
GRANTEE PERCEPTION REPORT®

PREPARED FOR

Segal Family Foundation

May 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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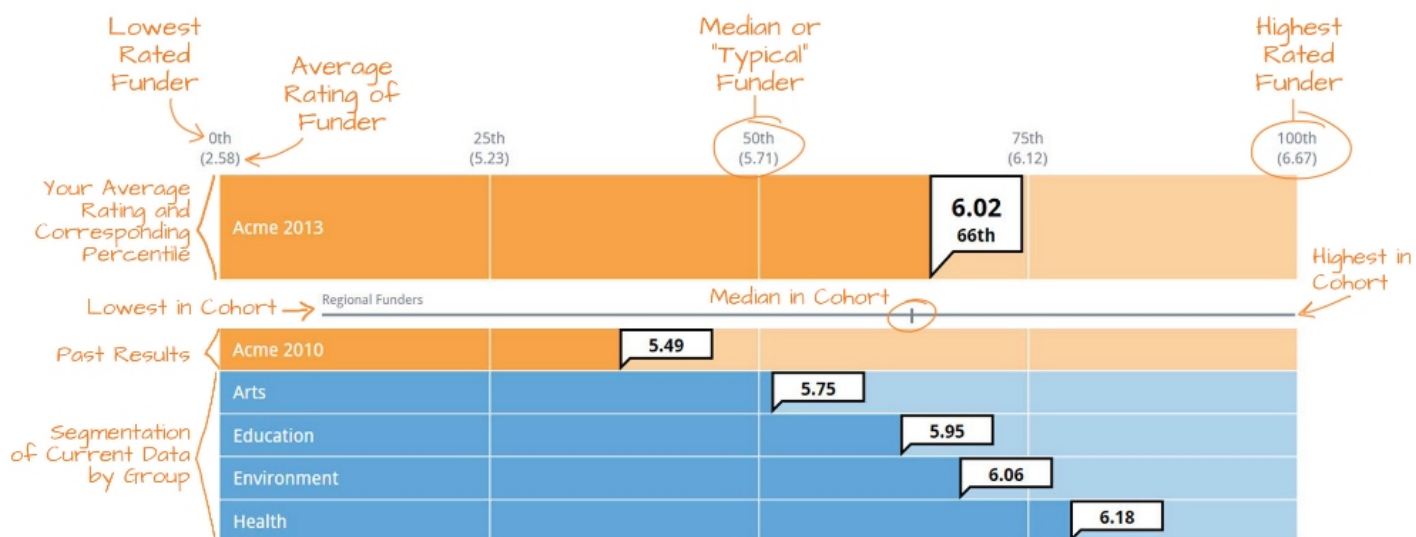
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cep.org

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

Interpreting Your Charts

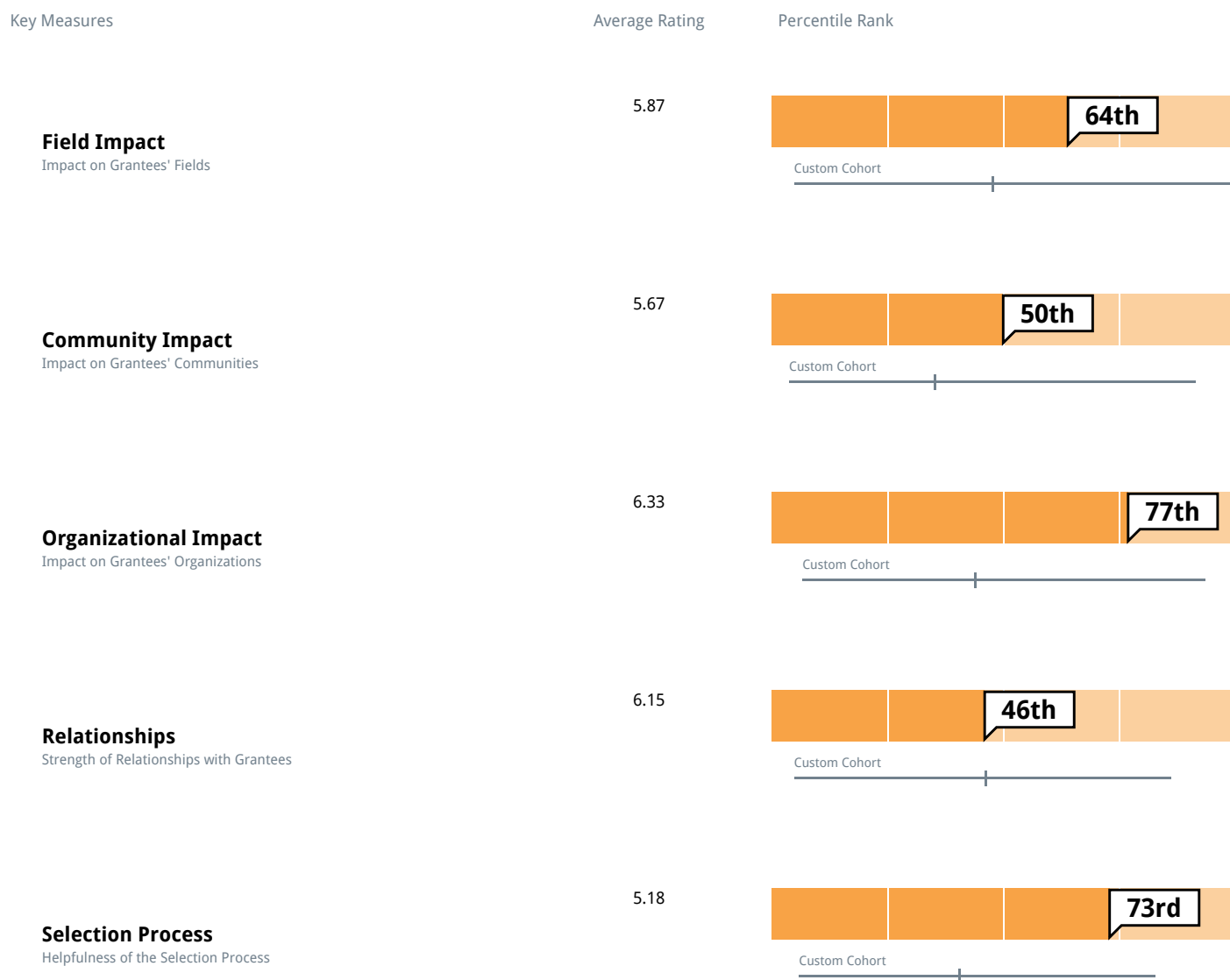
Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.



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.

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. Thirteen grantees described SFF as "Supportive," 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
SFF 2018	February and March 2018	200	161	80%

Survey Year	Year of Active Grants
Segal 2018	2016

Throughout this report, Segal Family 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 SFF's overall ratings, this report shows ratings segmented by the length of grantees' funding relationship with the Foundation: Relationship Length.

The online version of this report also shows ratings segmented by grantees' 2016 budget, their primary country, and whether their primary country is part of SFF's six "core" countries (Burundi, Kenya, Malawi, Rwanda, Tanzania, Uganda).

Relationship Length	Number of Responses
Less than One Year	16
1-4 Years	78
4-6 Years	34
6 Years or Longer	33

2016 Budget	Number of Responses
<100K	35
\$100K - \$499K	55
\$500K - \$999K	32
\$1MM - \$4.9MM	26
>=\$5MM	8

Primary Country	Number of Responses
Burundi	12
Kenya	41
Malawi	11
Rwanda	15
Tanzania	19
Uganda	40
Various	23

Primary Country - Core Vs Others	Number of Responses
Core 6	138
Others	23

CEP examined differences in grantees' ratings based on the length of their funding relationship with SFF, their 2016, budget, and their primary country.

Grantee ratings do not consistently significantly differ based on their 2016 budget or their primary country.

Ratings from grantees who have been funded by the Foundation for 6 years or more provide more positive ratings on many measures than grantees who have had a shorter funding relationship with the foundation.

In particular, longer-term grantees rate significantly more positively for SFF's impact on their organizations and its understanding of their organizations' goals and strategies.

Comparative Cohorts

Customized Cohort

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

Custom Cohort

Adessium Foundation

Bader Philanthropies, Inc.

Eugene and Agnes E. Meyer Foundation

Foundation for a Just Society

Harold K.L. Castle Foundation

Human Dignity Foundation

Humanity United

Raikes Foundation

Segal Family Foundation (NJ)

The Christensen Fund

The Educational Foundation of America

The Pears Foundation

The Zeist Foundation

Unbound Philanthropy

Wilburforce 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 that fund outside of their own country

Annual Giving Cohorts

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

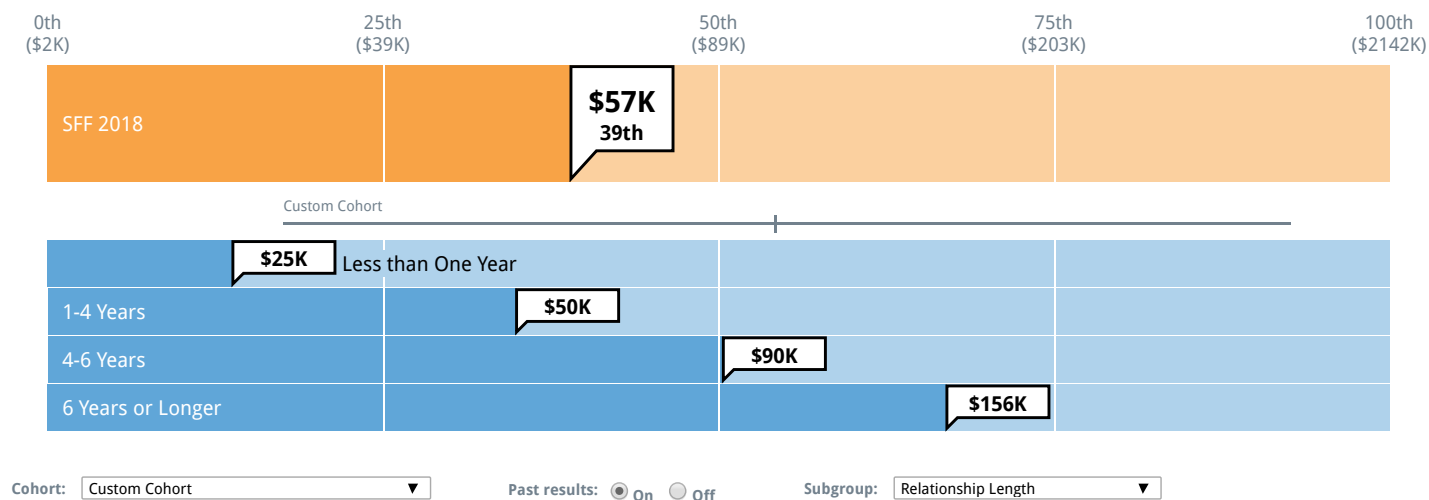
Other Cohorts

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

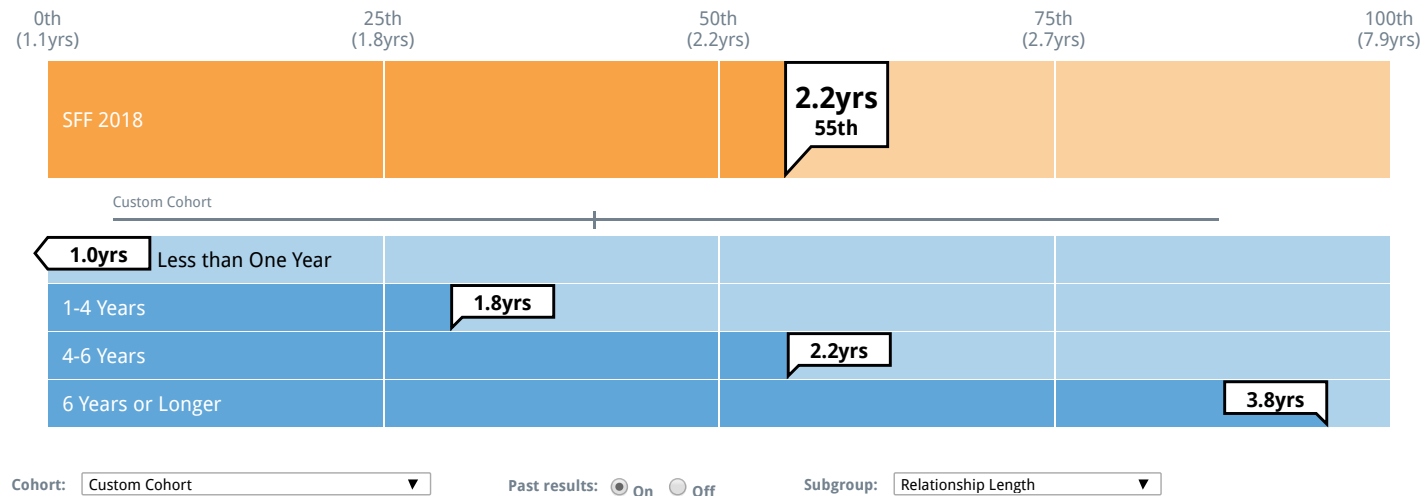
Grantmaking Characteristics

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.

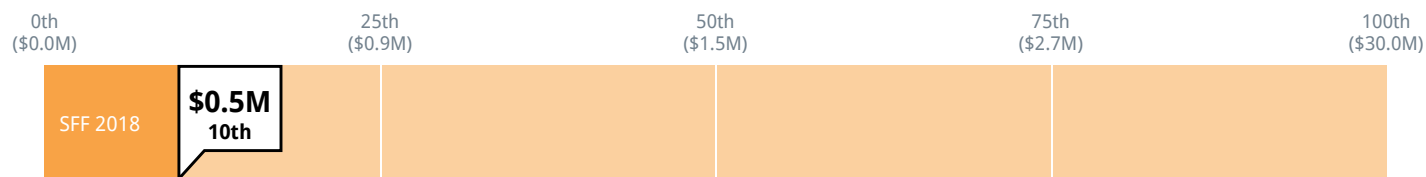
Median Grant Size



Average Grant Length



Median Organizational Budget



Custom Cohort

\$0.2M	Less than One Year			
\$0.3M	1-4 Years			
4-6 Years	\$0.7M			
6 Years or Longer	\$1.0M			

Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Type of Support	SFF 2018	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	78%	21%	31%
Percent of grantees receiving program/project support	21%	65%	60%
Percent of grantees receiving other types of support	1%	14%	8%

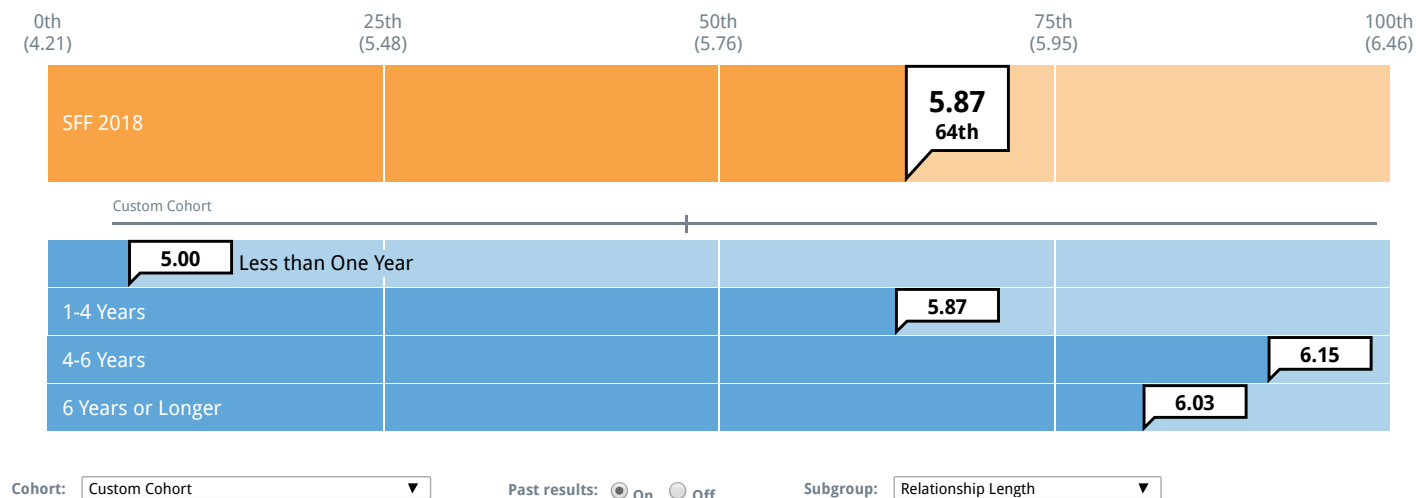
Grant History	SFF 2018	Average Funder	Custom Cohort
Percentage of first-time grants	16%	29%	35%

Program Staff Load	SFF 2018	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$2M	\$2.7M	\$2.5M
Applications per program full-time employee	29	29	29
Active grants per program full-time employee	59	33	36

Impact on and Understanding of Grantees' Fields

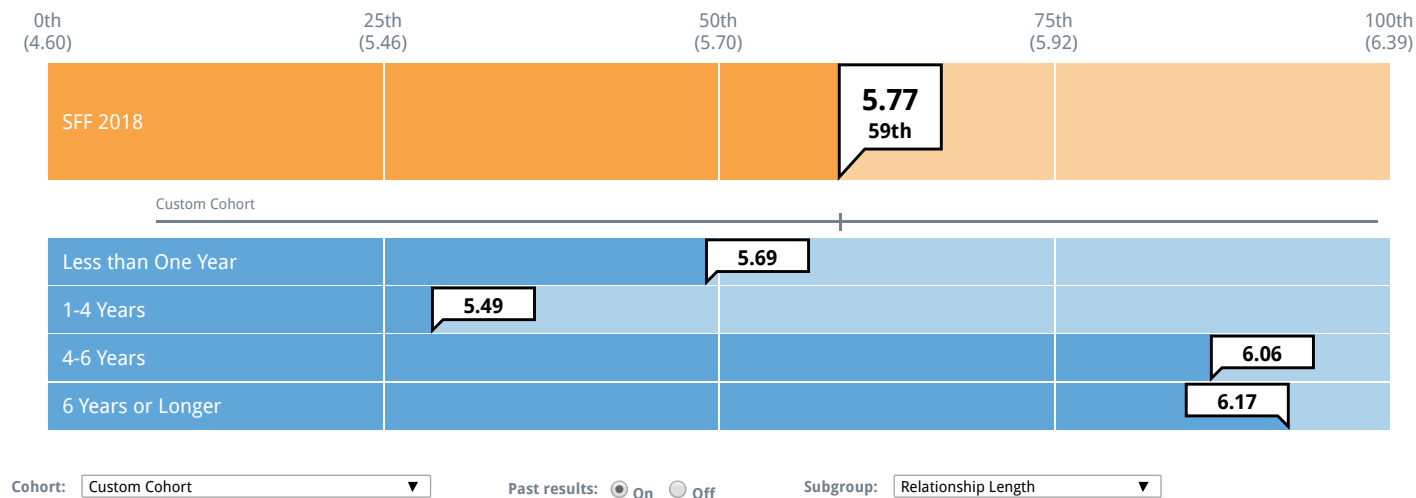
Overall, how would you rate the Foundation's impact on your field?

1 = No impact 7 = Significant positive impact



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

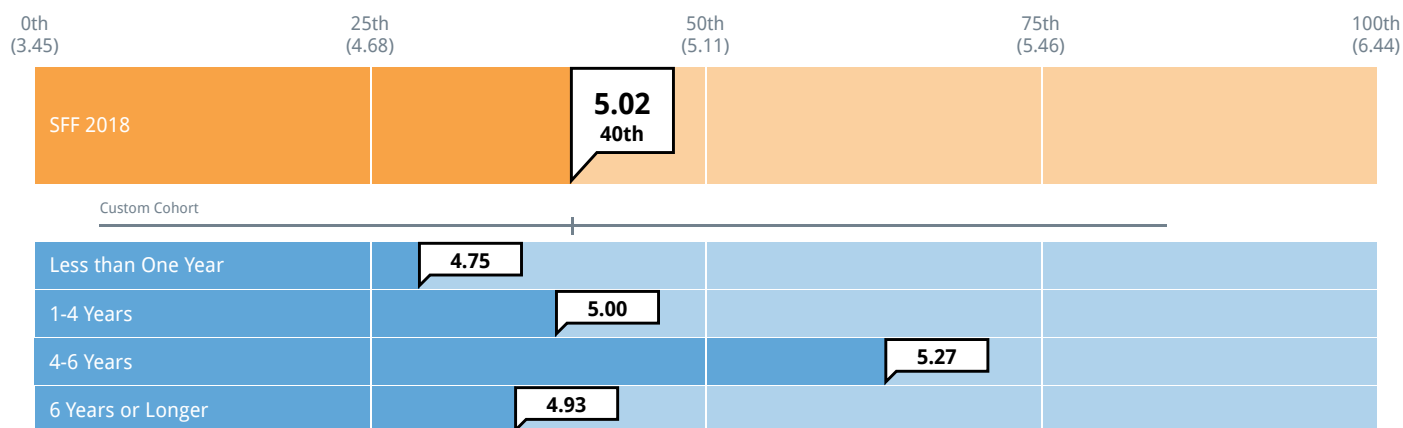
1 = Limited understanding of the field 7 = Regarded as an expert in the field



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



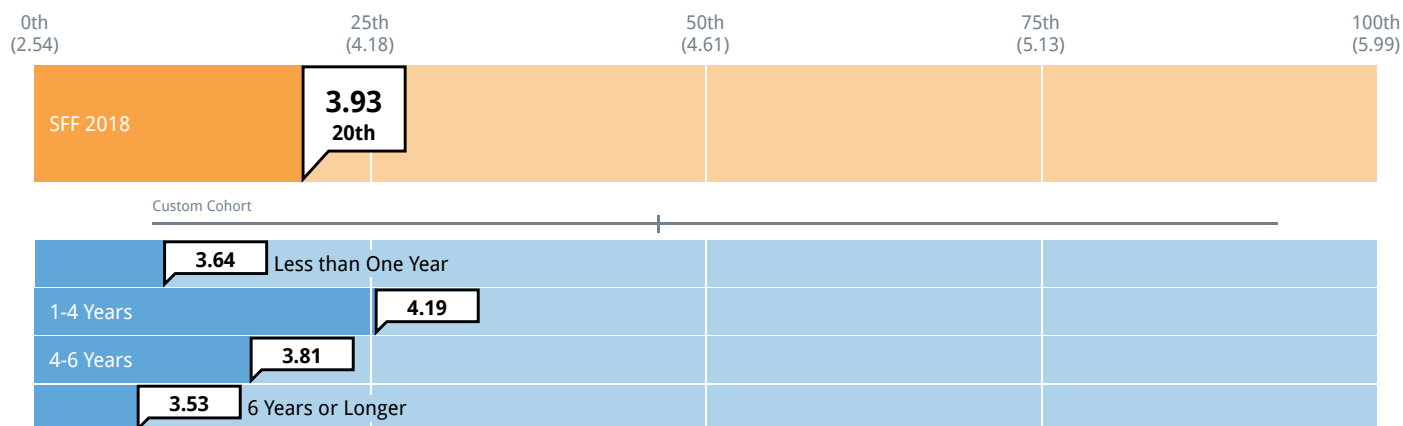
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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 ▼

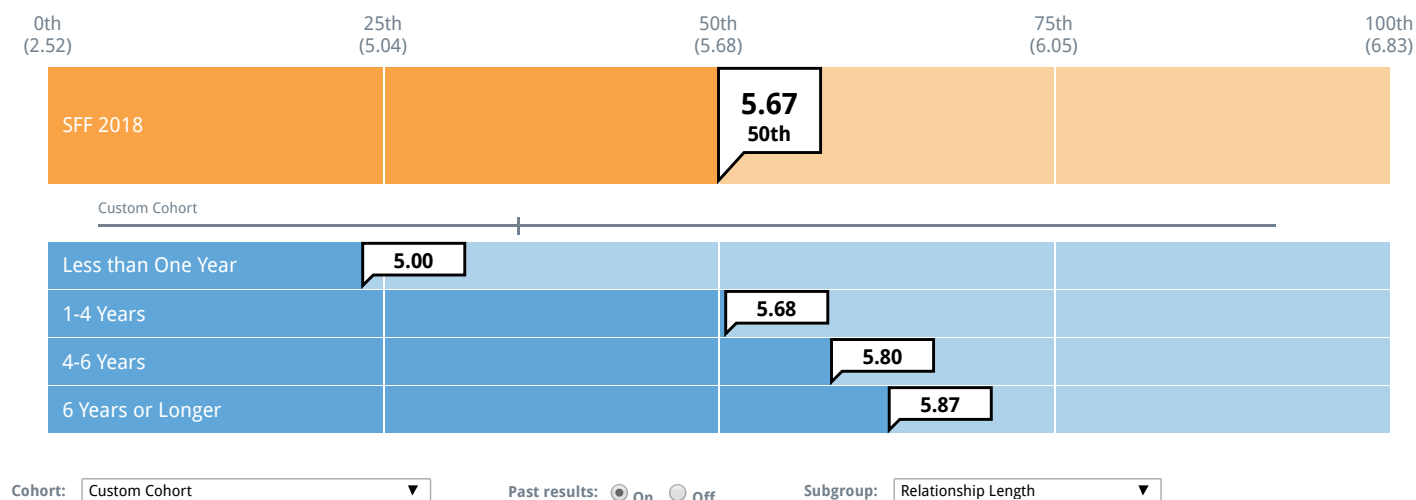
Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Impact on and Understanding of Grantees' Local Communities

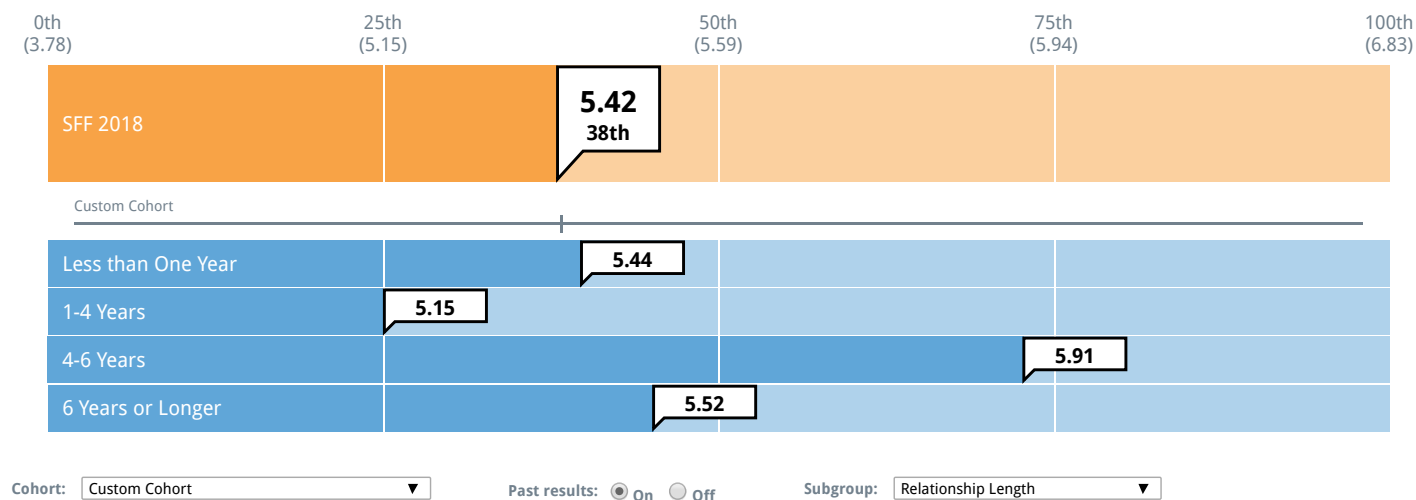
Overall, how would you rate the Foundation's impact on your local community?

1 = No impact 7 = Significant positive impact



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

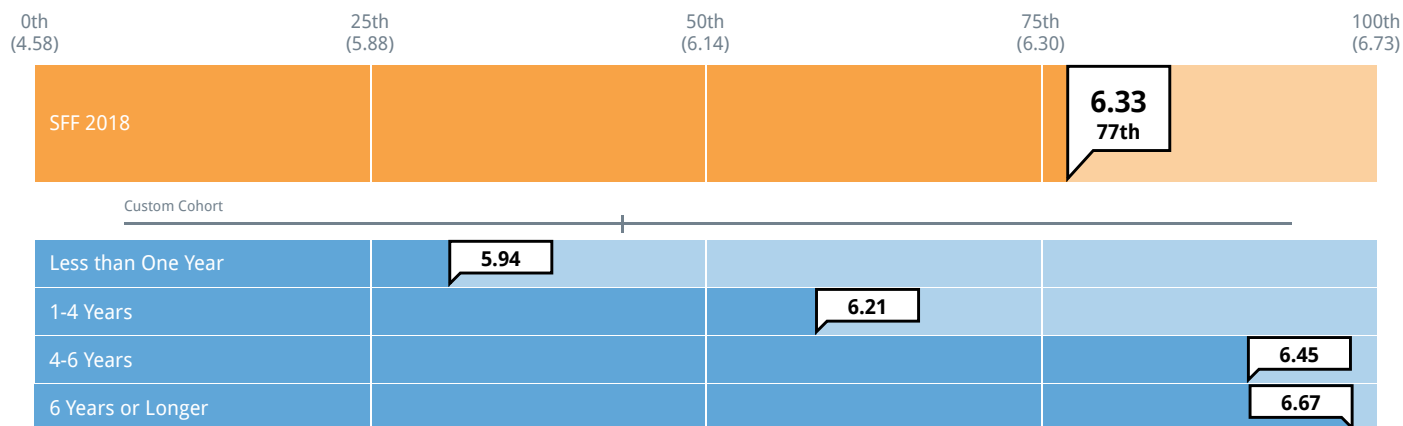
1 = Limited understanding of the community 7 = Regarded as an expert on the community



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



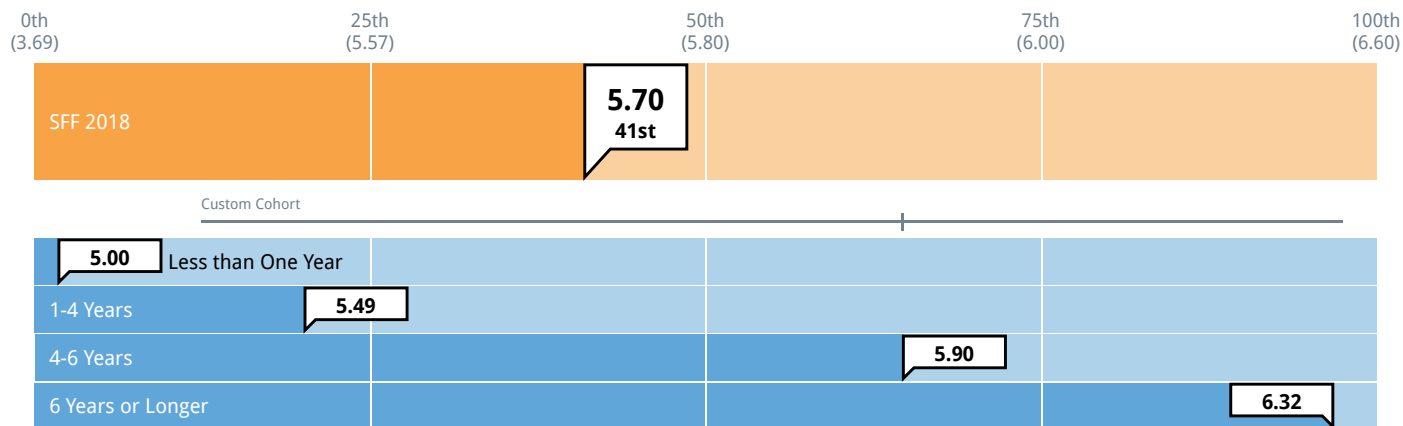
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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

1 = Limited understanding 7 = Thorough understanding



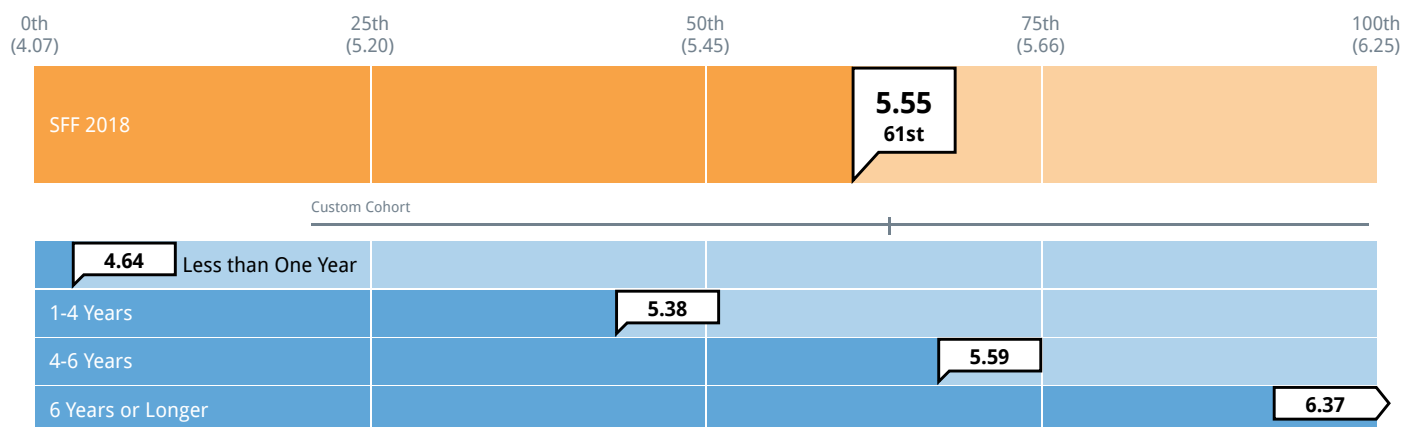
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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: Custom Cohort ▼

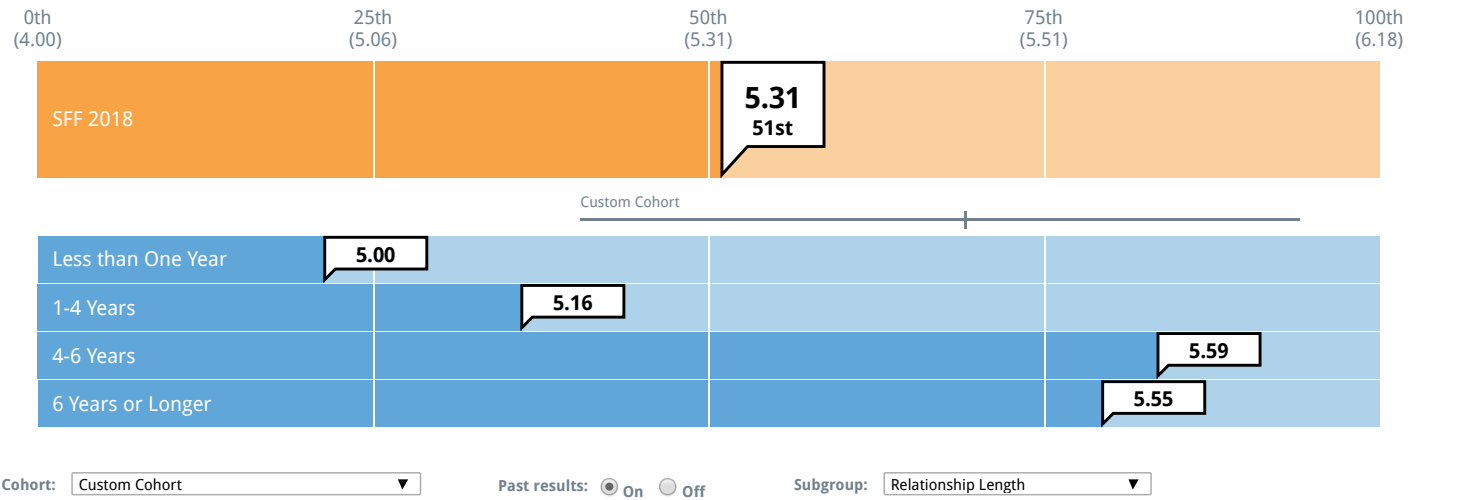
Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware



Funder-Grantee Relationships

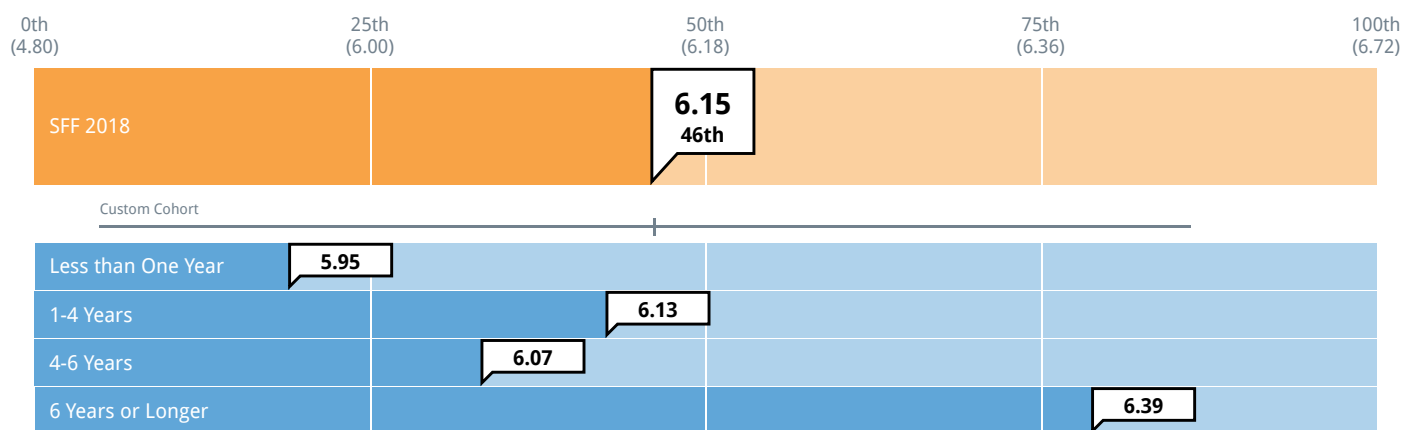
Funder-Grantee Relationships Summary Measure

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 SFF
2. Comfort approaching SFF if a problem arises
3. Responsiveness of SFF staff
4. Clarity of communication of SFF'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: Relationship Length ▼

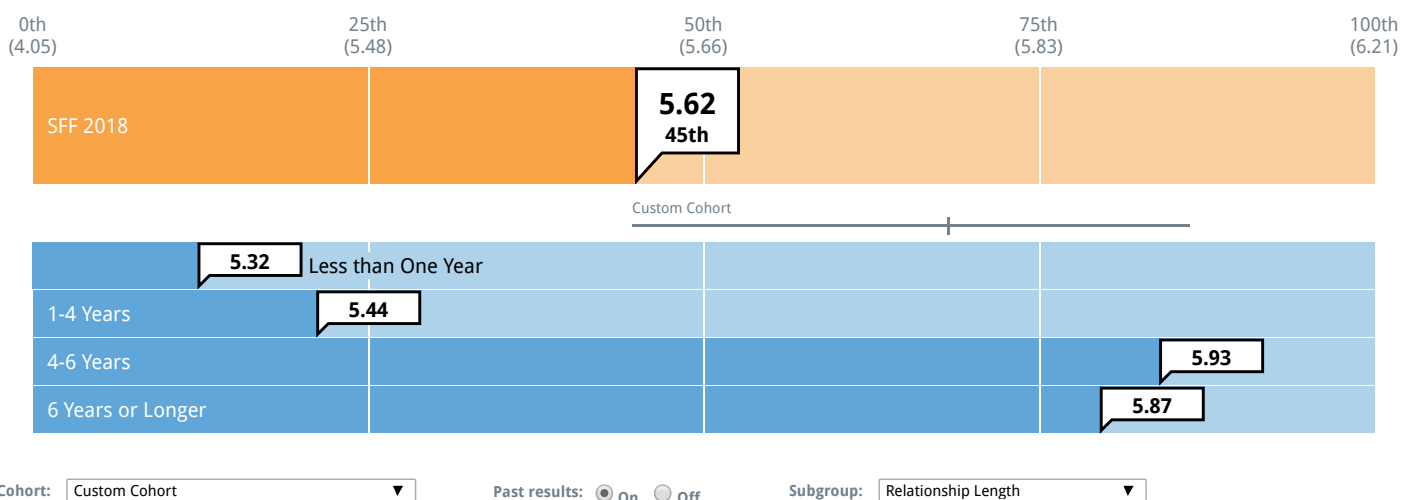
Understanding Summary Measure

CEP's research has shown that one of the two strongest predictors of the strength of funder-grantee relationships is understanding. Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding measure below is an average of grantee ratings on the following measures:

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

Understanding Measure

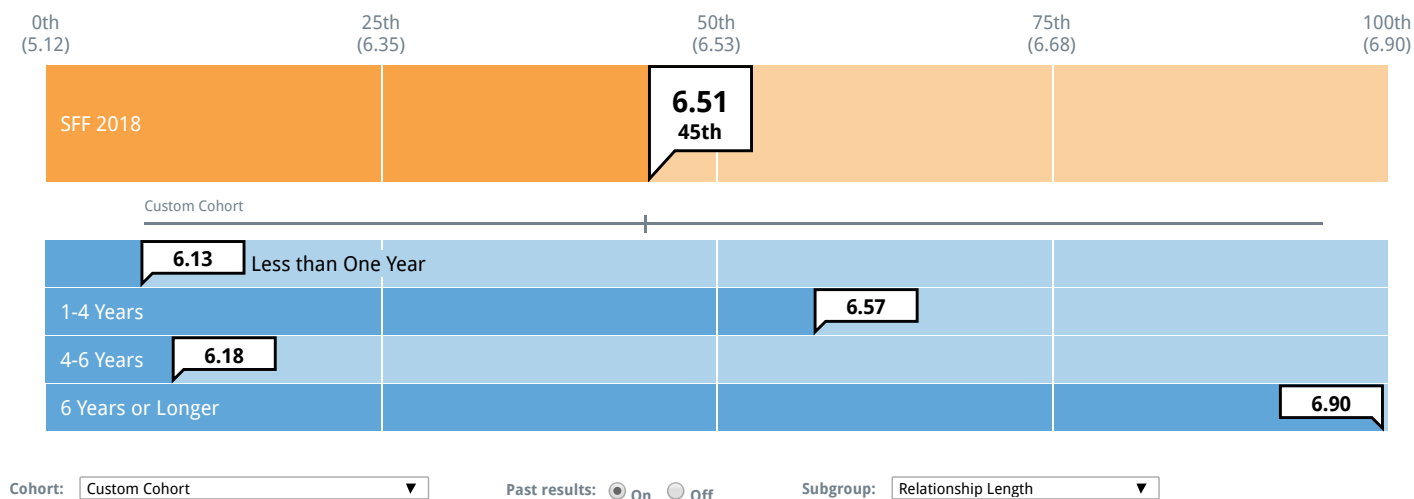
1 = Very negative 7 = Very positive



Quality of Interactions

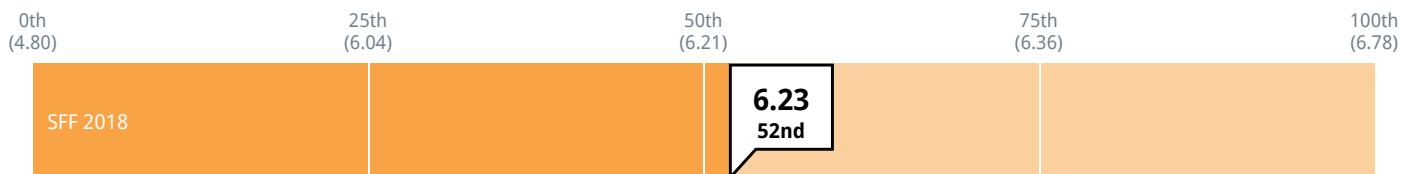
Overall, how fairly did the Foundation treat you?

1 = Not at all fairly 7 = Extremely fairly

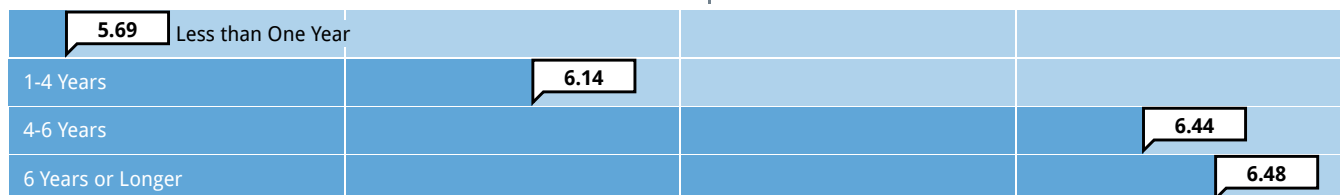


How comfortable do you feel approaching the Foundation if a problem arises?

1 = Not at all comfortable 7 = Extremely comfortable



Custom Cohort



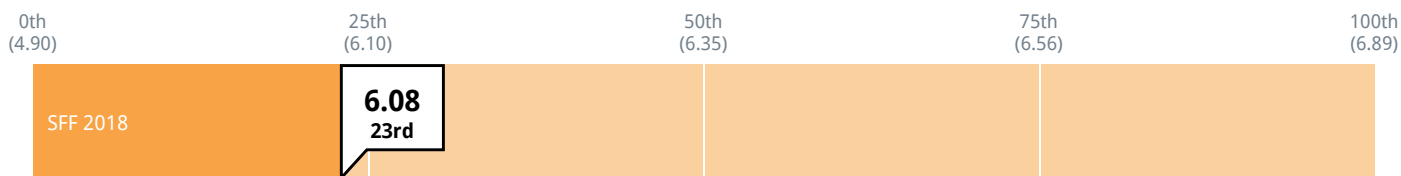
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

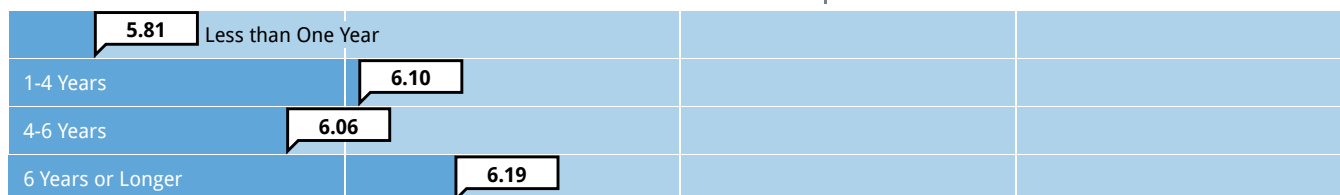
Subgroup: Relationship Length ▼

Overall, how responsive was SFF staff?

1 = Not at all responsive 7 = Extremely responsive



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Interaction Patterns

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

Frequency of Contact with Program Officer	SFF 2018	Average Funder	Custom Cohort
Weekly or more often	3%	3%	3%
A few times a month	11%	11%	13%
Monthly	13%	15%	15%
Once every few months	59%	53%	56%
Yearly or less often	14%	18%	13%

Frequency of Contact with Program Officer (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Weekly or more often	6%	4%	3%	0%
A few times a month	19%	15%	6%	3%
Monthly	19%	13%	15%	9%
Once every few months	44%	58%	65%	63%
Yearly or less often	13%	10%	12%	25%

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

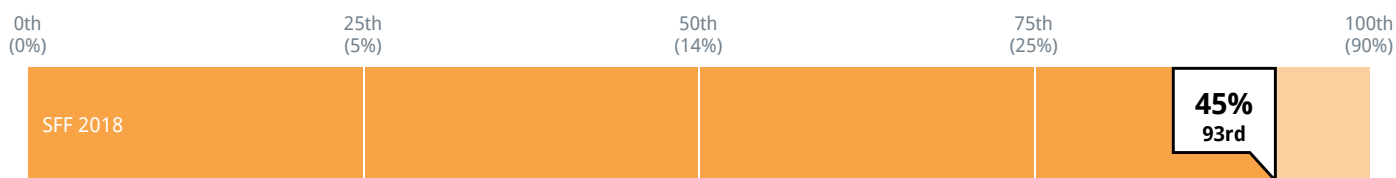
Initiation of Contact with Program Officer	SFF 2018	Average Funder	Custom Cohort
Program Officer	19%	15%	14%
Both of equal frequency	48%	50%	53%
Grantee	33%	35%	33%

Initiation of Contact with Program Officer (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Program Officer	7%	13%	24%	36%
Both of equal frequency	60%	53%	42%	36%
Grantee	33%	34%	33%	29%

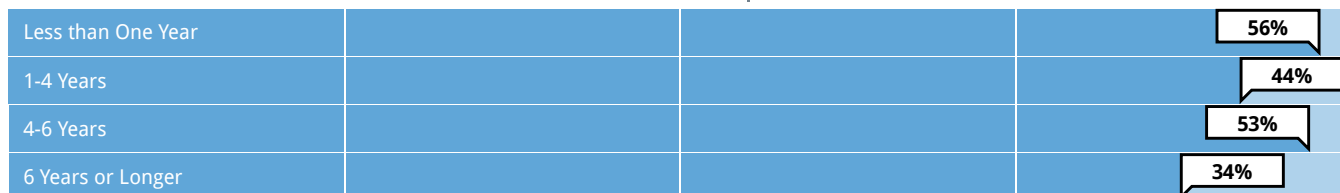
Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



Custom Cohort



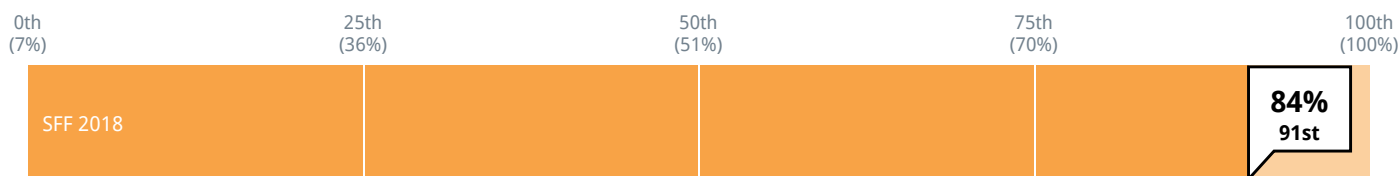
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

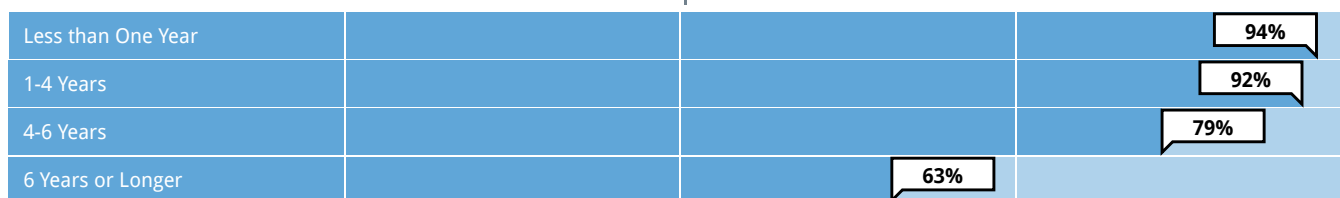
Subgroup: Relationship Length ▼

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

Proportion of grantees responding 'Yes'



Custom Cohort



Cohort: Custom Cohort ▼

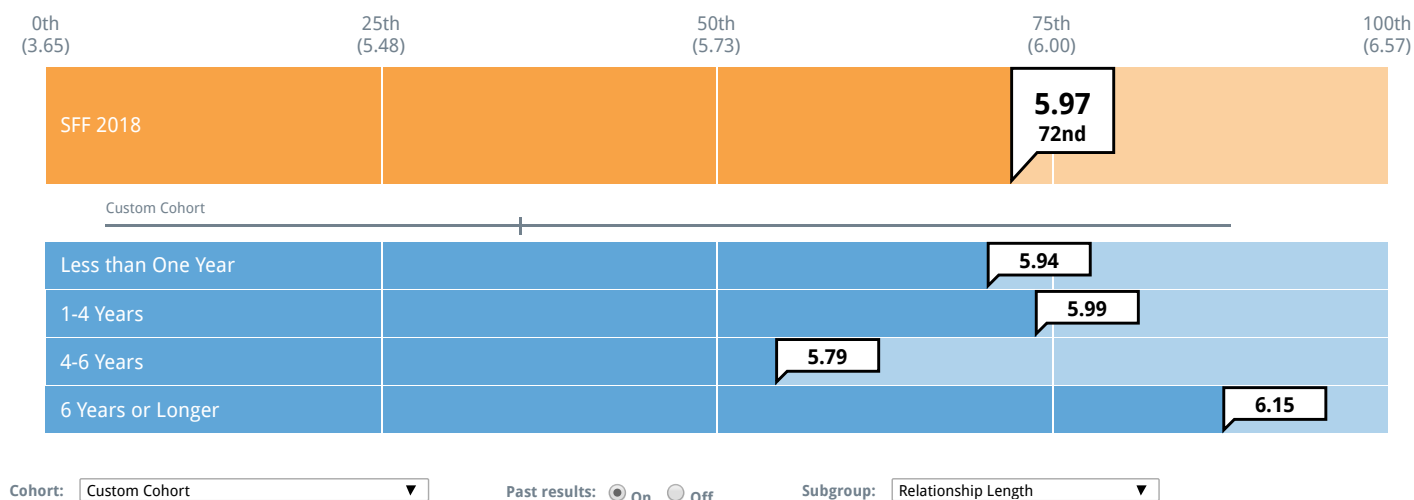
Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Foundation Communication

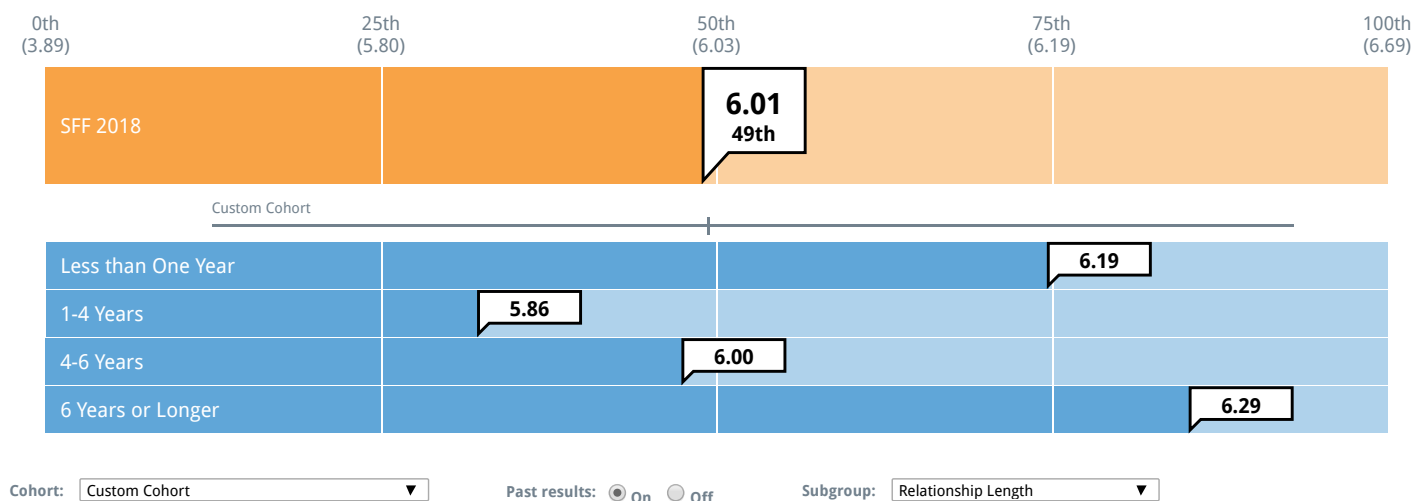
How clearly has the Foundation communicated its goals and strategy to you?

1 = Not at all clearly 7 = Extremely clearly



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

1 = Not at all consistent 7 = Completely consistent

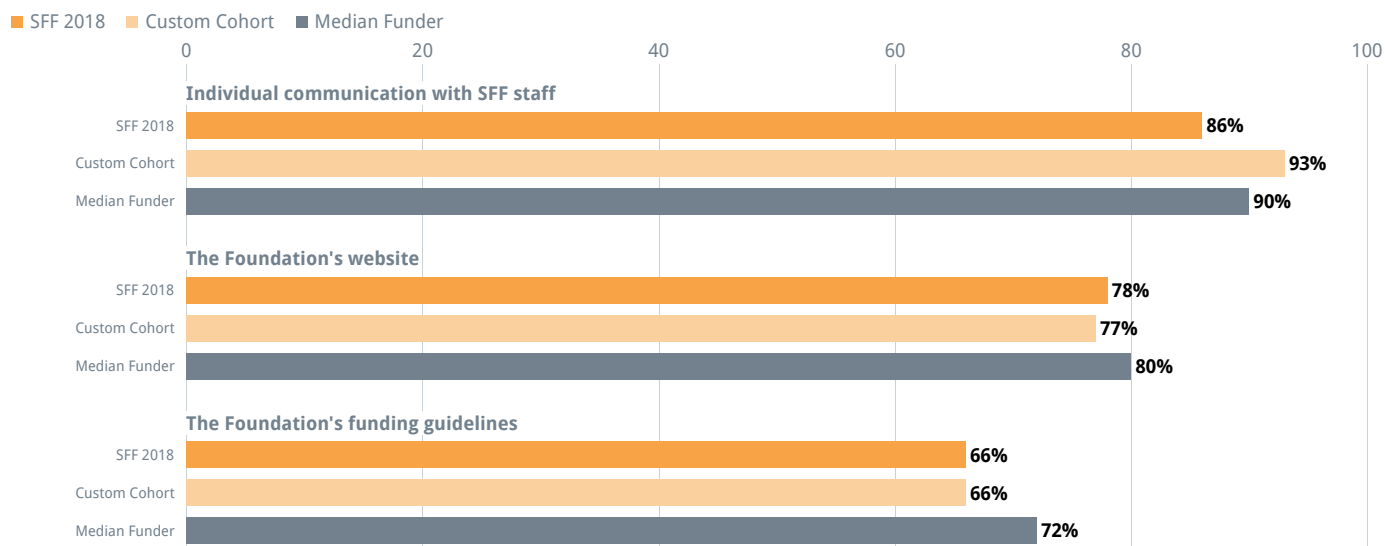


Communication Resources

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

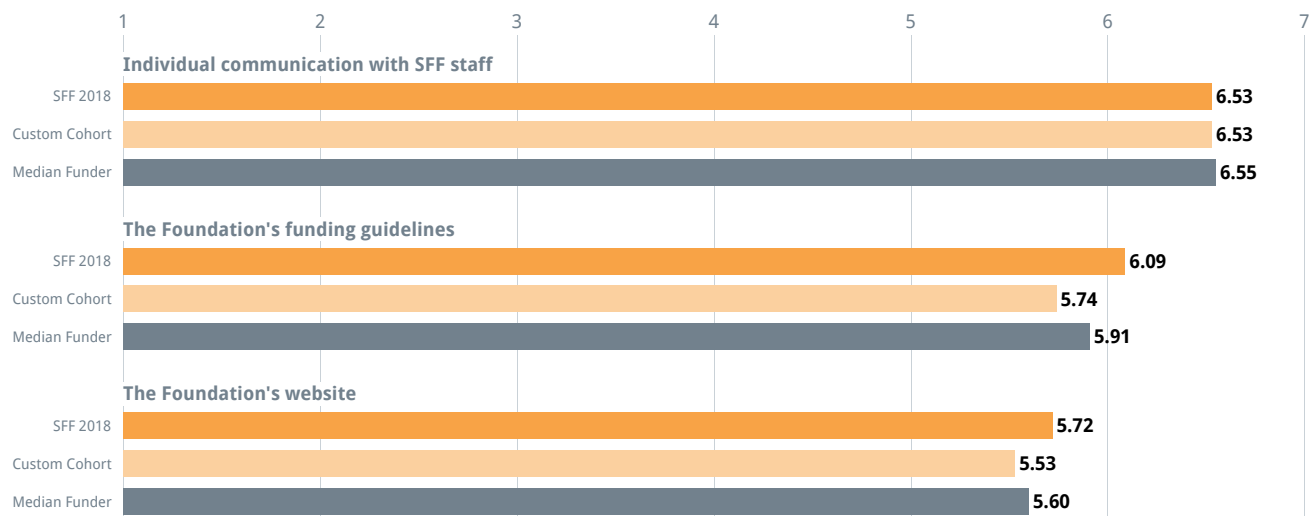
Usage of Communication Resources



Helpfulness of Communication Resources

1 = Not at all helpful 7 = Extremely helpful

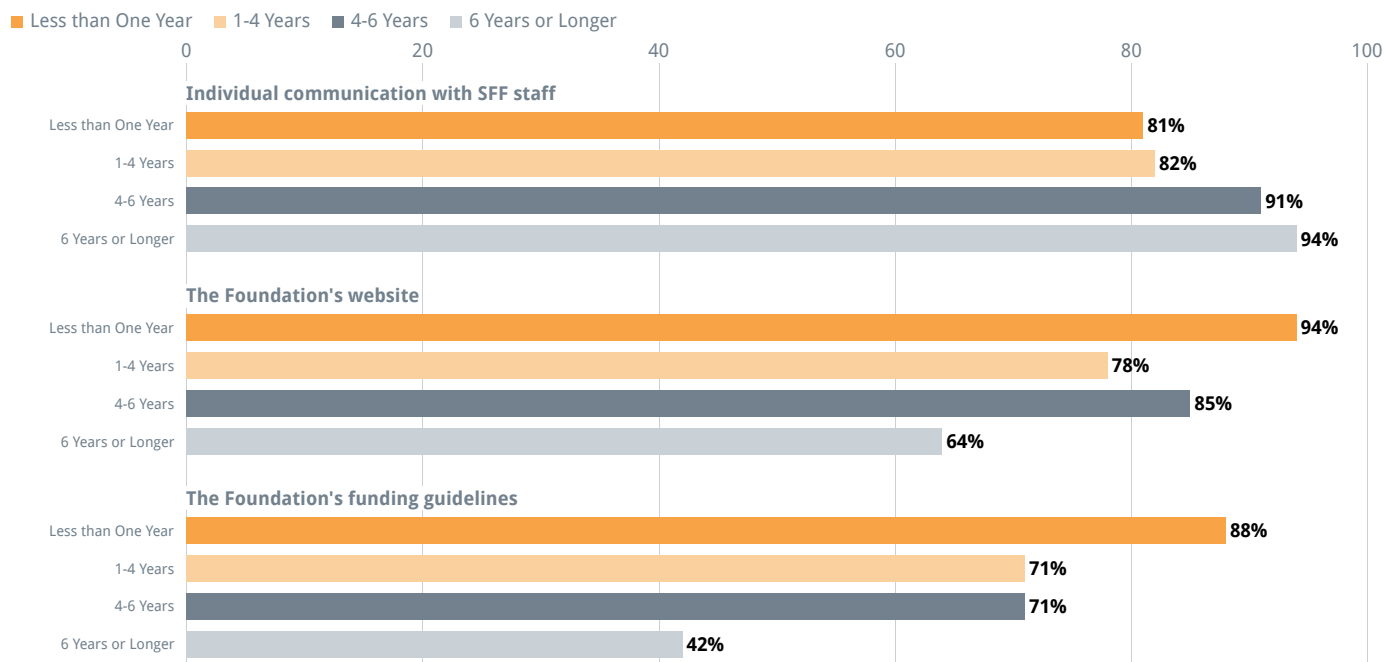
■ SFF 2018 ■ Custom Cohort ■ Median Funder



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

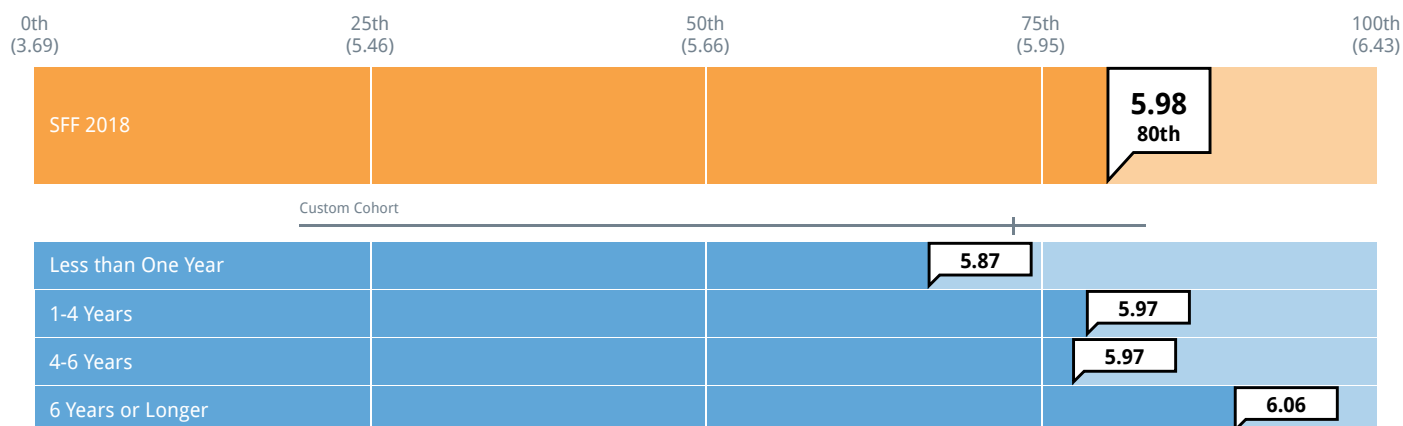
■ Less than One Year ■ 1-4 Years ■ 4-6 Years ■ 6 Years or Longer



Funder Transparency

Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent



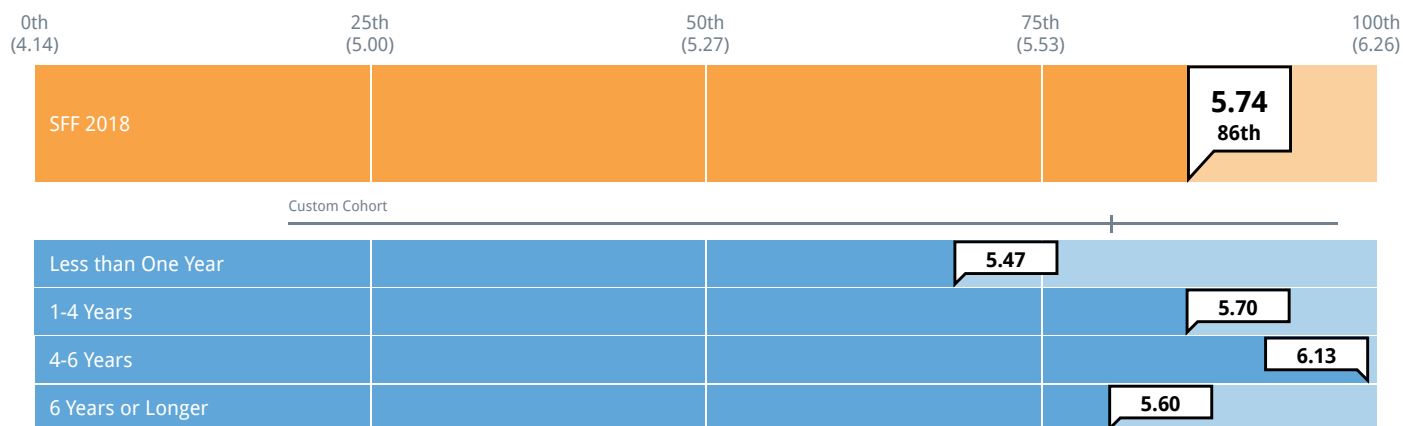
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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 ▼

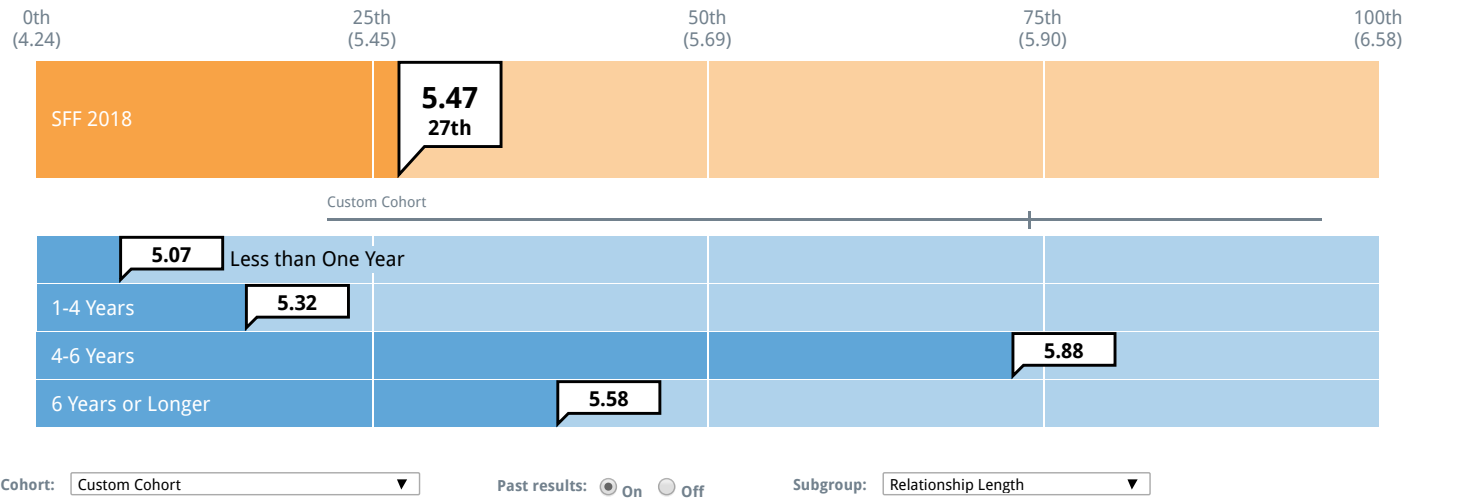
Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

Beneficiary and Contextual Understanding

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

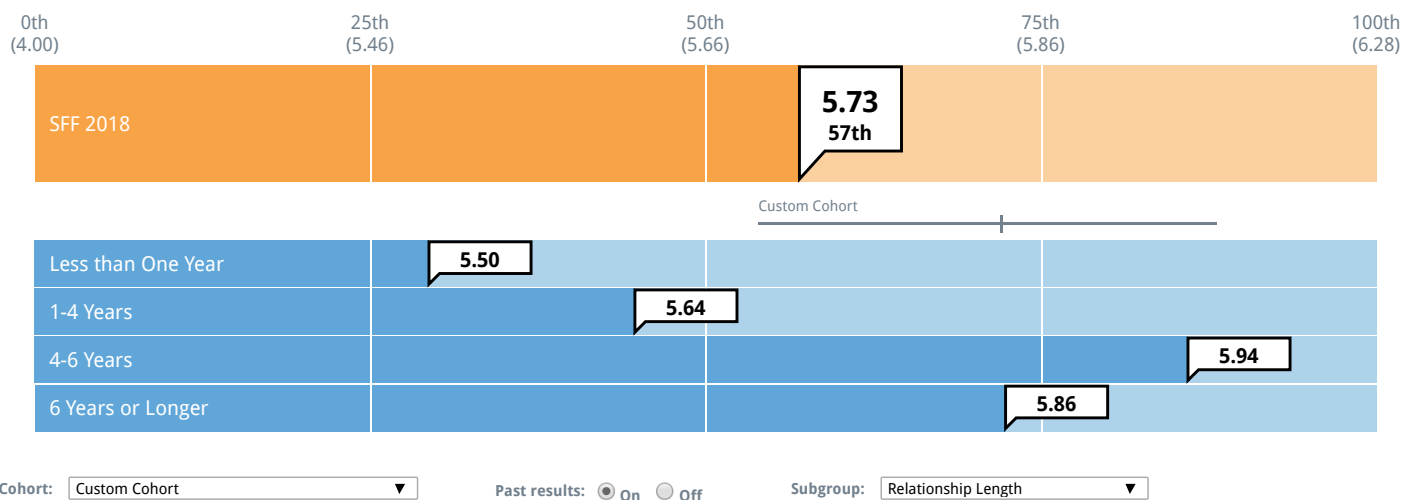
1 = Limited understanding 7 = Thorough understanding



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



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

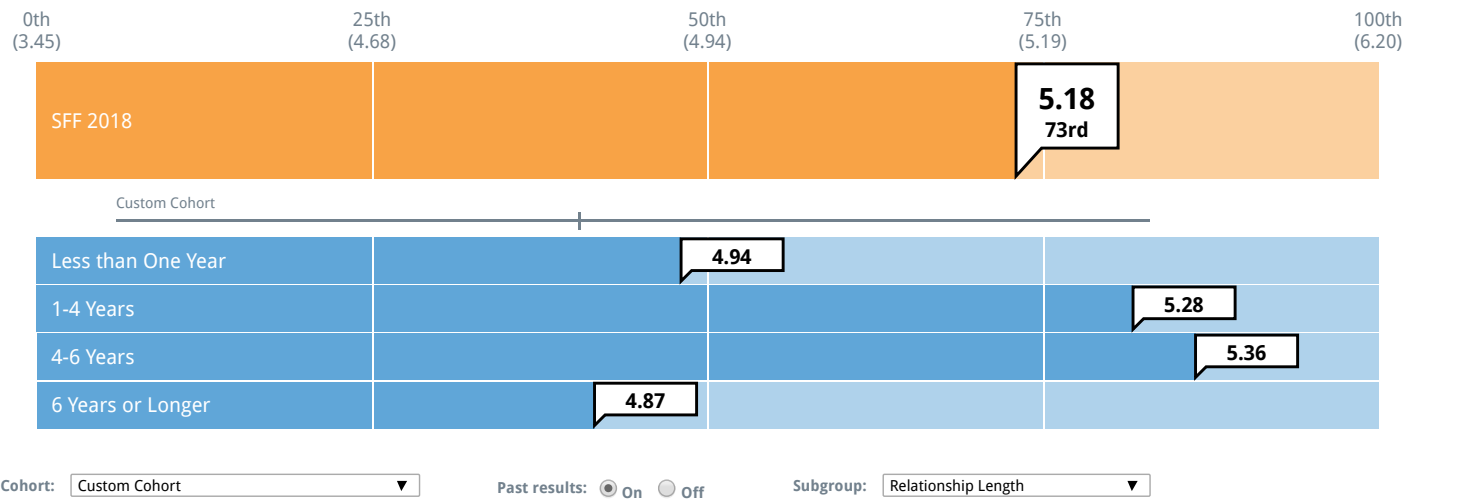
1 = Not at all 7 = To a great extent



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

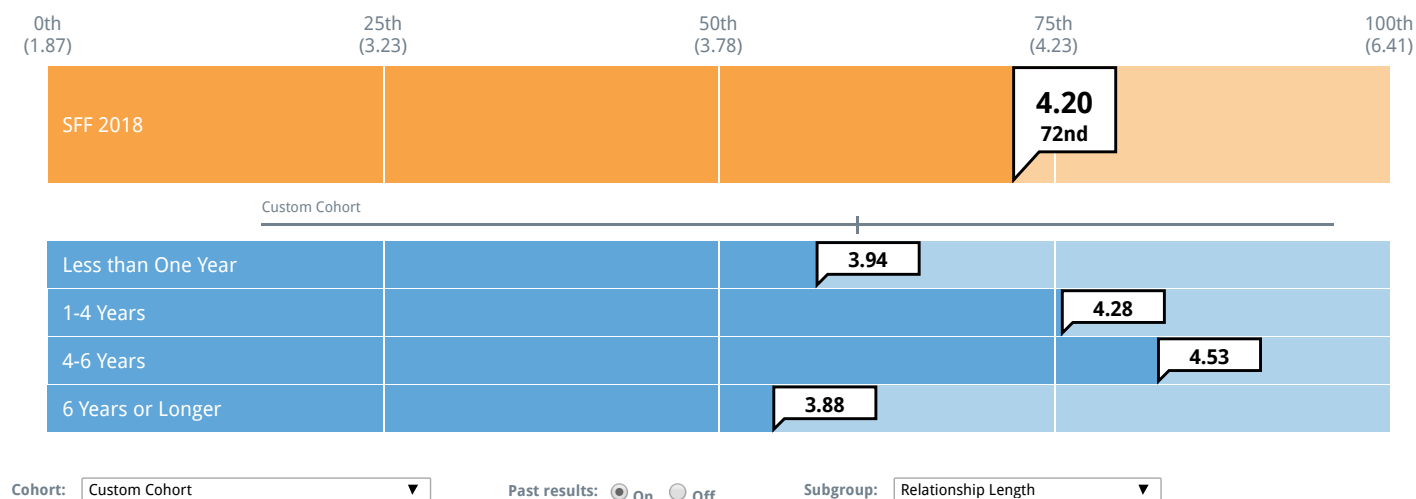


Selection Process

Did you submit an application for this grant?	SFF 2018	Average Funder	Custom Cohort
Submitted a Application	67%	94%	93%
Did Not Submit a Application	33%	6%	7%

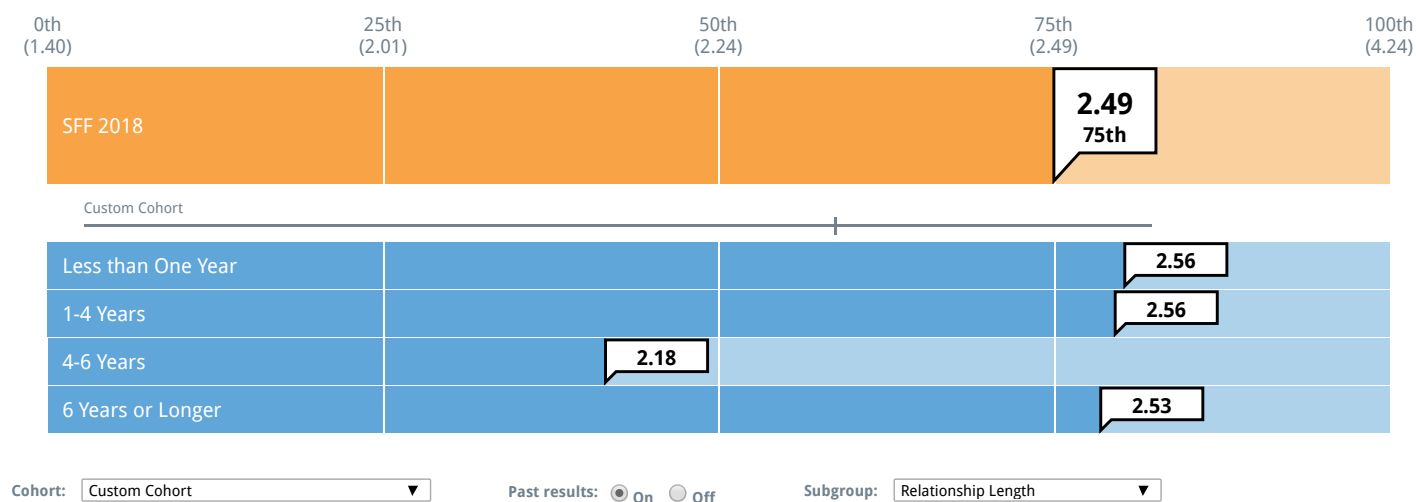
How involved was SFF staff in the development of your grant application?

1 = No involvement 7 = Substantial involvement



As you developed your grant application, how much pressure did you feel to modify your organization's priorities in order to create a grant application 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?”

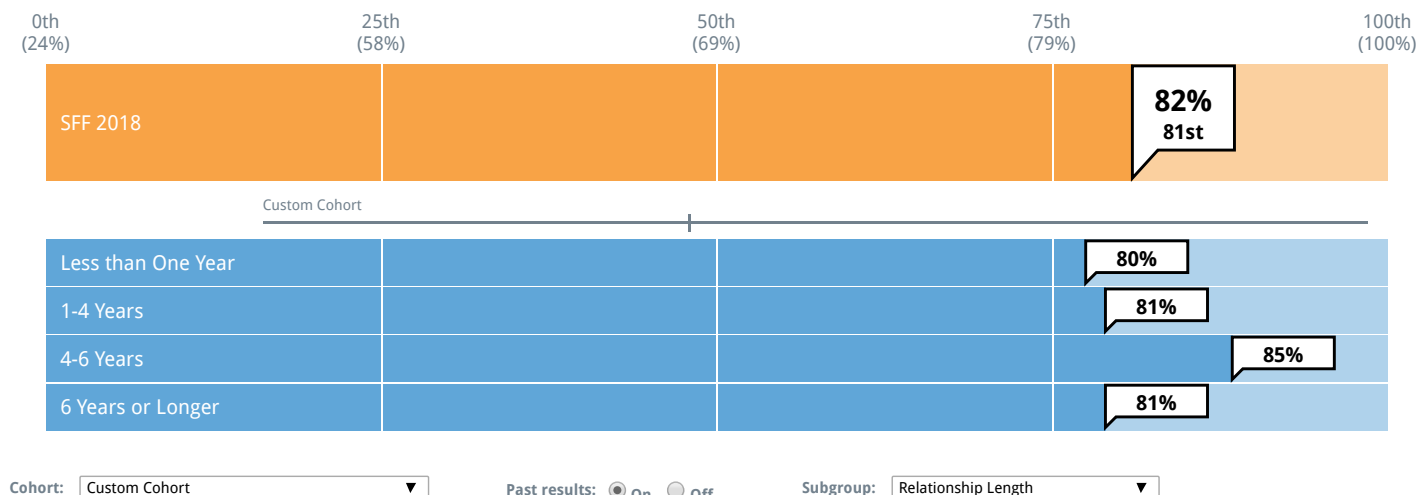
Time Elapsed from Submission of Application to Clear Commitment of Funding	SFF 2018	Average Funder	Custom Cohort
Less than 1 month	9%	6%	11%
1 - 3 months	50%	55%	54%
4 - 6 months	33%	30%	26%
7 - 9 months	4%	5%	5%
10 - 12 months	1%	2%	2%
More than 12 months	3%	2%	2%

Time Elapsed from Submission of Application to Clear Commitment of Funding (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Less than 1 month	0%	6%	6%	31%
1 - 3 months	33%	50%	76%	38%
4 - 6 months	40%	38%	12%	31%
7 - 9 months	0%	6%	6%	0%
10 - 12 months	7%	0%	0%	0%
More than 12 months	20%	0%	0%	0%

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 of grantees responding 'Yes'



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	SFF 2018	Average Funder
Participated in a reporting process only	50%	55%
Participated in an evaluation process only	0%	1%
Participated in both a reporting and an evaluation process	43%	32%
Participated in neither a reporting nor an evaluation process	6%	12%

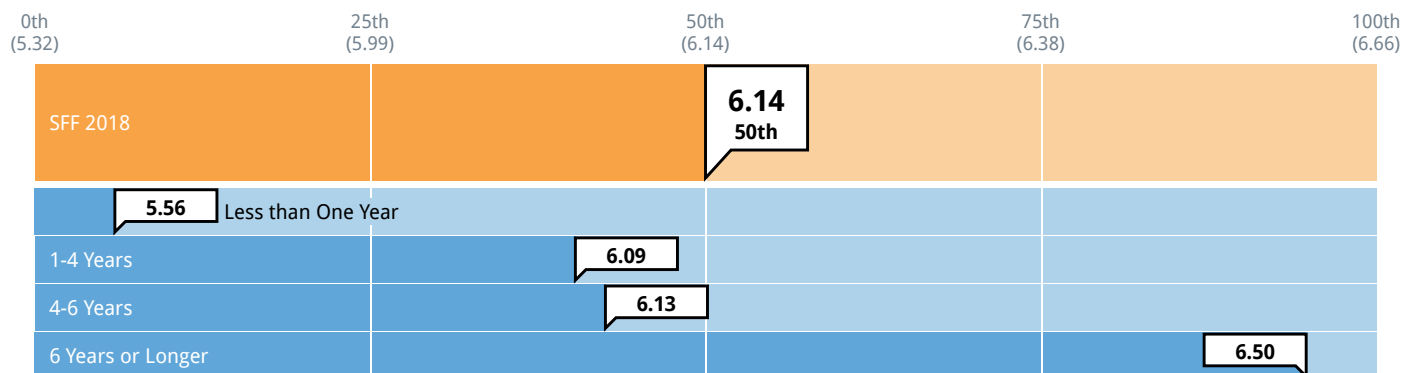
Participation in Reporting and/or Evaluation Processes (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Participated in a reporting process only	31%	56%	47%	48%
Participated in an evaluation process only	0%	0%	0%	0%
Participated in both a reporting and an evaluation process	25%	44%	47%	48%
Participated in neither a reporting nor an evaluation process	44%	0%	6%	3%

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



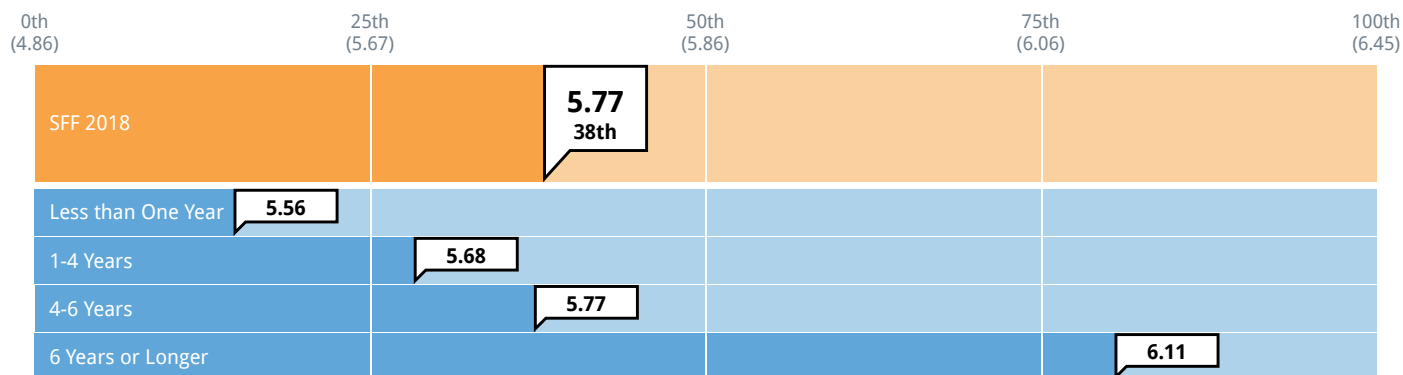
Cohort: **None** ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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



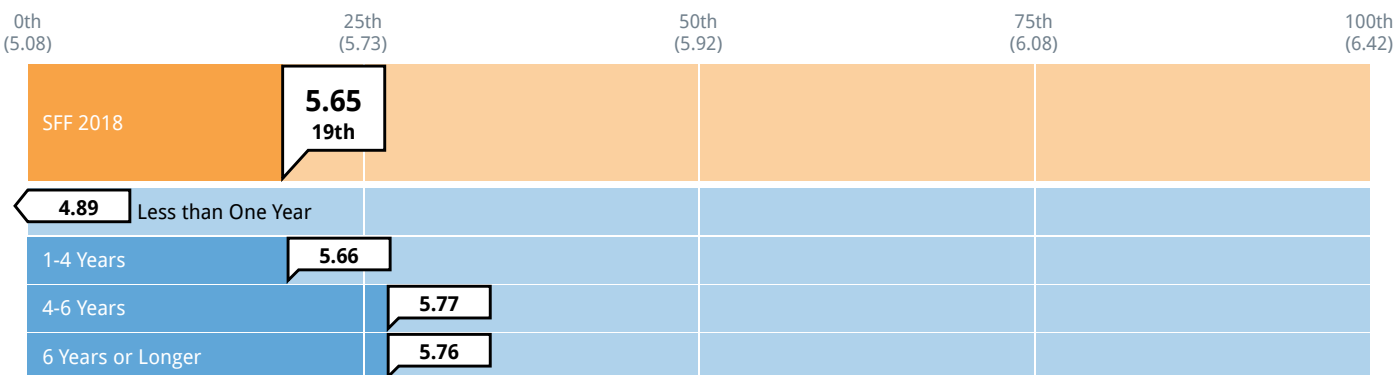
Cohort: **None** ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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



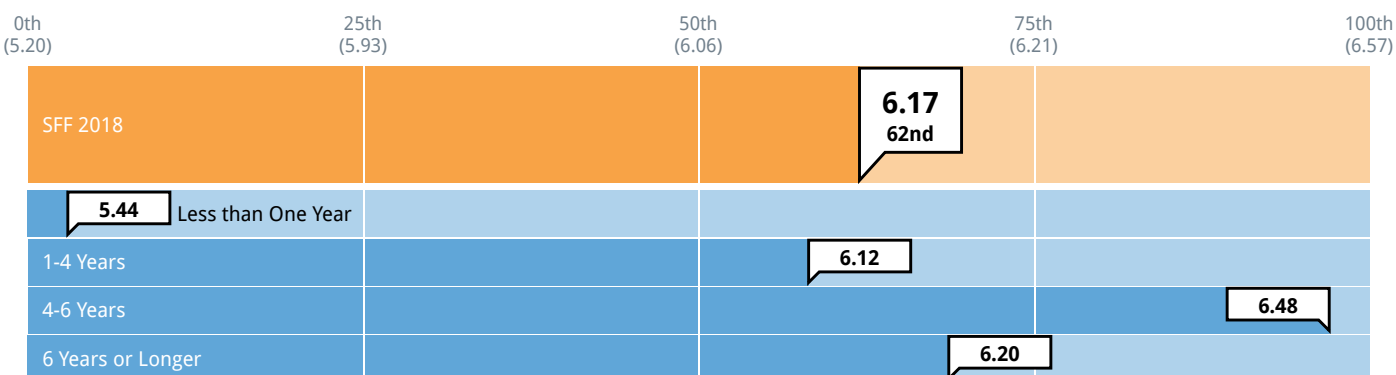
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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



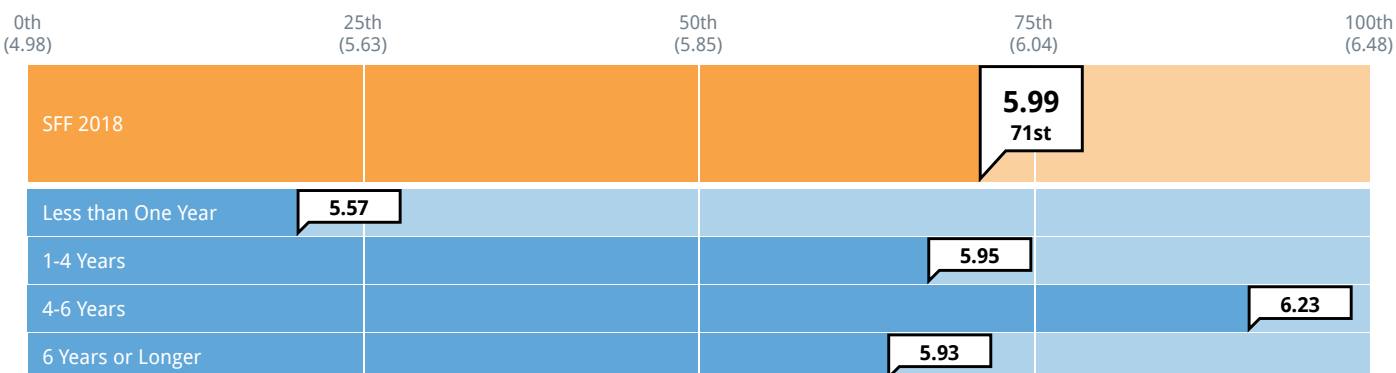
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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



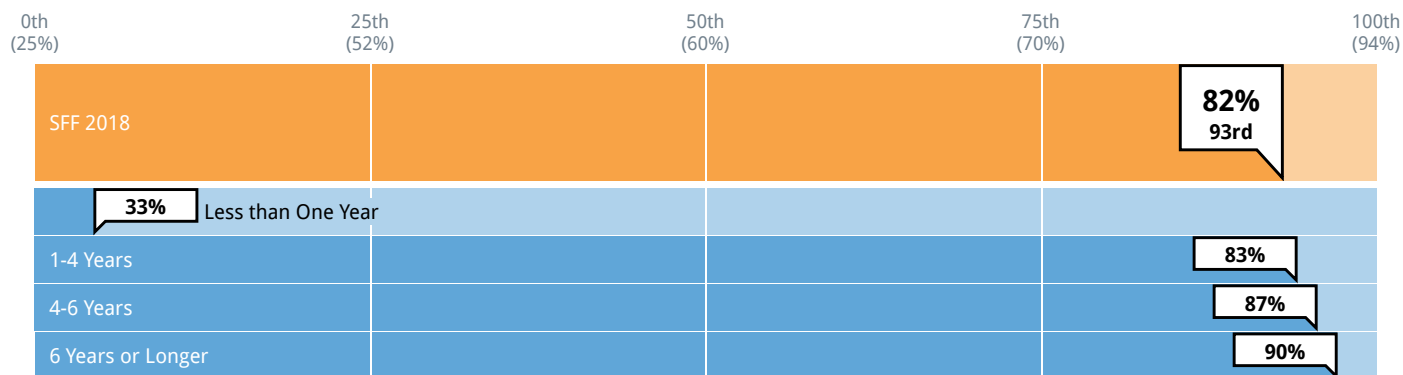
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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?"	SFF 2018	Average Funder
Evaluation staff at the Foundation	50%	20%
Evaluation staff at your organization	36%	51%
External evaluator, chosen by the Foundation	6%	15%
External evaluator, chosen by your organization	8%	14%

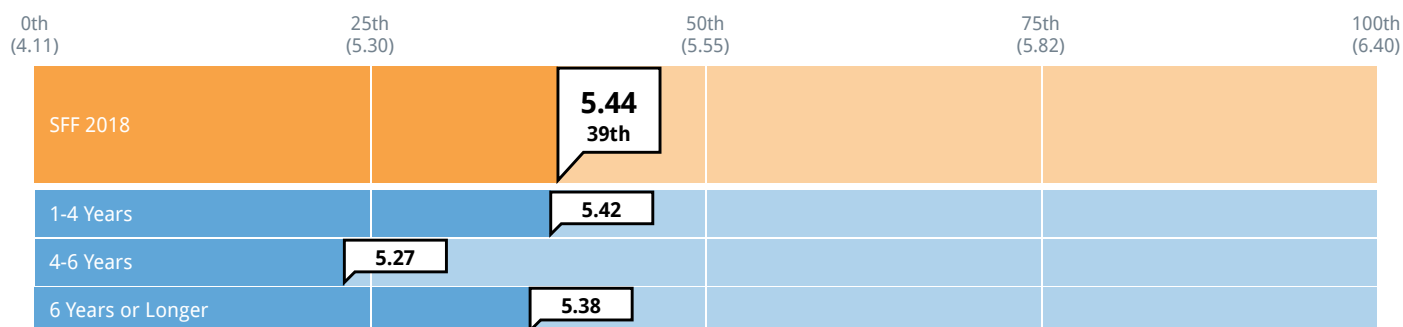
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Evaluation staff at the Foundation	N/A	45%	47%	64%
Evaluation staff at your organization	N/A	42%	27%	29%
External evaluator, chosen by the Foundation	N/A	3%	13%	7%
External evaluator, chosen by your organization	N/A	9%	13%	0%

"Did the Foundation provide financial support for the evaluation?"	SFF 2018	Average Funder
Yes, the evaluation's costs were fully funded by the Foundation	44%	35%
Yes, the evaluation's costs were partially funded by the Foundation	18%	16%
No, the evaluation's costs were not funded by the Foundation	39%	49%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Yes, the evaluation's costs were fully funded by the Foundation	N/A	42%	38%	64%
Yes, the evaluation's costs were partially funded by the Foundation	N/A	10%	23%	21%
No, the evaluation's costs were not funded by the Foundation	N/A	48%	38%	14%

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



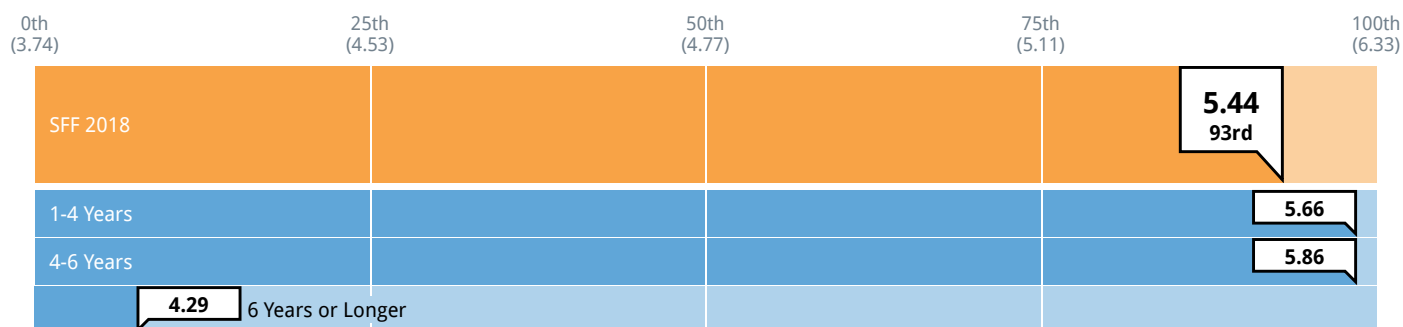
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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



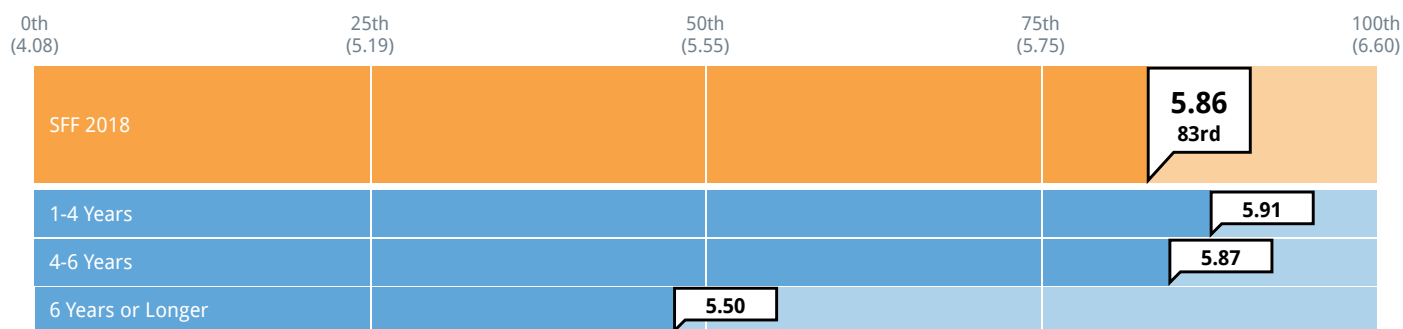
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

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: None ▼

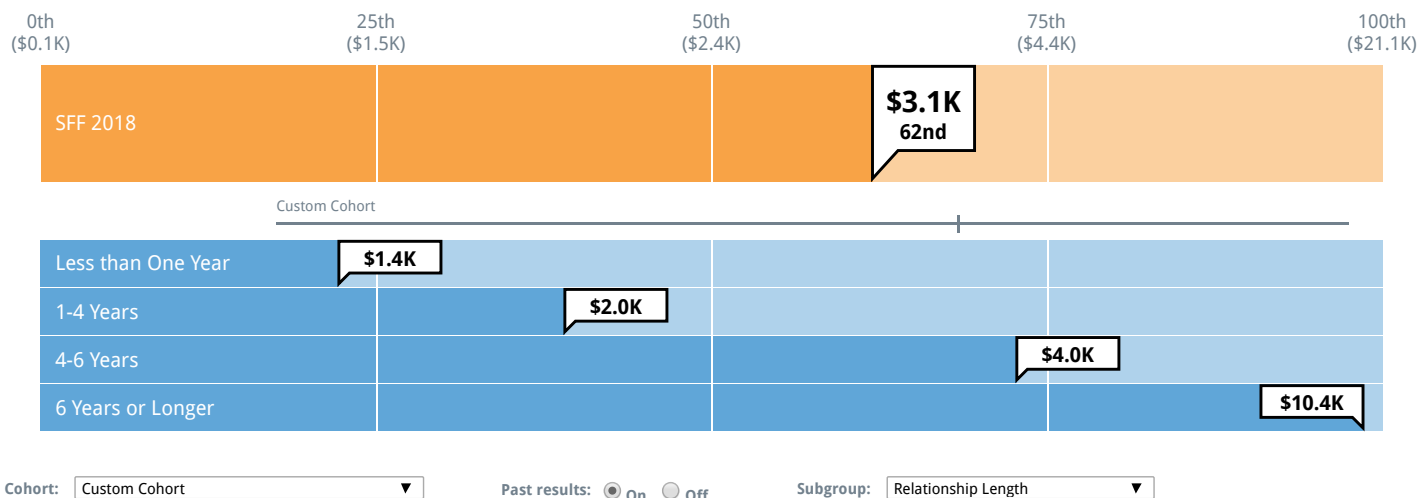
Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

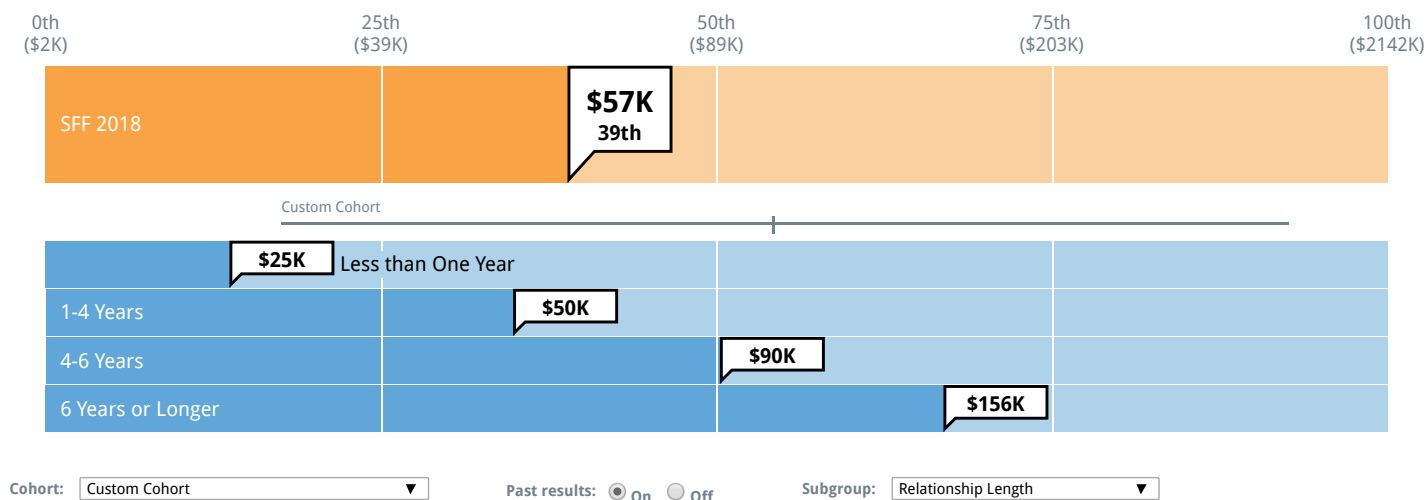
Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

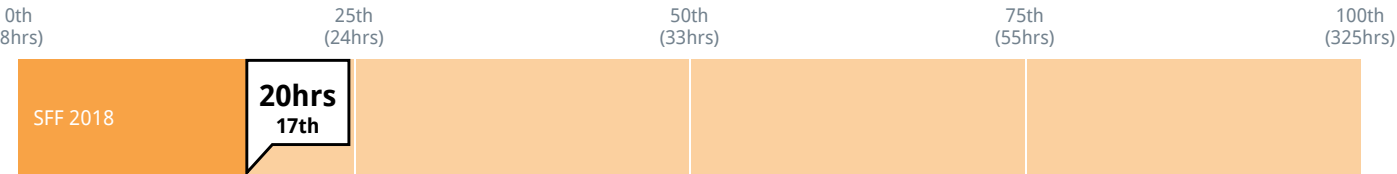
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



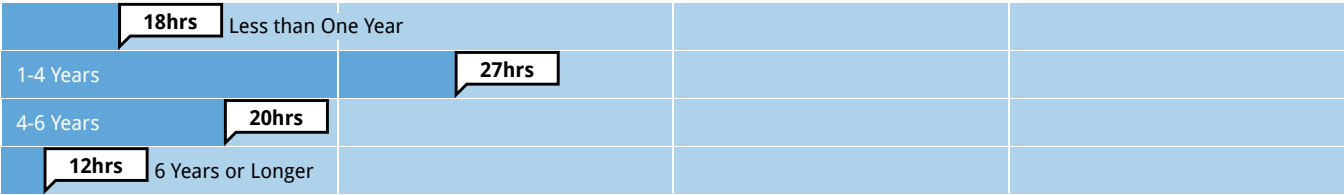
Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



Custom Cohort



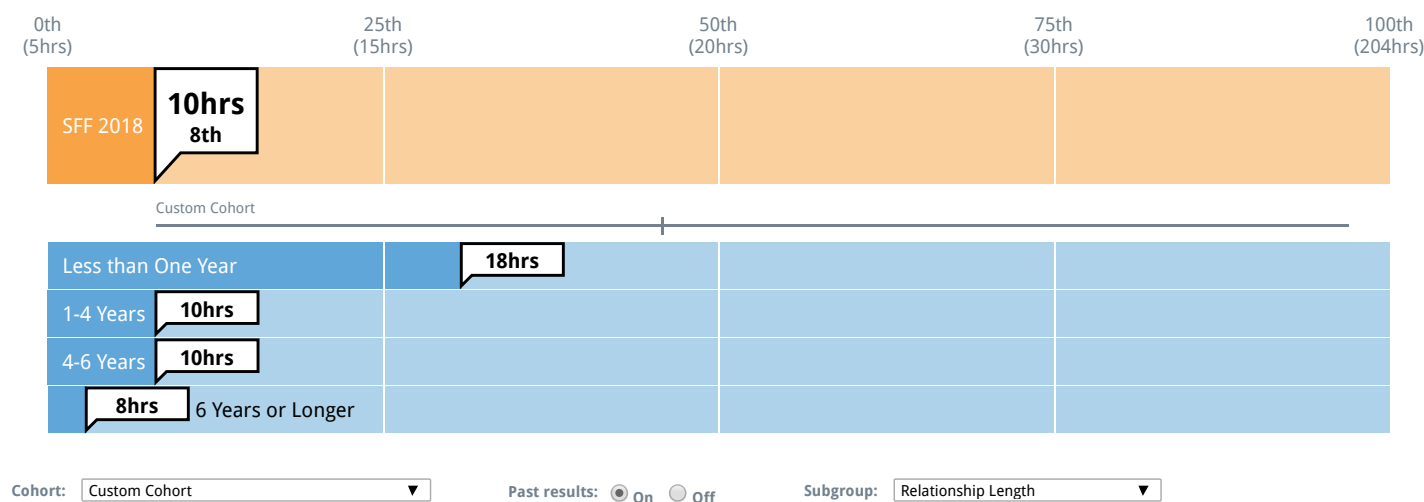
Cohort: Custom Cohort

Past results: ☒ On ☐ Off

Subgroup: Relationship Length

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

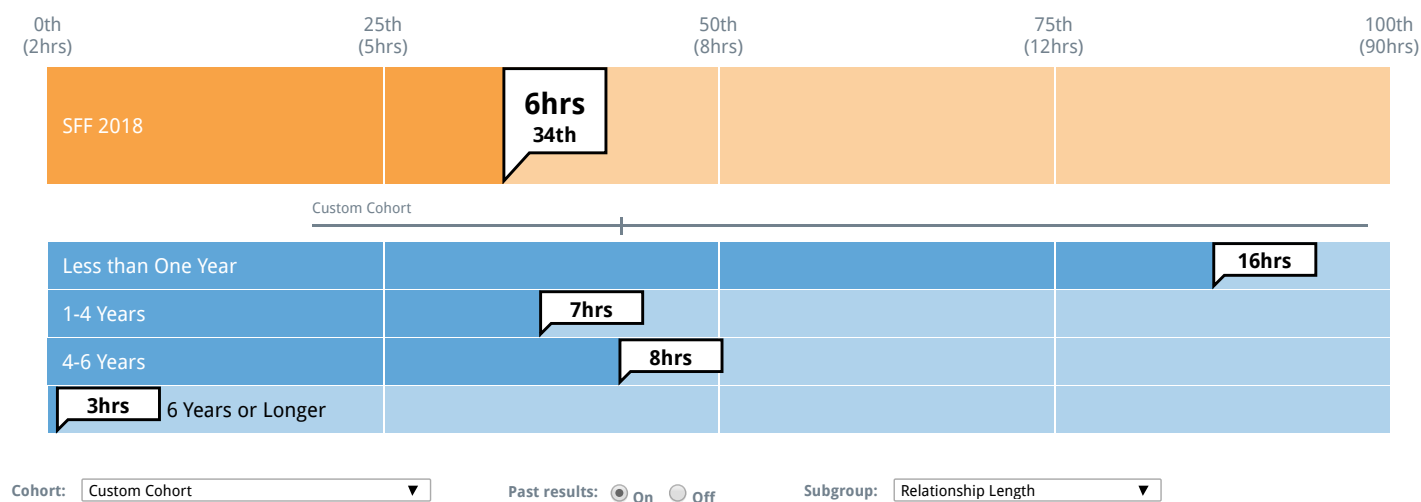


Time Spent On Proposal And Selection Process	SFF 2018	Average Funder	Custom Cohort
1 to 9 hours	46%	20%	23%
10 to 19 hours	22%	21%	19%
20 to 29 hours	14%	18%	16%
30 to 39 hours	2%	8%	9%
40 to 49 hours	5%	12%	11%
50 to 99 hours	7%	11%	13%
100 to 199 hours	2%	6%	6%
200+ hours	2%	4%	3%

Time Spent On Proposal And Selection Process (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
1 to 9 hours	46%	45%	43%	53%
10 to 19 hours	15%	20%	29%	24%
20 to 29 hours	8%	14%	14%	18%
30 to 39 hours	8%	0%	0%	6%
40 to 49 hours	23%	2%	7%	0%
50 to 99 hours	0%	9%	7%	0%
100 to 199 hours	0%	5%	0%	0%
200+ hours	0%	5%	0%	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)	SFF 2018	Average Funder	Custom Cohort
1 to 9 hours	63%	52%	50%
10 to 19 hours	17%	20%	20%
20 to 29 hours	7%	11%	11%
30 to 39 hours	5%	4%	4%
40 to 49 hours	4%	4%	4%
50 to 99 hours	2%	5%	5%
100+ hours	2%	5%	6%

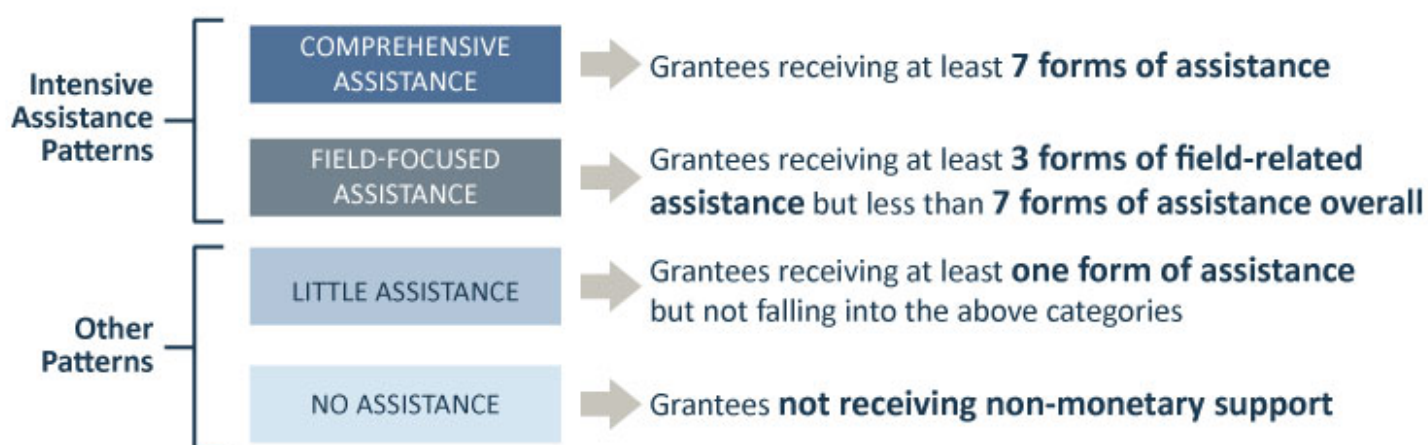
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
1 to 9 hours	43%	61%	58%	78%
10 to 19 hours	14%	18%	19%	11%
20 to 29 hours	14%	3%	13%	7%
30 to 39 hours	0%	8%	3%	0%
40 to 49 hours	29%	4%	0%	4%
50 to 99 hours	0%	3%	3%	0%
100+ hours	0%	3%	3%	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 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

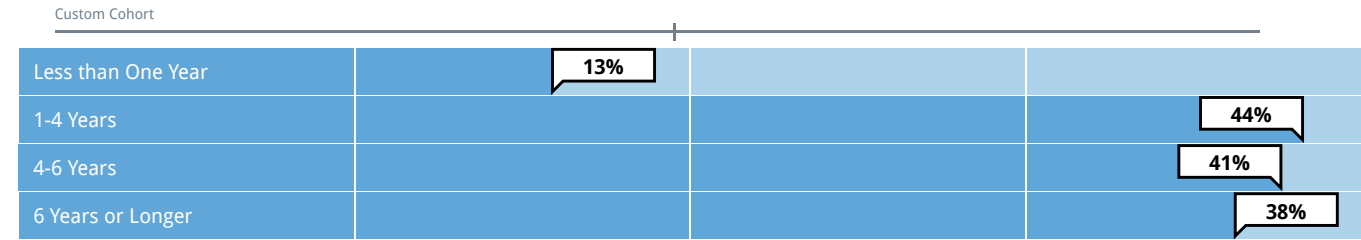
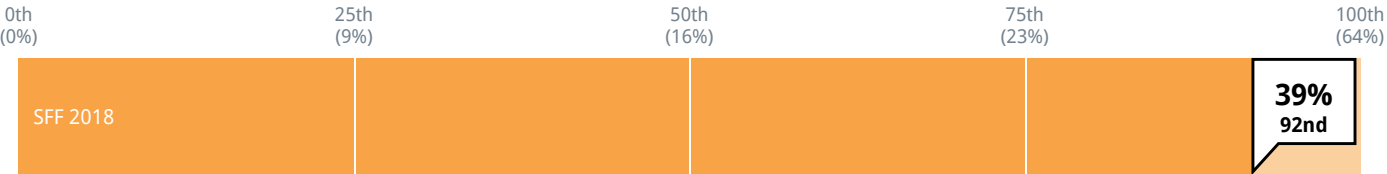
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	SFF 2018	Average Funder	Custom Cohort
Comprehensive	24%	7%	7%
Field-focused	14%	11%	12%
Little	51%	40%	44%
None	11%	42%	37%

Non-Monetary Assistance Patterns (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Comprehensive	6%	28%	26%	22%
Field-focused	6%	15%	15%	16%
Little	63%	50%	50%	47%
None	25%	6%	9%	16%

Proportion of grantees that received field-focused or comprehensive assistance

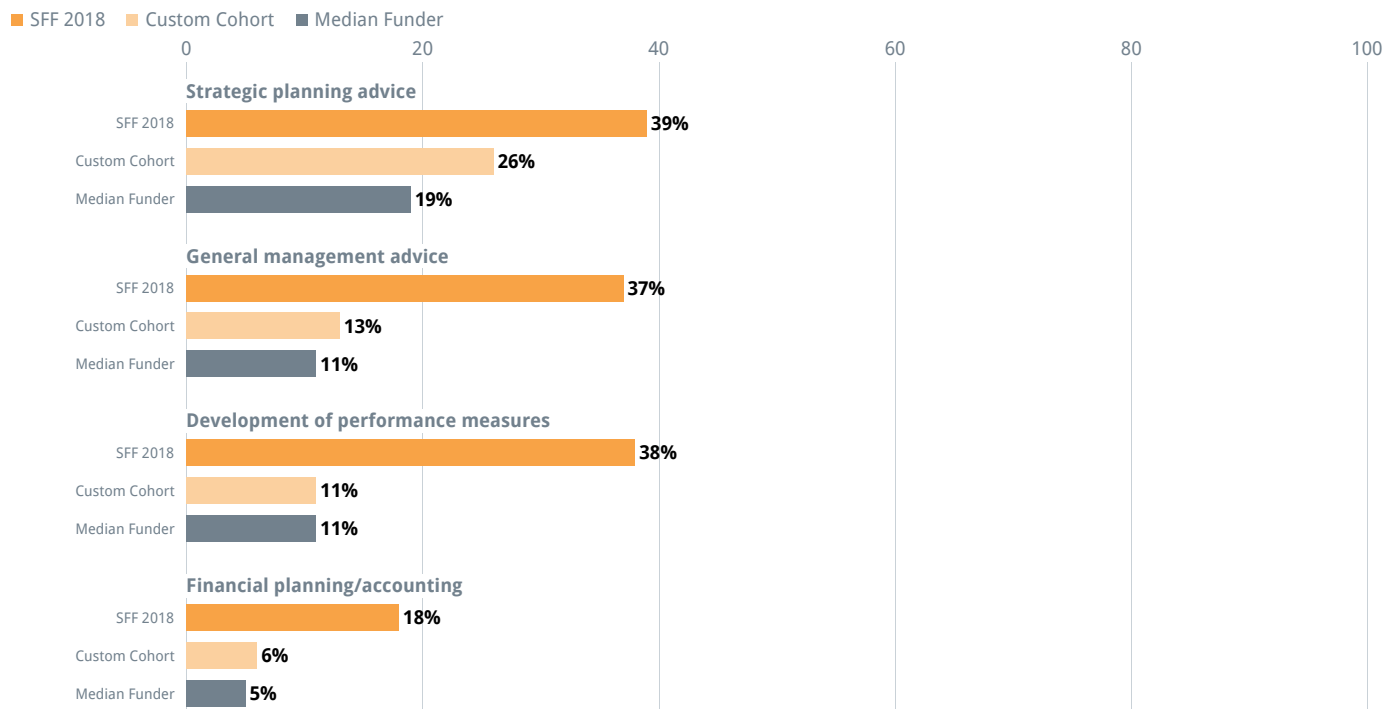


Cohort: Custom Cohort ▼ Past results: ☒ On ☐ Off Subgroup: Relationship Length ▼

Management Assistance Activities

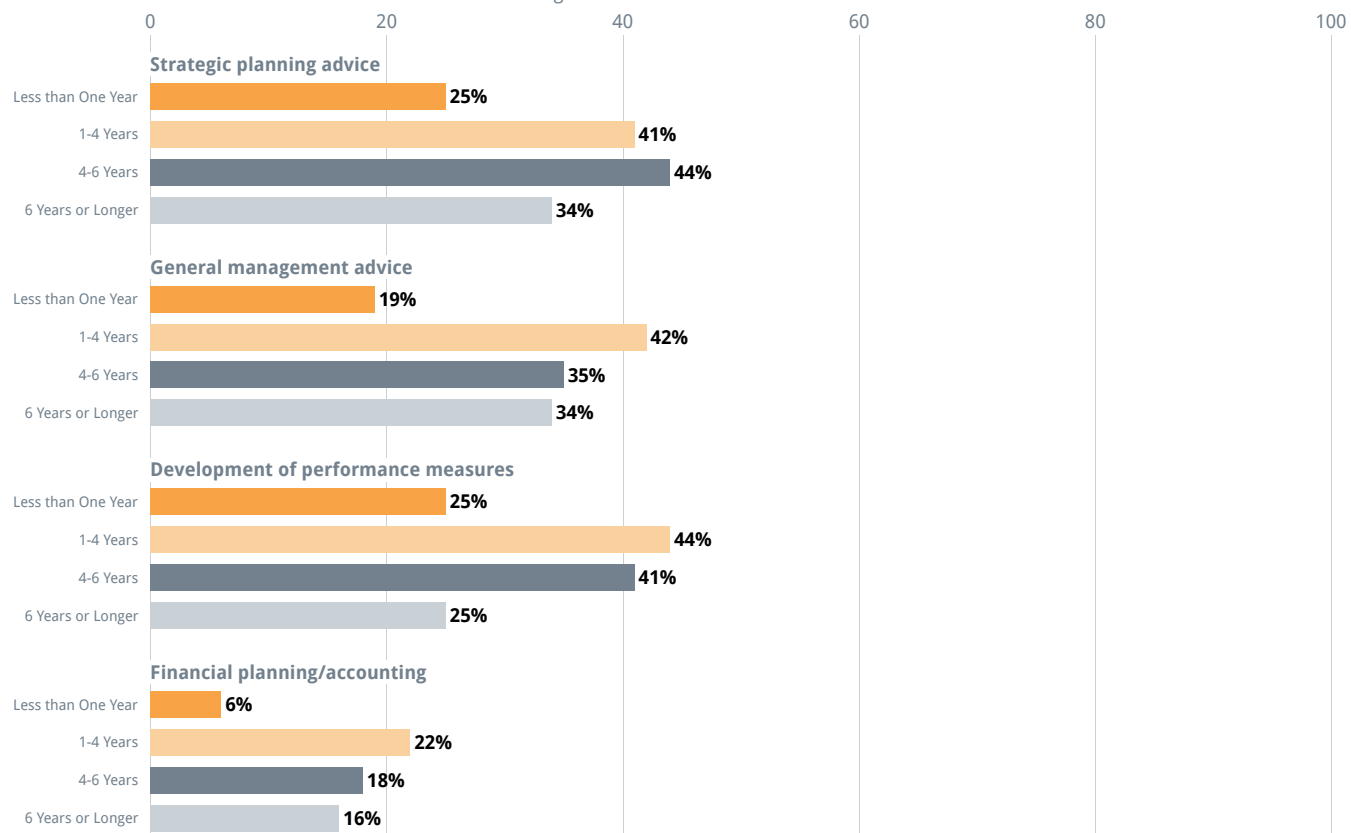
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Management Assistance



Percentage of Grantees that Received Management Assistance - By Subgroup

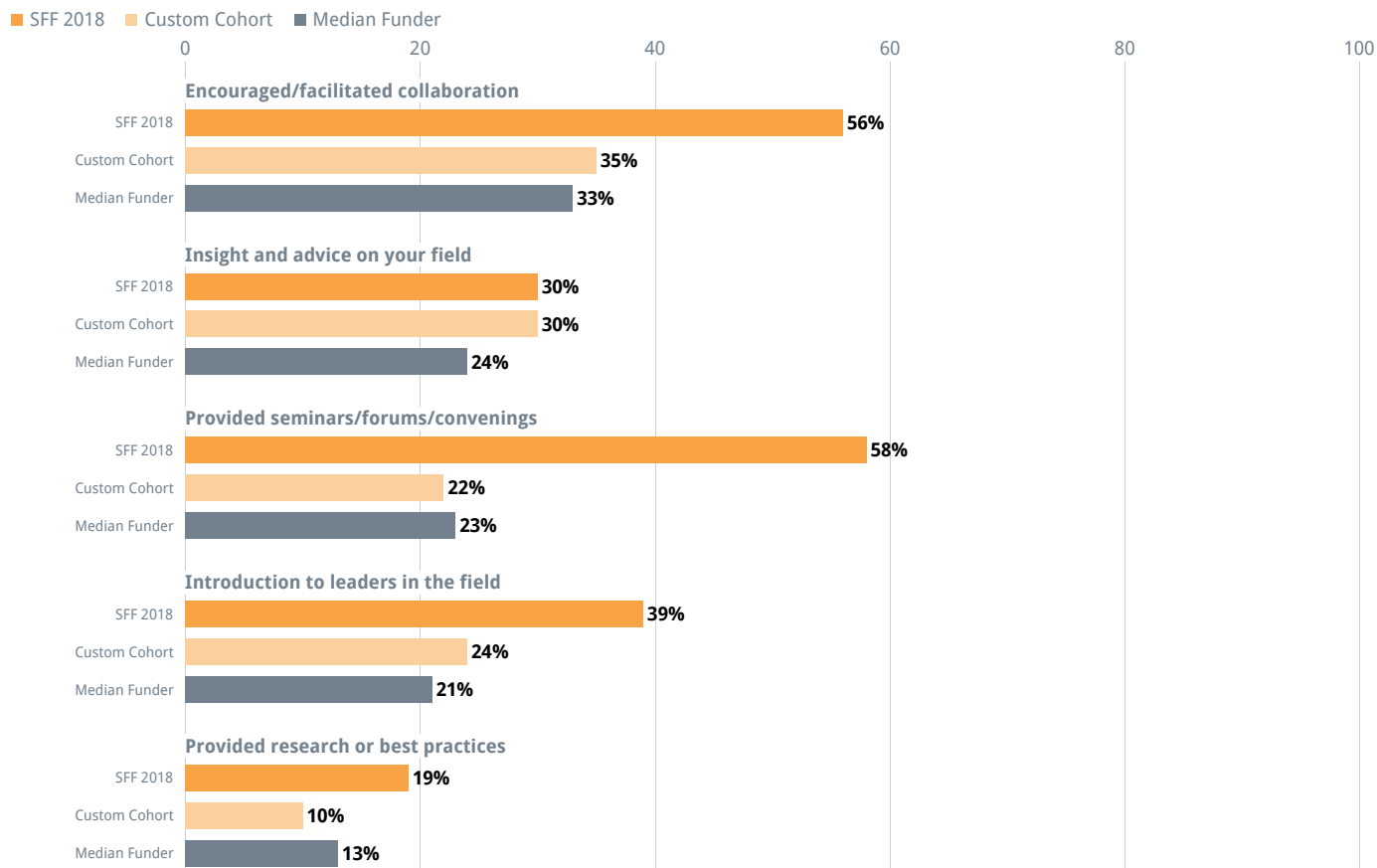
■ Less than One Year
 ■ 1-4 Years
 ■ 4-6 Years
 ■ 6 Years or Longer



Field-Related Assistance Activities

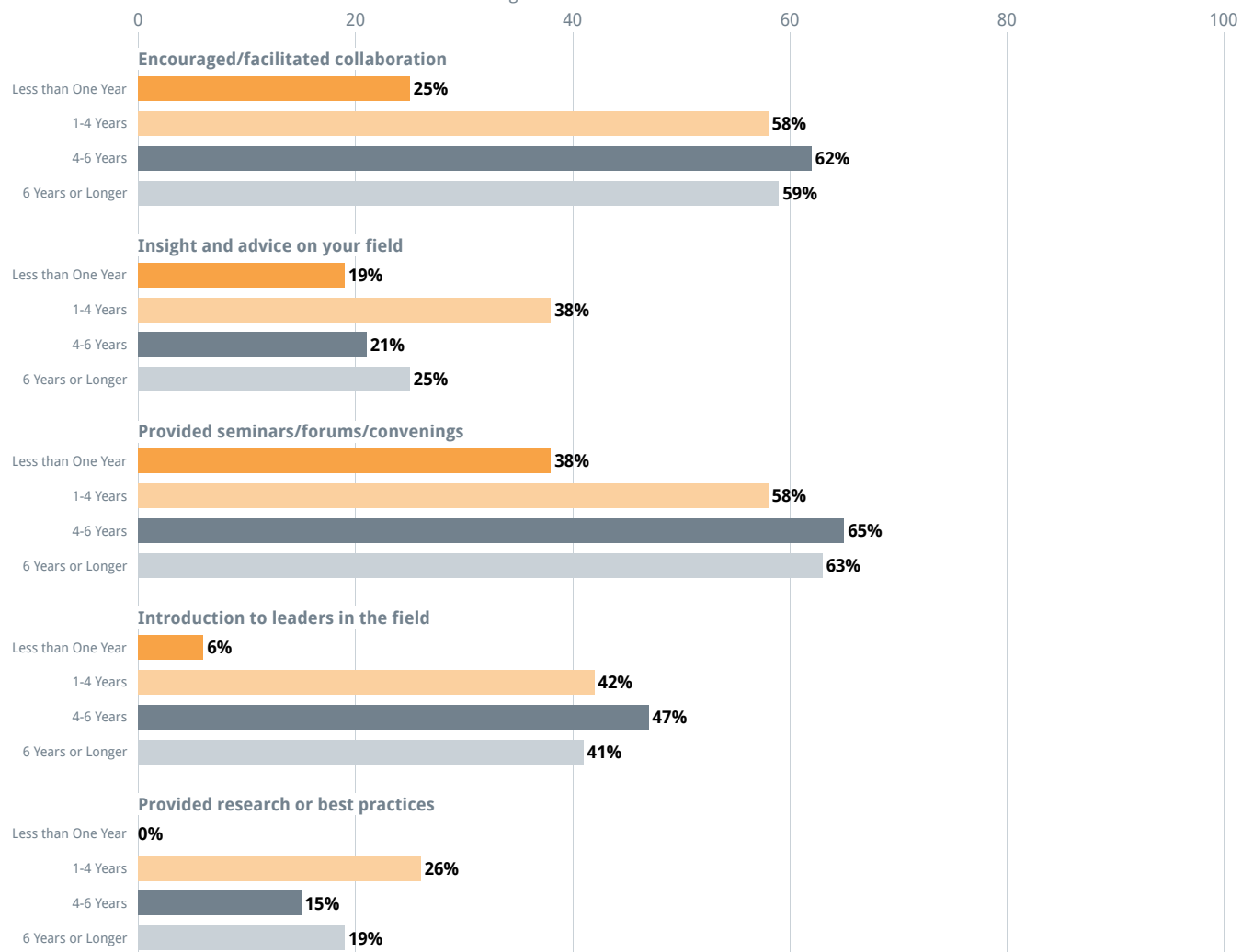
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance



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

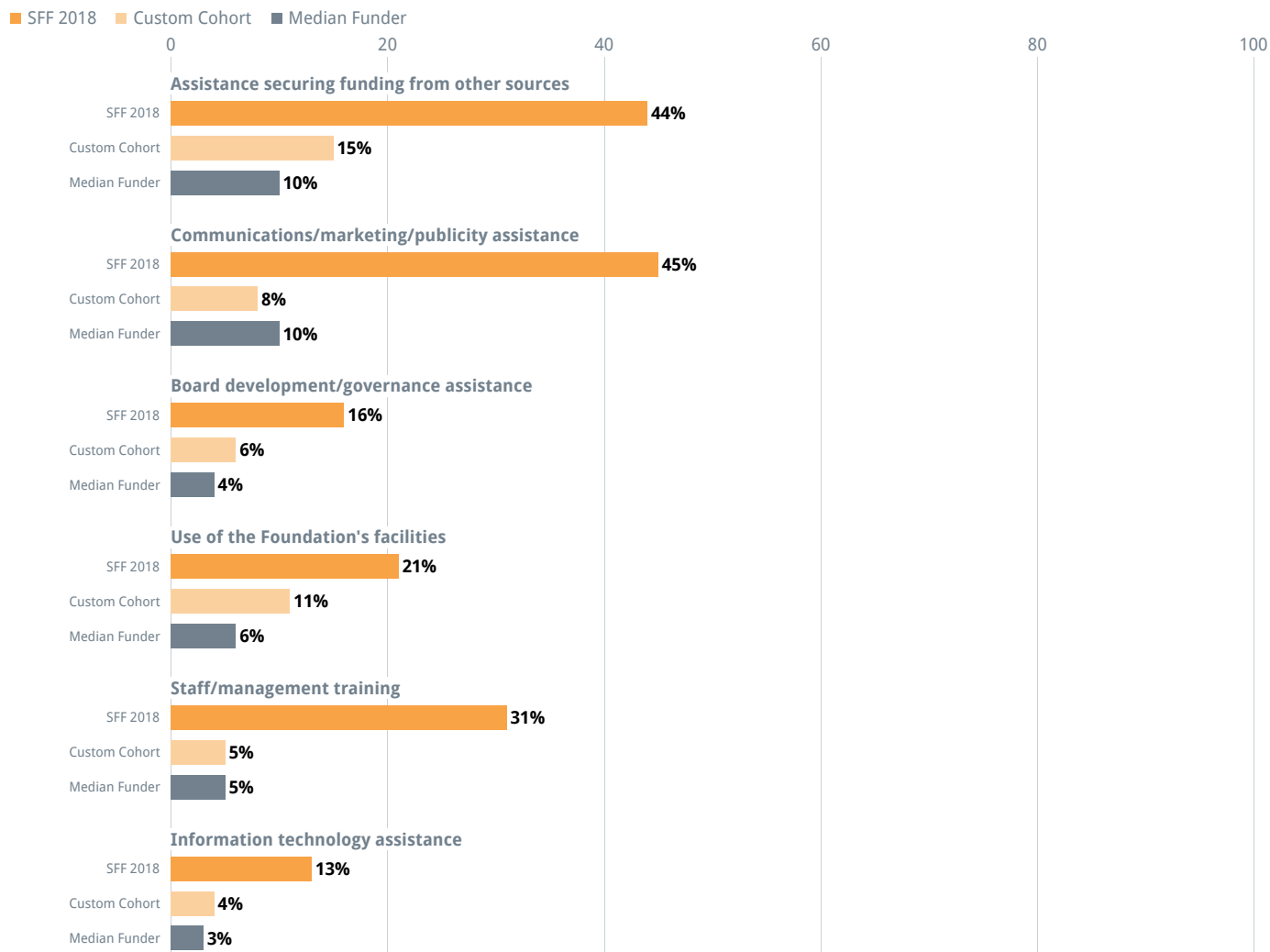
■ Less than One Year ■ 1-4 Years ■ 4-6 Years ■ 6 Years or Longer



Other Assistance Activities

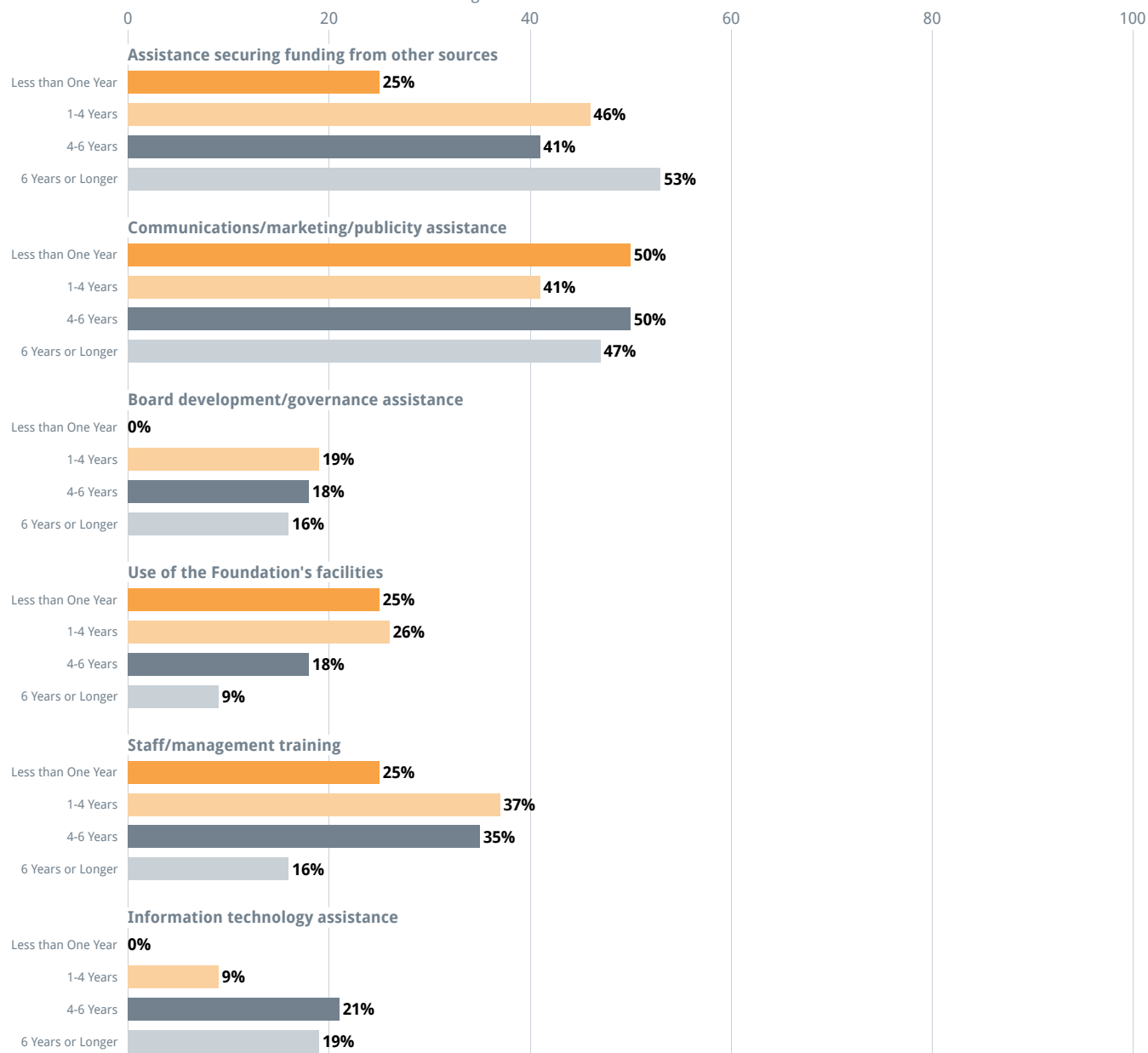
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Other Assistance



Percentage of Grantees that Received Other Assistance - By Subgroup

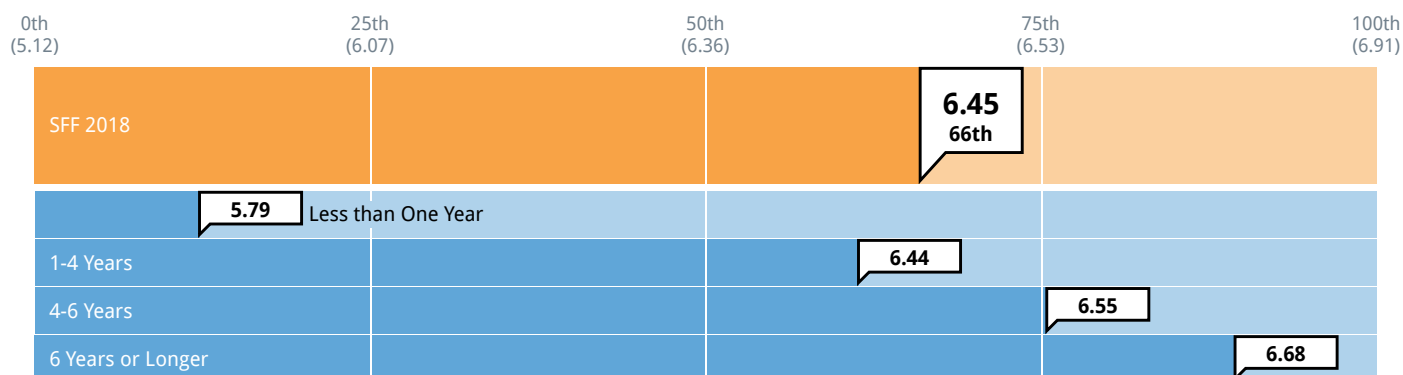
■ Less than One Year ■ 1-4 Years ■ 4-6 Years ■ 6 Years or Longer



Segal Specific Custom Questions

Overall, how satisfied are you with your experience with the Foundation?

1 = Very dissatisfied 7 = Extremely satisfied



Cohort: **None** ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

To what extent has the Foundation increased your connections to peers, field leaders, and/ or other collaborators in your field?

1 = Not at all 7 = To a great extent

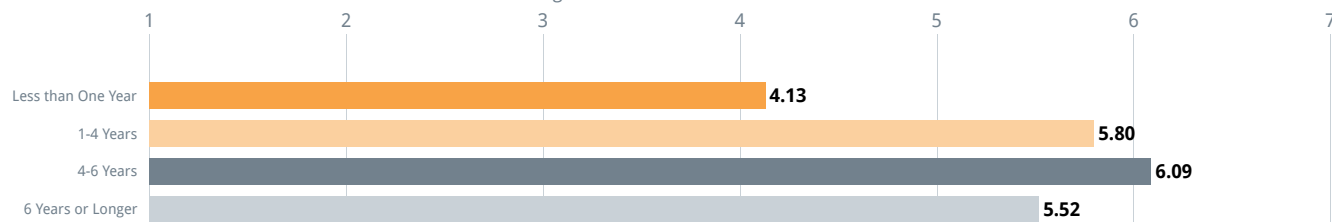
■ SFF 2018



To what extent has the Foundation increased your connections to peers, field leaders, and/ or other collaborators in your field? - By Subgroup

1 = Not at all 7 = To a great extent

■ Less than One Year ■ 1-4 Years ■ 4-6 Years ■ 6 Years or Longer



Obtaining Additional Funding from Other Sources

Did the Foundation actively attempt to assist you in obtaining additional funding from other sources? SFF 2018

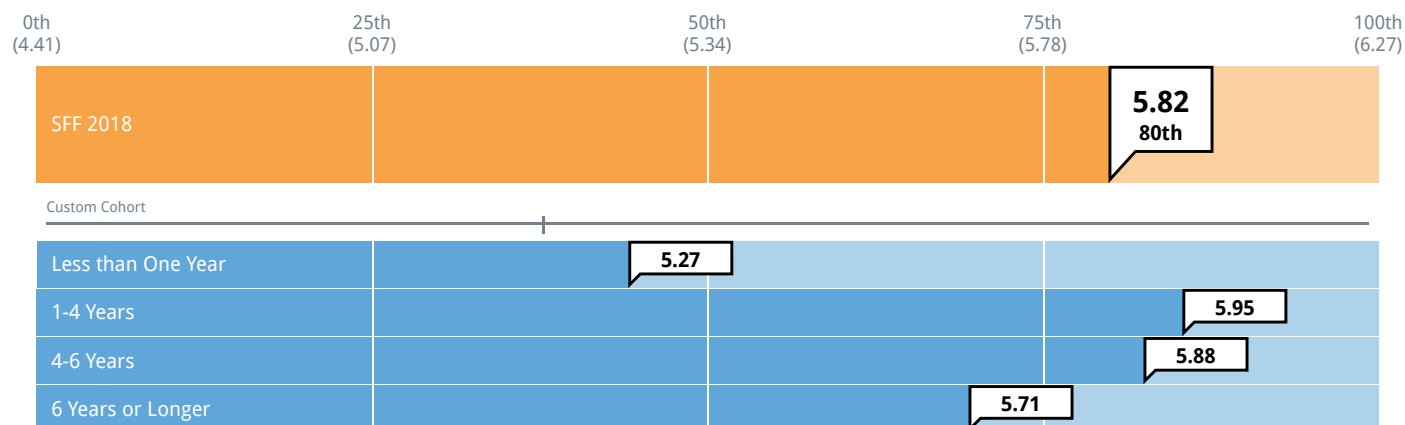
No	24%
Yes	76%

Did the Foundation actively attempt to assist you in obtaining additional funding from other sources? (By Subgroup) Less than One Year 1-4 Years 4-6 Years 6 Years or Longer

No	46%	22%	21%	19%
Yes	54%	78%	79%	81%

To what extent did the Foundation's reputation lend credibility to your efforts to obtain additional funding from other sources?

1 = No impact 7 = Significant positive impact



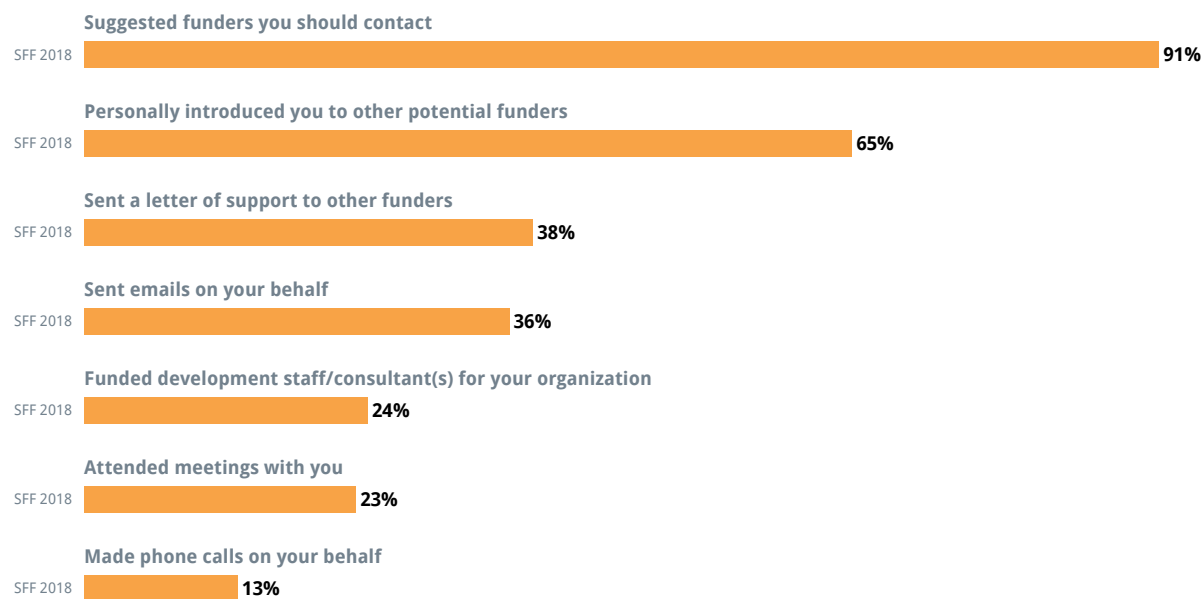
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Relationship Length ▼

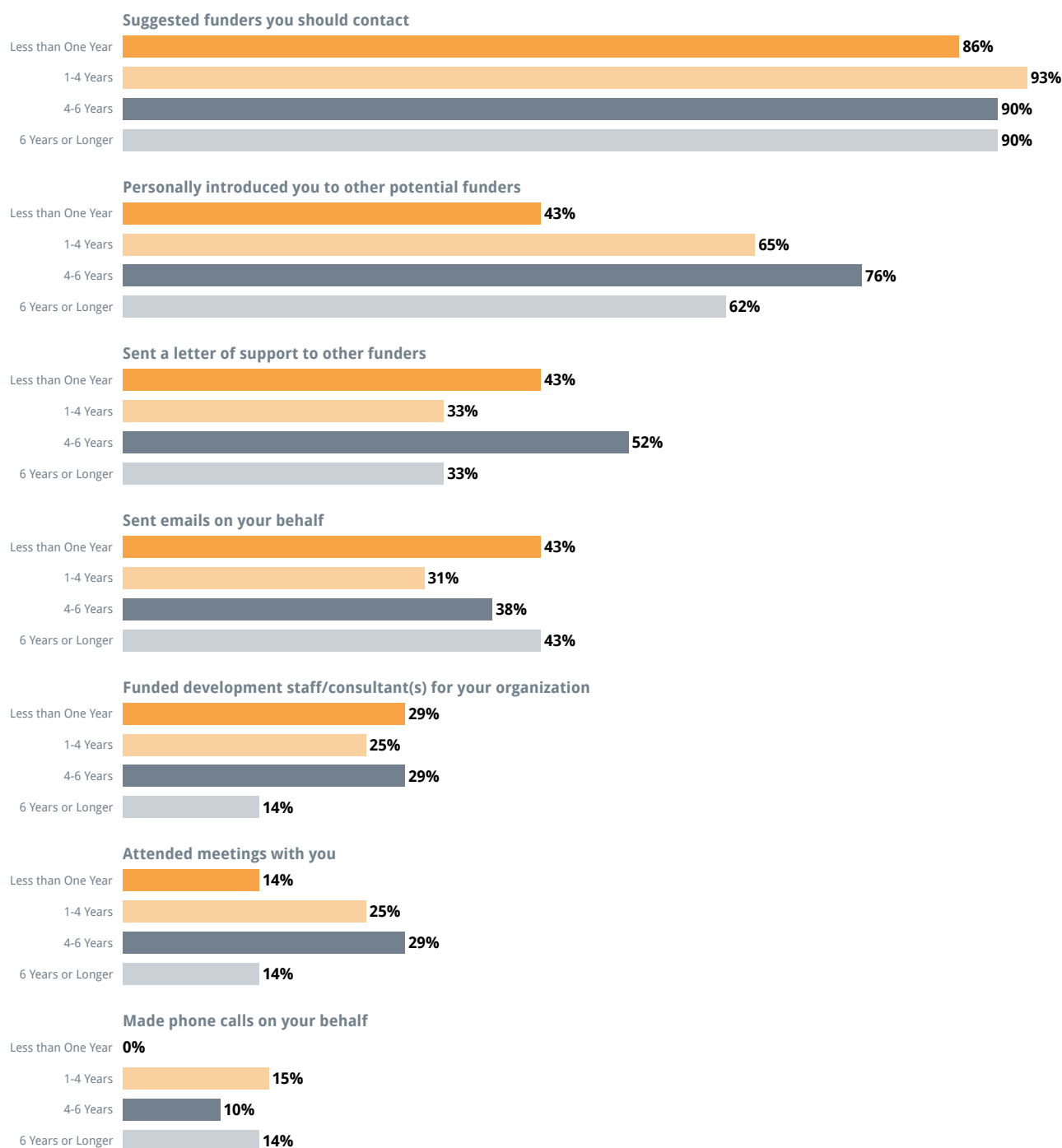
How did the Foundation assist you in obtaining additional funding from other sources?

■ SFF 2018



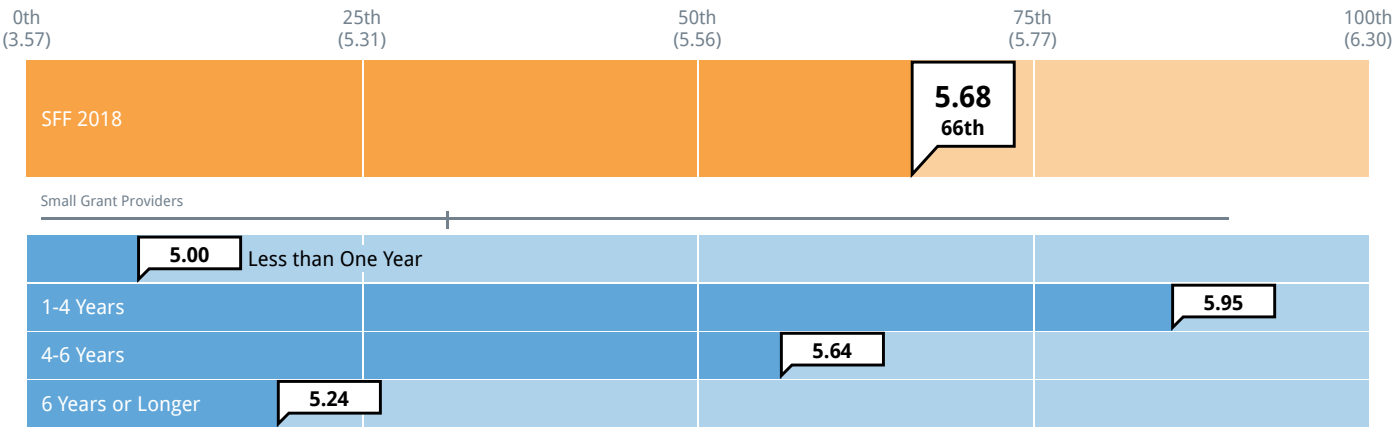
How did the Foundation assist you in obtaining additional funding from other sources? - By Subgroup

■ Less than One Year ■ 1-4 Years ■ 4-6 Years ■ 6 Years or Longer



How much impact did the Foundation's efforts have on your ability to obtain additional funding from other sources?

1 = No impact 7 = Significant positive impact



Cohort: Small Grant Providers Past results: ☒ On ☐ Off Subgroup: Relationship Length

Grantees' Open-Ended Comments

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

1. "Please comment on the quality of SFF's processes, interactions, and communications. Your answer will help us better understand what it is like to work with SFF."
2. "Please comment on the impact SFF is having on your field, community, or organization. Your answer will help us to better understand the nature of SFF's impact."
3. "What specific improvements would you suggest that would make SFF 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 SFF's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

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

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications	SFF 2018	Average Funder	Custom Cohort
Positive comment	79%	71%	79%
Comment with at least one constructive theme	21%	28%	21%

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 161 grantees that responded to the survey, provided 112 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
Quality and Quantity of Interactions	34%
Non-Monetary Assistance	26%
Grantmaking Characteristics	14%
Reporting Process	8%
Impact on and Understanding of Grantees' Fields	6%
Clarity and Consistency of Communications	5%
Proposal	2%
Other	4%

Selected Comments

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

A sample of comments from each topic is listed below.

Quality and Quantity of Interactions (34% N=38)

- More Site Visits (N = 12)
 - "Visit the grantees regularly and see the work done."
 - "More site visits."
 - "Come for site visits, if possible."
- Improve Responsiveness (N = 10)
 - "Hard to get responses to simple questions."
 - "Improve responsiveness to emails."
 - "Timely respond to our requests whether it's a yes or no"
- More Frequent Interactions (N = 7)
 - "Create time to have conversations with us about our work."
 - "It would be great to have more of an on-going dialogue with our program officer rather than a once per year check in."
- Hire More Staff (N = 5)
 - "Hire more Program Officers so that the team isn't so overworked!"
 - "Improve the ratio of staff to organizations that a staff member monitors so they can become more involved with the organizations they work with."
- Reduce Contact Changes (N = 3)
 - "Less turnover of program officers."
- Other (N = 1)

Non-Monetary Assistance (26% N=29)

- Assistance Securing Funding from Other Sources (N = 10)
 - "Where possible, introductions to additional funders would be wonderful, as the SFF stamp of approval is very valuable/meaningful."
 - "Linkage to other donors/funders."
 - "Up its efforts to support the partner organizations to get other funding partners and opportunities."
- Provide More Trainings (N = 7)
 - "Specific staff trainings"
 - "Increase opportunities for external training of grantee managers and boards."
 - "If there is one thing we may ask is more ... advice, in the form of a training, or even a one day or half day session with a non-profit organization expert."
- Provide More Capacity Building (N = 4)
 - "I would recommend that the foundation builds more capacity of their partners. Not only focusing on the founding partners but also their staff."
 - "To organize more capacity building workshops for its grantees"
- Facilitate Collaborations (N = 2)
 - "More meetings and sessions with other like organizations"
- Improve Access to Events/Workshops/Seminars (N = 2)
 - "Our organization is based many hours outside of any major hub. Many of the networking events and seminars are hosted in major cities..., making it very difficult for our staff to participate. This is an access issue for remote organizations."
- Other (N = 4)

Grantmaking Characteristics (14% N=16)

- Longer Grants (N = 7)
 - "Consider multi-year commitments."
 - "Help to secure longer term funding."
 - "[Enter] into multi-year contracts/agreements to provide longer term stability."
- Larger Grant Size (N = 6)
 - "I would encourage the Foundation to increase grant amounts."
 - "Increase the grant size to support specific projects on a large scale."
 - "It would be nice to be able to ask for a particular amount of funding to be considered."
- More Flexible Grants (N = 3)
 - "More core funding is needed."

Reporting Process (8% N=9)

- Decease Emphasis on Metrics (N = 2)
 - "Look beyond the measurable goals. There are some things that cannot be quantified."
- Make More Adaptive (N = 2)
 - "An improvement would be to let organizations decide on their own reporting format."
- Improve the Online System (N = 3)
 - "Improve the online portal, which is difficult to use and not very intuitive."
- Provide More Feedback (N = 1)
- Other (N = 1)

Impact on and Understanding of Grantees' Fields (6% N=7)

- Suggestions for Areas to Fund (N = 4)
 - "I would like to see the Foundation focus its resources on providing education opportunities for Africans who cannot access school in their own country, or helping those countries improve the quality of the education they offer citizens."
- Share Best Practices (N = 3)
 - "Share your wisdom with other funders!"

Clarity and Consistency of Communications (5% N=6)

- Clarify Communications about the Foundations Funding Strategy (N = 6)
 - "Clarity on what opportunities are available to what subset of the portfolio e.g. KSS grants or capacity building grants appear to be more accessible by those who know the system I have heard through the grantee grapevine that SFF only funds an organization for 6 years. Not sure if this is true or just hearsay but it would be helpful to know expectations around funding durations/ timelines/ renewals."
 - "Most of their upcoming opportunities first make a selection of a few organisations without clear indication on why some grantees make the cut and others do not. It would be helpful to have clear communication on what they are doing and why some grantees are well fitted for it and others are not."

Proposal (2% N=2)

- Time between Submission of Application and Clear Commitment of Funding (N = 2)
 - "Shorter response period between application and confirmation."

Other (4% N=5)

- Other (N = 5)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	SFF 2018	Median Funder	Custom Cohort
Average grant length	2.2 years	2.2 years	2 years

Length of Grant Awarded	SFF 2018	Average Funder	Custom Cohort
1 year	49%	45%	41%
2 years	18%	24%	31%
3 years	18%	18%	20%
4 years	8%	4%	3%
5 or more years	8%	8%	6%

Type of Grant Awarded	SFF 2018	Average Funder	Custom Cohort
Program / Project Support	21%	65%	60%
General Operating / Core Support	78%	21%	31%
Capital Support: Building / Renovation / Endowment Support / Other	1%	5%	3%
Technical Assistance / Capacity Building	0%	4%	3%
Scholarship / Fellowship	1%	2%	1%
Event / Sponsorship Funding	0%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Average grant length	1 years	1.8 years	2.2 years	3.8 years

Length of Grant Awarded (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
1 year	88%	50%	45%	30%
2 years	13%	23%	15%	12%
3 years	0%	18%	15%	27%
4 years	0%	9%	15%	0%
5 or more years	0%	0%	9%	30%

Type of Grant Awarded (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Program / Project Support	50%	19%	18%	12%
General Operating / Core Support	50%	79%	82%	85%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	3%
Technical Assistance / Capacity Building	0%	0%	0%	0%
Scholarship / Fellowship	0%	1%	0%	0%
Event / Sponsorship Funding	0%	0%	0%	0%

Grant Size

Grant Amount Awarded	SFF 2018	Median Funder	Custom Cohort
Median grant size	\$57.5K	\$89K	\$100K

Grant Amount Awarded	SFF 2018	Average Funder	Custom Cohort
Less than \$10K	2%	9%	3%
\$10K - \$24K	16%	12%	7%
\$25K - \$49K	24%	13%	16%
\$50K - \$99K	27%	16%	19%
\$100K - \$149K	10%	9%	13%
\$150K - \$299K	10%	16%	17%
\$300K - \$499K	10%	8%	10%
\$500K - \$999K	1%	7%	9%
\$1MM and above	0%	9%	6%

Median Percent of Budget Funded by Grant (Annualized)	SFF 2018	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	10%	4%	4%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Median grant size	\$25K	\$50K	\$90K	\$156K

Grant Amount Awarded (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Less than \$10K	0%	1%	6%	0%
\$10K - \$24K	44%	20%	3%	6%
\$25K - \$49K	50%	25%	15%	19%
\$50K - \$99K	0%	37%	36%	6%
\$100K - \$149K	0%	7%	15%	16%
\$150K - \$299K	6%	5%	15%	16%
\$300K - \$499K	0%	5%	9%	29%
\$500K - \$999K	0%	0%	0%	6%
\$1MM and above	0%	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Size of grant relative to size of grantee budget	12%	12%	7%	6%

Grantee Characteristics

Operating Budget of Grantee Organization	SFF 2018	Median Funder	Custom Cohort
Median Budget	\$0.5M	\$1.5M	\$1.5M

Operating Budget of Grantee Organization	SFF 2018	Average Funder	Custom Cohort
<\$100K	14%	8%	6%
\$100K - \$499K	37%	19%	20%
\$500K - \$999K	23%	13%	15%
\$1MM - \$4.9MM	21%	30%	32%
\$5MM - \$24MM	4%	18%	17%
>=\$25MM	1%	11%	9%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Median Budget	\$0.2M	\$0.3M	\$0.7M	\$1M

Operating Budget of Grantee Organization (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
<\$100K	20%	19%	6%	6%
\$100K - \$499K	67%	38%	38%	18%
\$500K - \$999K	7%	23%	28%	24%
\$1MM - \$4.9MM	7%	17%	19%	39%
\$5MM - \$24MM	0%	0%	9%	12%
>=\$25MM	0%	3%	0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	SFF 2018	Average Funder	Custom Cohort
First grant received from the Foundation	16%	29%	35%
Consistent funding in the past	83%	53%	56%
Inconsistent funding in the past	2%	18%	10%

Funding Status and Grantees Previously Declined Funding	SFF 2018	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	97%	81%	83%
Percent of grantees previously declined funding by the Foundation	10%	30%	18%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
First grant received from the Foundation	88%	14%	0%	0%
Consistent funding in the past	13%	83%	100%	97%
Inconsistent funding in the past	0%	3%	0%	3%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Less than One Year	1-4 Years	4-6 Years	6 Years or Longer
Percent of grantees currently receiving funding from the Foundation	94%	95%	100%	100%
Percent of grantees previously declined funding by the Foundation	20%	9%	9%	7%

Grantee Demographics

Job Title of Respondents	SFF 2018	Average Funder	Custom Cohort
Executive Director	76%	47%	46%
Other Senior Management	13%	15%	15%
Project Director	3%	13%	12%
Development Director	4%	8%	11%
Other Development Staff	3%	7%	8%
Volunteer	1%	1%	1%
Other	0%	8%	7%

Gender of Respondents	SFF 2018	Average Funder	Custom Cohort
Female	60%	62%	59%
Male	38%	35%	39%
Prefer to self-identify	0%	0%	0%
Prefer not to say	2%	3%	3%

Funder Characteristics

Financial Information	SFF 2018	Median Funder	Custom Cohort
Total assets	\$126.1M	\$227.6M	\$126.1M
Total giving	\$11M	\$16.3M	\$11.1M

Funder Staffing	SFF 2018	Median Funder	Custom Cohort
Total staff (FTEs)	10	15	11
Percent of staff who are program staff	55%	40%	45%

Grantmaking Processes	SFF 2018	Median Funder	Custom Cohort
Proportion of grants that are proactive	0%	43%	88%
Proportion of grantmaking dollars that are proactive	0%	60%	80%

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 SFF’s grantee survey was 161.

Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	157
How well does the Foundation understand the field in which you work?	155
To what extent has the Foundation advanced the state of knowledge in your field?	135
To what extent has the Foundation affected public policy in your field?	104
Overall, how would you rate the Foundation's impact on your local community?	150
How well does the Foundation understand the local community in which you work?	151
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	156
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	155
How well does the Foundation understand your organization's strategy and goals?	151
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	154
Who most frequently initiated the contact you had with your program officer during this grant?	160
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	158
Has your main contact at the Foundation changed in the past six months?	160
Did you submit a proposal to the Foundation for this grant?	155
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?	104
How involved was Foundation staff in the development of your grant proposal?	103
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	98
Have you ever been declined funding from the Foundation?	151
Are you currently receiving funding from the Foundation?	157
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	160
How well does the Foundation understand your intended beneficiaries' needs?	149
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	151
Have you participated in a reporting or evaluation process?	159
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	142
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	137
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	143
To what extent was the Foundation's reporting process...Straightforward?	145
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	144
Did the Foundation provide financial support for the evaluation?	62
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	64
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	62
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	63
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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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