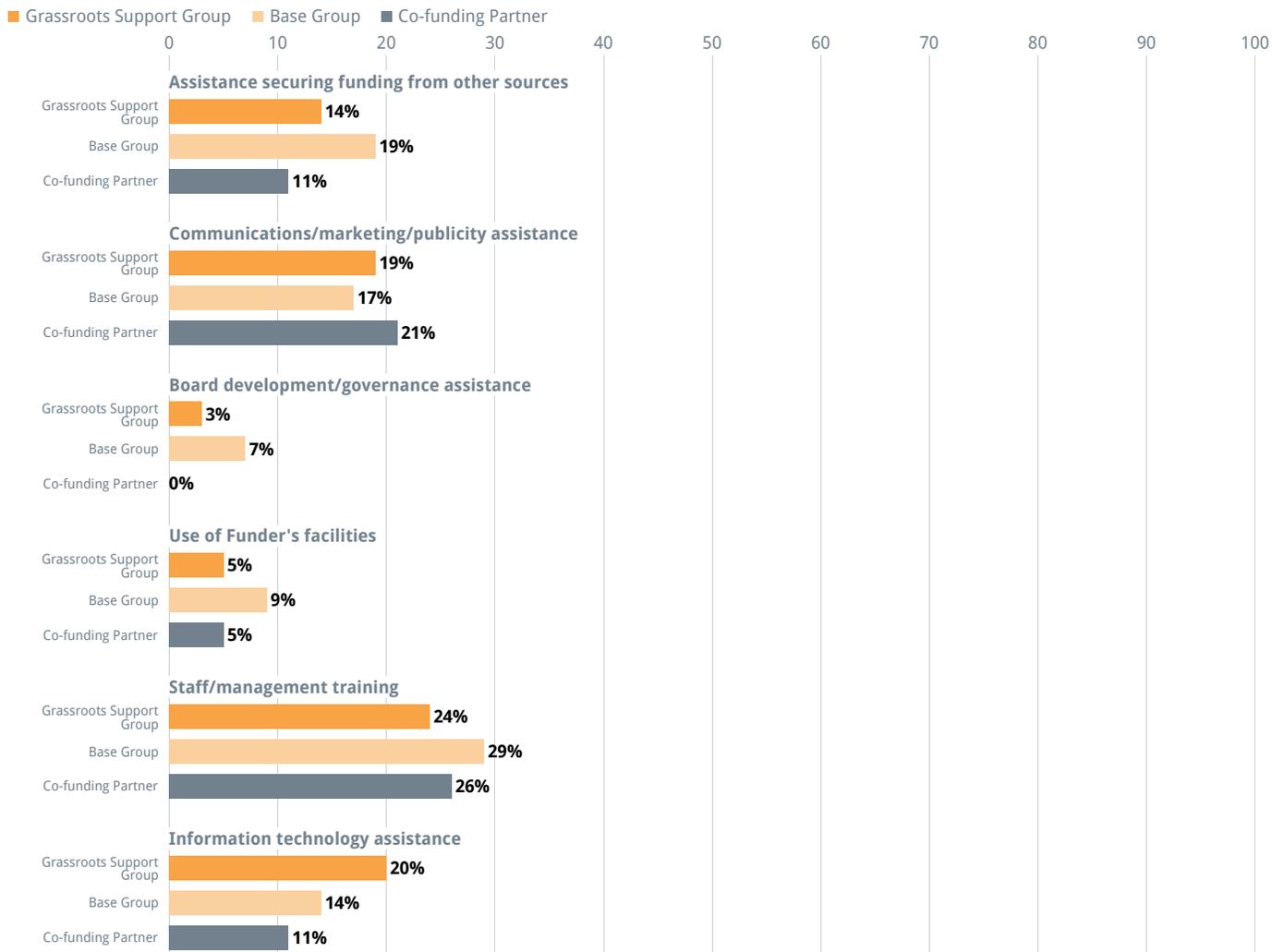
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance



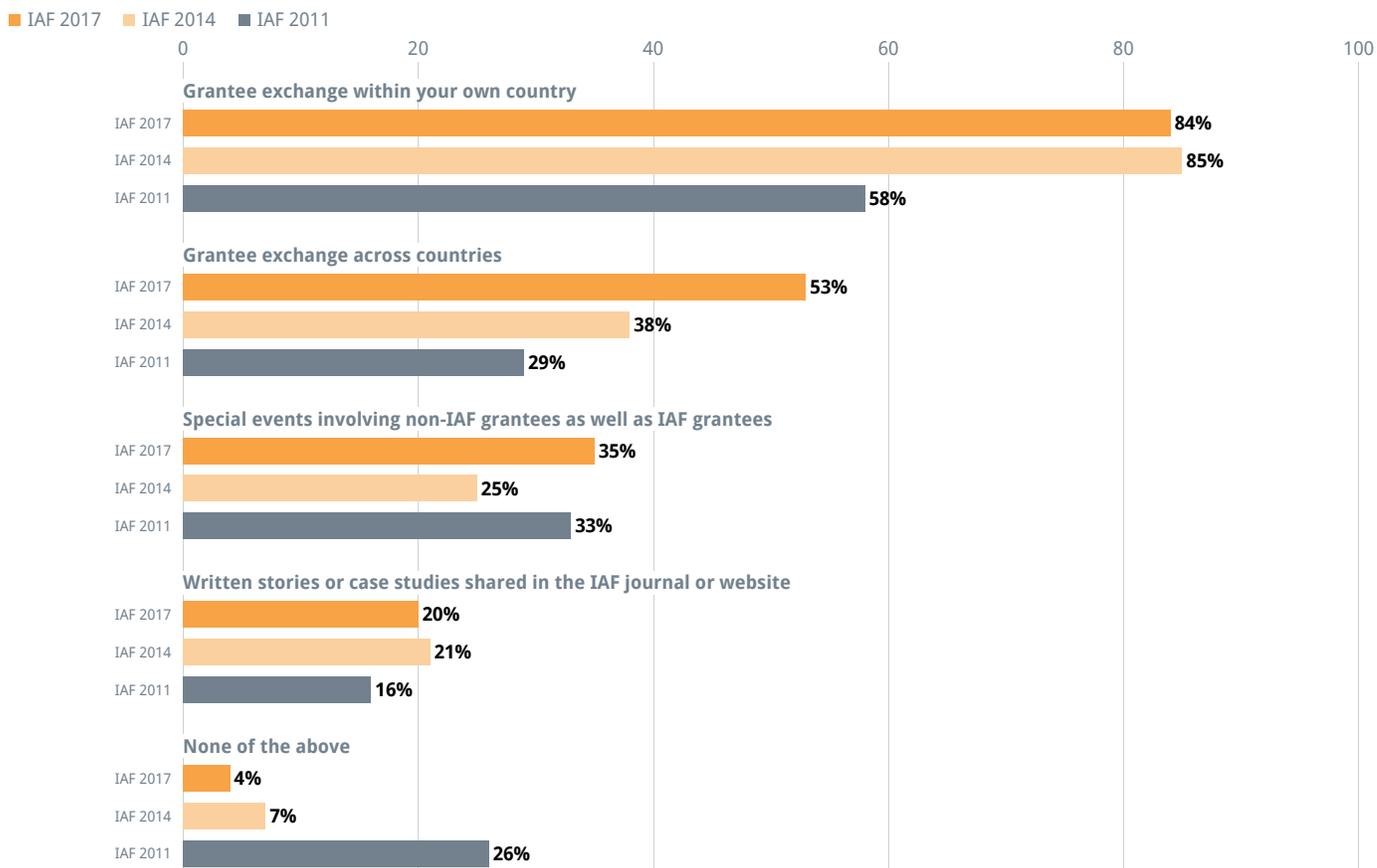
Percentage of Grantees that Received Other Assistance - By Subgroup



Inter-American Foundation-Specific Questions

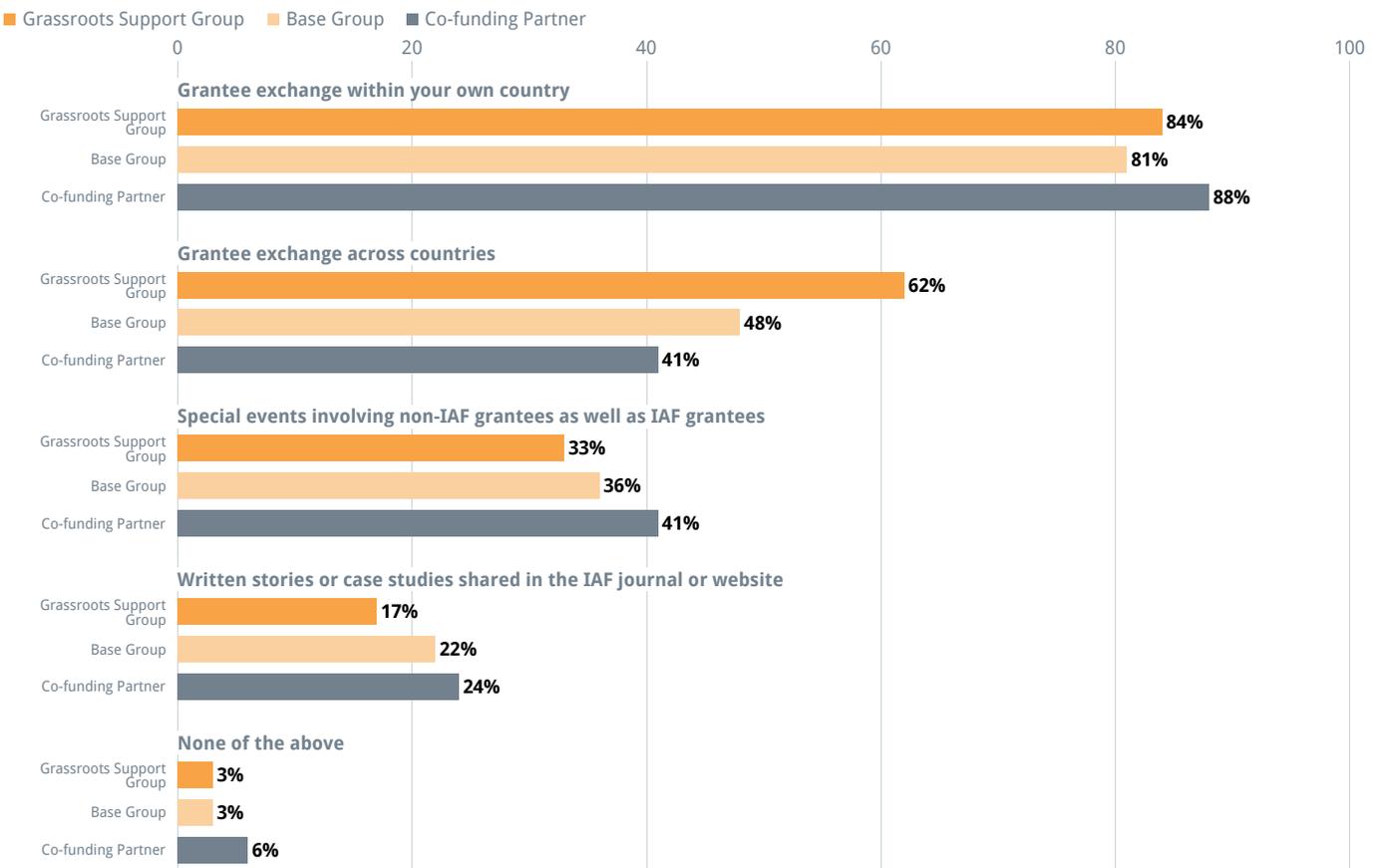
"Have you participated in any of the following grantee sharing opportunities?" - Overall

Proportion responding "Yes"



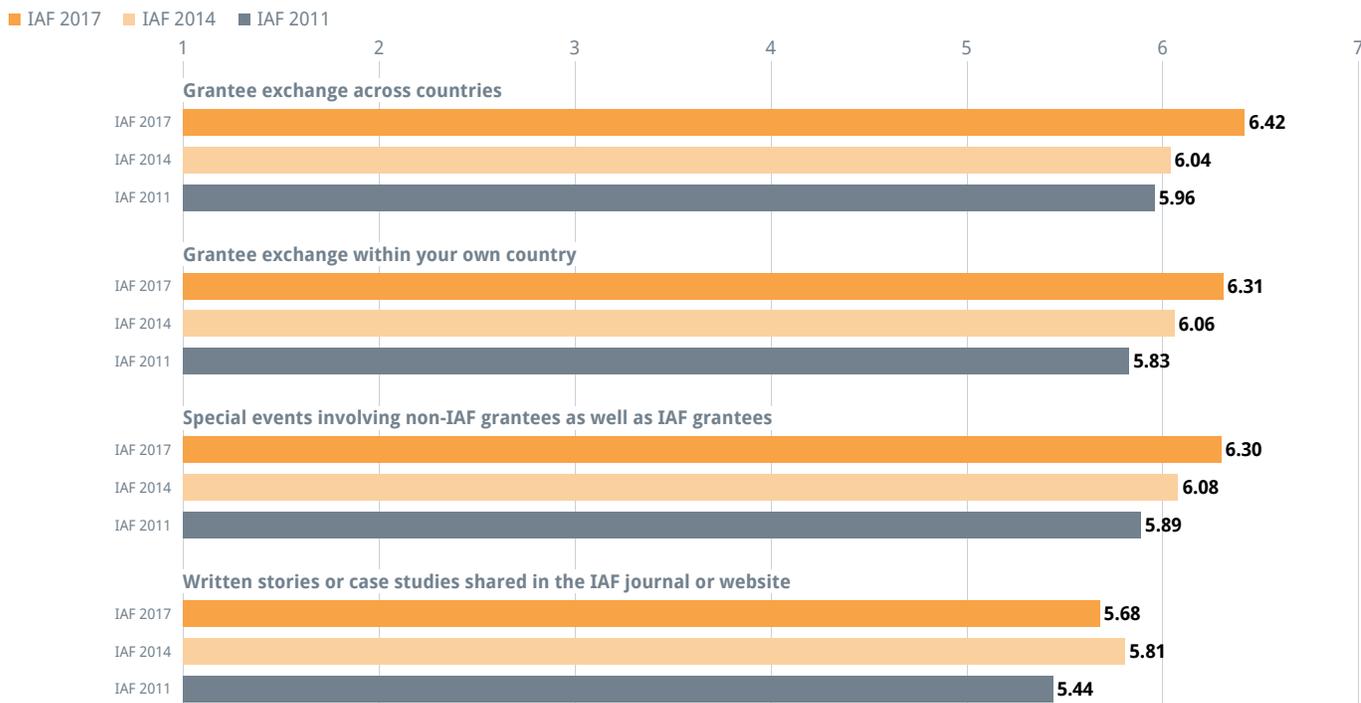
"Have you participated in any of the following grantee sharing opportunities?" - by Subgroup

Proportion responding "Yes"



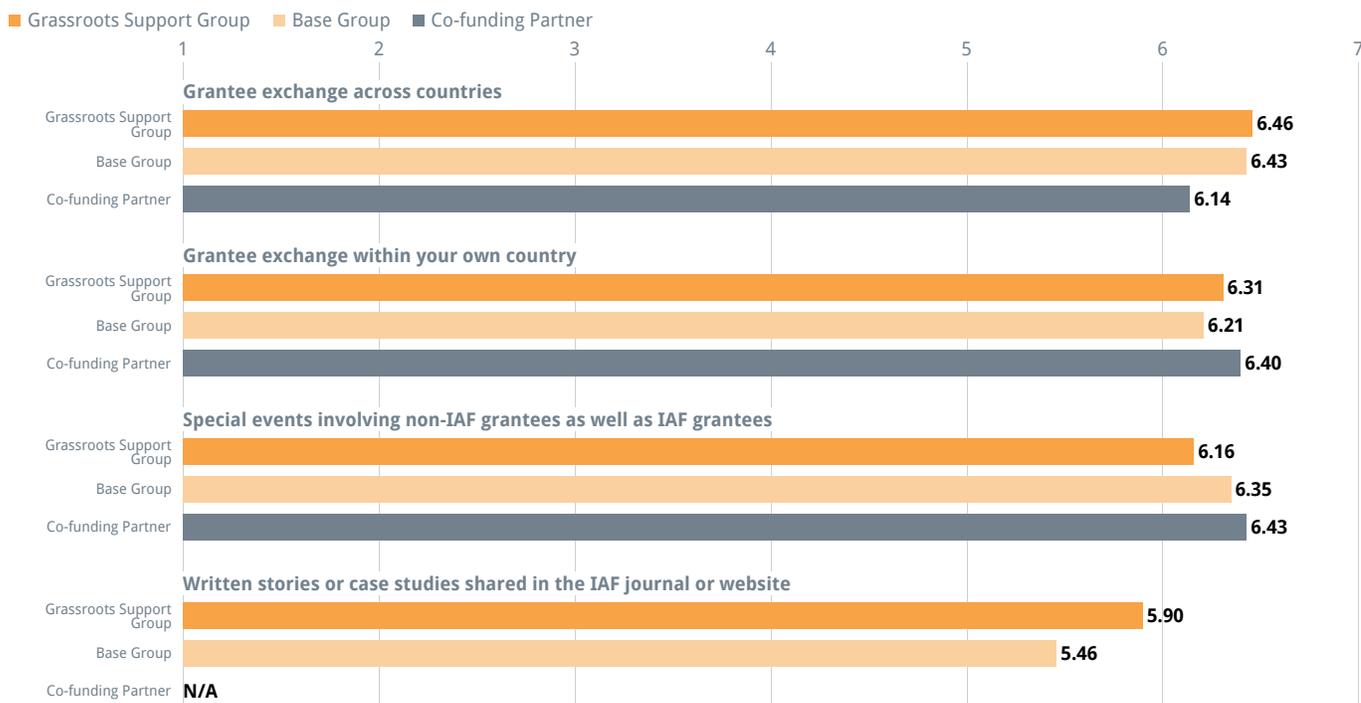
"Please rate the usefulness of the following grantee sharing opportunities in which you have participated." - Overall

1 = Not at all useful 7 = Extremely useful



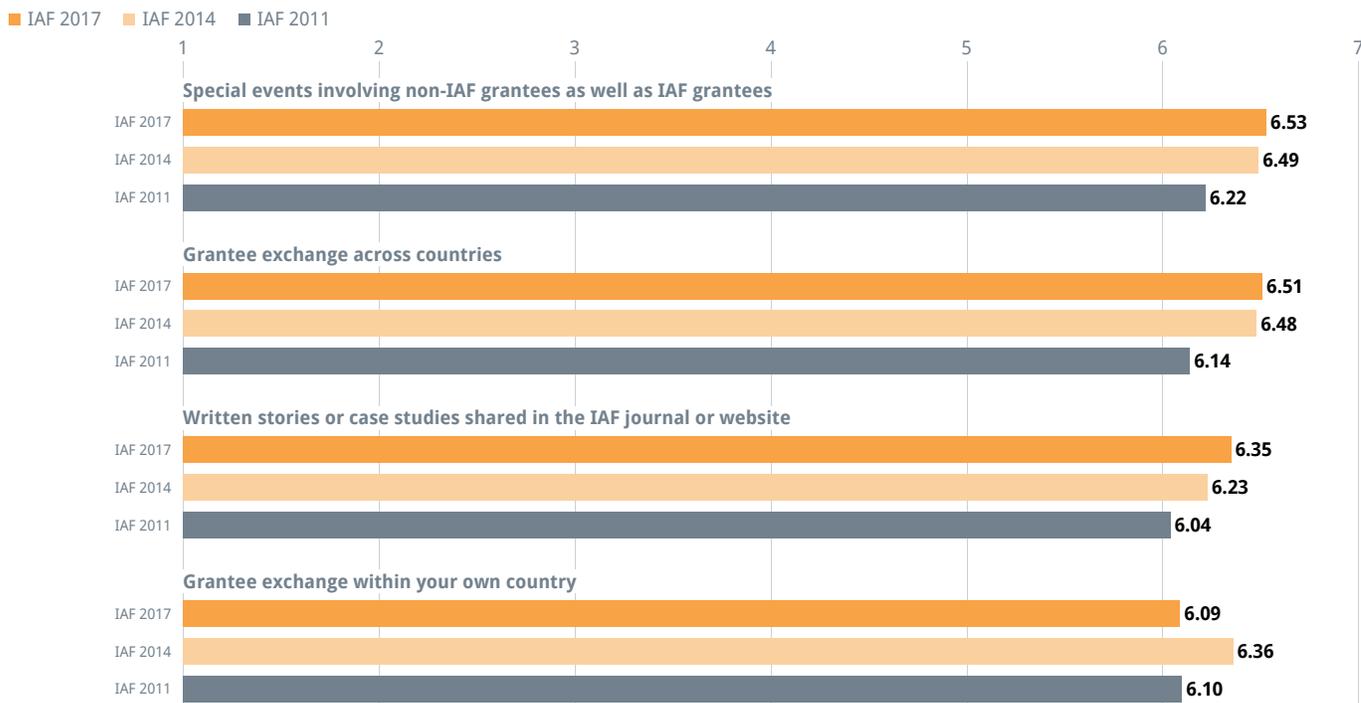
"Please rate the usefulness of the following grantee sharing opportunities in which you have participated." - by Subgroup

1 = Not at all useful 7 = Extremely useful



"How useful would it be for you to participate in the following grantee sharing opportunities?" - Overall

1 = Not at all useful 7 = Extremely useful



"How useful would it be for you to participate in the following grantee sharing opportunities?" - by Subgroup

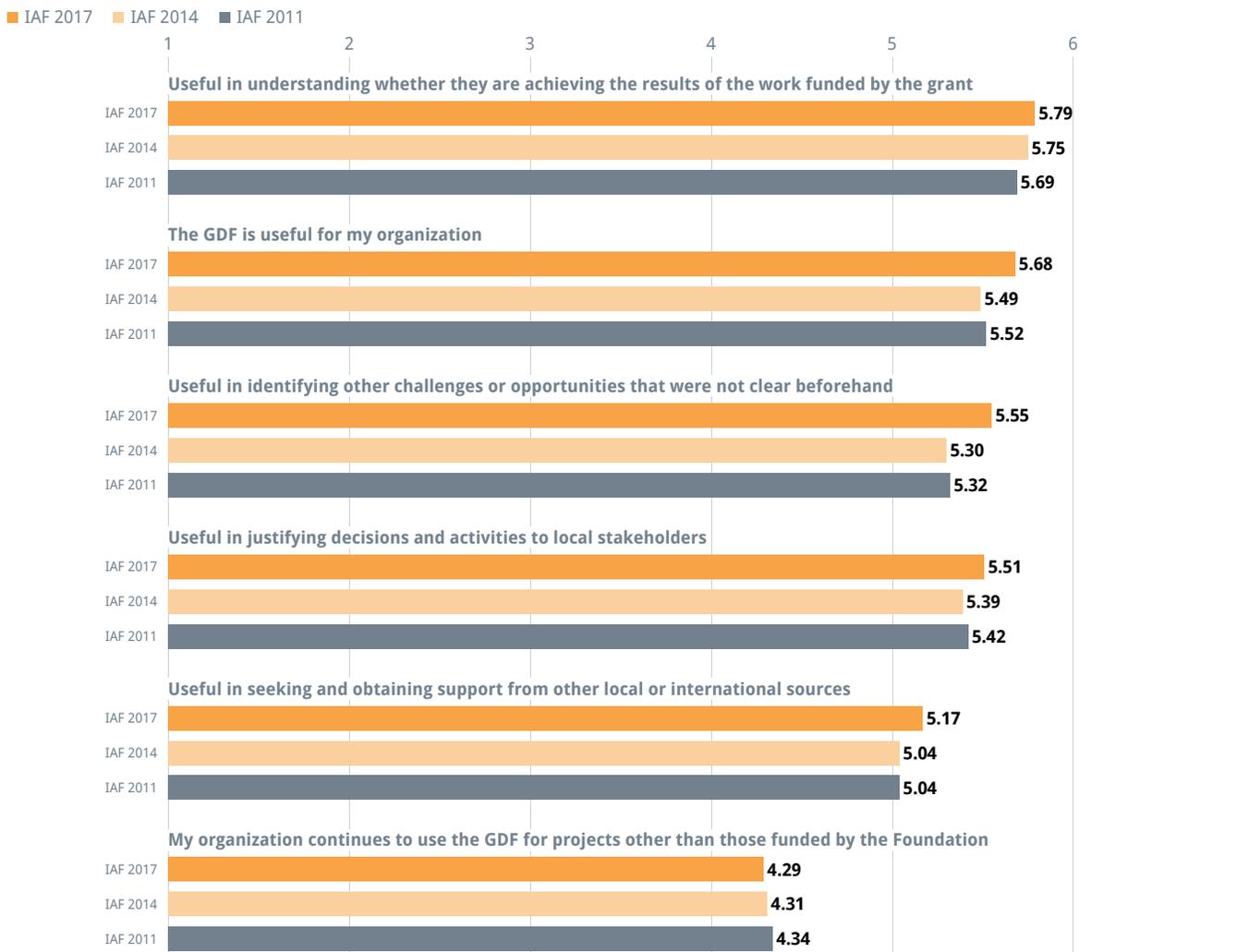
1 = Not at all useful 7 = Extremely useful



Perceptions of GDF, Additional Support, and Opinions of the United States

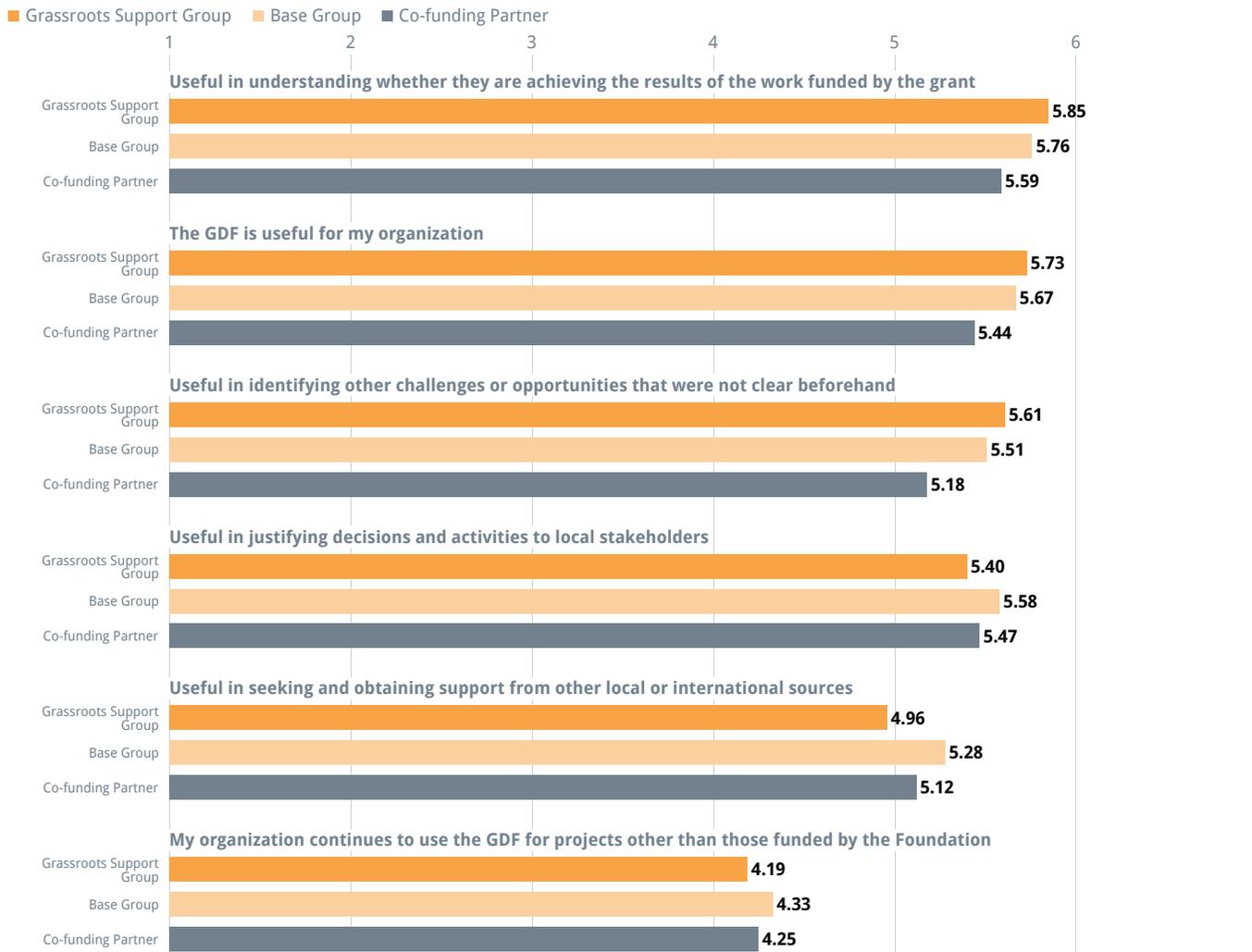
"Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)." - Overall

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



"Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)." - by Subgroup

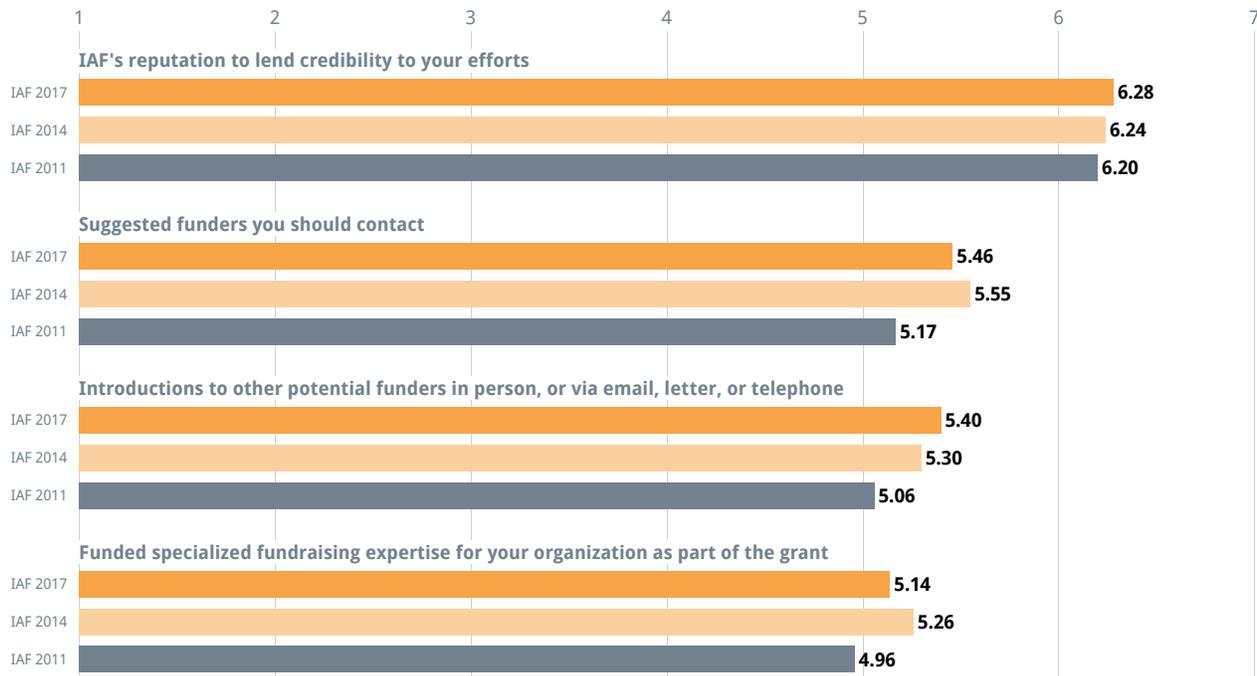
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



"Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources." - Overall

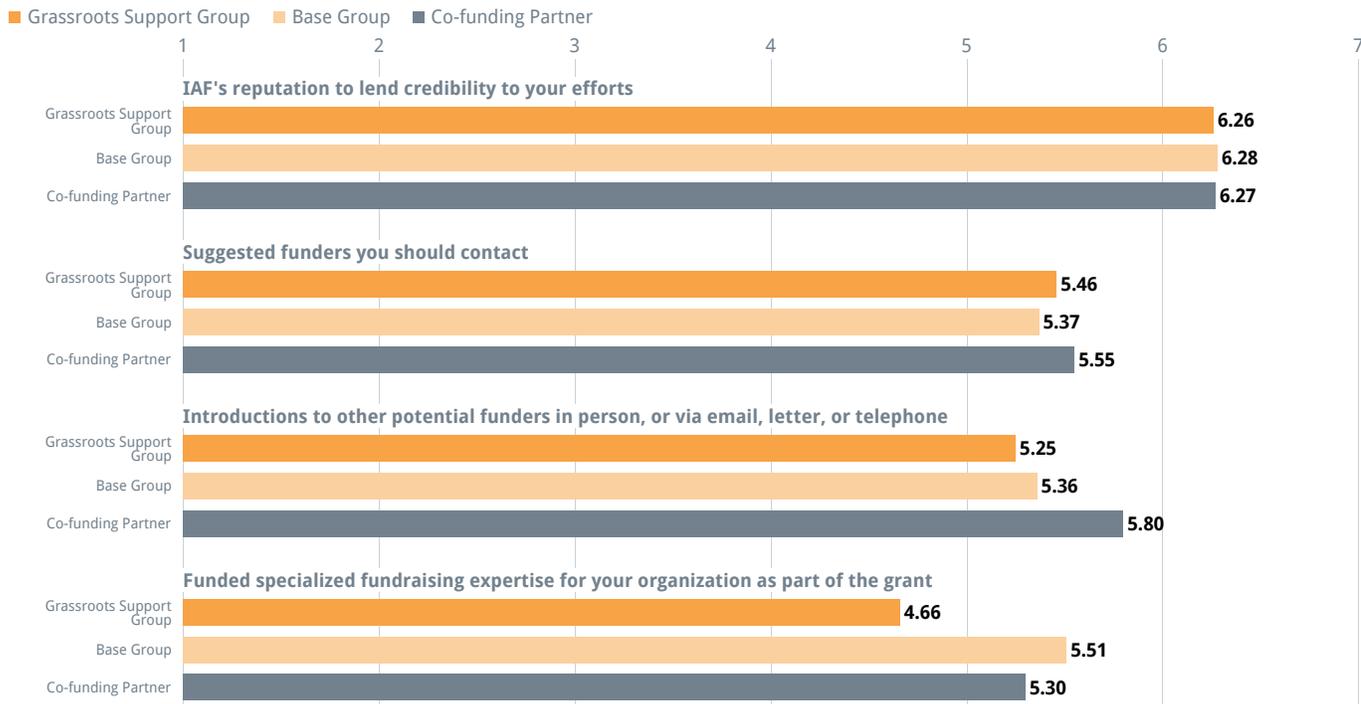
1 = Not at all useful 7 = Extremely useful

■ IAF 2017 ■ IAF 2014 ■ IAF 2011



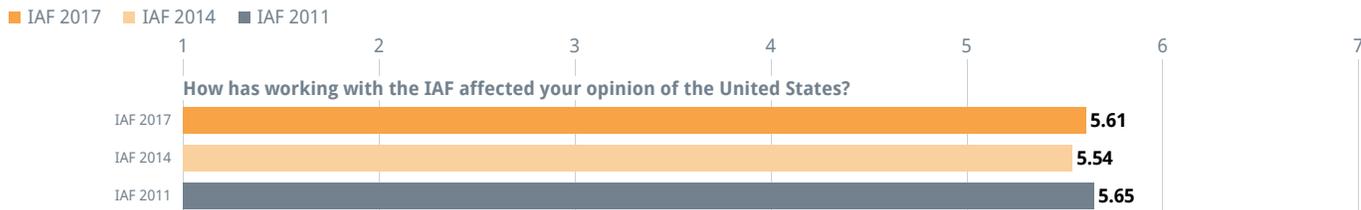
"Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources." - by Subgroup

1 = Not at useful 7 = Extremely useful



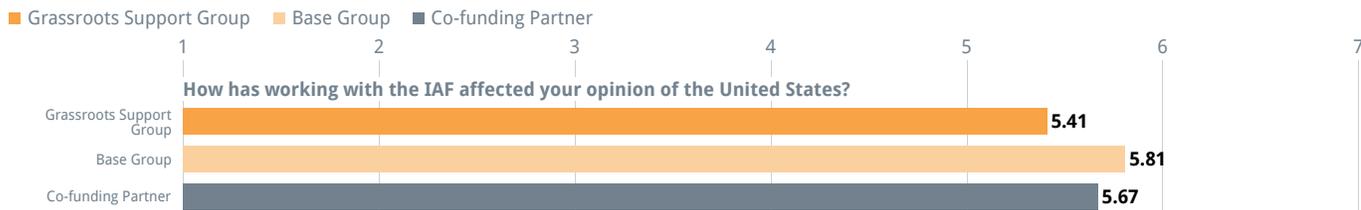
"How has working with the IAF affected your opinion of the United States?" - Overall

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



"How has working with the IAF affected your opinion of the United States?" - by Subgroup

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



"How has working with the IAF affected your opinion of the United States?" - Distribution of Ratings

How has working with the IAF affected your opinion of the United States?	IAF 2017	IAF 2014	IAF 2011
1 = Significantly worsened my opinion	0%	0%	0%
2	0%	0%	0%
3	0%	0%	1%
4 = Had no impact on my opinion	27%	30%	27%
5	17%	17%	15%
6	22%	23%	20%
7 = Significantly improved my opinion	33%	31%	37%

How has working with the IAF affected your opinion of the United States? (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
1 = Significantly worsened my opinion	0%	0%	0%
2	0%	0%	0%
3	0%	0%	0%
4 = Had no impact on my opinion	33%	19%	28%
5	21%	18%	11%
6	19%	26%	28%
7 = Significantly improved my opinion	28%	37%	33%

On Issues Related to Migration

The following questions were asked only of grantees who indicated their organization was based in El Salvador, Guatemala, Honduras, or Mexico.

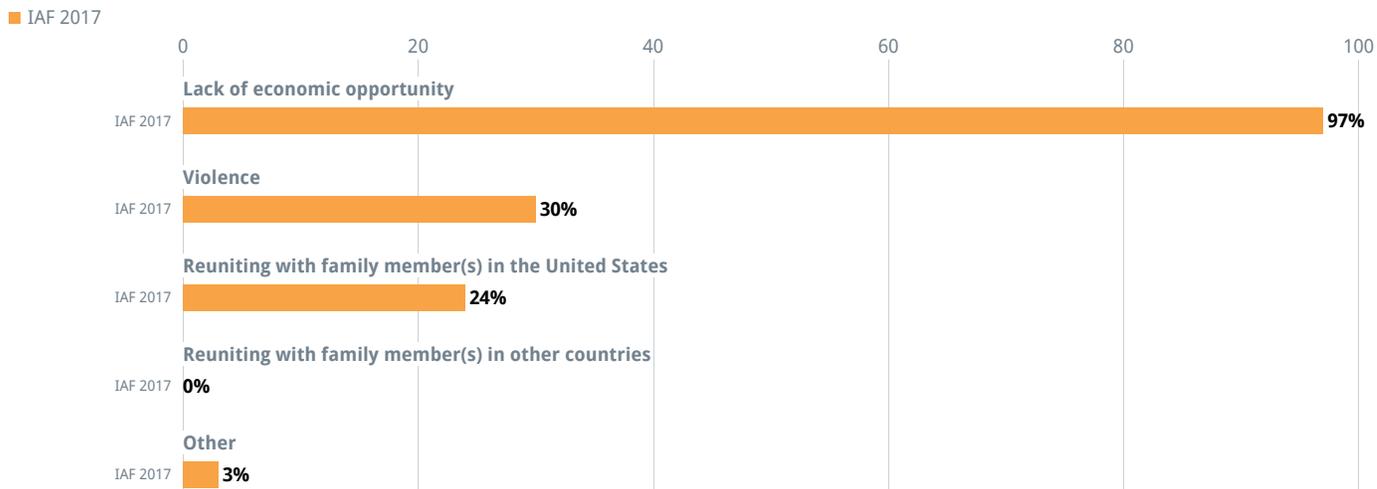
Are the communities participating in your grant activities currently facing migration to other places in your country or outside your country?	IAF 2017
Yes	83%
No	18%

Are the communities participating in your grant activities currently facing migration to other places in your country or outside your country? (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Yes	83%	78%	N/A
No	17%	22%	N/A

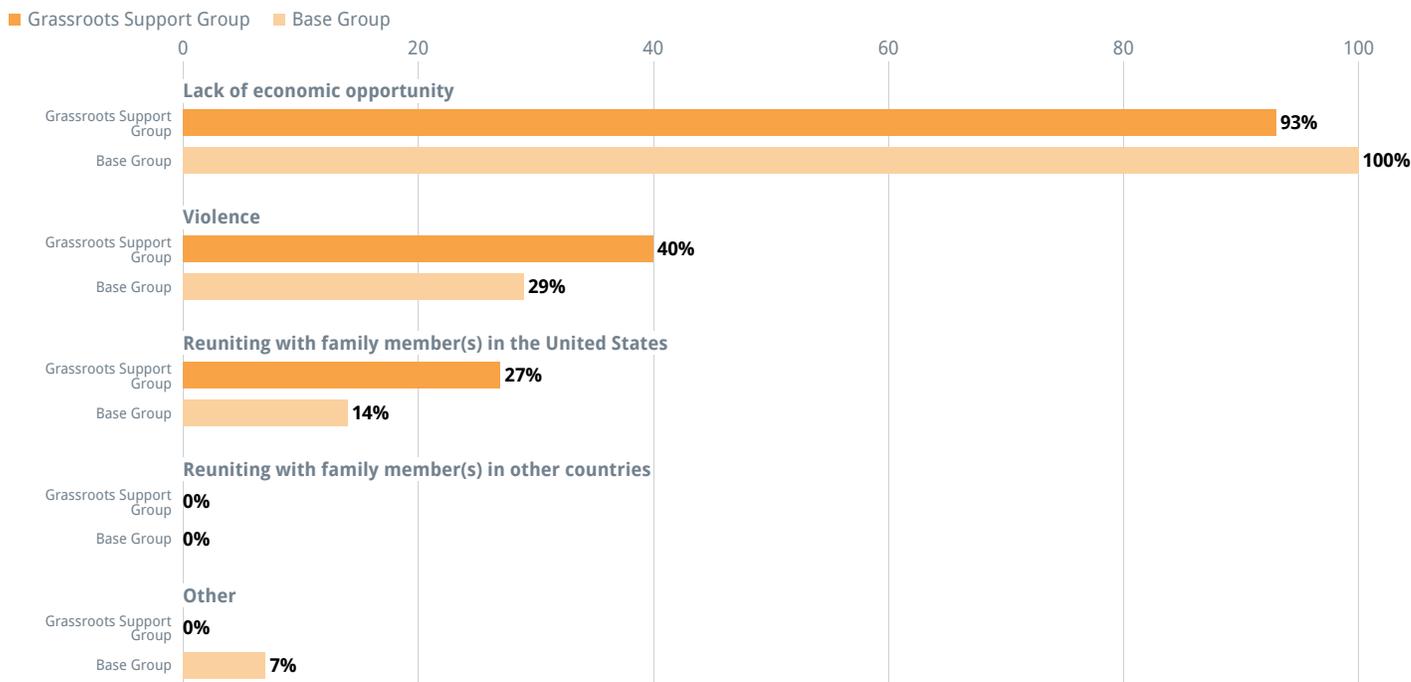
Which destinations best describe where migrants from your communities migrate?	IAF 2017
Somewhere in my home country	21%
Mexico	3%
The United States	64%
Other countries	12%

Which destinations best describe where migrants from your communities migrate? (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Somewhere in my home country	20%	21%	N/A
Mexico	7%	0%	N/A
The United States	67%	57%	N/A
Other countries	7%	21%	N/A

"Please check the reasons you are aware of that people have given for migrating:" - Overall



"Please check the reasons you are aware of that people have given for migrating:" - by Subgroup



"To what extent, if at all, has your relationship with IAF empowered you to address these issues related to migration?" - Overall

1 = Not at all 7 = To a great extent

■ IAF 2017



"To what extent, if at all, has your relationship with IAF empowered you to address these issues related to migration?" - by Subgroup

1 = Not at all 7 = To a great extent

■ Grassroots Support Group ■ Base Group



Grantee Suggestions for the Foundation

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.

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 comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Nonmonetary Support	30%
Selection Process	14%
Interactions	13%
Grantmaking Characteristics	11%
Reporting and Evaluation Processes	8%
Field Impact	5%
Community Impact	5%
Communications	5%
Administrative Processes	5%
Other	5%

Selected Comments

NONMONETARY SUPPORT (30%)

- **Capacity Building and Technical Assistance (N=18)**
 - “[Help] develop institutional capacities that are necessary for [our organization]”
 - “Continue to strengthen the teaching - learning processes with grantees.”
 - “Strengthen the grantee organizations through a greater number of training sessions.”
- **Convenings and Collaboration (N=12)**
 - “Create and promote more spaces for social reflection among the grantees of the Foundation.”
 - “[Engage in] strategic alliances with national organizations that share its philosophy and principles of intervention.”
 - “Support grantees in establishing links with potential organizations.”
- **Assistance Obtaining Funding from Other Sources (N=3)**
 - “Better assistance with linkages with other potential funders.”
- **Other (N=2)**

SELECTION PROCESS (14%)

- **Time Between Submission of Proposal and Clear Commitment of Funding (N=9)**
 - “The approval of the projects takes a long time to give a response either with the approval or with the denial of the request.”
 - “Improve the deadlines between the submission of the proposal and the definitive response for a possibility of financing.”
- **Streamline Application Process (N=5)**
 - “Streamline the administrative and legal process of approval of proposals.”
 - “The selection process should not be so long.”
- **Other (N=2)**

INTERACTIONS (13%)

- **More Site Visits (N=5)**
 - “Increase the number of visits to projects.”
 - “More field visits.”
- **Provide Local Representatives (N=5)**
 - “Expansion of IAF's local support service.”
 - “Establish local agents.”
- **More Frequent and More Responsive Communication (N=4)**
 - “More staff members to be able to share more time with grantees.”
- **Other (N=1)**

GRANTMAKING CHARACTERISTICS (11%)

- **Grant Length and Continuation of Funding (N=10)**
 - “Expand the period of economic support.”
 - “Continue financial support with partners who show positive results.”
 - “Financing must be more continuous.”
- **Other (N=3)**

REPORTING AND EVALUATION PROCESSES (8%)

- **Streamline and Improve Reporting and Evaluation Processes (N=6)**
 - “The monitoring and reporting tools should be redesigned, especially the financial ones.”
 - “Improve or adapt the baseline framework and indicator reports.”
- **Other (N=3)**

FIELD IMPACT (5%)

- **Adjust and Expand Field Focus (N=6)**
 - “A greater presence within some sectors of industrial development.”
 - “Work in other fields of pure research.”
 - “Support mental health projects.”

COMMUNITY IMPACT (5%)

- **Community Orientation (N=3)**
 - "Panama [should] be a strategic priority."
- **Increase Local Community Knowledge (N=3)**
 - "Stay longer to talk with people and know their reality."

COMMUNICATIONS (5%)

- **Consistent and More Frequent Communication (N=3)**
 - "More frequent and continuous communication."
- **Improve Responsiveness (N=2)**
 - "Faster answers to the questions asked."
- **Other (N=1)**

ADMINISTRATIVE PROCESSES (5%)

- **Streamline and Improve Administrative Processes (N=5)**
 - "Speed up a little the administration process."
 - "Make the processes simpler."
- **Other (N=1)**

OTHER (5%)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Average grant length	4.4 years	3.8 years	3.4 years	2.1 years	2.3 years

Length of Grant Awarded	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 year	1%	4%	6%	46%	30%
2 years	9%	11%	21%	24%	34%
3 years	32%	46%	48%	18%	22%
4 years	13%	19%	12%	4%	5%
5 or more years	44%	21%	12%	8%	9%

Type of Grant Awarded	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Program / Project Support	91%	88%	87%	65%	74%
General Operating / Core Support	3%	1%	3%	21%	18%
Capital Support: Building / Renovation / Endowment Support / Other	1%	3%	4%	5%	1%
Technical Assistance / Capacity Building	4%	9%	6%	4%	4%
Scholarship / Fellowship	1%	0%	1%	2%	2%
Event / Sponsorship Funding	0%	0%	0%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Average grant length	4.2 years	4.6 years	4.3 years

Length of Grant Awarded (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
1 year	2%	2%	0%
2 years	9%	12%	5%
3 years	33%	26%	47%
4 years	16%	12%	11%
5 or more years	41%	48%	37%

Type of Grant Awarded (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Program / Project Support	97%	86%	95%
General Operating / Core Support	0%	7%	0%
Capital Support: Building / Renovation / Endowment Support / Other	2%	2%	0%
Technical Assistance / Capacity Building	2%	5%	0%
Scholarship / Fellowship	0%	0%	5%
Event / Sponsorship Funding	0%	0%	0%

Grant Size

Grant Amount Awarded	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median grant size	\$258.9K	\$225K	\$234.1K	\$84.6K	\$258.9K

Grant Amount Awarded	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than \$10K	13%	16%	1%	10%	3%
\$10K - \$24K	0%	0%	1%	13%	3%
\$25K - \$49K	3%	3%	6%	13%	7%
\$50K - \$99K	1%	7%	9%	16%	14%
\$100K - \$149K	7%	3%	9%	9%	12%
\$150K - \$299K	35%	41%	49%	16%	24%
\$300K - \$499K	22%	26%	25%	8%	16%
\$500K - \$999K	18%	2%	1%	7%	13%
\$1MM and above	1%	1%	0%	8%	10%

Median Percent of Budget Funded by Grant (Annualized)	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	45%	52%	39%	4%	10%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Median grant size	\$272.7K	\$219.6K	\$290.4K

Grant Amount Awarded (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Less than \$10K	13%	13%	16%
\$10K - \$24K	0%	0%	0%
\$25K - \$49K	2%	5%	0%
\$50K - \$99K	2%	2%	0%
\$100K - \$149K	4%	11%	5%
\$150K - \$299K	40%	29%	37%
\$300K - \$499K	13%	30%	26%
\$500K - \$999K	27%	9%	16%
\$1MM and above	0%	2%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Size of grant relative to size of grantee budget	29%	84%	43%

Grantee Characteristics

Operating Budget of Grantee Organization	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median Budget	\$0.1M	\$0.1M	\$0.2M	\$1.5M	\$1.5M

Operating Budget of Grantee Organization	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
<\$100K	44%	45%	34%	8%	9%
\$100K - \$499K	38%	34%	43%	19%	22%
\$500K - \$999K	16%	13%	10%	14%	13%
\$1MM - \$4.9MM	1%	7%	9%	30%	29%
\$5MM - \$24MM	1%	0%	2%	18%	15%
>=\$25MM	0%	1%	2%	11%	11%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Median Budget		\$0.2M	\$0.1M

Operating Budget of Grantee Organization (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
<\$100K		29%	62%
\$100K - \$499K		44%	33%
\$500K - \$999K		25%	6%
\$1MM - \$4.9MM		2%	0%
\$5MM - \$24MM		0%	0%
>=\$25MM		0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
First grant received from the Foundation	54%	63%	78%	29%	33%
Consistent funding in the past	36%	24%	8%	53%	50%
Inconsistent funding in the past	10%	14%	13%	19%	18%

Funding Status and Grantees Previously Declined Funding	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	78%	88%	92%	80%	77%
Percent of grantees previously declined funding by the Foundation	10%	13%	12%	31%	21%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
First grant received from the Foundation	46%	61%	58%
Consistent funding in the past	39%	35%	37%
Inconsistent funding in the past	16%	4%	5%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Grassroots Support Group	Base Group	Co-funding Partner
Percent of grantees currently receiving funding from the Foundation	86%	73%	67%
Percent of grantees previously declined funding by the Foundation	7%	11%	16%

Grantee Demographics

Job Title of Respondents	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Executive Director	46%	46%	44%	47%	42%
Other Senior Management	9%	8%	9%	15%	17%
Project Director	24%	24%	26%	12%	19%
Development Director	2%	2%	3%	8%	6%
Other Development Staff	5%	4%	2%	7%	7%
Volunteer	0%	1%	1%	1%	0%
Other	14%	15%	15%	9%	10%

Gender of Respondents	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Female	40%	46%	42%	64%	55%
Male	60%	54%	58%	36%	45%

Funder Characteristics

Financial Information	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total assets	\$32.1M	\$37.5M	\$46.2M	\$213M	\$5082.4M
Total giving	\$16.9M	\$15.4M	\$15M	\$15.3M	\$222.5M

Funder Staffing	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total staff (FTEs)	42	38	44	15	112
Percent of staff who are program staff	64%	39%	45%	40%	42%

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 IAF’s grantee survey was 142.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	137
How well does the Foundation understand the field in which you work?	139
To what extent has the Foundation advanced the state of knowledge in your field?	137
To what extent has the Foundation affected public policy in your field?	122
Overall, how would you rate the Foundation's impact on your local community?	136
How well does the Foundation understand the local community in which you work?	138
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	139
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	142
How well does the Foundation understand your organization's strategy and goals?	141
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	137
Who most frequently initiated the contact you had with your program officer during this grant?	140
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	141
Has your main contact at the Foundation changed in the past six months?	140
Did you submit a proposal to the Foundation for this grant?	139
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?	137
How involved was Foundation staff in the development of your grant proposal?	138
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	136
Have you ever been declined funding from the Foundation?	134
Are you currently receiving funding from the Foundation?	133
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	138
How well does the Foundation understand your intended beneficiaries' needs?	139
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	140
Have you participated in a reporting or evaluation process?	140
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	120
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	125
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	129
To what extent was the Foundation's reporting process...Straightforward?	121
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	122
Did the Foundation provide financial support for the evaluation?	97
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	99
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	99
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	99
Have you participated in any of the following grantee sharing opportunities	139
Please check the reasons you are aware of that people have given for migrating:	33

Please rate the usefulness of the following grantee sharing opportunities in which you have participated...Grantee exchange within your own country	117
Please rate the usefulness of the following grantee sharing opportunities in which you have participated...Grantee exchange across countries	72
Please rate the usefulness of the following grantee sharing opportunities in which you have participated...Special events involving non-IAF grantees as well as IAF grantees	47
Please rate the usefulness of the following grantee sharing opportunities in which you have participated...Written stories or case studies shared in the IAF journal or website	28
How useful would it be for you to participate in the following grantee sharing opportunities...Grantee exchange within your own country	22
How useful would it be for you to participate in the following grantee sharing opportunities...Grantee exchange across countries	65
How useful would it be for you to participate in the following grantee sharing opportunities...Special events involving non-IAF grantees as well as IAF grantees	85
How useful would it be for you to participate in the following grantee sharing opportunities...Written stories or case studies shared in the IAF journal or website	105
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...The GDF is useful for my organization	134
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...My organization continues to use the GDF for projects other than those funded by the Foundation	127
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...Useful in understanding whether they are achieving the results of the work funded by the grant	131
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...Useful in justifying decisions and activities to local stakeholders	128
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...Useful in identifying other challenges or opportunities that were not clear beforehand	130
Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF)...Useful in seeking and obtaining support from other local or international sources	129
Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources...IAF's reputation to lend credibility to your efforts	123
Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources...Suggested funders you should contact	87
Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources...Introductions to other potential funders in person, or via email, letter, or telephone	81
Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources...Funded specialized fundraising expertise for your organization as part of the grant	78
How has working with the IAF affected your opinion of the United States?	139
To what extent, if at all, has your relationship with IAF empowered you to address these issues related to migration?	32
Are the communities participating in your grant activities currently facing migration to other places in your country or outside your country?	40
Which destinations best describe where migrants from your communities migrate?	33

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.

Contact Information

Jenny Goff, Manager
(617) 492-0800 ext. 244
jennyg@cep.org

Hayden Couvillion, Senior Analyst
(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