
GRANTEE PERCEPTION REPORT®

PREPARED FOR

The Winnipeg Foundation

January 2019



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

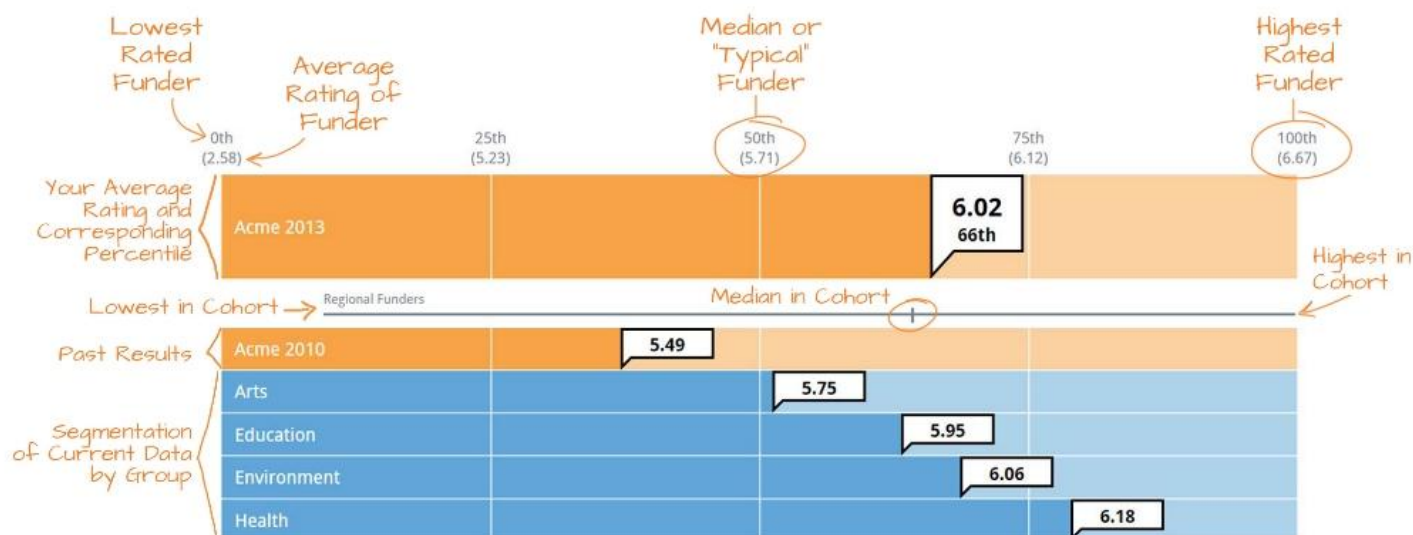
131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

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.

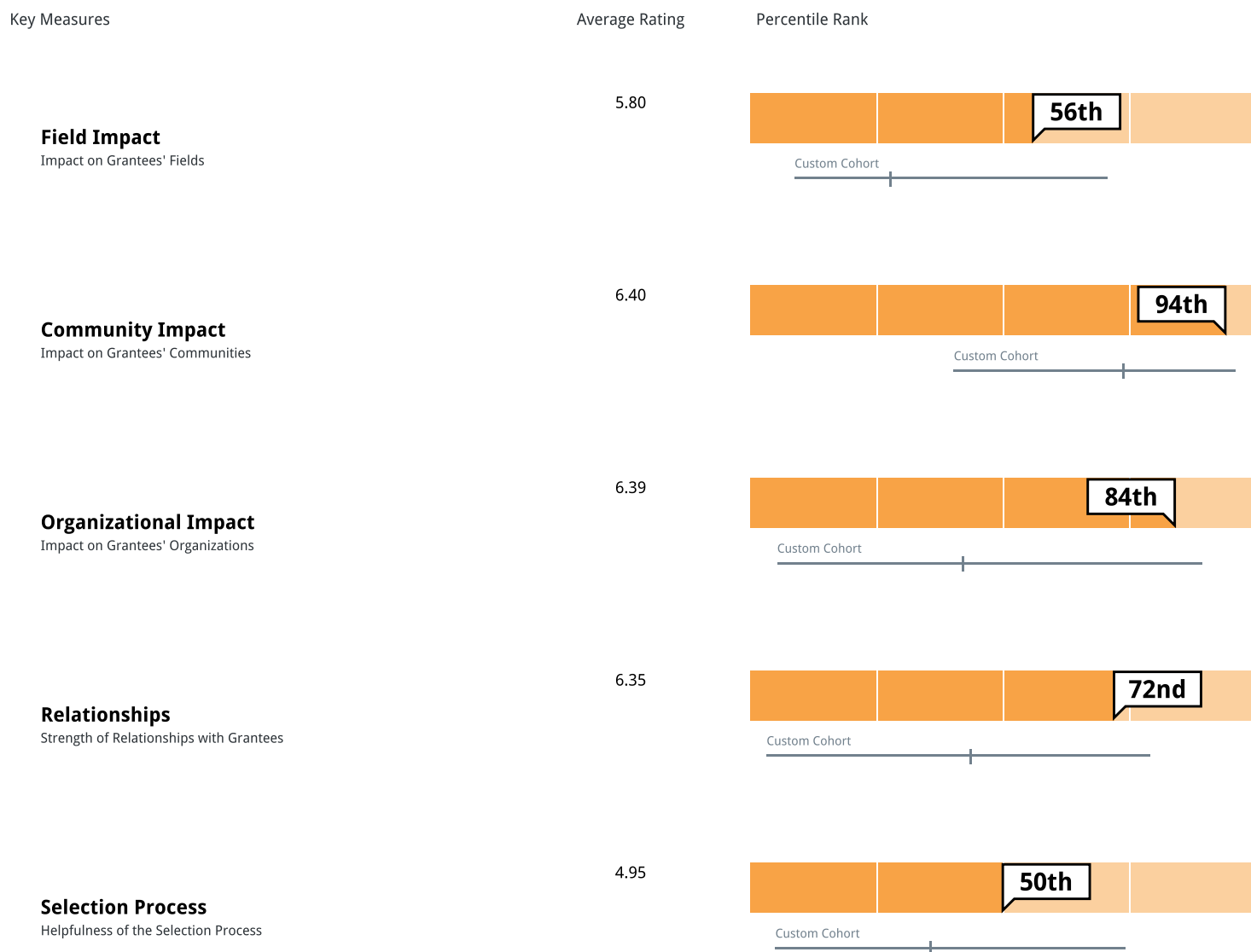
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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. Seventeen grantees described Winnipeg 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
Winnipeg 2018	September and October, 2018	229	176	77%

Survey Year	Year of Active Grants
Winnipeg 2018	January 2017 – May 2018

Throughout this report, The Winnipeg 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/gpr-participants>.

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

Subgroups

In addition to showing Winnipeg's overall ratings, this report shows ratings segmented by Program Area. The online version of this report also shows ratings segmented by Grant Size.

Program Area	Number of Responses
Arts and Culture	35
Community Service	74
Education and Employment	20
Environment	5
Health	23
Heritage	10
Recreation	9

Grant Size	Number of Responses
Less than \$10k	59
\$10-24k	64
\$25-99k	36
\$100k or more	13

Subgroup Methodology and Summary of Differences

Subgroup Methodology

Program Area: In the Foundation's contact list, grantees were tagged with their program area.

Grant Size: In the survey, grantees were asked to report the total funding committed for their grant. With their responses, CEP created categories that resembled Winnipeg's various grants, and then tagged respondents to those categories in the report. Grantees who did not answer the question are excluded from this level of analysis. All but four grantees answered this question.

Subgroup Differences

Program Area: No group consistently rates higher or lower than others when grantee ratings are segmented by program area.

Grant Size: Those who receive grants of \$100,000 or more provide significantly lower ratings than those who receive less than \$100,000 for the Foundation's impact on local communities.

Comparative Cohorts

Customized Cohort

Winnipeg selected a set of 15 funders to create a smaller comparison group of regional community foundations that more closely resemble it in scale and scope.

Custom Cohort

Central Indiana Community Foundation

Grand Rapids Community Foundation

Hartford Foundation for Public Giving

Hawai'i Community Foundation

New Hampshire Charitable Foundation

Rhode Island Foundation

The Boston Foundation

The Cleveland Foundation

The Denver Foundation

The Greater Cincinnati Foundation

The Minneapolis Foundation

The Philadelphia Foundation

The Pittsburgh Foundation

The Saint Paul Foundation

The Winnipeg 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	32	Funders with median grant size of \$20K or less
Large Grant Providers	78	Funders with median grant size of \$200K or more
High Touch Funders	36	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	32	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	68	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	75	Funders that make at most 10% of grants by invitation only
International Funders	38	Funders that fund outside of their own country

Annual Giving Cohorts

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

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	143	All private foundations in the GPR dataset

Family Foundations	67	All family foundations in the GPR dataset
Community Foundations	34	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	17	All corporate foundations in the GPR dataset

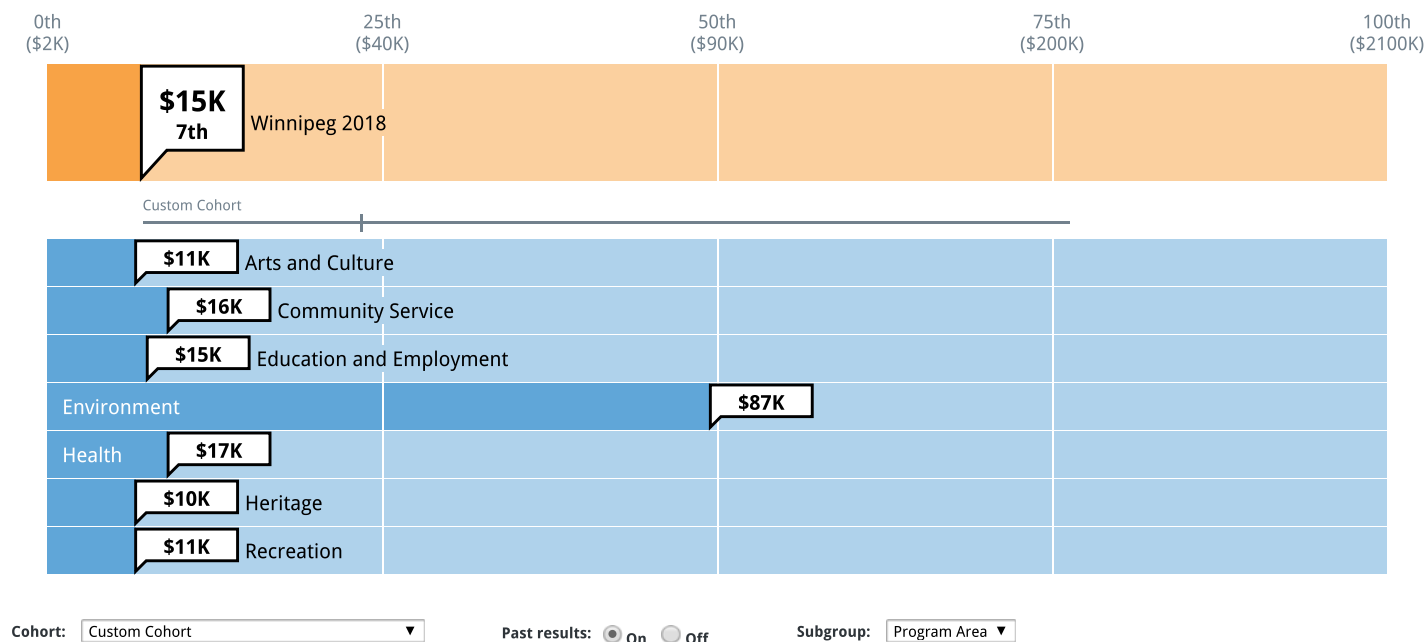
Other Cohorts

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

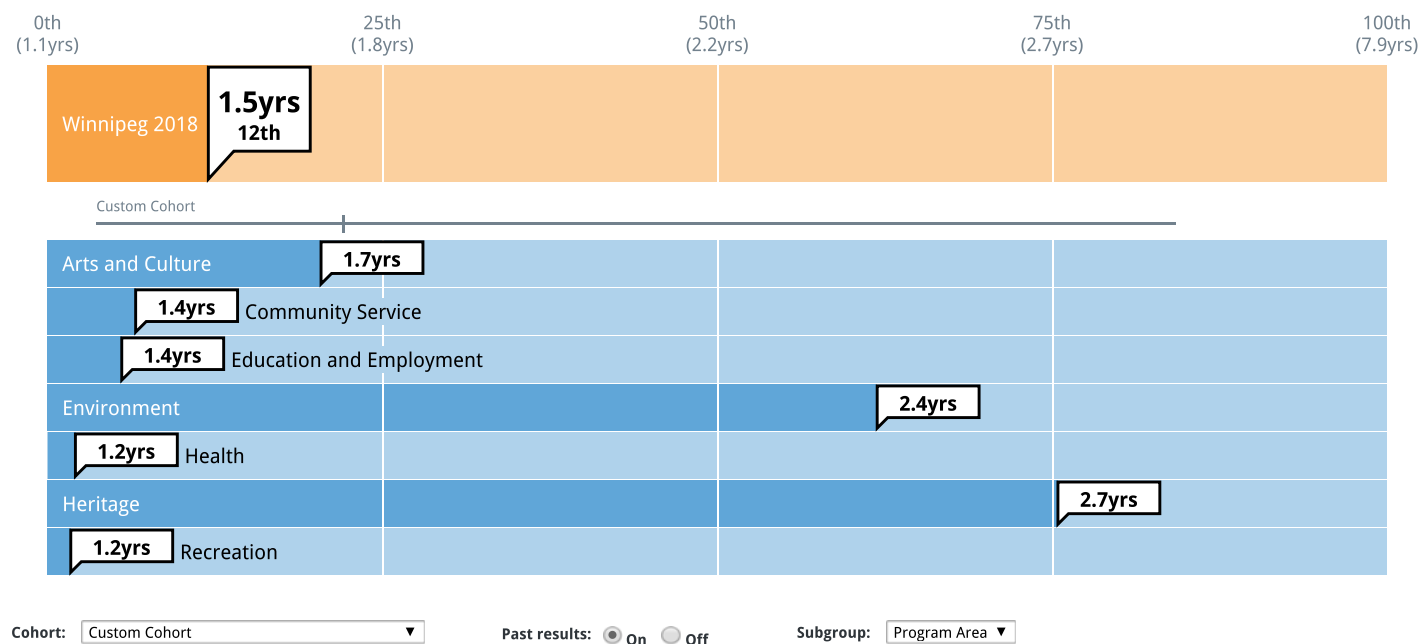
Grantmaking Characteristics

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

Median Grant Size

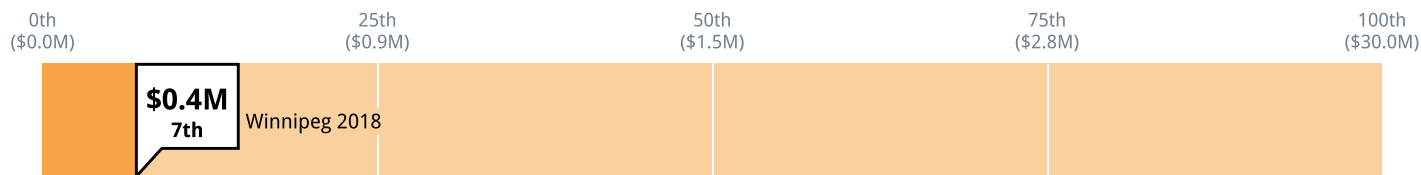


Average Grant Length

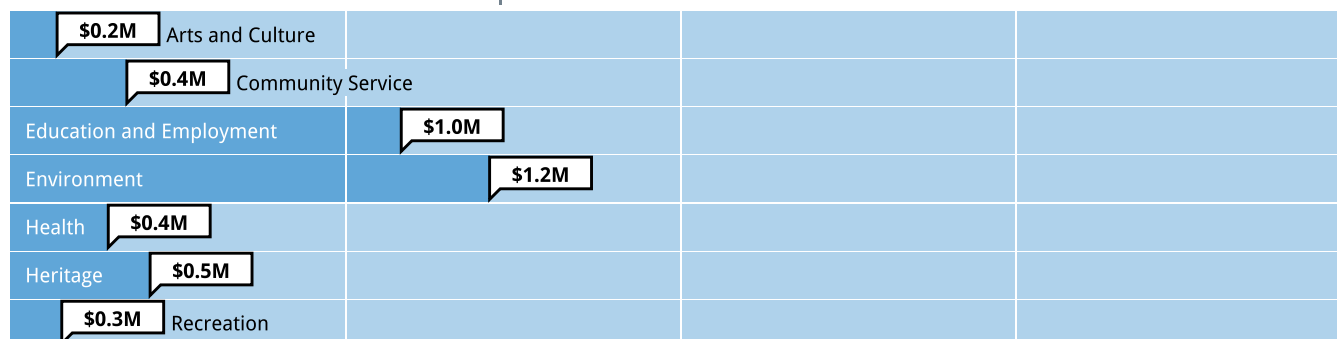


Behind the numbers: Grantees who report receiving multi-year grants rate significantly higher on many key measures in the report, including the Foundation's impact on and understanding of grantees' organizations, its awareness of grantees' challenges, and the quality of its relationships with grantees.

Median Organizational Budget



Custom Cohort

Cohort: Custom Cohort ▼Past results: ☒ On ☐ OffSubgroup: Program Area ▼

Type of Support	Winnipeg 2018	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	9%	21%	20%
Percent of grantees receiving program/project support	65%	65%	62%
Percent of grantees receiving other types of support	26%	14%	17%

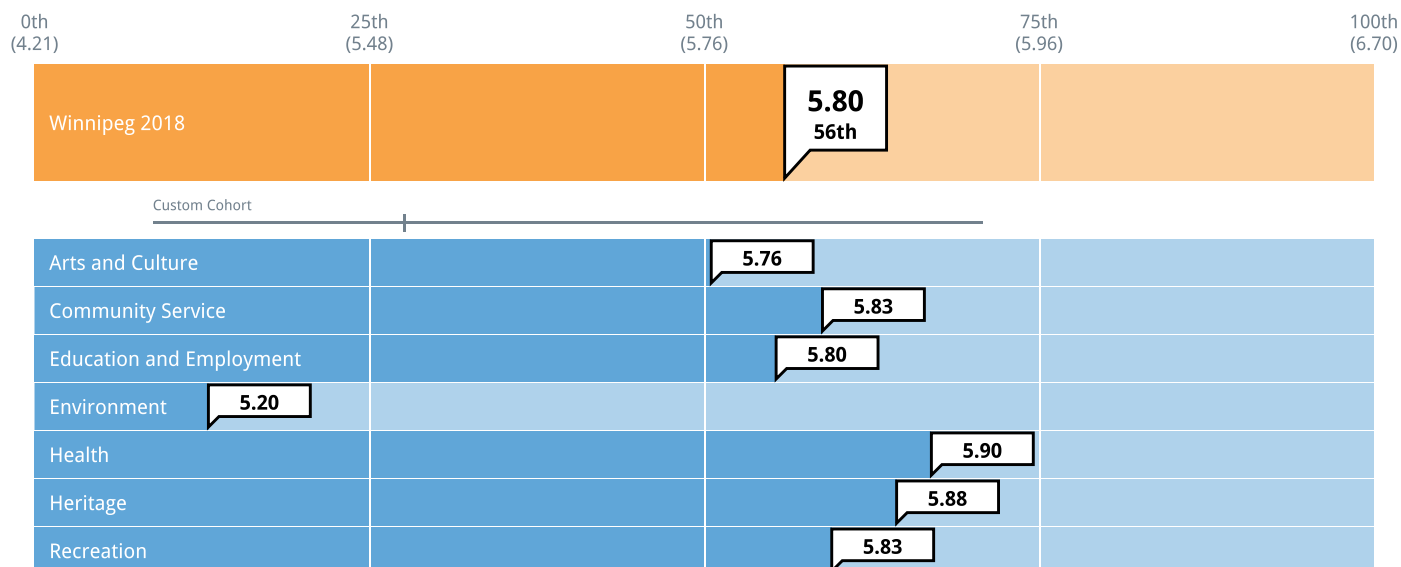
Grant History	Winnipeg 2018	Average Funder	Custom Cohort
Percentage of first-time grants	13%	29%	23%

Program Staff Load	Winnipeg 2018	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$3.5M	\$2.7M	\$4.3M
Applications per program full-time employee	42	29	42
Active grants per program full-time employee	32	33	35

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



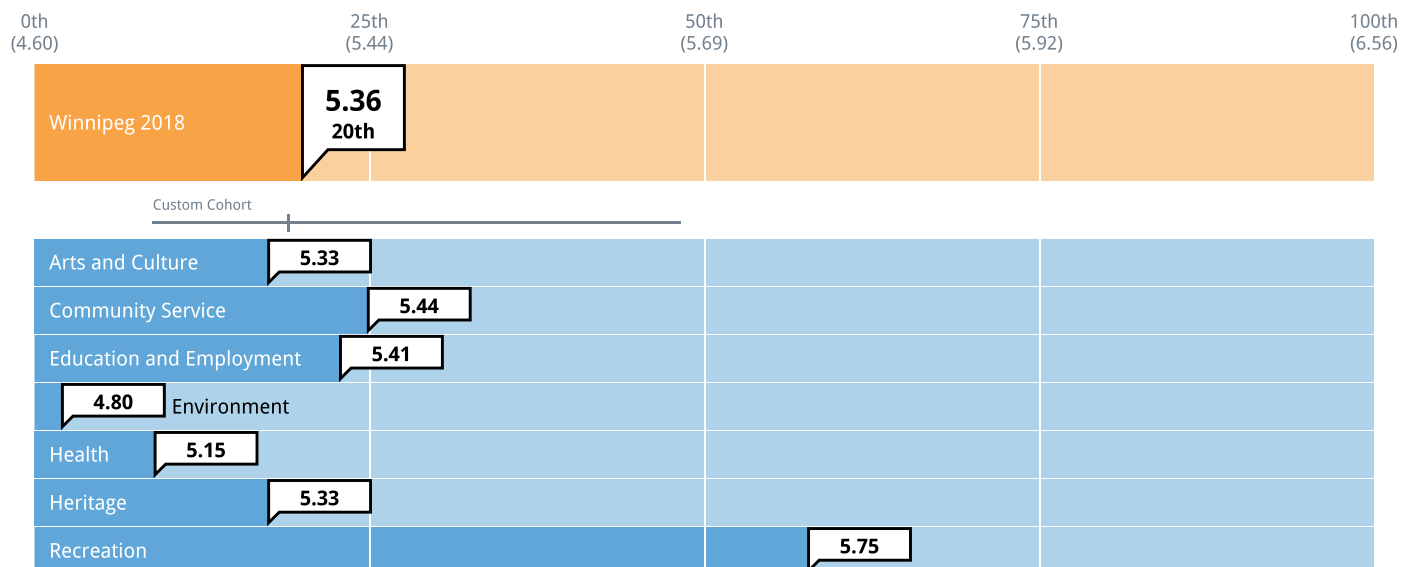
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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 ▼

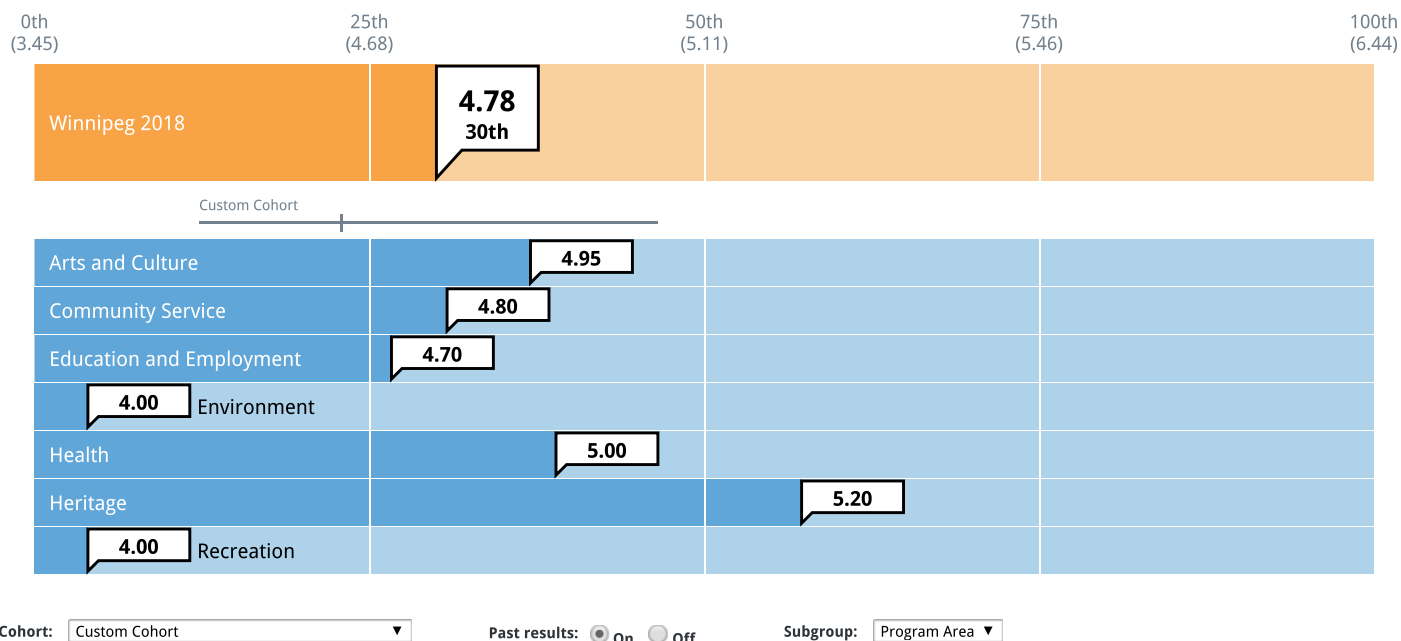
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Advancing Knowledge and Public Policy

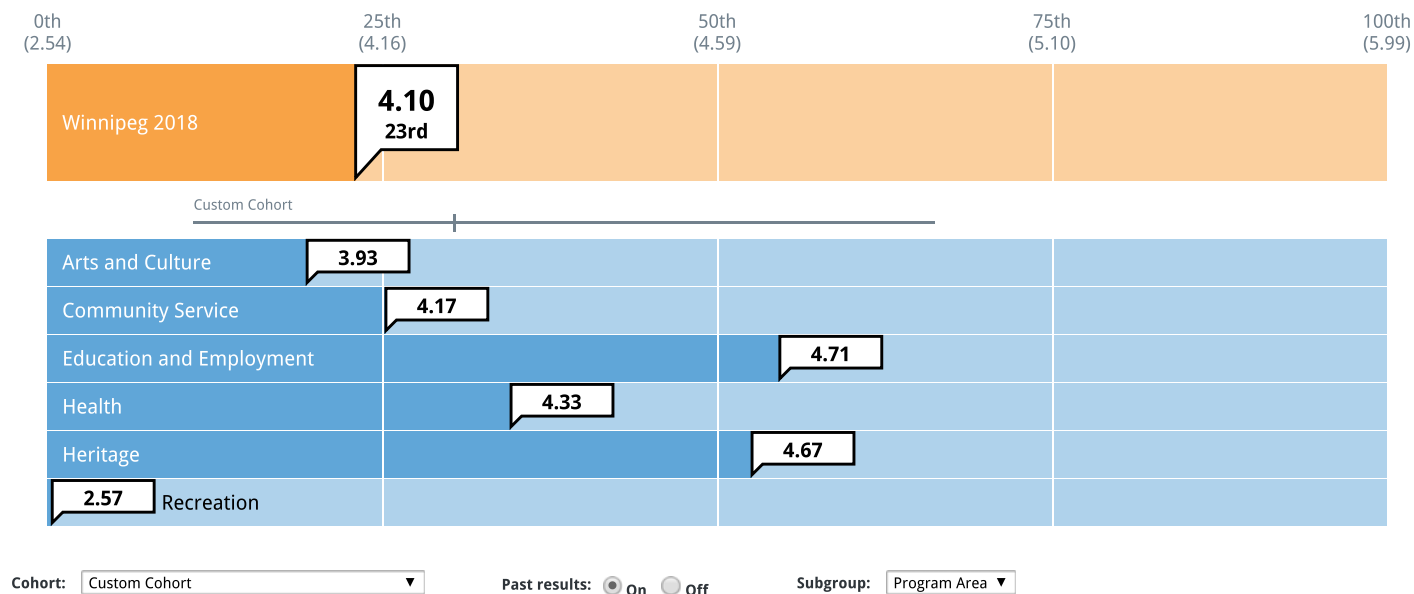
To what extent has the Foundation advanced the state of knowledge in your field?

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



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

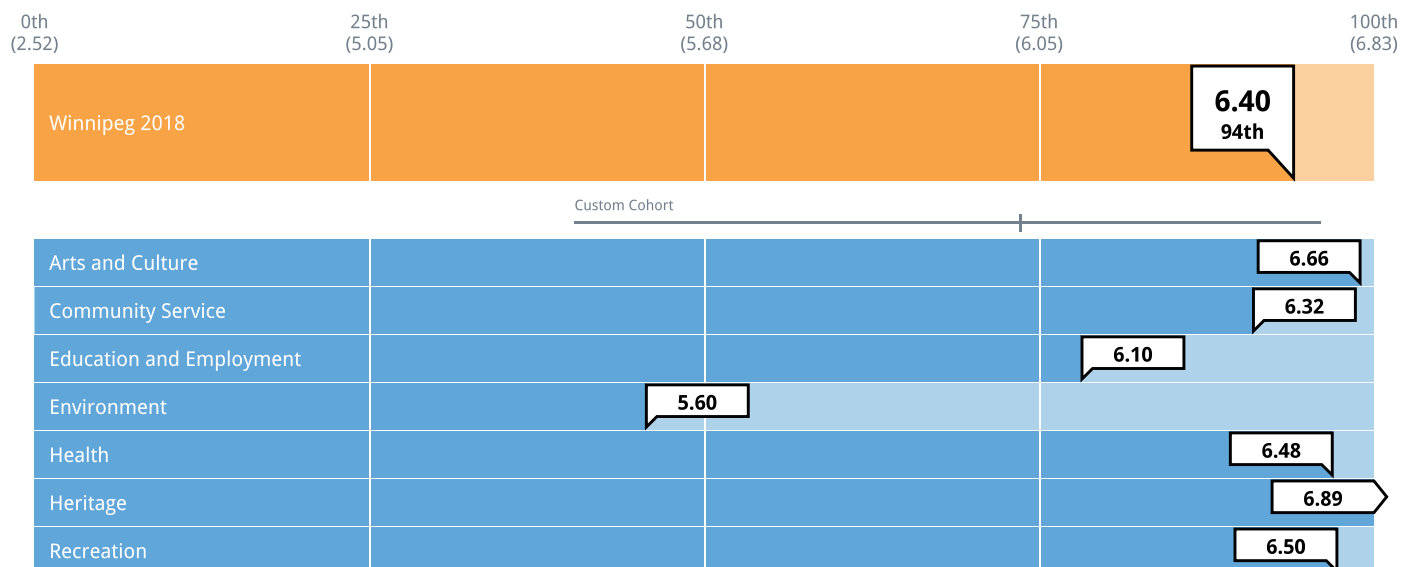
1 = Not at all 7 = Major influence on shaping public policy



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



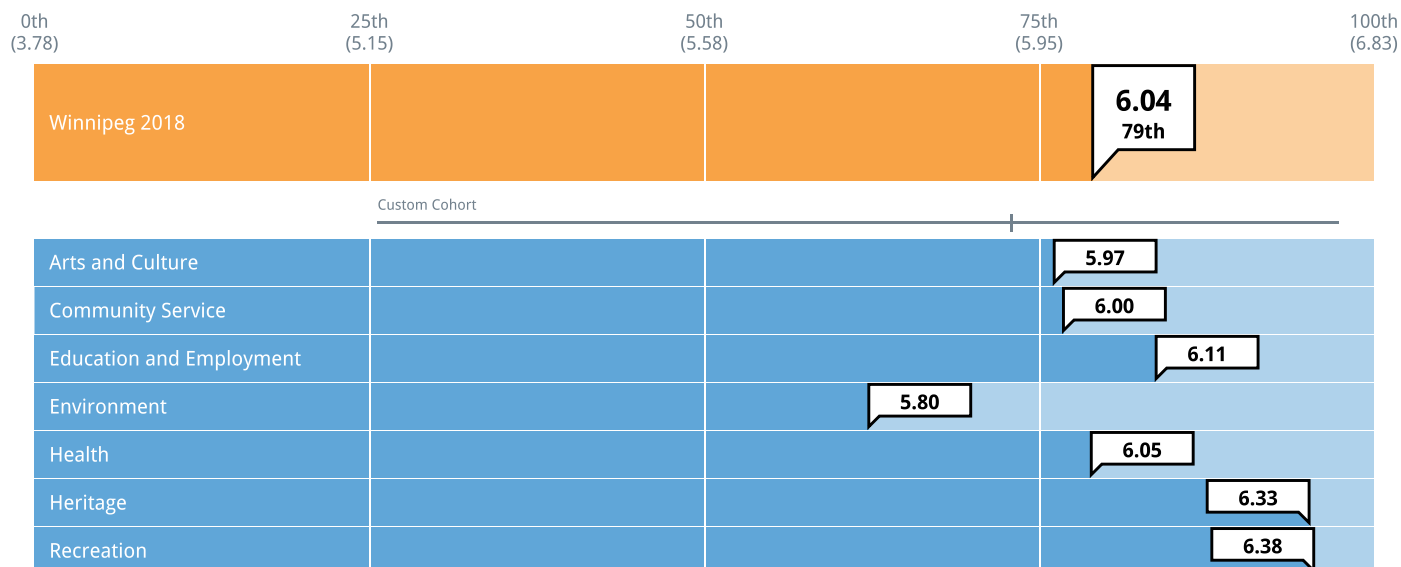
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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 ▼

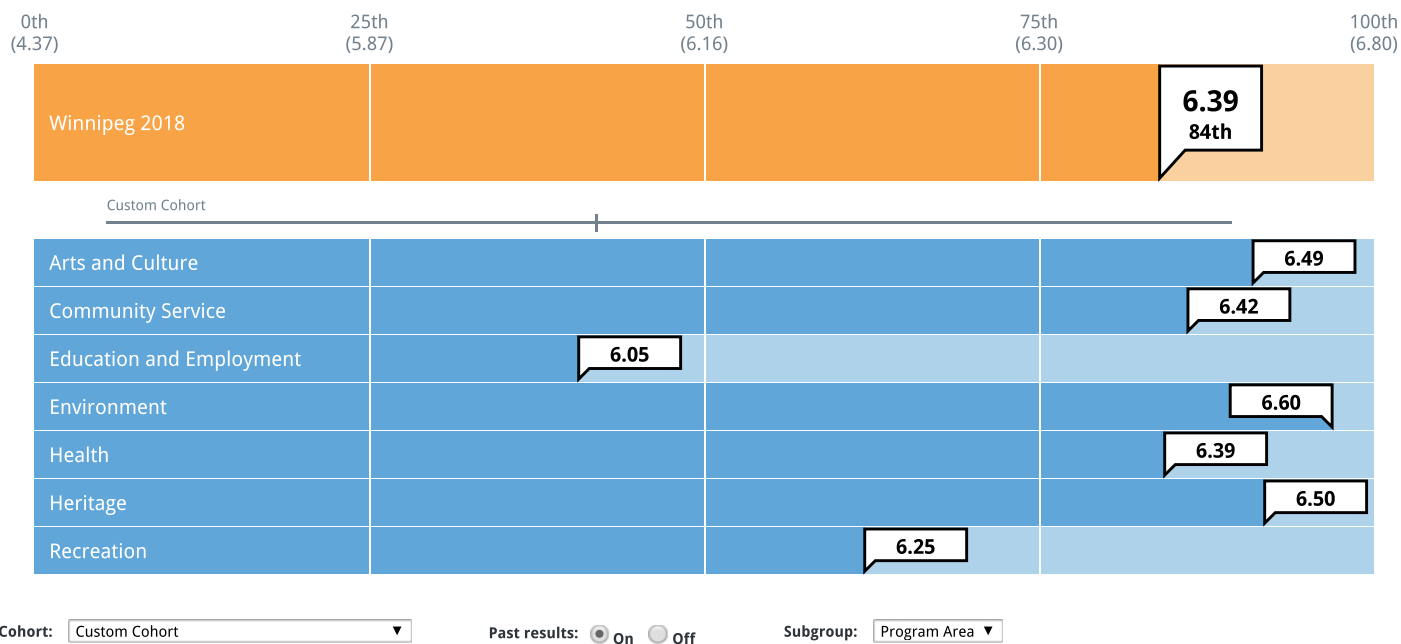
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Impact on and Understanding of Grantees' Organizations

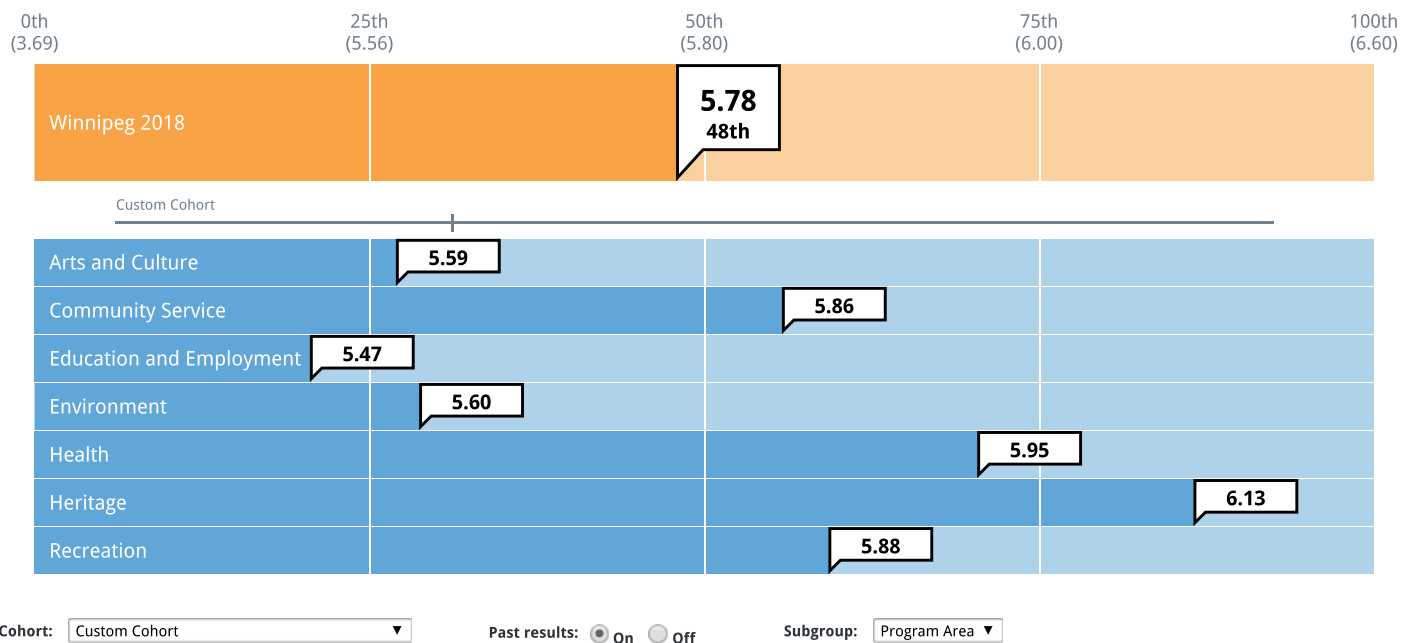
Overall, how would you rate the Foundation's impact on your organization?

1 = No impact 7 = Significant positive impact



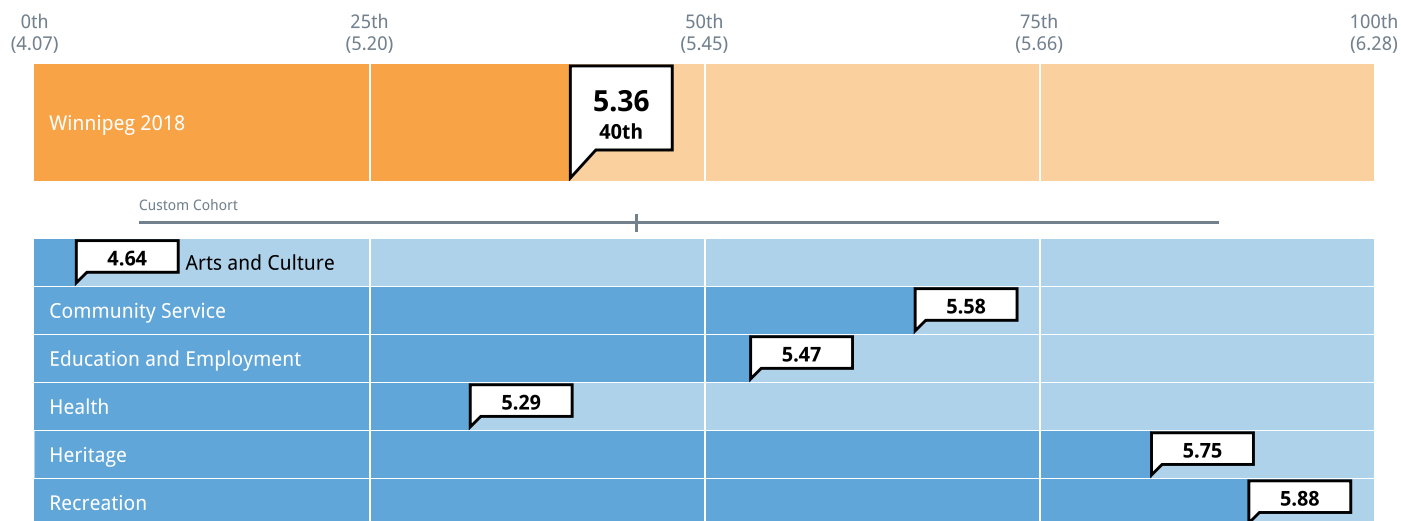
How well does the Foundation understand your organization's strategy and goals?

1 = Limited understanding 7 = Thorough understanding



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 ▼

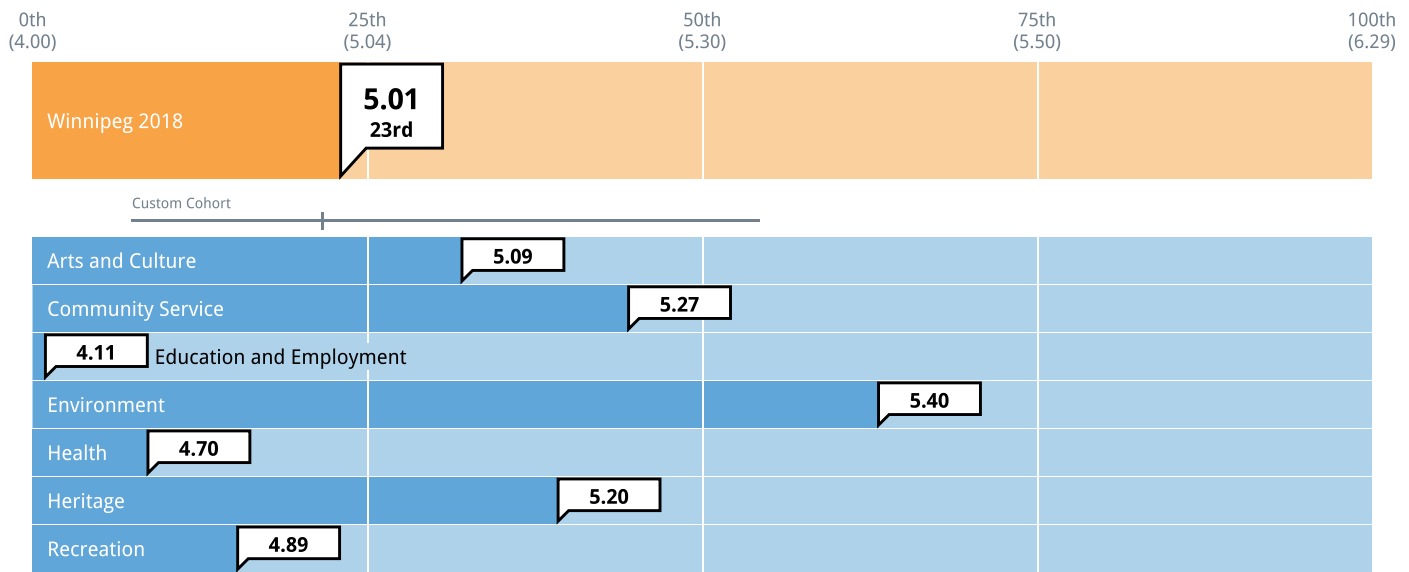
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Funder-Grantee Relationships

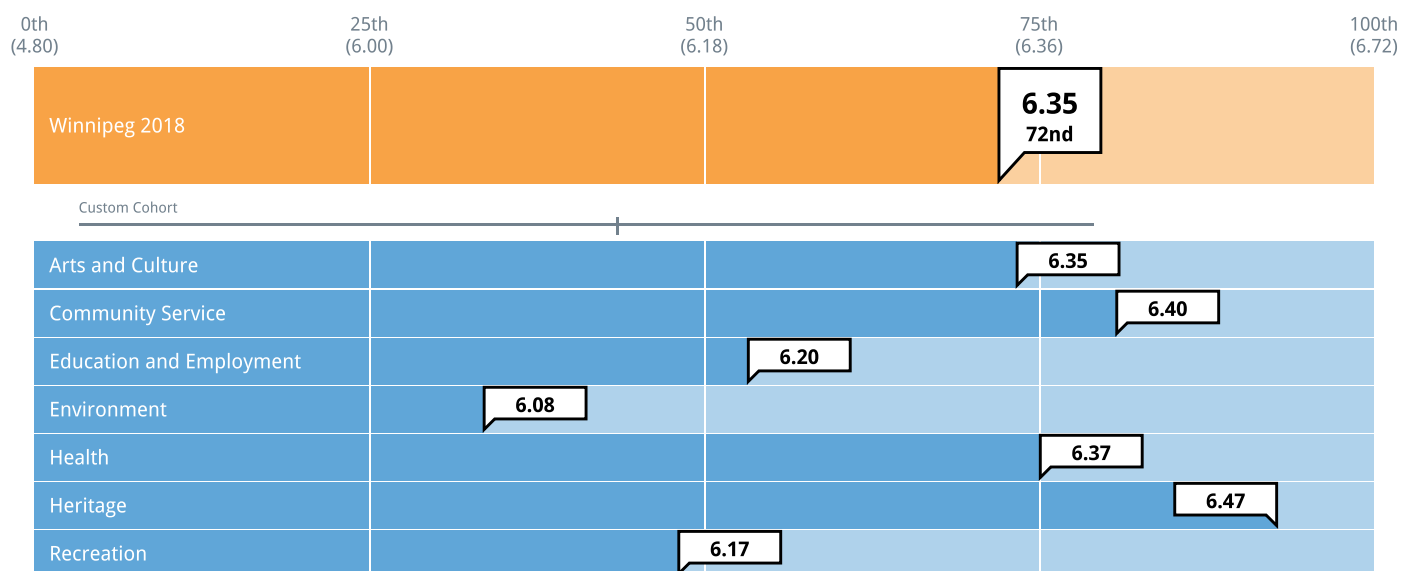
Funder-Grantee Relationships Summary Measure

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 Winnipeg
2. Comfort approaching Winnipeg if a problem arises
3. Responsiveness of Winnipeg staff
4. Clarity of communication of Winnipeg’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 ▼

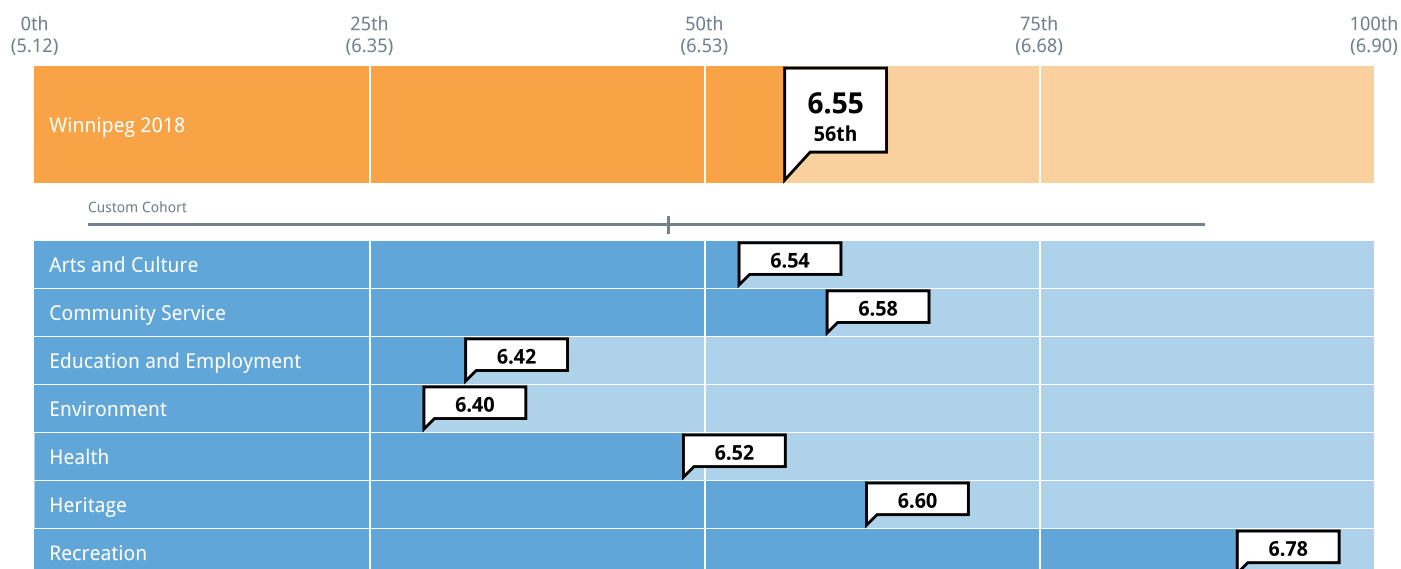
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Quality of Interactions

Overall, how fairly did the Foundation treat you?

1 = Not at all fairly 7 = Extremely fairly



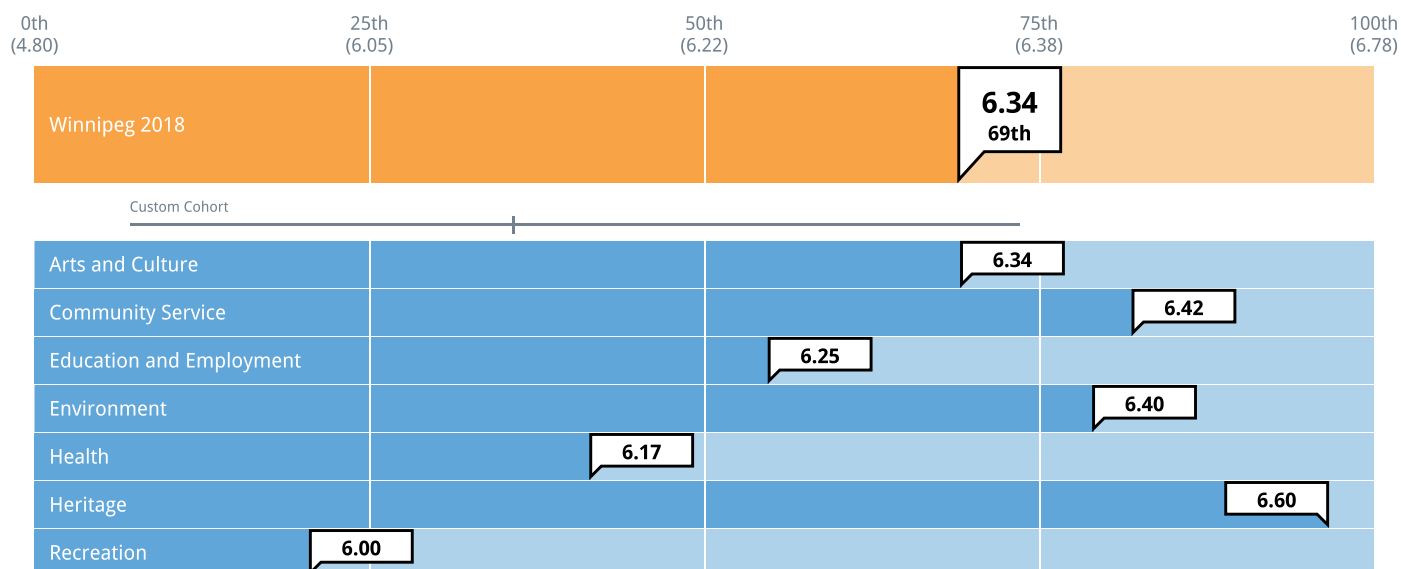
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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

1 = Not at all comfortable 7 = Extremely comfortable



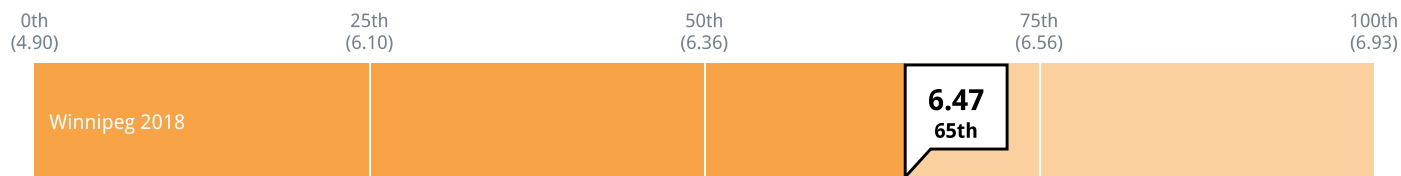
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

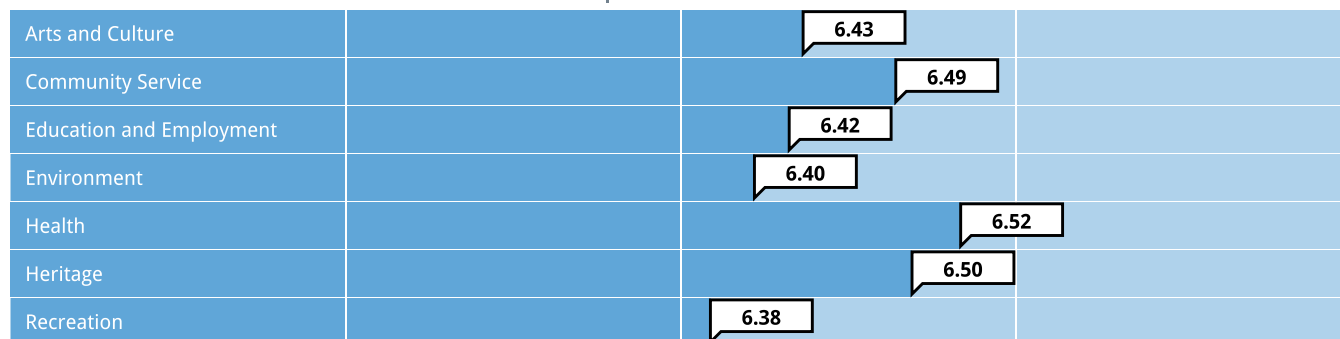
Subgroup: Program Area ▼

Overall, how responsive was Foundation staff?

1 = Not at all responsive 7 = Extremely responsive



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Interaction Patterns

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

Frequency of Contact with Program Officer	Winnipeg 2018	Average Funder	Custom Cohort
Weekly or more often	1%	3%	1%
A few times a month	3%	11%	5%
Monthly	5%	15%	9%
Once every few months	54%	53%	52%
Yearly or less often	37%	18%	33%

Frequency of Contact with Program Officer (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Weekly or more often	0%	0%	0%	0%	4%	0%	0%
A few times a month	0%	8%	0%	0%	0%	0%	0%
Monthly	6%	8%	0%	0%	4%	0%	0%
Once every few months	60%	51%	60%	40%	48%	50%	67%
Yearly or less often	34%	33%	40%	60%	43%	50%	33%

Behind the numbers: Grantees who report interacting with their grants associate at least a few times a year provide significantly higher ratings for the overall quality of their relationships with the Foundation.

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

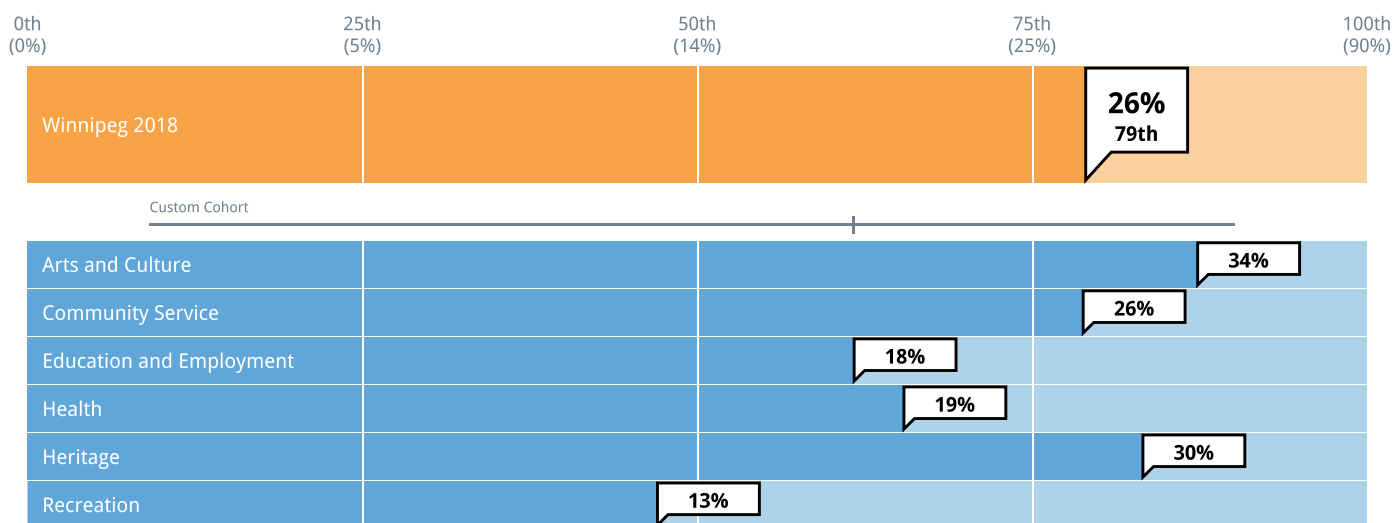
Initiation of Contact with Program Officer	Winnipeg 2018	Average Funder	Custom Cohort
Program Officer	19%	15%	13%
Both of equal frequency	31%	50%	40%
Grantee	50%	35%	48%

Initiation of Contact with Program Officer (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Program Officer	13%	25%	17%	20%	18%	11%	11%
Both of equal frequency	19%	41%	28%	40%	27%	33%	11%
Grantee	68%	33%	56%	40%	55%	56%	78%

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 ▼

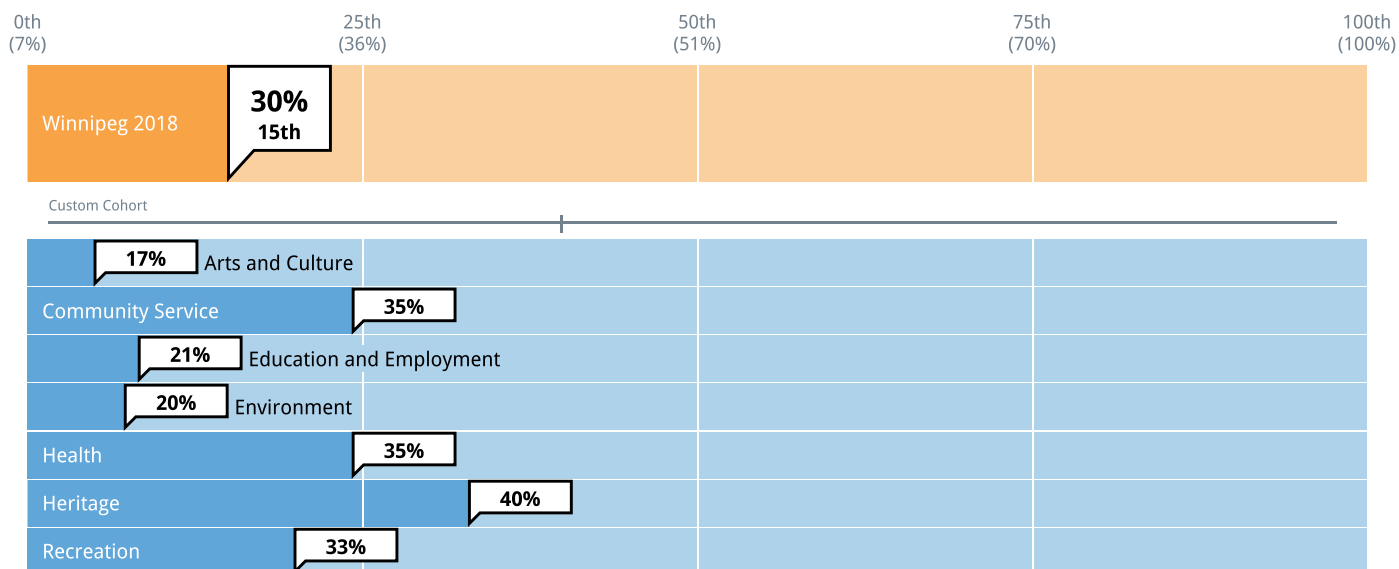
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Behind the numbers: Winnipeg grantees who did not experience a contact change rate significantly higher for its understanding of their communities, beneficiaries' needs, contexts, and for staff's responsiveness.

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort ▼

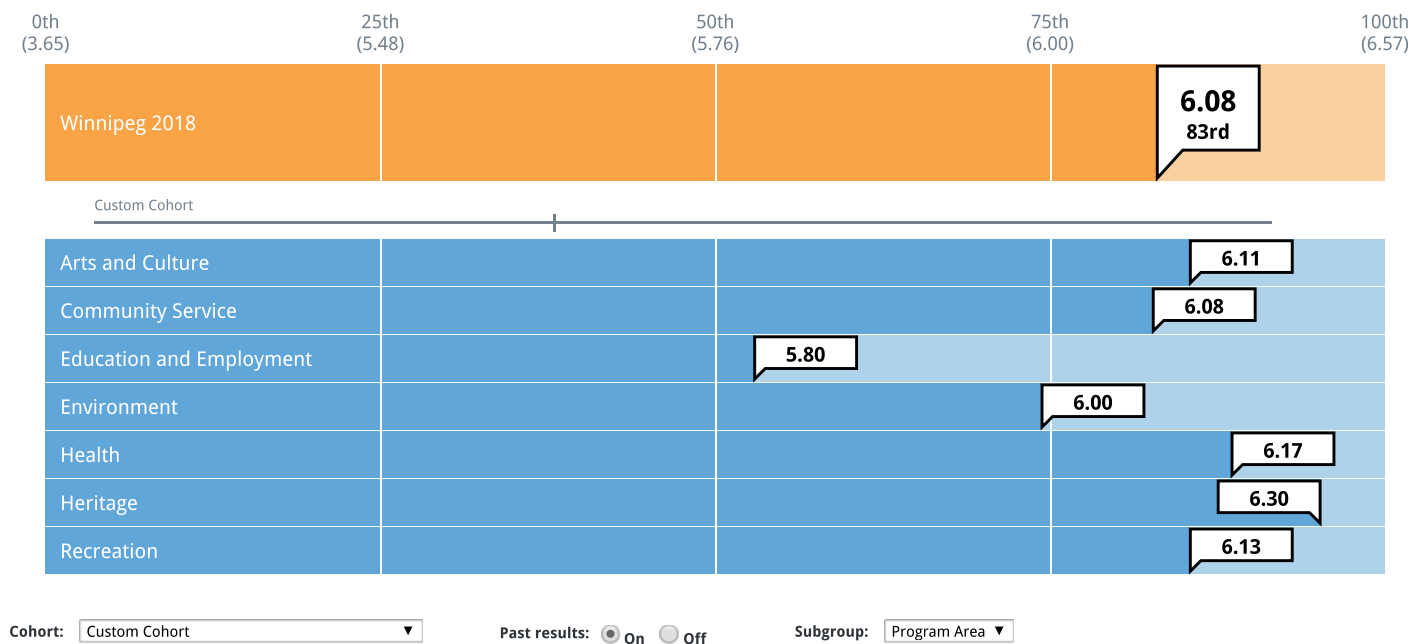
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Foundation Communication

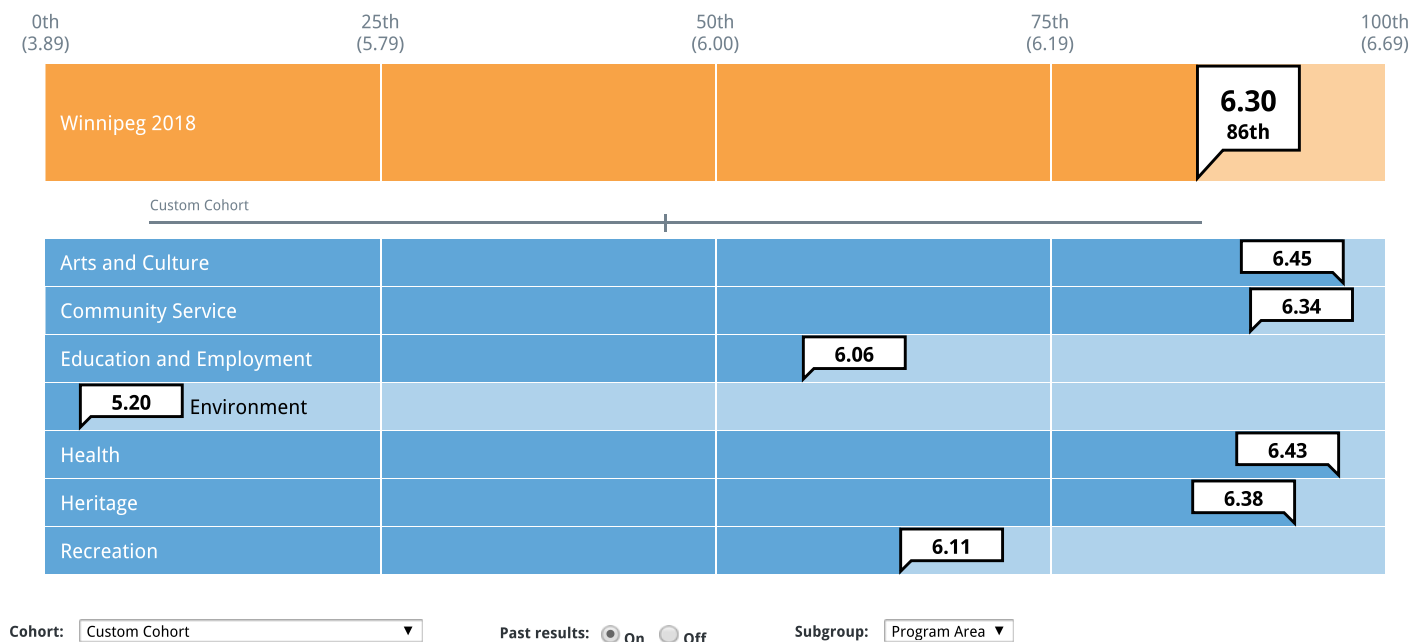
How clearly has the Foundation communicated its goals and strategy to you?

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

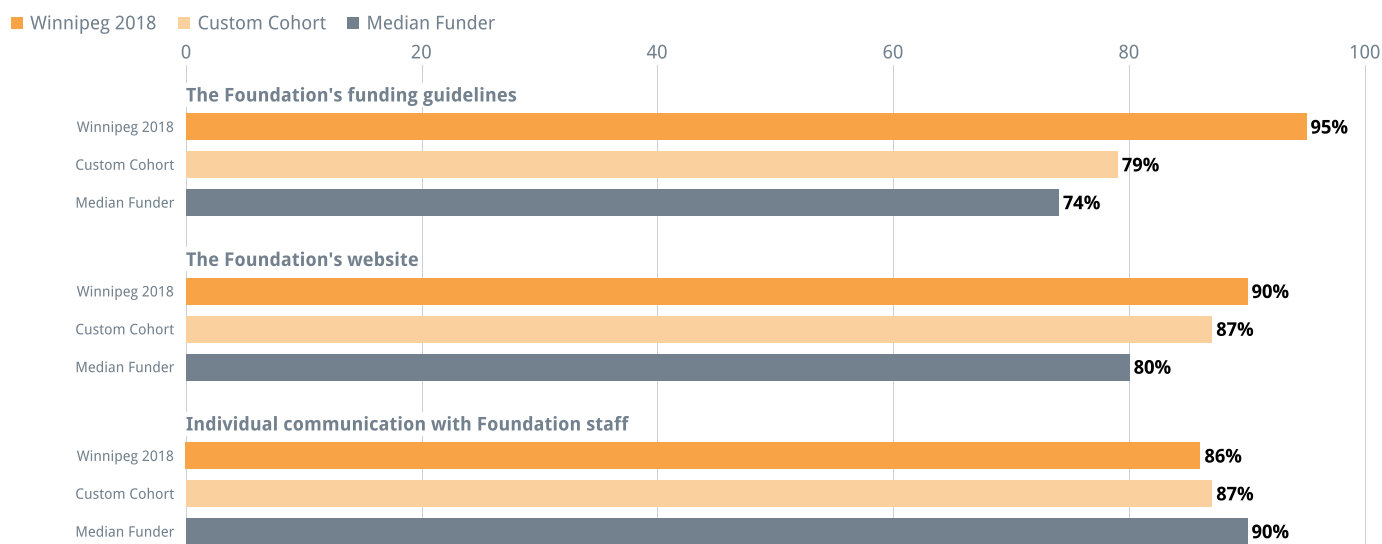


Communication Resources

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

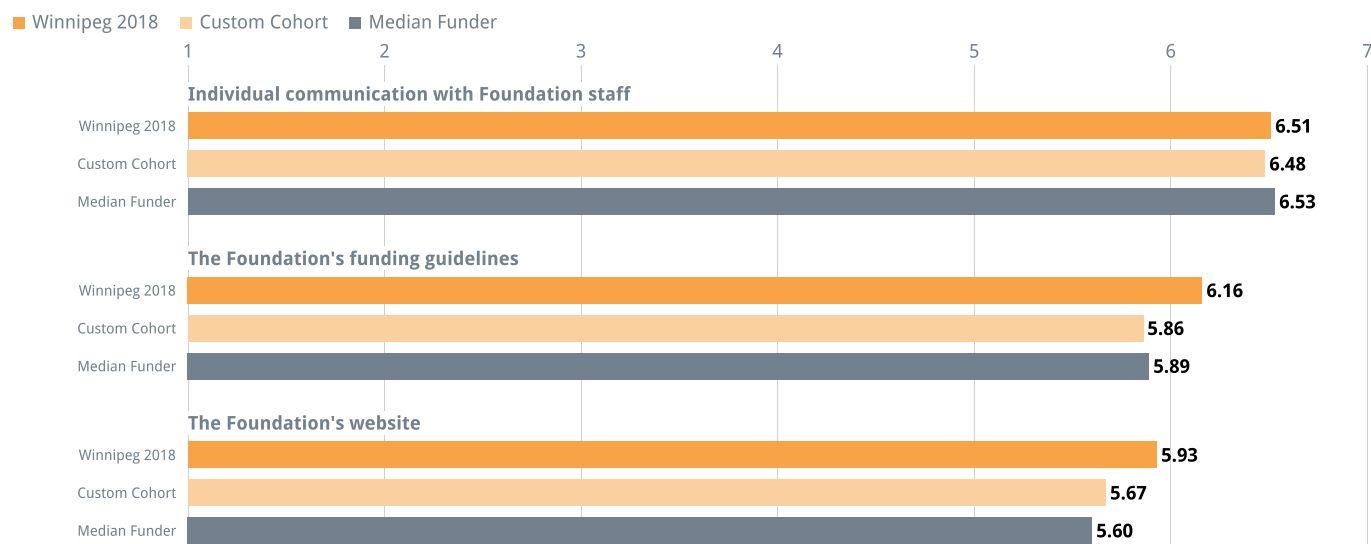
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources



Helpfulness of Communication Resources

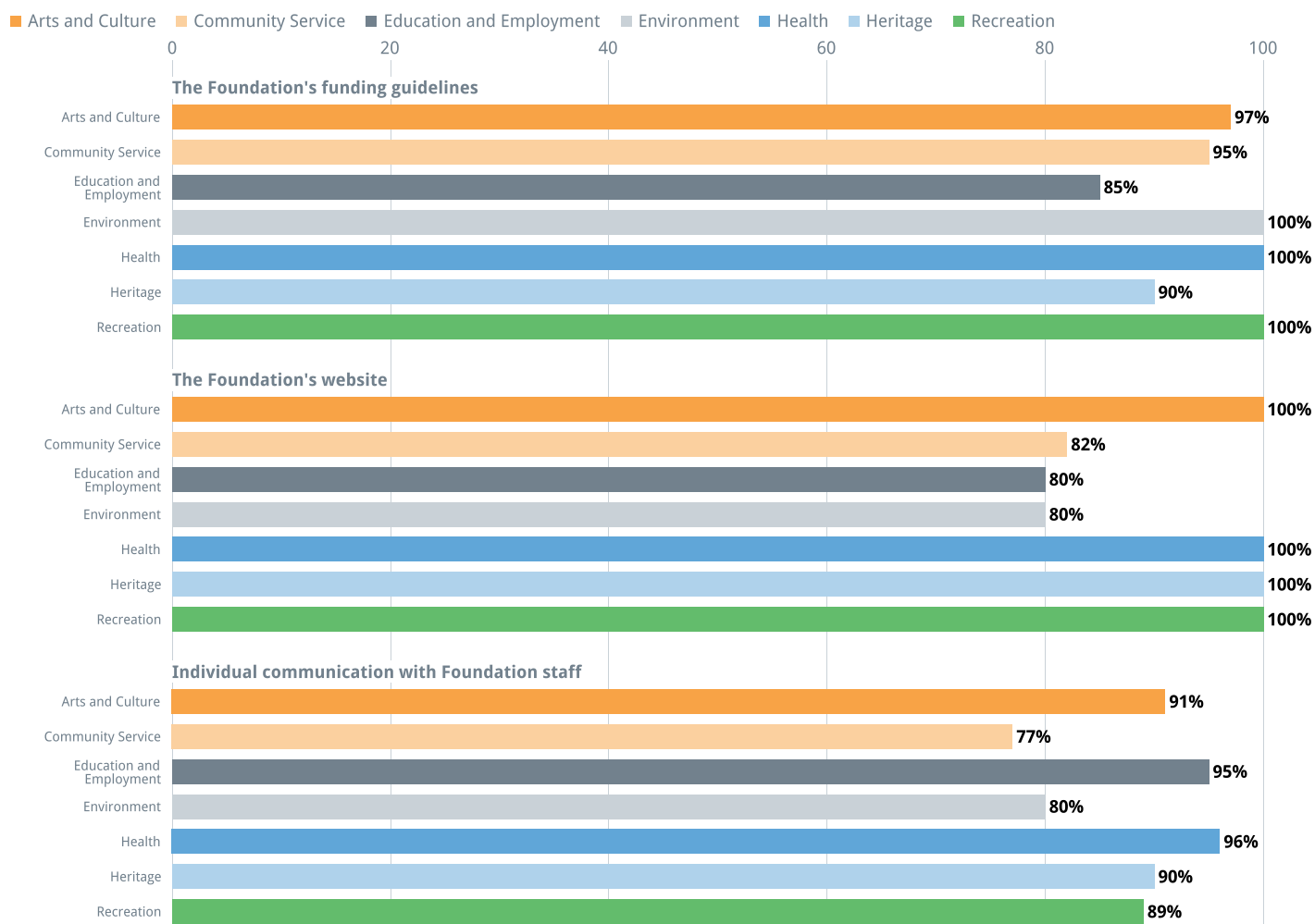
1 = Not at all helpful 7 = Extremely helpful



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

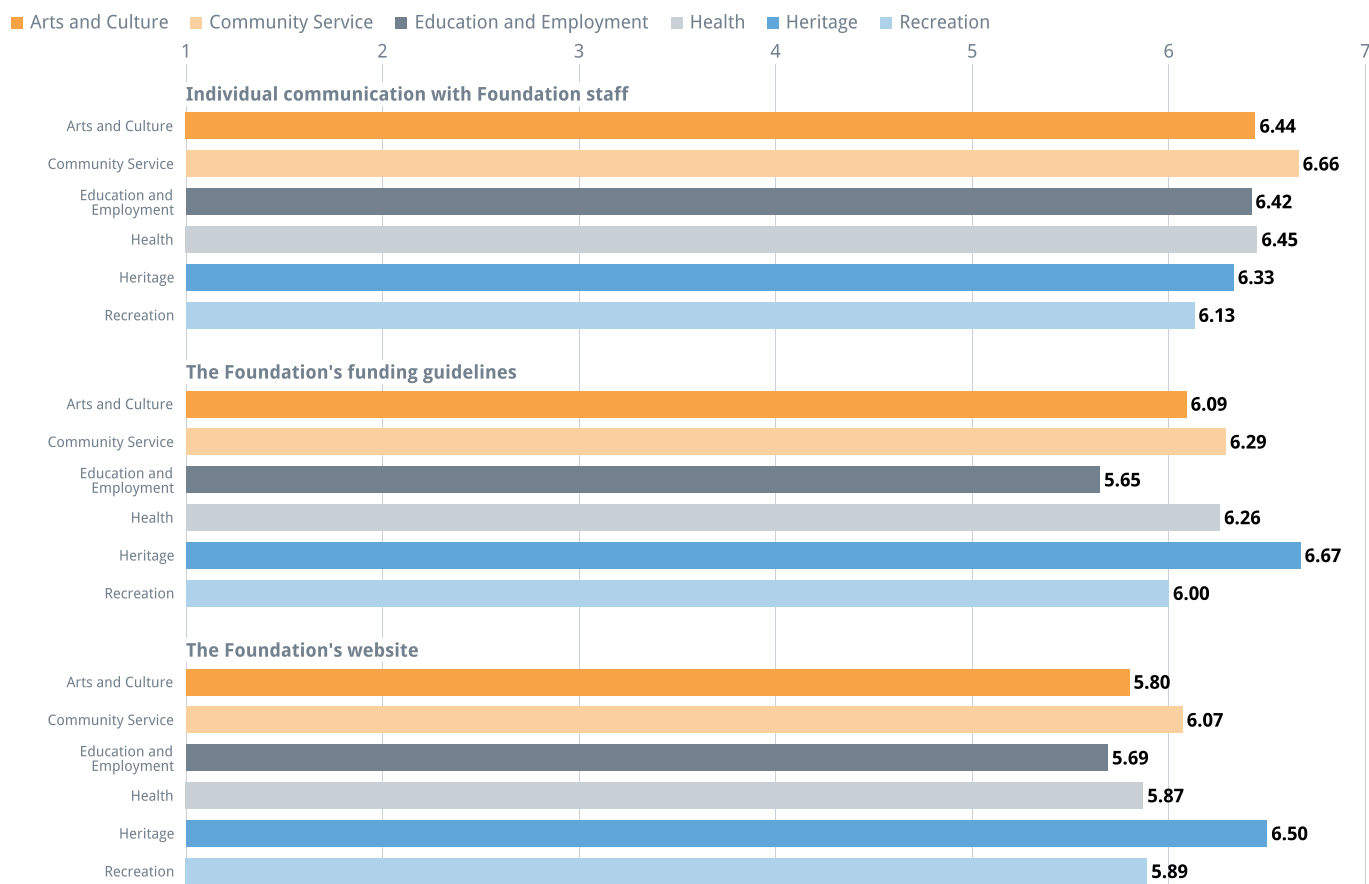
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup

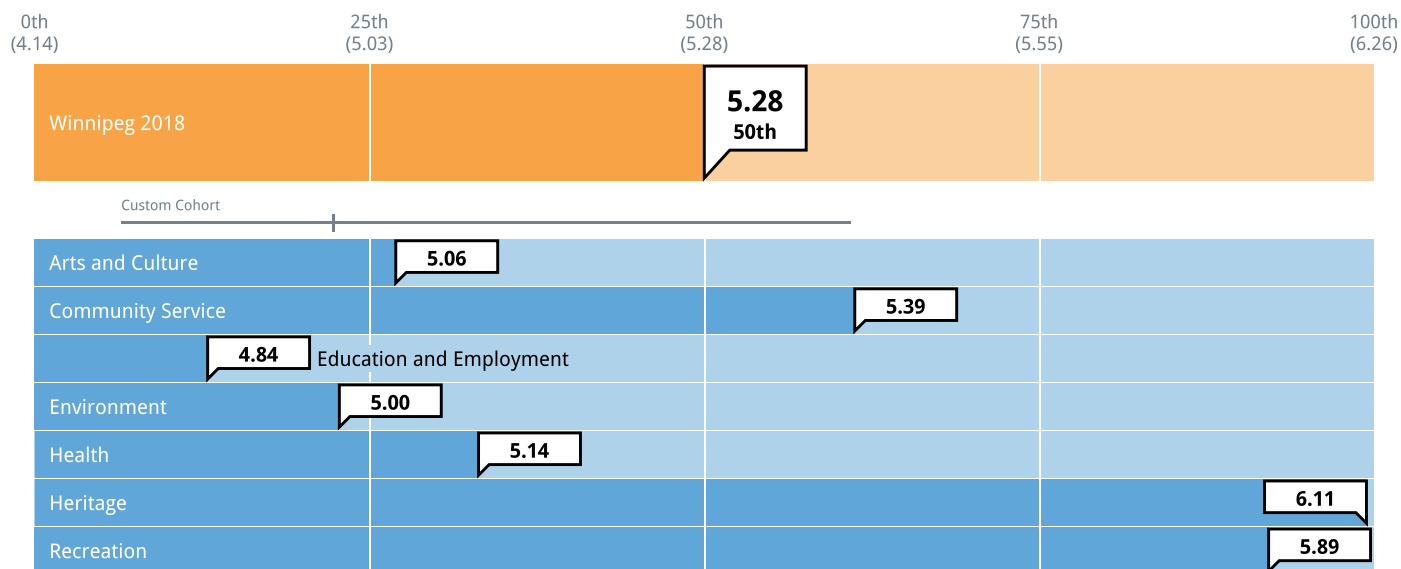
1 = Not at all helpful 7 = Extremely helpful



Openness

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: Program Area ▼

Top Predictors of Relationships

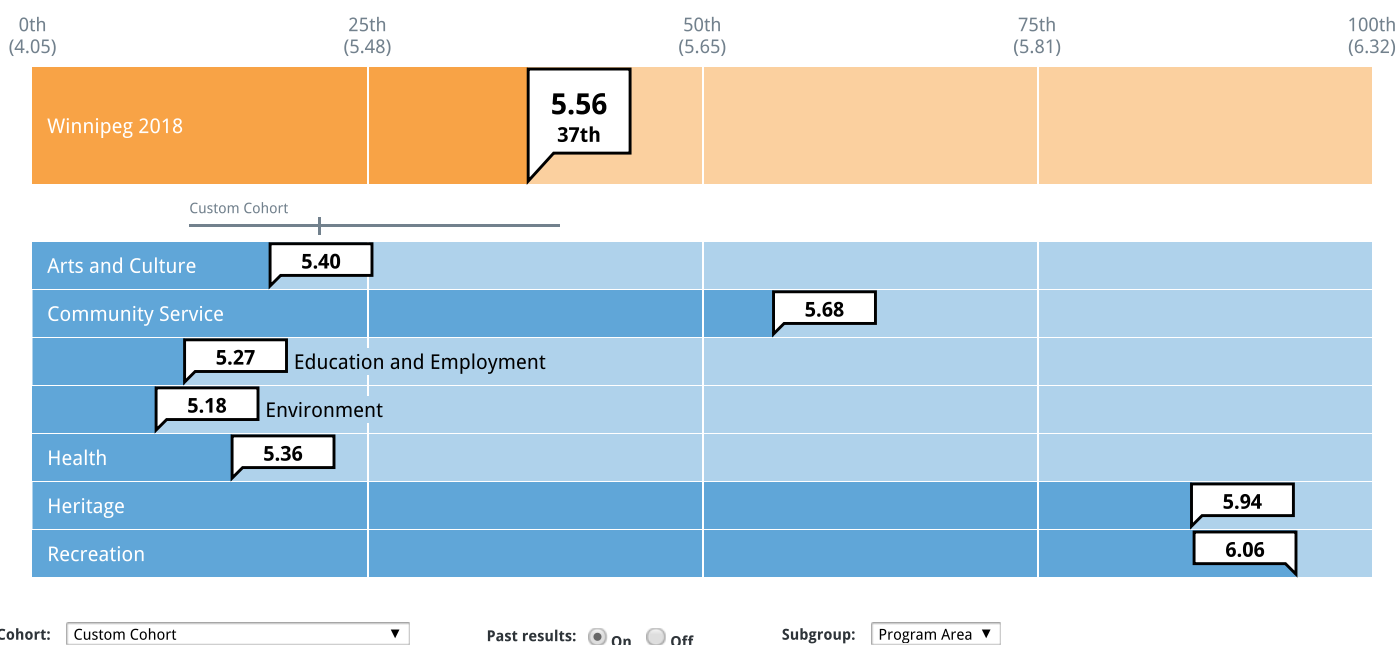
CEP's research has shown that strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

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

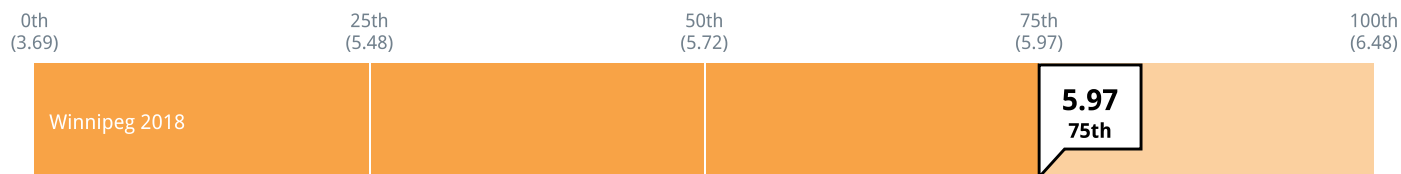
Understanding Summary Measure

1 = Very negative 7 = Very positive

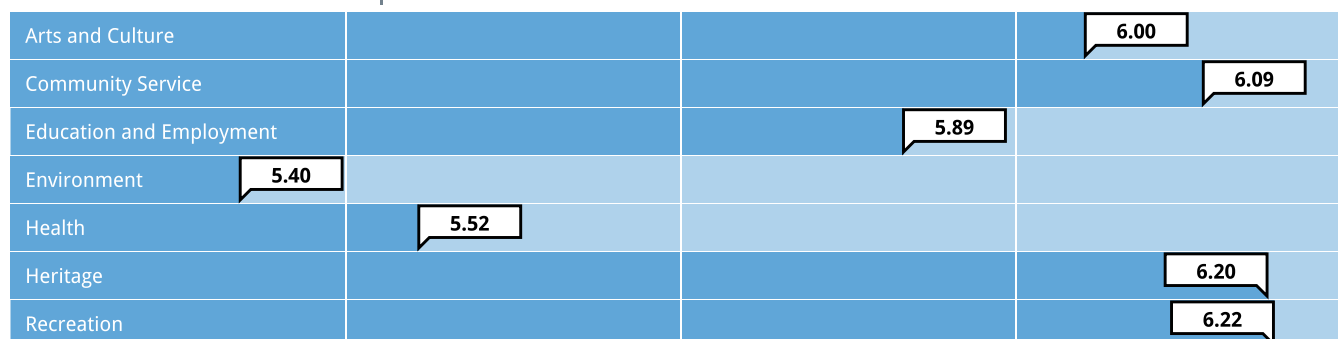


Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent



Custom Cohort



Cohort: Custom Cohort ▼

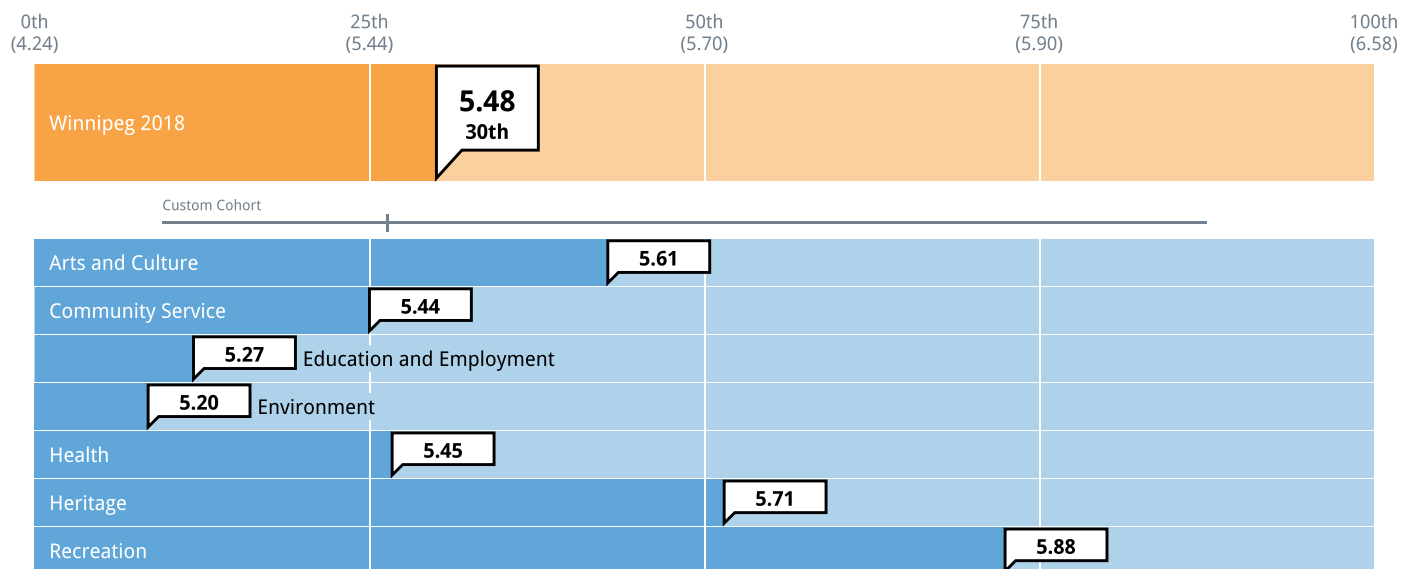
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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: Custom Cohort ▼

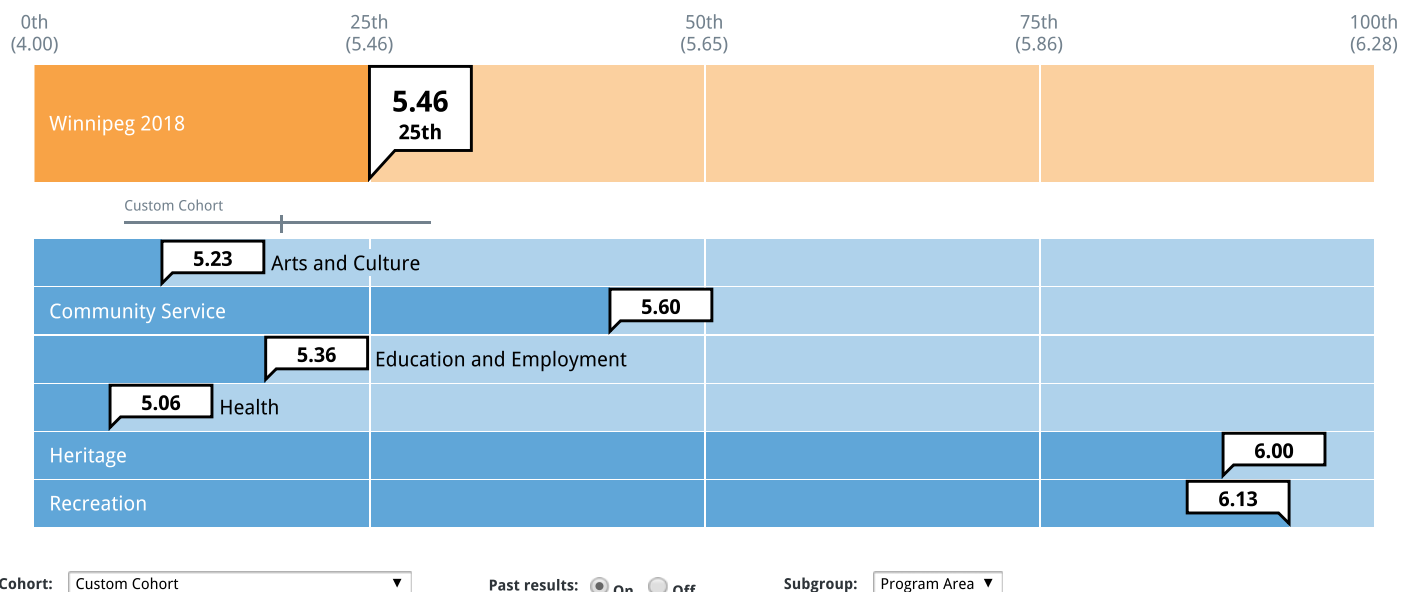
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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.

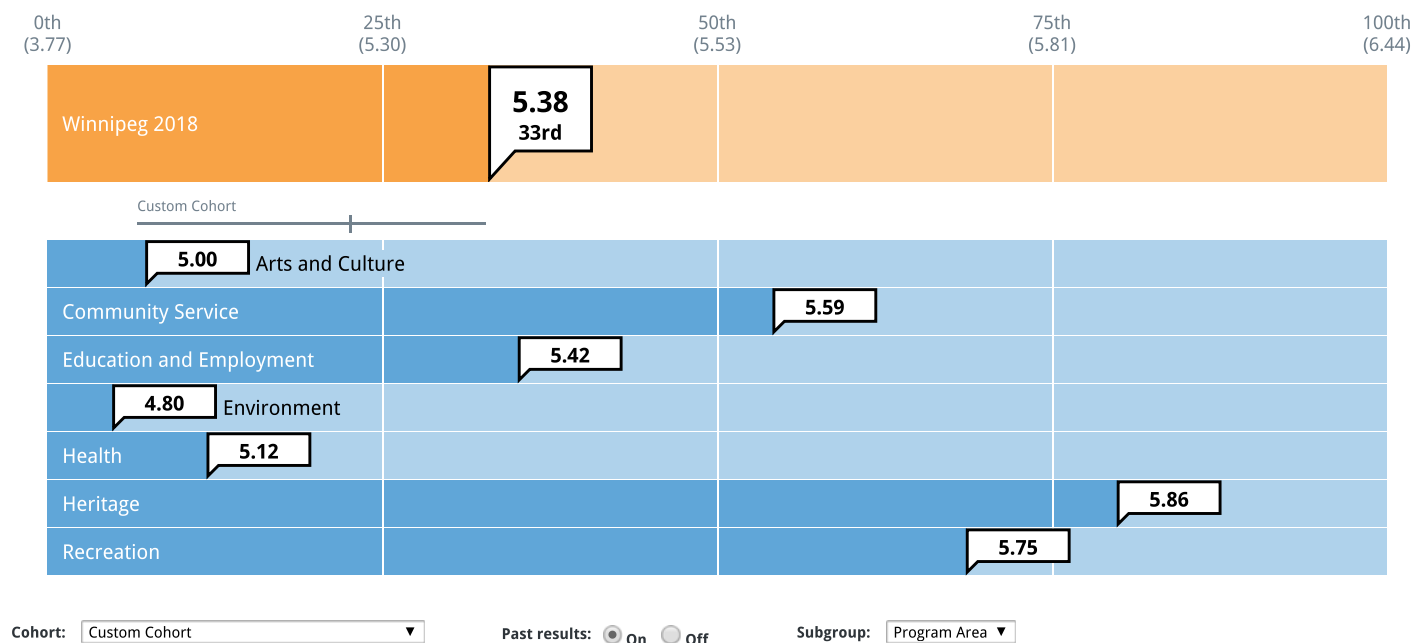
How well does the Foundation understand your intended beneficiaries' needs?

1 = Limited understanding 7 = Thorough understanding



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

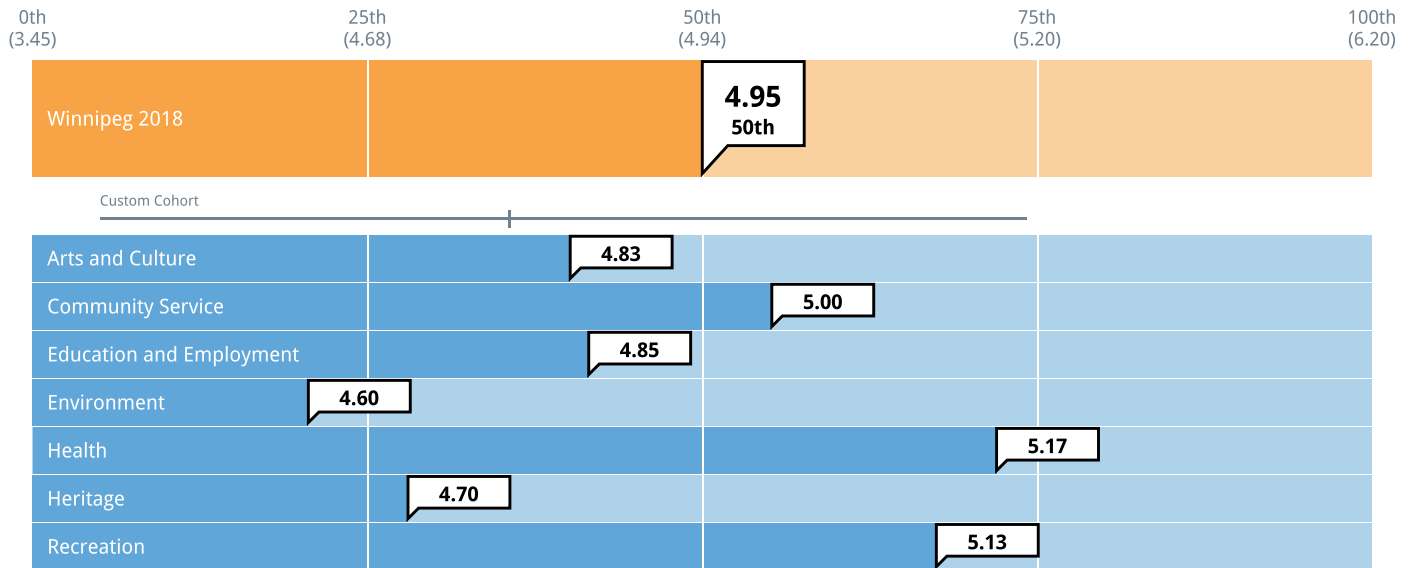
1 = Not at all 7 = To a great extent



Grant Processes

How helpful was participating in the Foundation's application 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

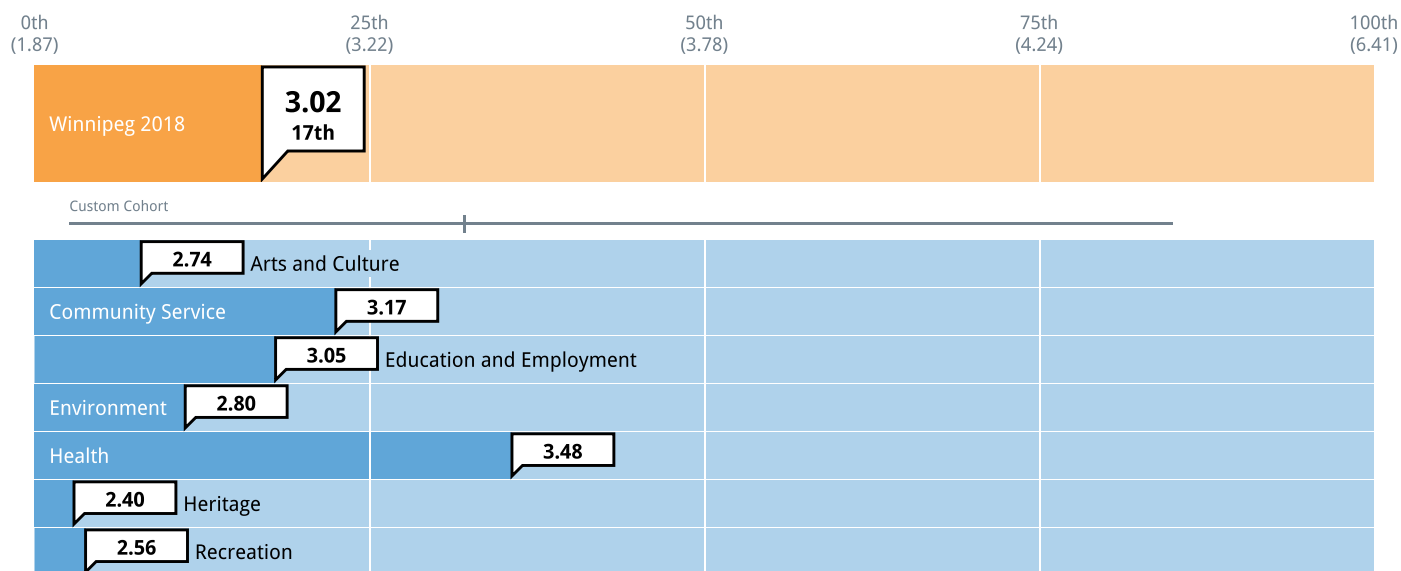
Subgroup: Program Area ▼

Selection Process

Did you submit an application for this grant?	Winnipeg 2018	Average Funder	Custom Cohort
Submitted a Application	99%	94%	96%
Did Not Submit a Application	1%	6%	4%

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

1 = No involvement 7 = Substantial involvement



Cohort: Custom Cohort ▼

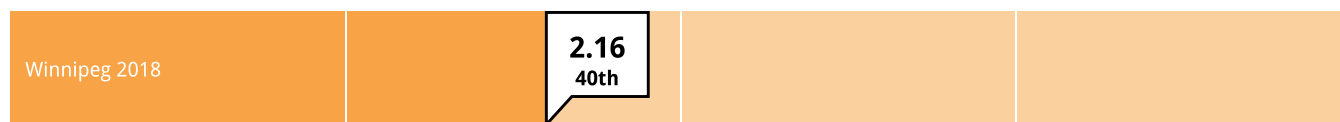
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

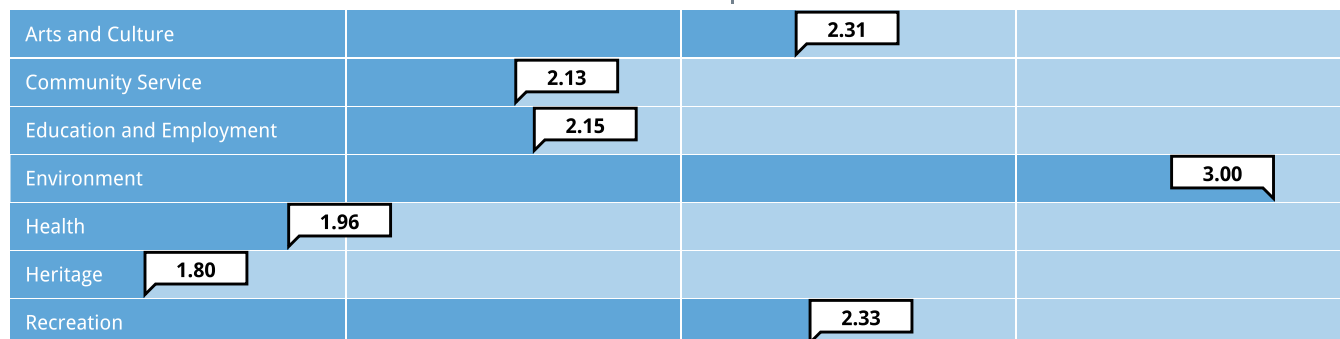
As you developed your grant application, how much pressure did you feel to modify your organization's priorities in order to create a grant application that was likely to receive funding?

1 = No pressure 7 = Significant pressure

0th (1.40) 25th (2.01) 50th (2.25) 75th (2.49) 100th (4.24)



Custom Cohort



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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	Winnipeg 2018	Average Funder	Custom Cohort
Less than 1 month	2%	6%	4%
1 - 3 months	37%	55%	54%
4 - 6 months	59%	29%	35%
7 - 9 months	2%	5%	4%
10 - 12 months	0%	2%	1%
More than 12 months	1%	2%	1%

Time Elapsed from Submission of Application to Clear Commitment of Funding (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Less than 1 month	3%	3%	0%	0%	0%	0%	0%
1 - 3 months	21%	38%	63%	20%	48%	33%	22%
4 - 6 months	71%	58%	32%	80%	52%	67%	78%
7 - 9 months	6%	0%	5%	0%	0%	0%	0%
10 - 12 months	0%	0%	0%	0%	0%	0%	0%
More than 12 months	0%	2%	0%	0%	0%	0%	0%

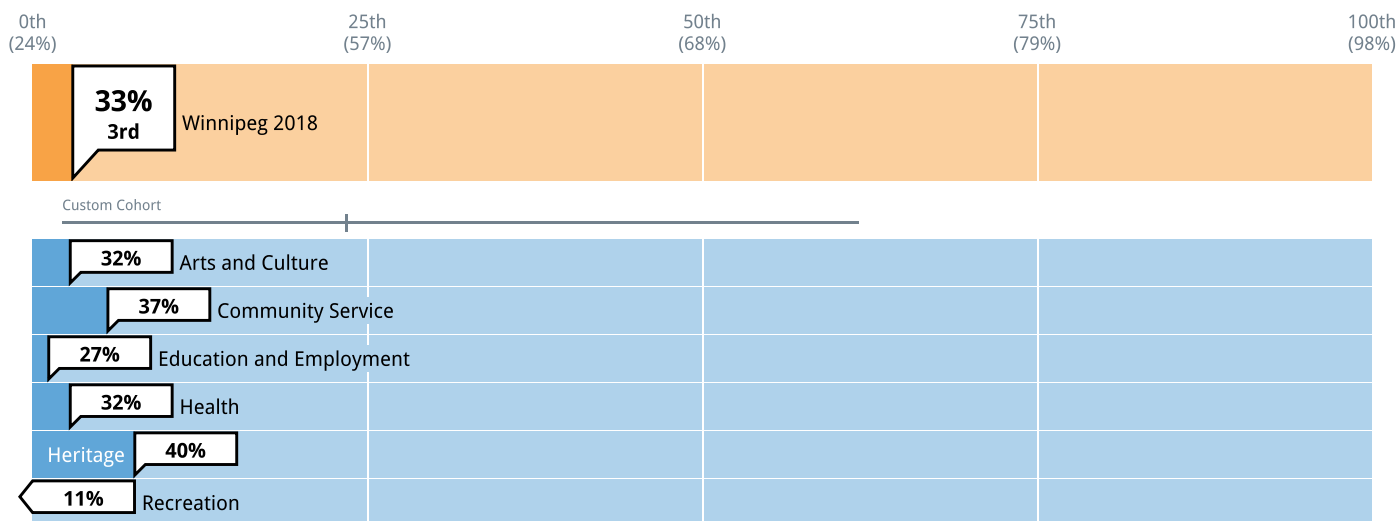
Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

At any point during the application or the grant period, did 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'



Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

Behind the numbers: Those grantees who do report having such discussions rate the Foundation significantly higher for the helpfulness of the selection process and the extent to which the reporting process is a helpful opportunity for reflection and learning.

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	Winnipeg 2018	Average Funder	Custom Cohort
Participated in a reporting process only	62%	55%	57%
Participated in an evaluation process only	0%	1%	1%
Participated in both a reporting and an evaluation process	26%	33%	29%
Participated in neither a reporting nor an evaluation process	12%	11%	13%

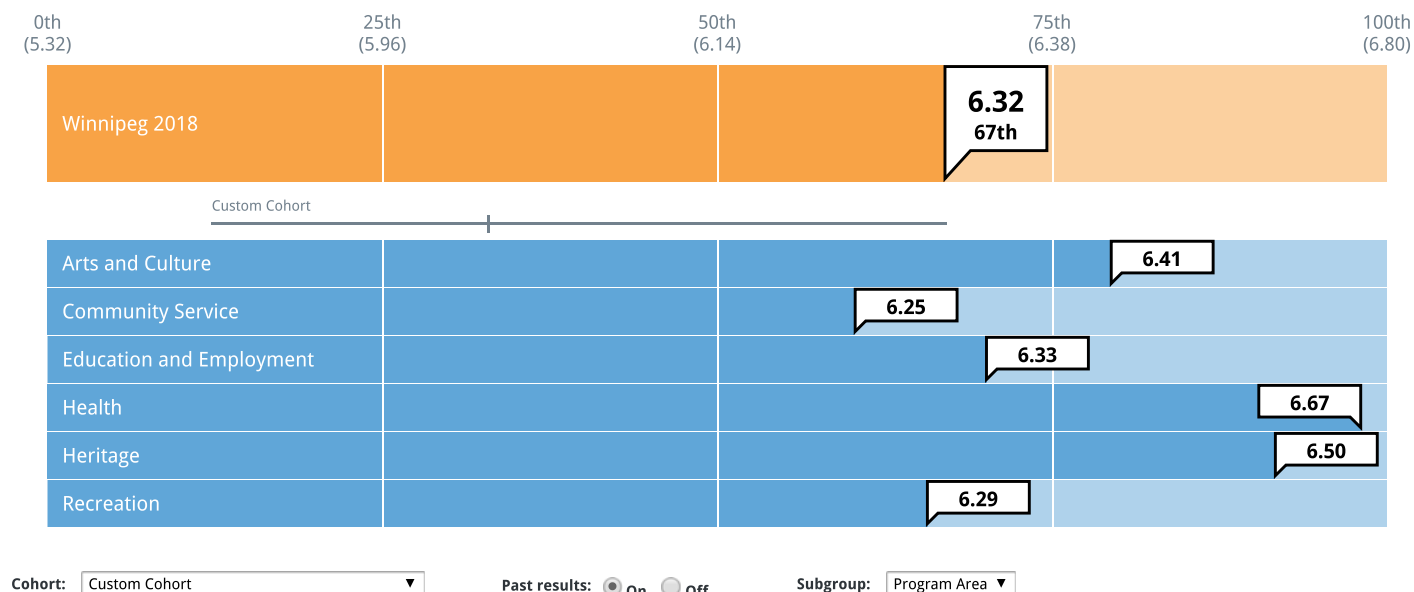
Participation in Reporting and/or Evaluation Processes (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Participated in a reporting process only	82%	57%	67%	N/A	33%	60%	67%
Participated in an evaluation process only	0%	0%	0%	N/A	0%	0%	0%
Participated in both a reporting and an evaluation process	12%	31%	22%	N/A	33%	40%	22%
Participated in neither a reporting nor an evaluation process	6%	12%	11%	N/A	33%	0%	11%

Reporting Process

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

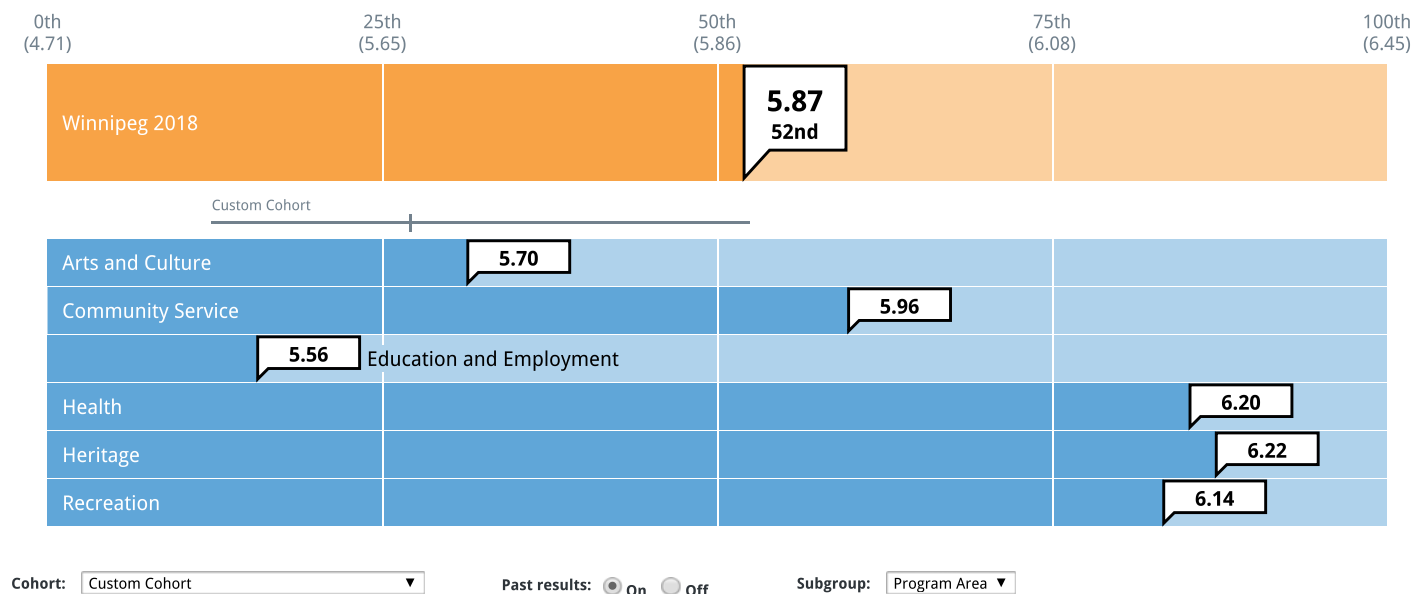
To what extent was the Foundation's reporting process straightforward?

1 = Not at all 7 = To a great extent



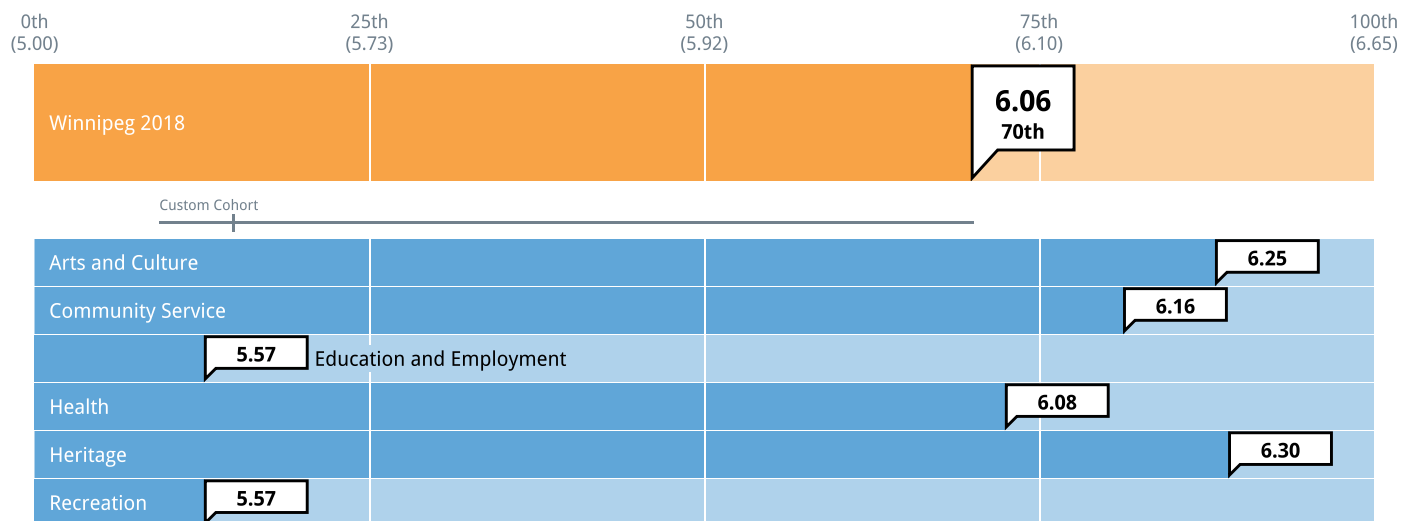
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all 7 = To a great extent



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



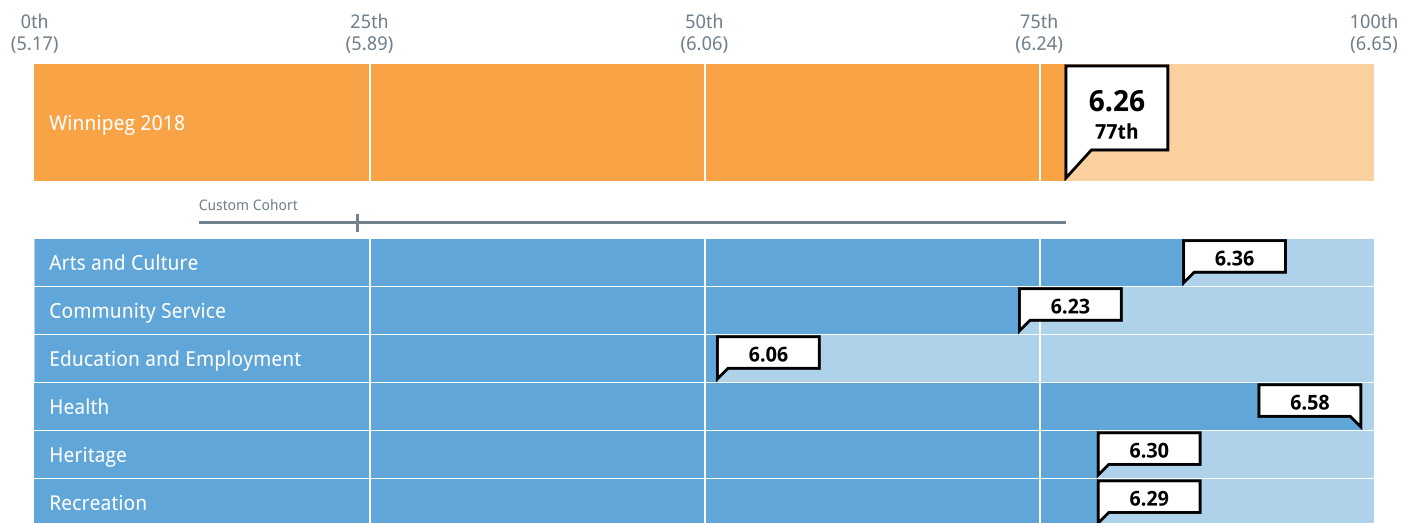
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

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



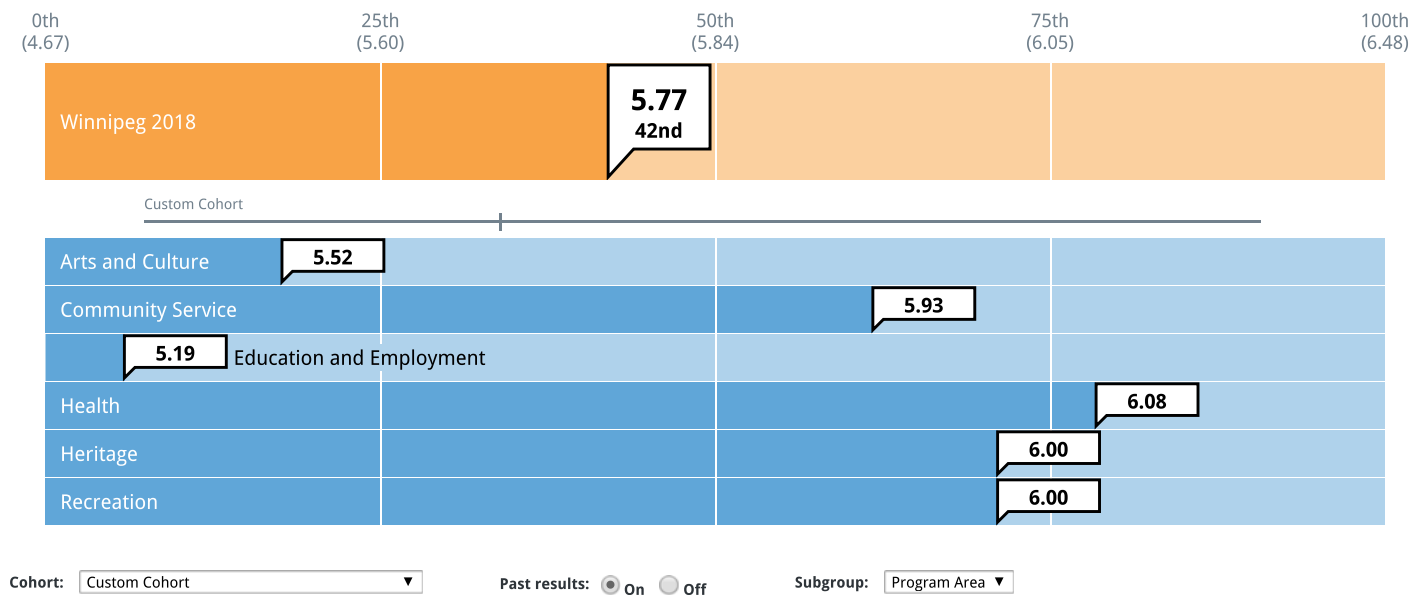
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

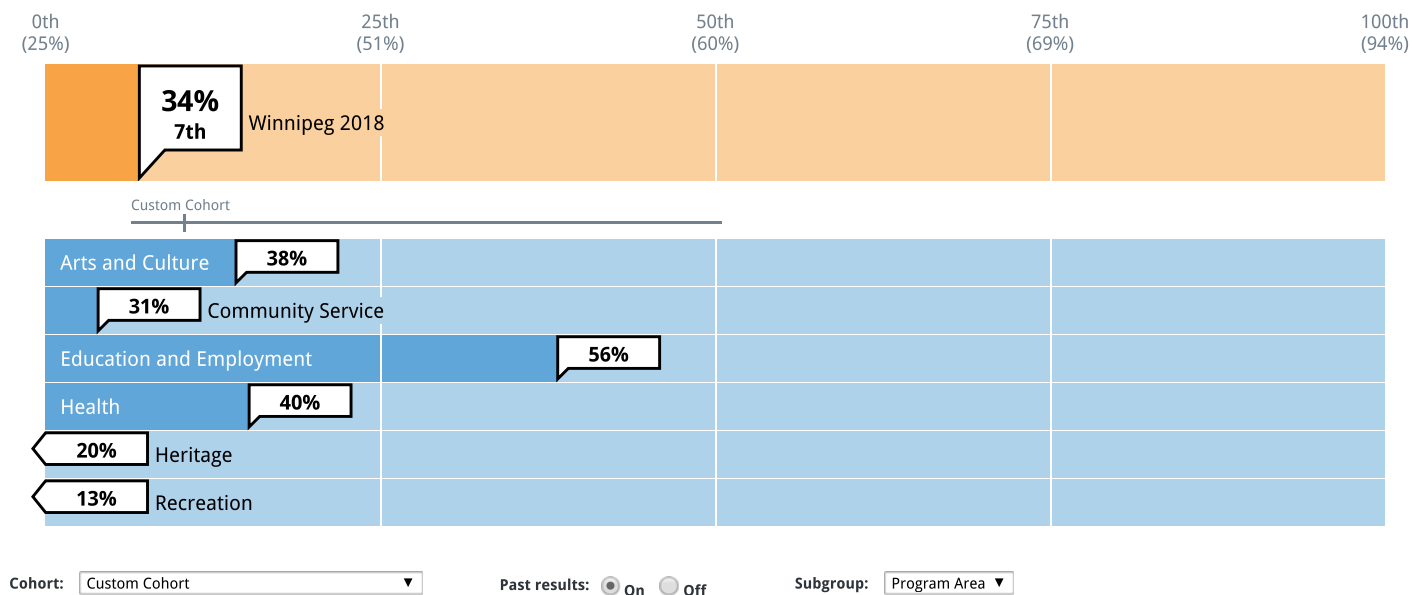
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all 7 = To a great extent



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'



Evaluation Process

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

"Who was primarily responsible for carrying out the evaluation?"	Winnipeg 2018	Average Funder	Custom Cohort
Evaluation staff at the Foundation	11%	21%	11%
Evaluation staff at your organization	76%	50%	66%
External evaluator, chosen by the Foundation	0%	15%	10%
External evaluator, chosen by your organization	14%	14%	13%

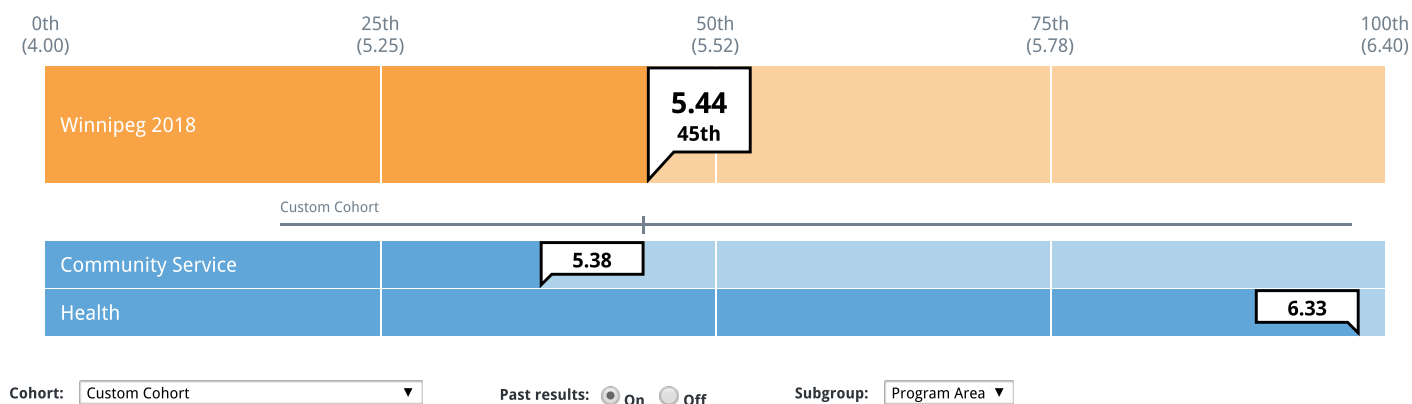
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Evaluation staff at the Foundation	N/A	5%	N/A	N/A	0%	N/A	N/A
Evaluation staff at your organization	N/A	89%	N/A	N/A	50%	N/A	N/A
External evaluator, chosen by the Foundation	N/A	0%	N/A	N/A	0%	N/A	N/A
External evaluator, chosen by your organization	N/A	5%	N/A	N/A	50%	N/A	N/A

"Did the Foundation provide financial support for the evaluation?"	Winnipeg 2018	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by the Foundation	12%	35%	30%
Yes, the evaluation's costs were partially funded by the Foundation	15%	16%	15%
No, the evaluation's costs were not funded by the Foundation	74%	49%	55%

"Did the Foundation provide financial support for the evaluation?" (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Yes, the evaluation's costs were fully funded by the Foundation	N/A	6%	N/A	N/A	33%	N/A	N/A
Yes, the evaluation's costs were partially funded by the Foundation	N/A	24%	N/A	N/A	17%	N/A	N/A
No, the evaluation's costs were not funded by the Foundation	N/A	71%	N/A	N/A	50%	N/A	N/A

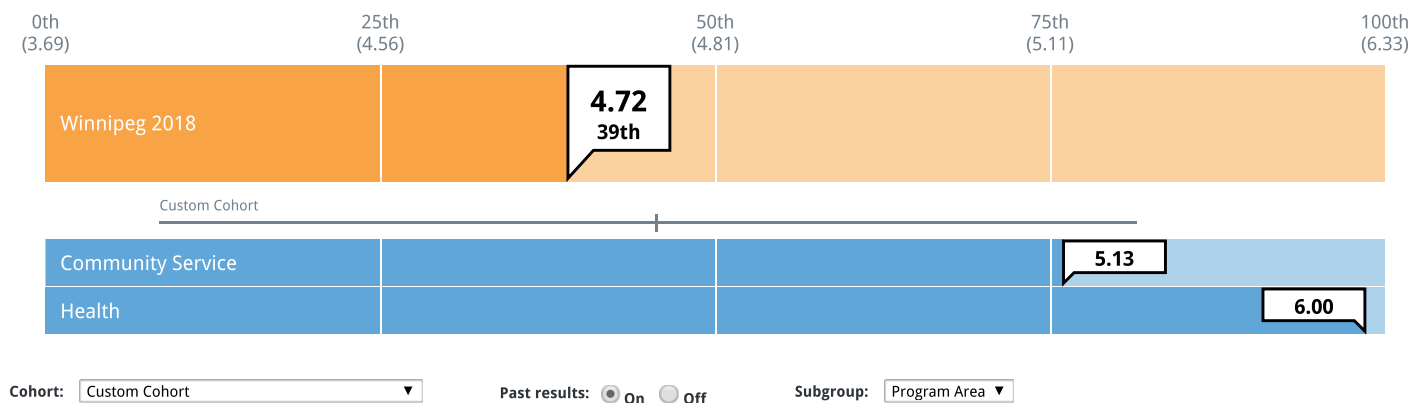
To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all 7 = To a great extent



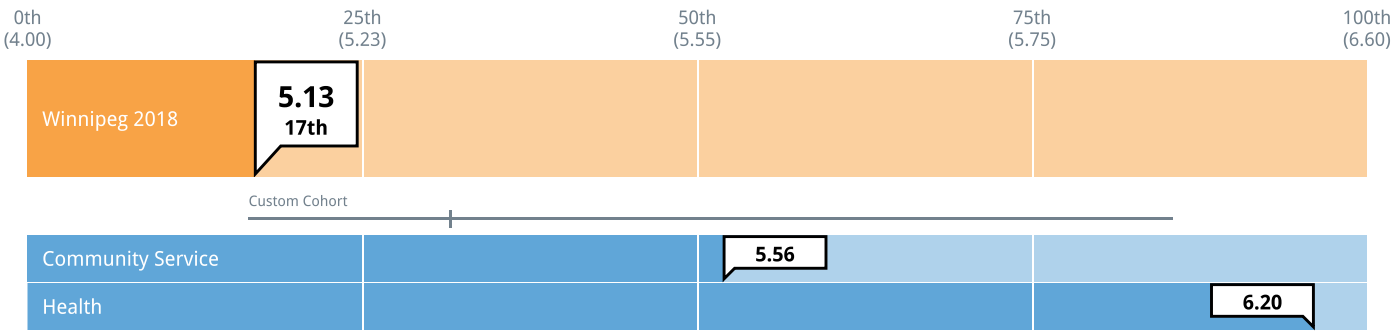
To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all 7 = To a great extent



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

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort ▼

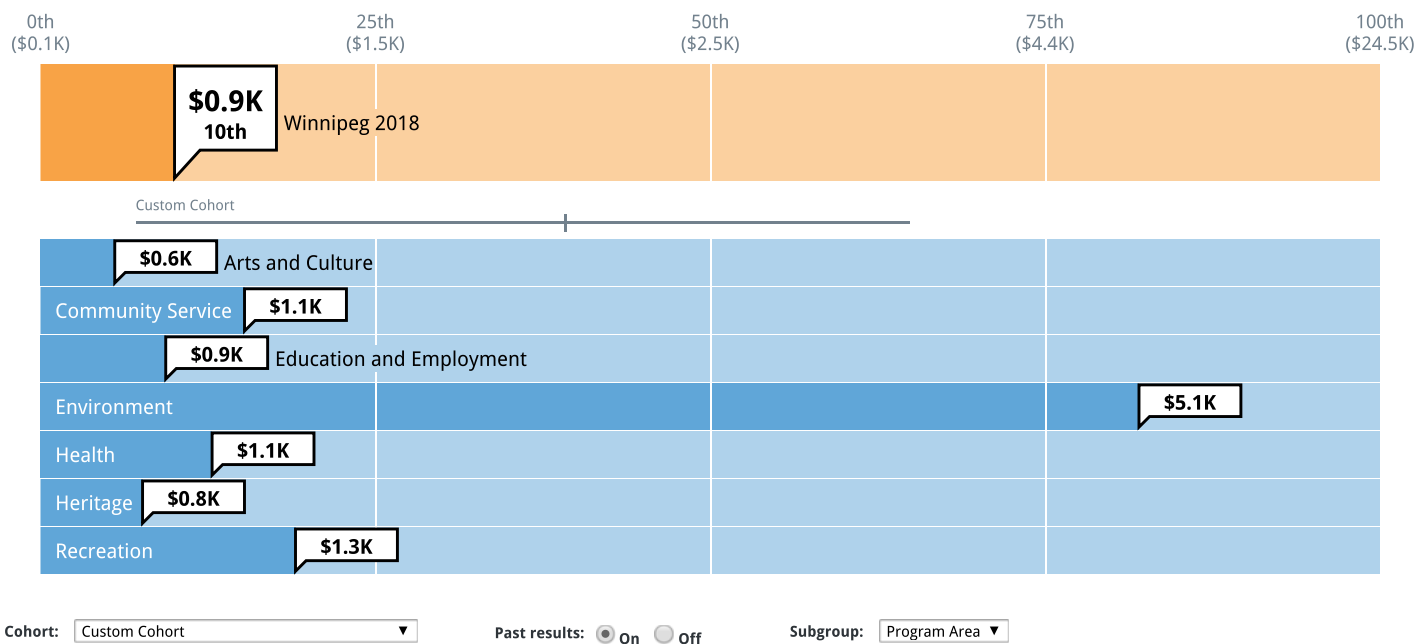
Past results: ☒ On ☐ Off

Subgroup: Program Area ▼

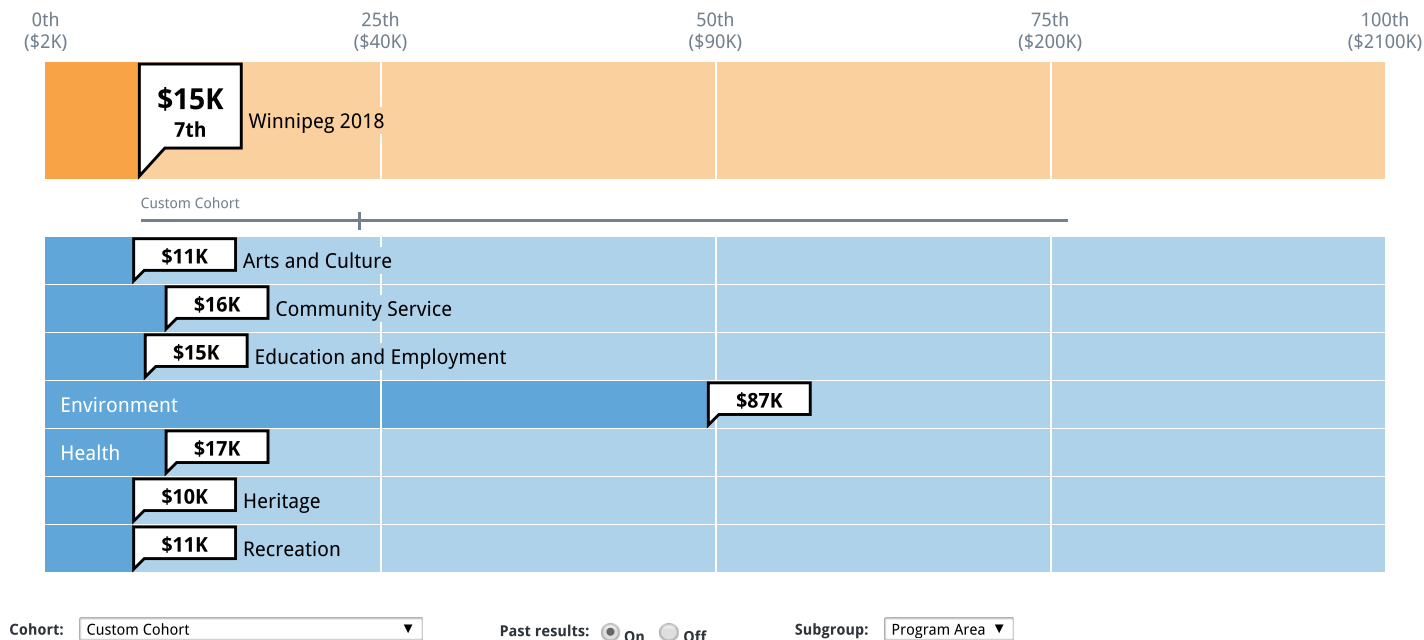
Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

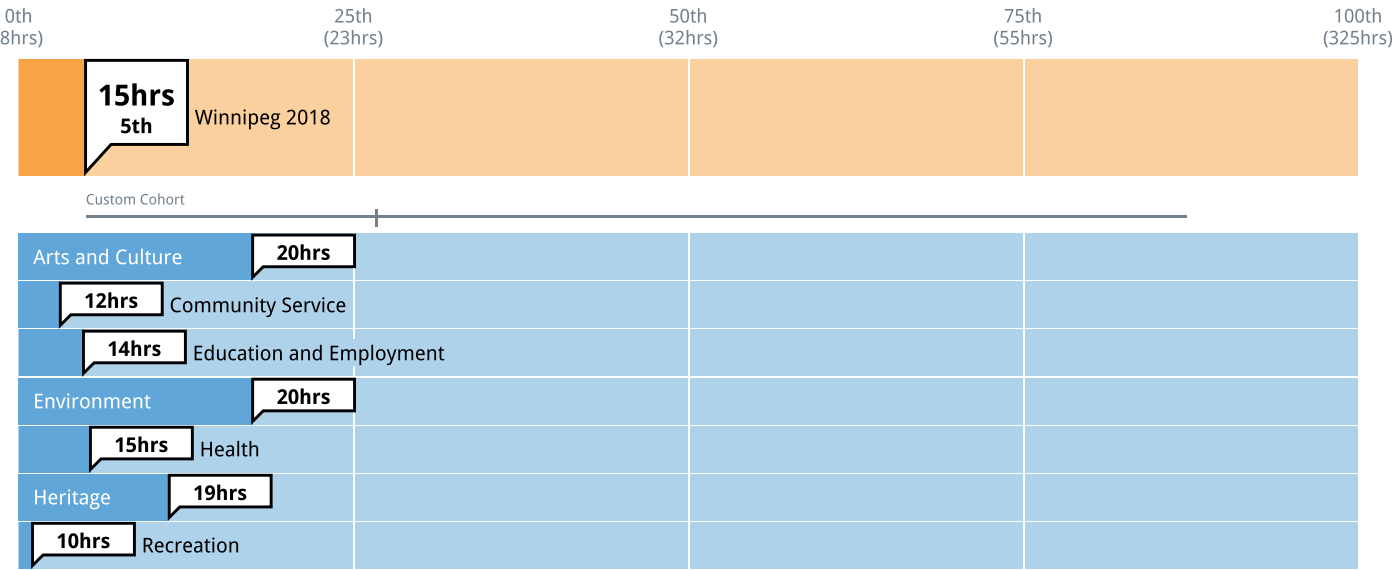
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



Cohort:

Custom Cohort

Past results:

☒ On

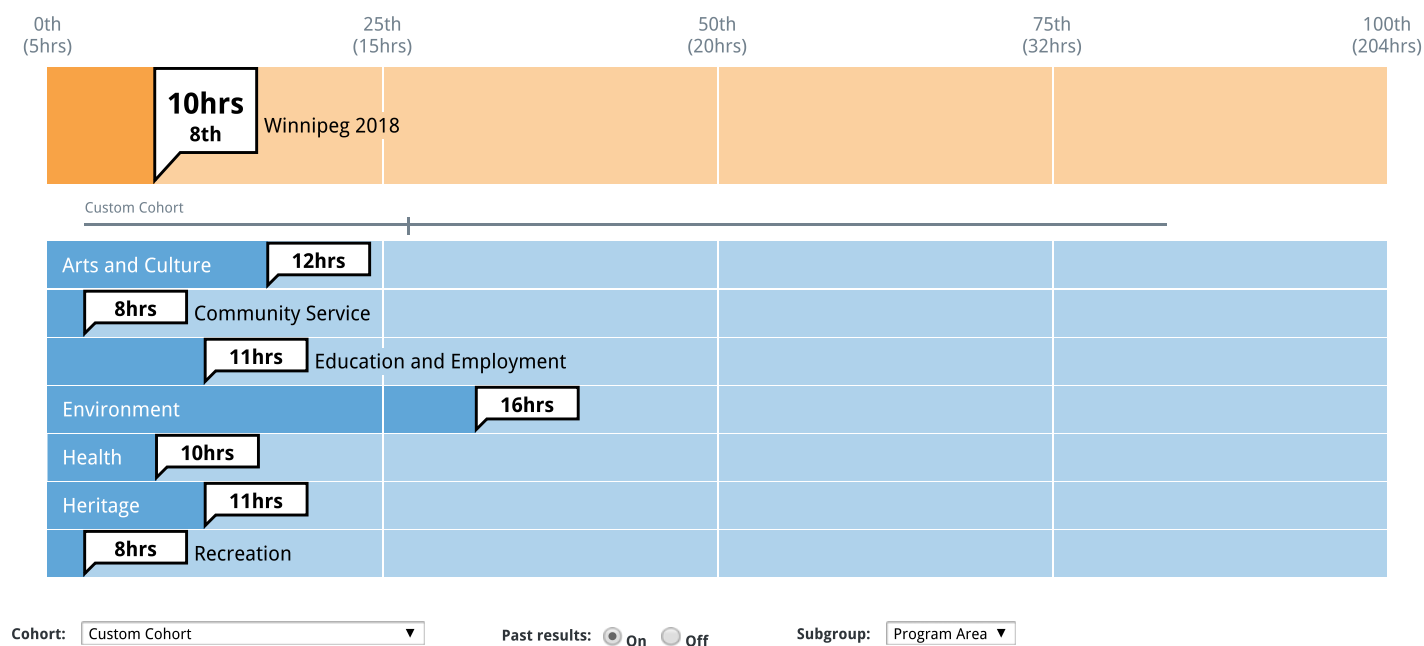
☐ Off

Subgroup:

Program Area

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

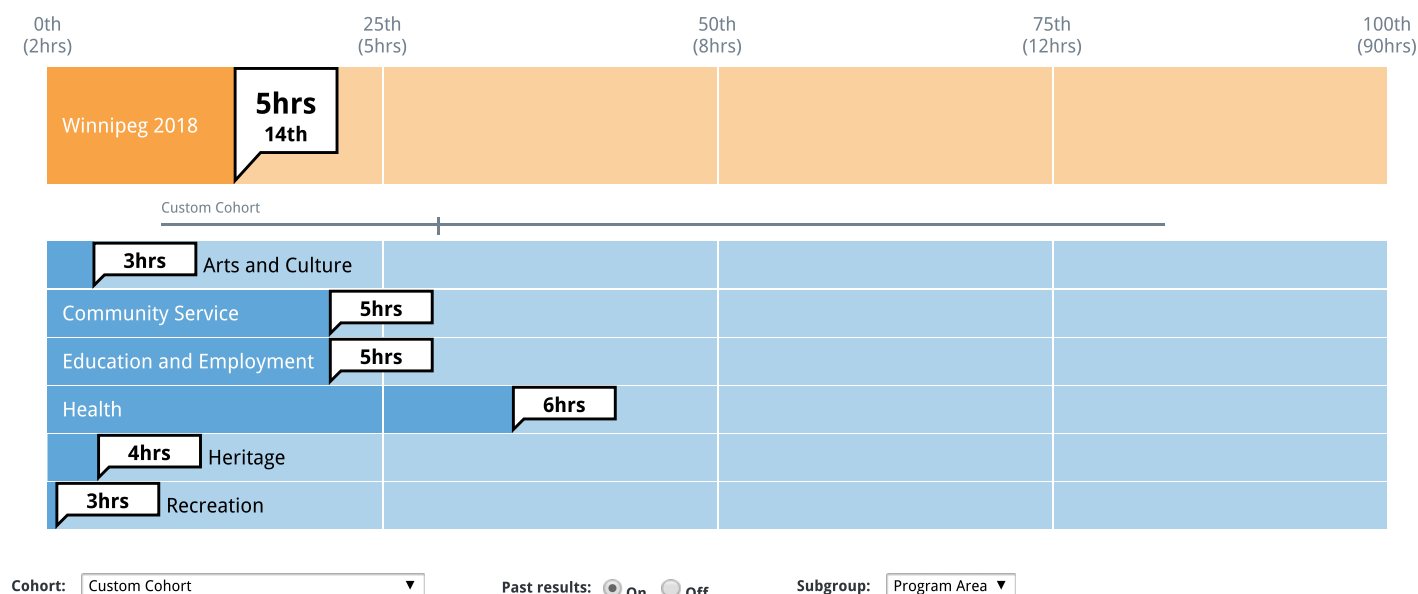


Time Spent On Proposal And Selection Process	Winnipeg 2018	Average Funder	Custom Cohort
1 to 9 hours	42%	20%	26%
10 to 19 hours	26%	21%	25%
20 to 29 hours	17%	18%	21%
30 to 39 hours	8%	8%	8%
40 to 49 hours	4%	12%	12%
50 to 99 hours	3%	11%	5%
100 to 199 hours	1%	6%	2%
200+ hours	0%	3%	1%

Time Spent On Proposal And Selection Process (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
1 to 9 hours	29%	51%	35%	20%	35%	50%	56%
10 to 19 hours	26%	19%	45%	60%	30%	10%	22%
20 to 29 hours	26%	14%	10%	20%	9%	40%	11%
30 to 39 hours	14%	7%	5%	0%	13%	0%	0%
40 to 49 hours	3%	3%	5%	0%	9%	0%	11%
50 to 99 hours	0%	6%	0%	0%	4%	0%	0%
100 to 199 hours	3%	0%	0%	0%	0%	0%	0%
200+ hours	0%	0%	0%	0%	0%	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)	Winnipeg 2018	Average Funder	Custom Cohort
1 to 9 hours	69%	52%	61%
10 to 19 hours	17%	20%	21%
20 to 29 hours	8%	11%	8%
30 to 39 hours	1%	4%	3%
40 to 49 hours	2%	4%	2%
50 to 99 hours	2%	5%	4%
100+ hours	2%	5%	1%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
1 to 9 hours	79%	60%	62%	N/A	71%	80%	83%
10 to 19 hours	17%	23%	15%	N/A	7%	10%	0%
20 to 29 hours	0%	9%	15%	N/A	14%	10%	0%
30 to 39 hours	0%	2%	0%	N/A	0%	0%	0%
40 to 49 hours	0%	2%	0%	N/A	0%	0%	17%
50 to 99 hours	3%	2%	0%	N/A	7%	0%	0%
100+ hours	0%	2%	8%	N/A	0%	0%	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 Winnipeg.

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

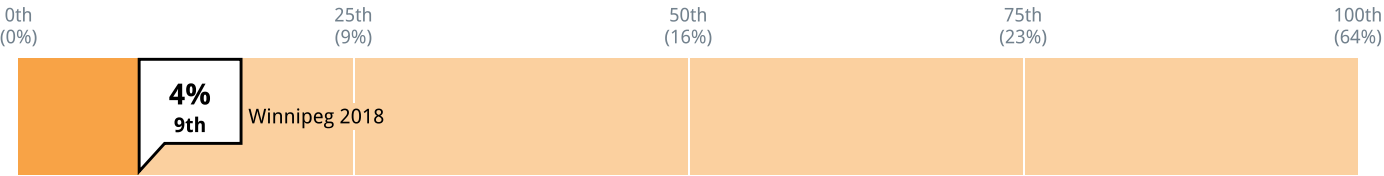
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



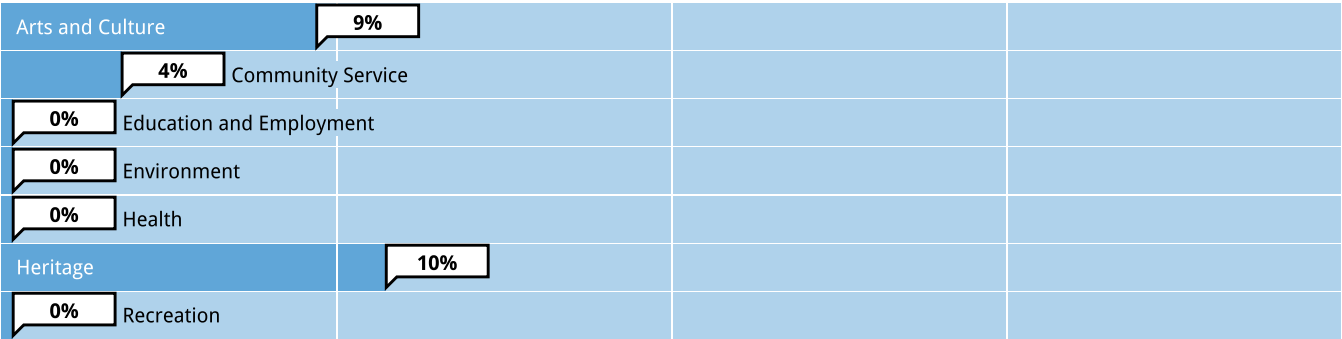
Non-Monetary Assistance Patterns	Winnipeg 2018	Average Funder	Custom Cohort
Comprehensive	1%	7%	4%
Field-focused	3%	11%	7%
Little	32%	40%	36%
None	64%	42%	54%

Non-Monetary Assistance Patterns (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Comprehensive	0%	3%	0%	0%	0%	0%	0%
Field-focused	9%	1%	0%	0%	0%	10%	0%
Little	20%	41%	30%	40%	30%	10%	33%
None	71%	55%	70%	60%	70%	80%	67%

Proportion of grantees that received field-focused or comprehensive assistance



Custom Cohort



Cohort: Custom Cohort

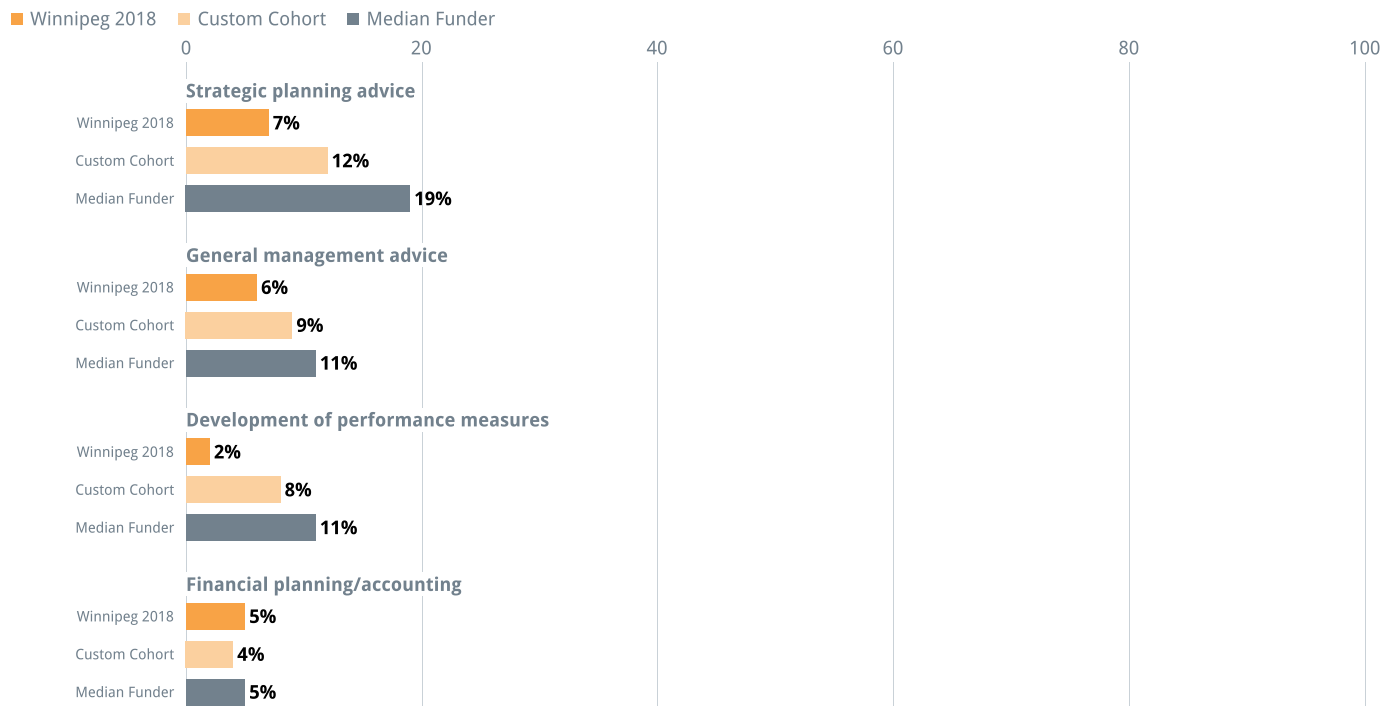
Past results: ☒ On ☐ Off

Subgroup: Program Area

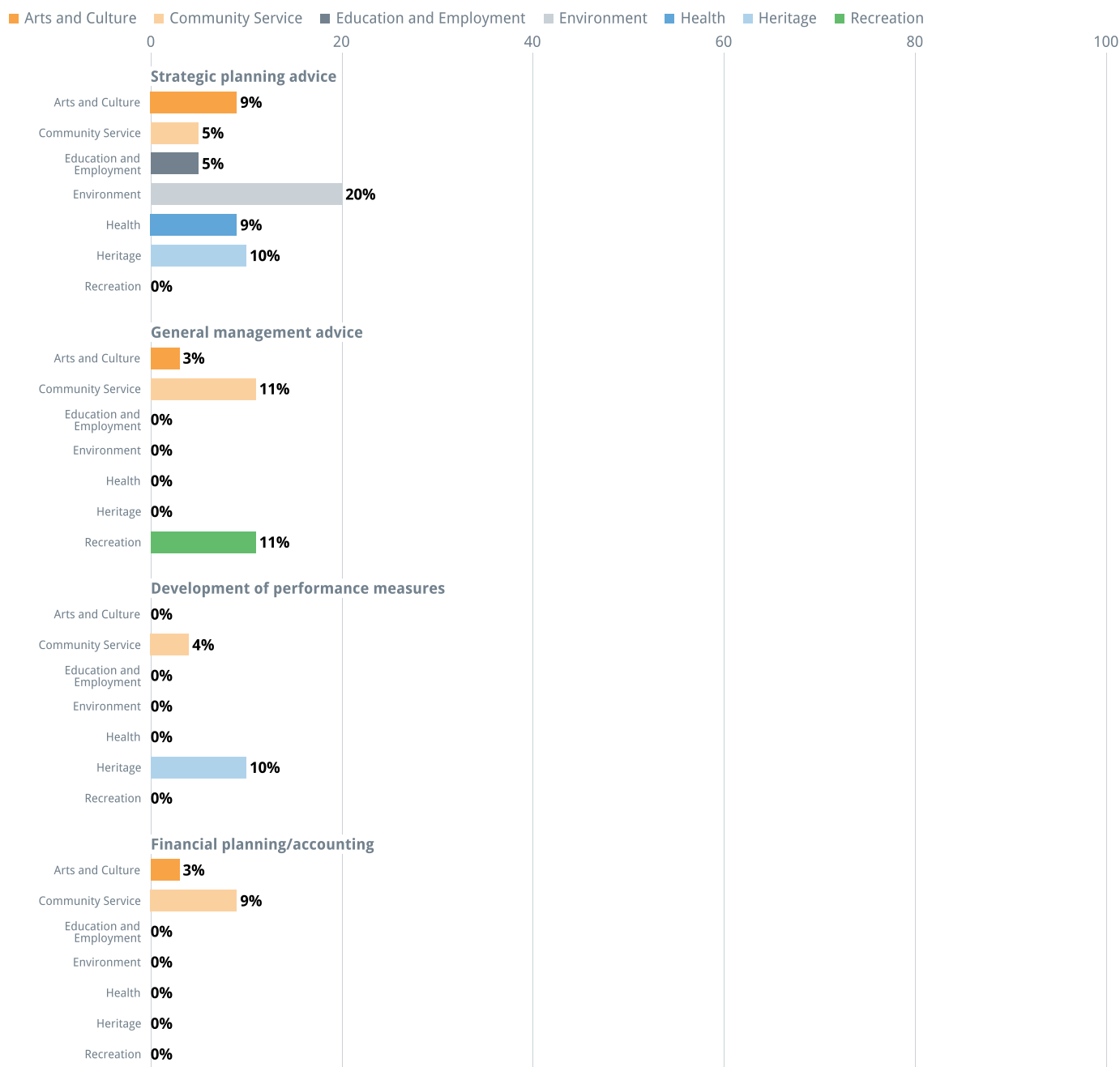
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



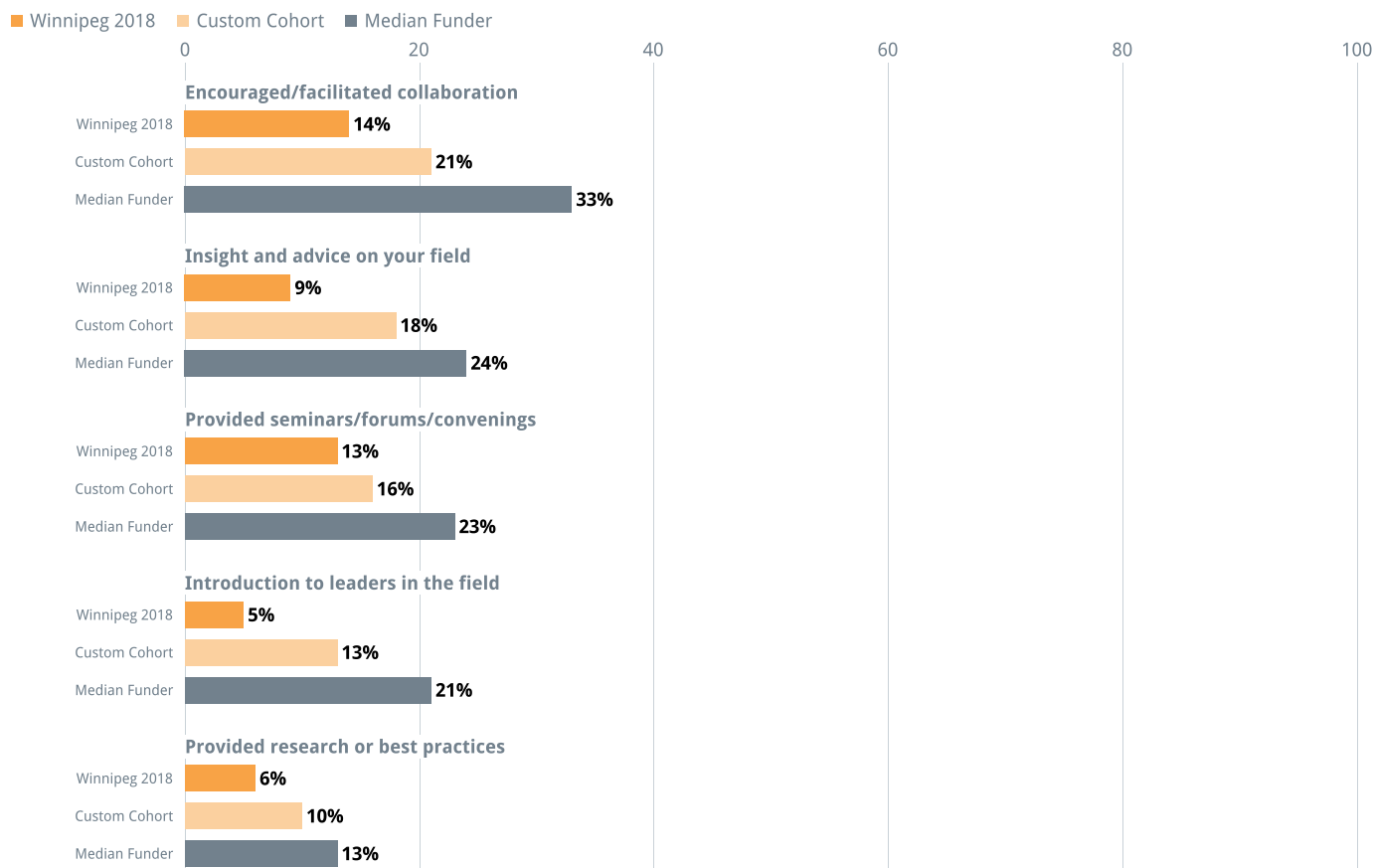
Percentage of Grantees that Received Management Assistance - By Subgroup



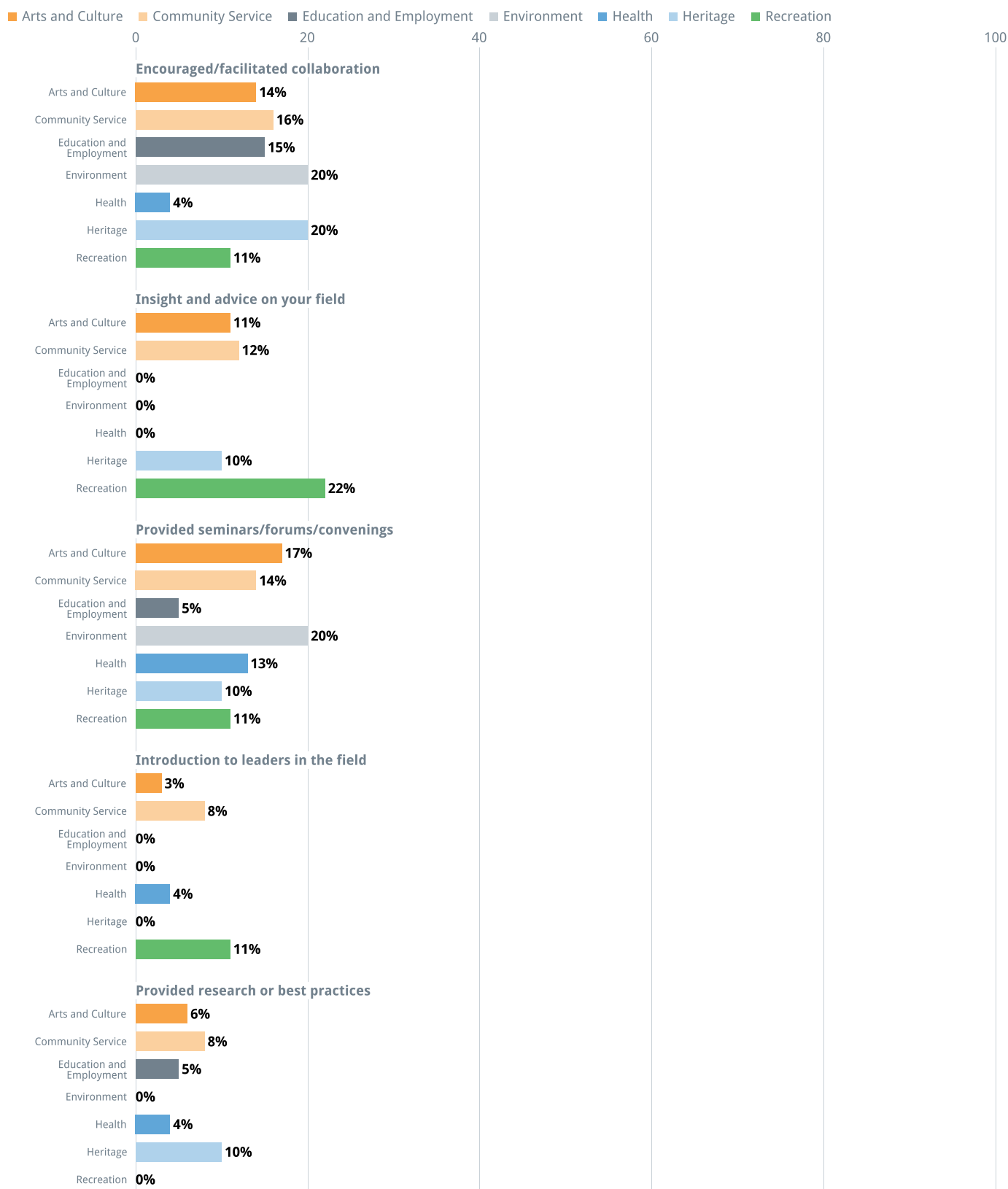
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



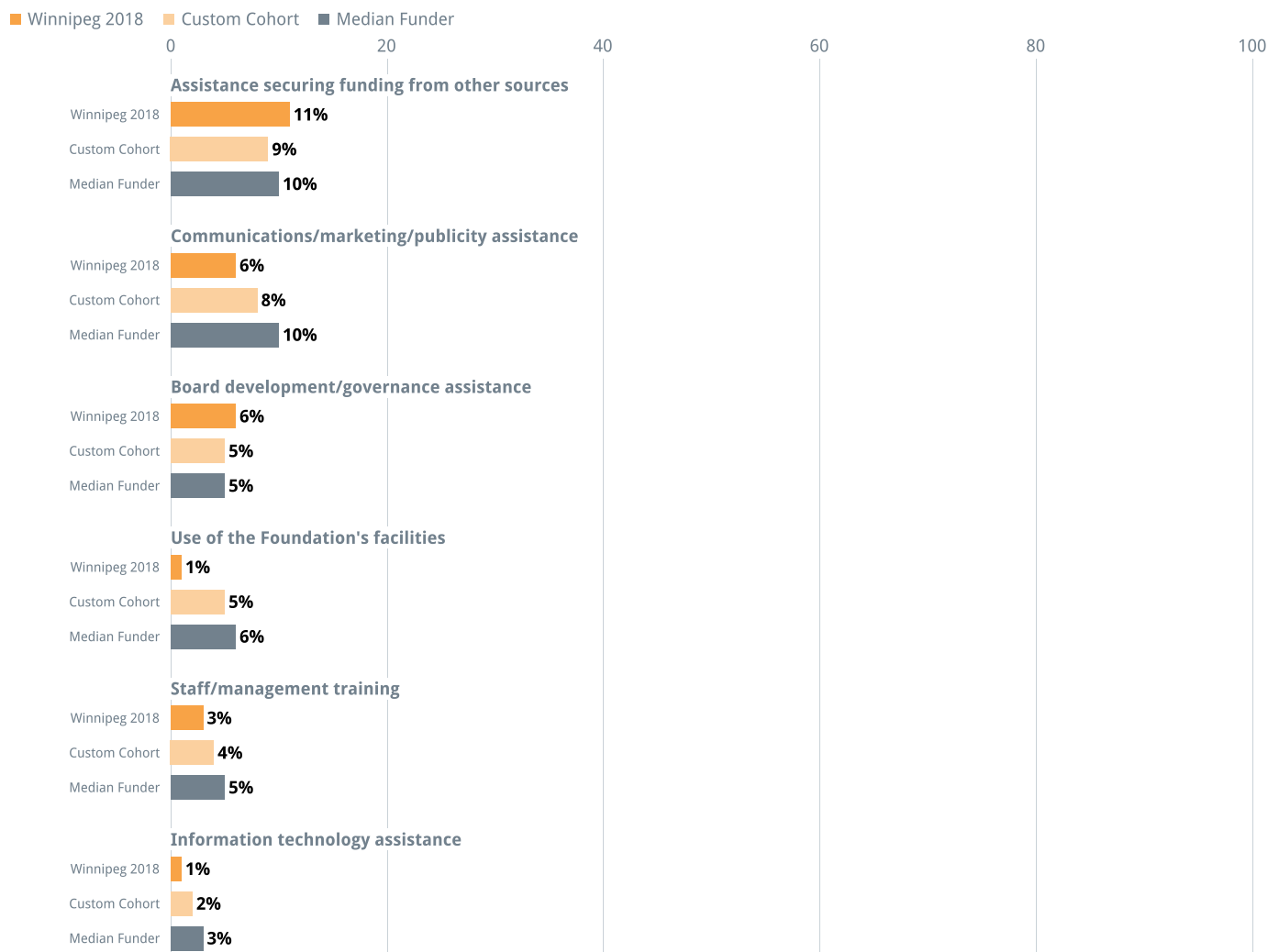
Percentage of Grantees that Received Field-Related Assistance - By Subgroup



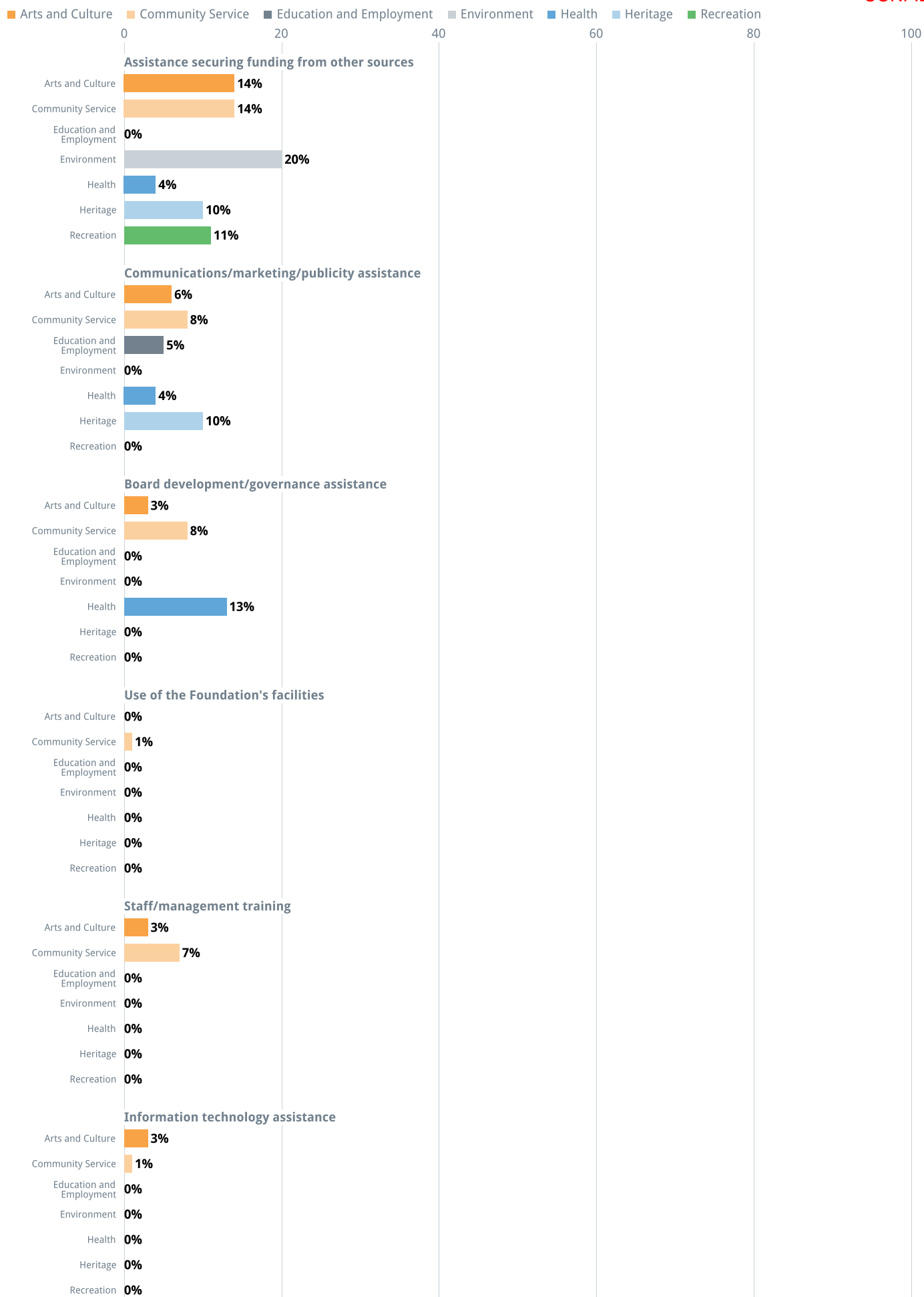
Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance



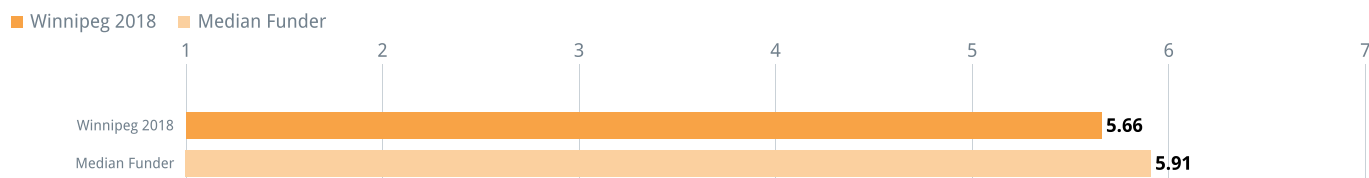
Percentage of Grantees that Received Other Assistance - By Subgroup



Winnipeg-Specific Questions

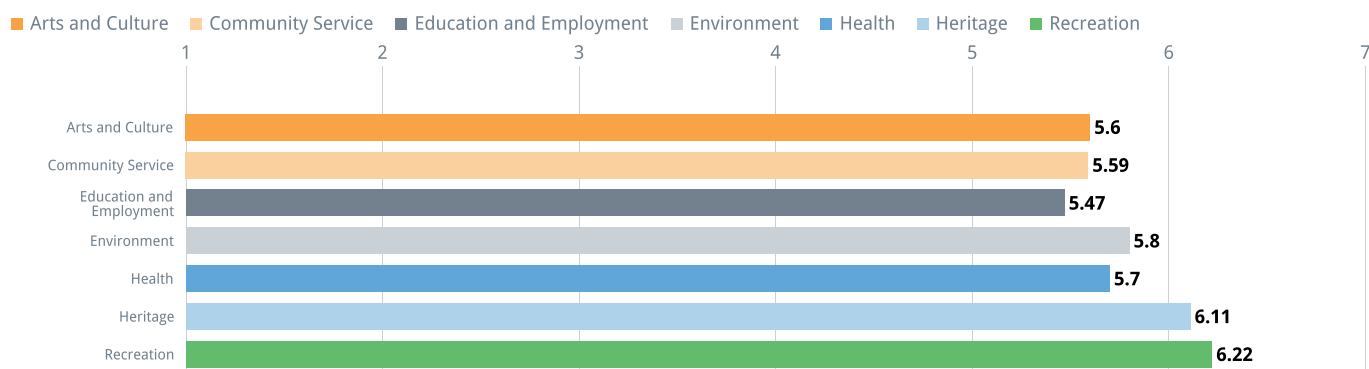
How clearly do you understand the specific results the Foundation expects to achieve through the work funded by this grant?

1 = Not at all clearly 7 = Extremely clearly



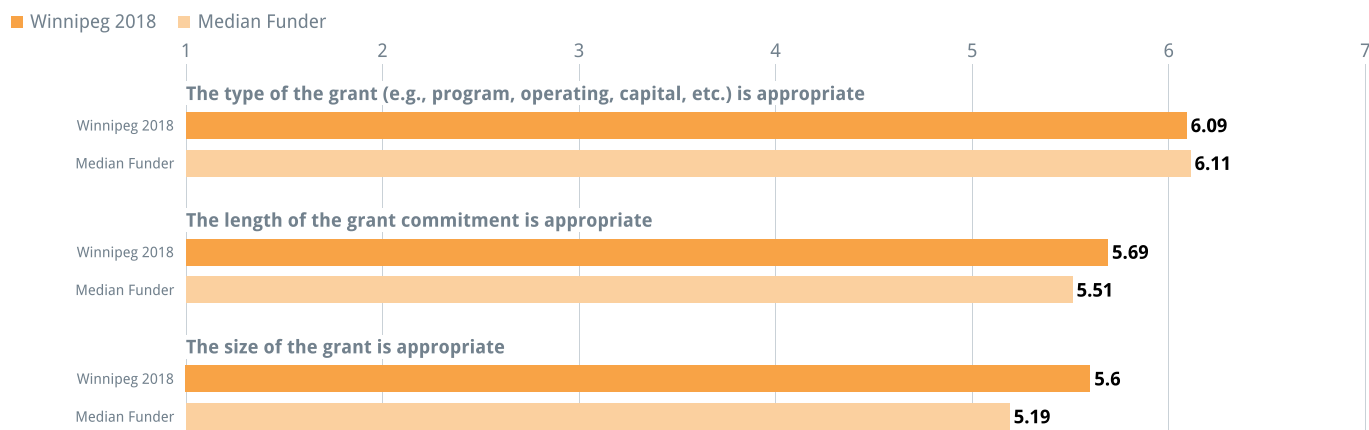
How clearly do you understand the specific results the Foundation expects to achieve through the work funded by this grant?
- By Subgroup

1 = Not at all clearly 7 = Extremely clearly



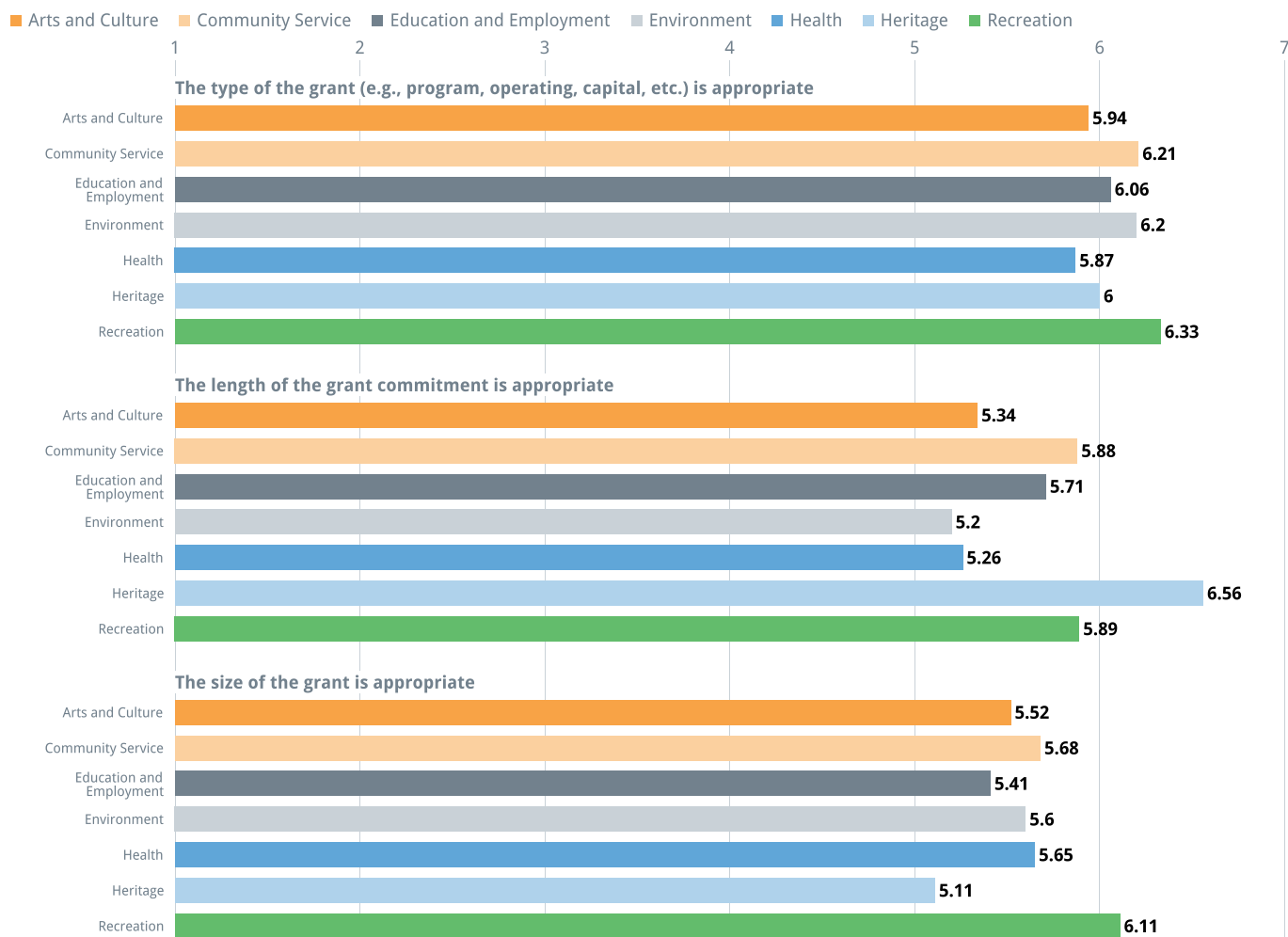
How strongly do you agree or disagree with the following statements: In order to achieve the specific results the Foundation expects to achieve through this grant...

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



How strongly do you agree or disagree with the following statements: In order to achieve the specific results the Foundation expects to achieve through this grant... - By Subgroup

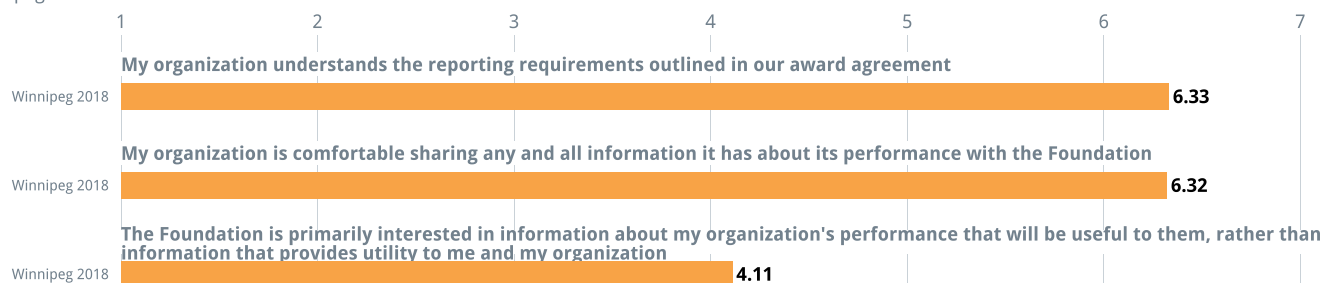
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Please indicate how strongly you agree with the following statements regarding the Foundation's reporting and evaluation processes.

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

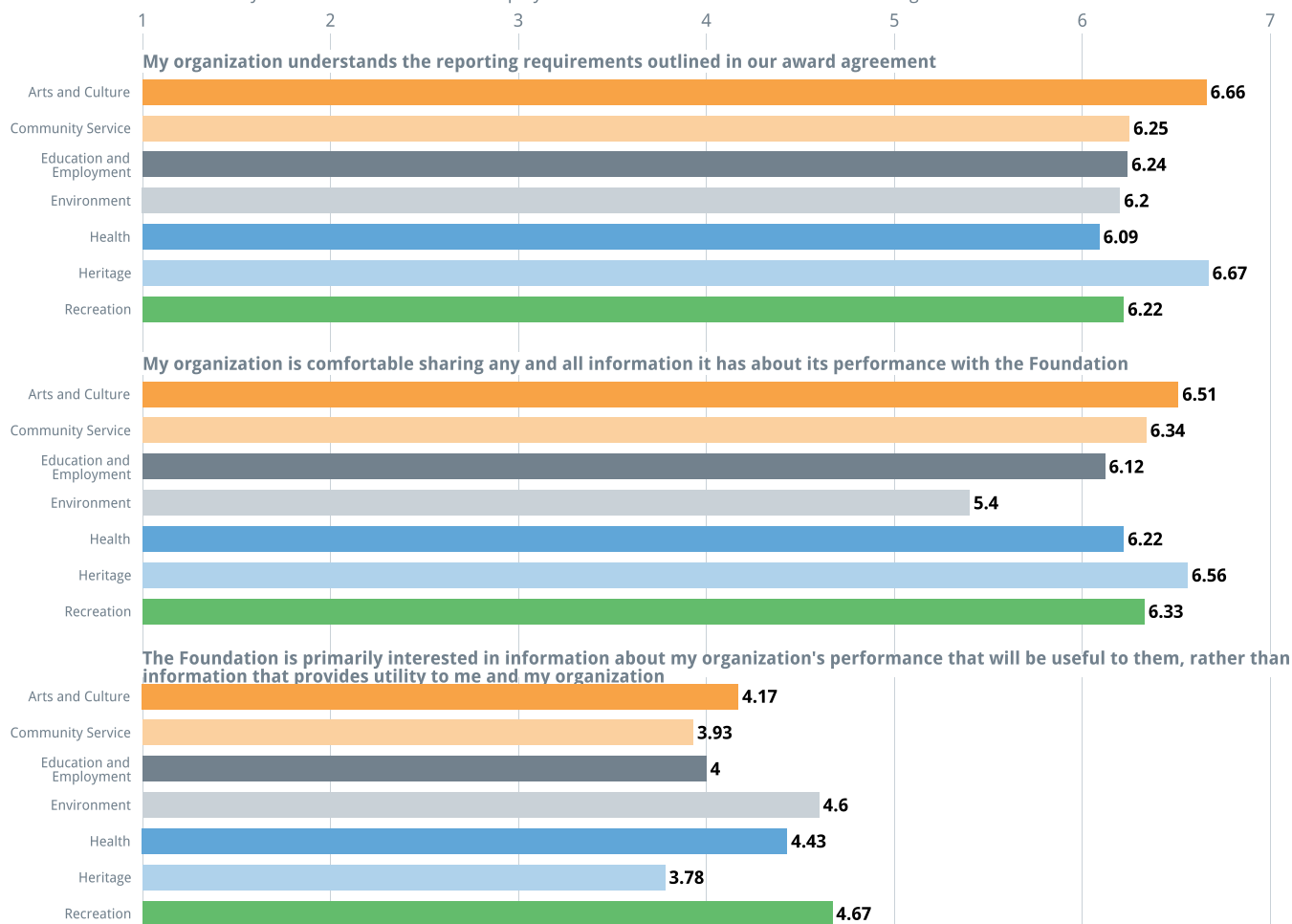
Winnipeg 2018



Please indicate how strongly you agree with the following statements regarding the Foundation's reporting and evaluation processes. - By Subgroup

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

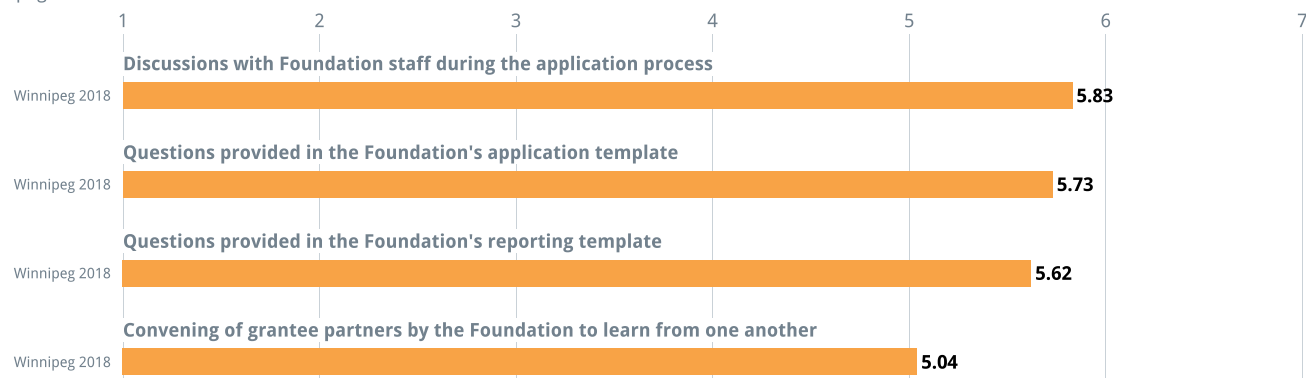
Arts and Culture Community Service Education and Employment Environment Health Heritage Recreation



How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results?

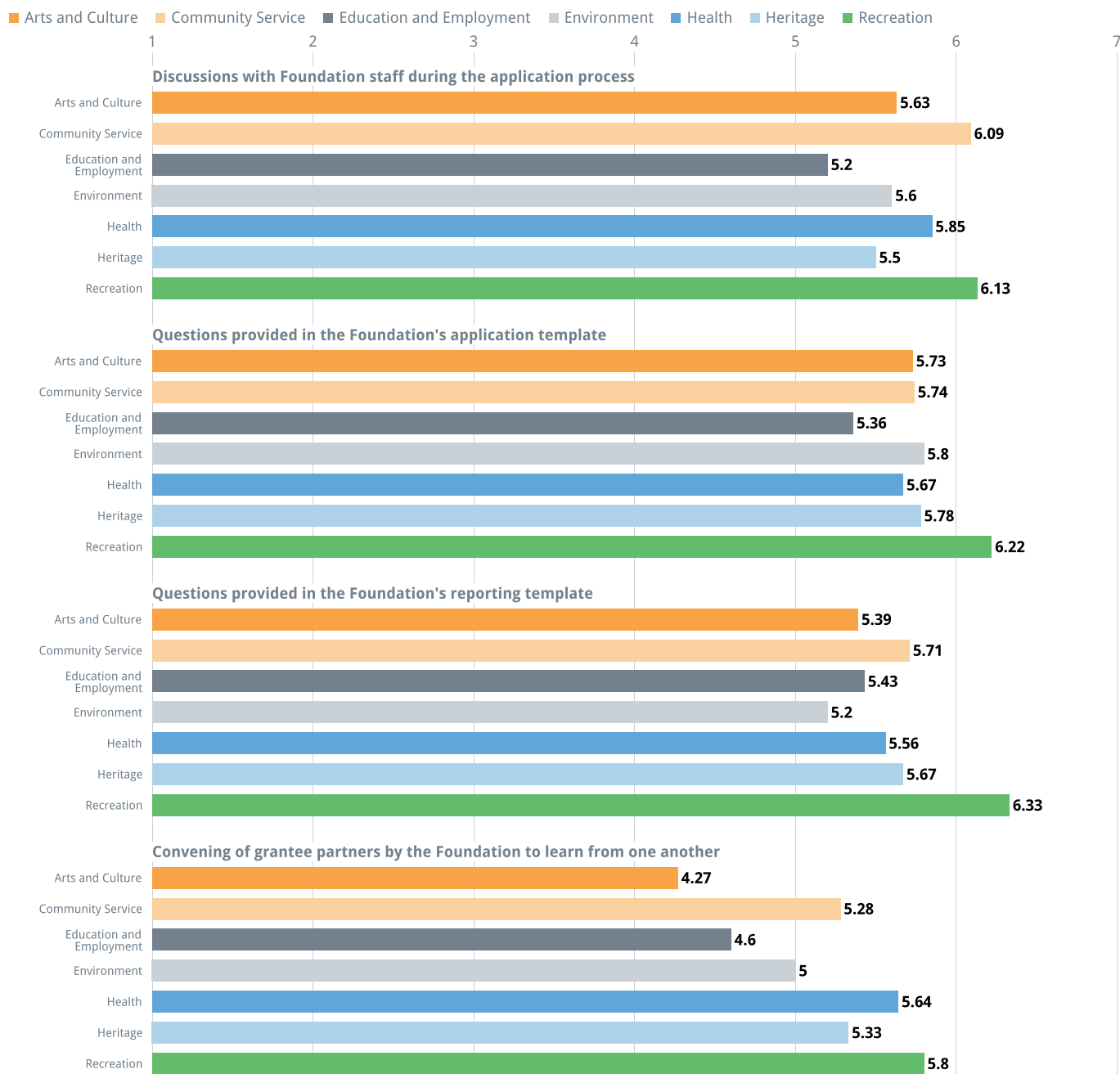
1 = Not at all effective 7 = Extremely effective

■ Winnipeg 2018



How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results? - By Subgroup

1 = Not at all effective 7 = Extremely effective



Grantees' Open-Ended Comments

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

1. "Please comment on the quality of Winnipeg's processes, interactions, and communications. Your answer will help us better understand what it is like to work with Winnipeg."
2. "Please comment on the impact Winnipeg is having on your field, community, or organization. Your answer will help us to better understand the nature of Winnipeg's impact."
3. "What specific improvements would you suggest that would make Winnipeg 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 Winnipeg'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	Winnipeg 2018	Average Funder	Custom Cohort
Positive comment	80%	71%	75%
Comment with at least one constructive theme	20%	29%	25%

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. Of the 51 grantees that responded constructively to this question, 67 provided 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
Grantmaking Characteristics	42%
Non-Monetary Assistance	16%
Proposal and Selection Process	16%
Impact on and Understanding of Grantees' Organizations	7%
Quality of Interactions	6%
Impact on and Understanding of Grantees' Communities	4%
Reporting and Evaluation Process	3%
Administrative Processes	1%
Foundation Communications	1%
Impact on and Understanding of Grantees' Fields	1%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 51 grantees that responded constructively to this question provided a total of 67 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Grantmaking Characteristics (42% N=28)

- More Flexibility in and around Grant Transition Periods (N = 10)
 - "Being able to apply for support for second project before first project [is] done."
 - "It would be helpful if the Foundation had processes that would help us transition from one-time community grants to multi-year support grants. The current rules seem to require us to take a one-year hiatus in grant application if we want to transition to multi-year grants."
 - "One suggestion I have going forward would be to incorporate multiple entry points for access into the Multi-Year Funding stream throughout a calendar year. That way, small groups like ourselves could complete a One Time Community Grant and then move directly into application for a Multi-Year Grant without a serious cash-flow challenge."
 - "Review grant applications more often throughout the year."
- Grant Size (N = 8)
 - "Larger grant sizes earlier on would help establish the infrastructure support we need long-term sooner."
 - "Find increased amounts of funding and actually work towards becoming more sustainable."
 - "To offer possibly more amounts."
 - "It would be nice to receive the full requested grant amount."
- Grant Length (N = 4)
 - "I would suggest that the Foundation consider making it possible for all funding to be multi-year funding."
 - "More long-term funding opportunities."
- Grant Type (N = 4)
 - "Make it easier to get some capital and operational funding."
 - "Move toward sustainable funding for some organizations and away from project-based only grants."
- Other (N = 2)

Non-Monetary Assistance (16% N=11)

- Assistance with Other Funding Sources (N = 4)
 - "Helping provide networking and access to individuals/businesses that would be interested in supporting our work."
 - "Opportunities to meet directly with interested donors would be great!"
- Capacity Building (N = 3)
 - "Promote their services beyond just the funding part of their mandate like professional development supports."
- Convenings (N = 2)
 - "I wish the Foundation would convene a funder circle to standardize reporting requirements."
- Other (N = 2)

Proposal and Selection Process (16% N=11)

- Streamline Processes (N = 5)
 - "The foundation requires too many documents for small grants. It takes a lot of work for small organizations to pull together documents to satisfy the Winnipeg Foundation."
 - "More concise questions and shorter application process."
- Clarity of Guidelines (N = 3)
 - "Clear direction and criteria serving the needs of our arts community, not just program funding focused on the indigenous population and the Calls to Action."
- Time Between Application Submission and Approval (N = 2)
 - "The delay from application to \$ flow could be shorter."
- Other (N = 1)

Impact on and Understanding of Grantees' Organizations (7% N=5)

- Awareness of Organizational Challenges (N = 2)
 - "Perhaps an understanding of the challenges being faced by a small organization which does not receive operational funding and has limited resources."
- Orientation Change (N = 2)
 - "More investment in Indigenous-led agencies/organizations."
- Other (N = 1)

Quality of Interactions (6% N=4)

- Site Visits (N = 3)
 - "More regular site visits and tours with grant partners to see improvements, needs, and general operations of non-profit charities in Winnipeg."
- Other (N = 1)

Impact on and Understanding of Grantees' Communities (4% N=3)

- Understanding of Grantees' Communities (N = 2)
 - "I would like to see the Foundation support a balanced ecology within the arts community. One that considers the full range of activity that is required to foster a healthy and robust evolution and development of the arts within the specific needs of this community."
- Other (N = 1)

Reporting and Evaluation Process (3% N=2)

- "The small grassroots organizations have such a difficult time filling out grant applications and reporting because there is not enough time and people."
- "While appreciative of the flexible and accessible nature of the one-time community grants, the wide range of possible projects made clarification necessary on a few points, especially while ensuring meeting reporting requirements at the implementation of the project. Some of the documentation is quite general, however through conversation with Foundation staff we were able to get clarification and tailor a process that made sense for our project and organization."

Administrative Processes (1% N=1)

- "The financial deposit of our grant was made without checking to see if the bank account on file was still the right one."

Foundation Communications (1% N=1)

- "Some glitches on the website."

Impact on and Understanding of Grantees' Fields (1% N=1)

- "Gap analysis in the sector should be on going and inform community planning and funding."

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	Winnipeg 2018	Median Funder	Custom Cohort
Average grant length	1.5 years	2.2 years	1.8 years

Length of Grant Awarded	Winnipeg 2018	Average Funder	Custom Cohort
1 year	73%	44%	61%
2 years	5%	24%	18%
3 years	17%	19%	15%
4 years	2%	4%	2%
5 or more years	2%	8%	4%

Type of Grant Awarded	Winnipeg 2018	Average Funder	Custom Cohort
Program / Project Support	65%	65%	62%
General Operating / Core Support	9%	21%	20%
Capital Support: Building / Renovation / Endowment Support / Other	17%	5%	7%
Technical Assistance / Capacity Building	5%	4%	8%
Scholarship / Fellowship	1%	2%	1%
Event / Sponsorship Funding	3%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Average grant length	1.7 years	1.4 years	1.4 years	2.4 years	1.2 years	2.7 years	1.2 years

Length of Grant Awarded (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
1 year	71%	71%	80%	40%	83%	70%	86%
2 years	6%	8%	0%	0%	4%	10%	0%
3 years	17%	18%	15%	40%	13%	10%	14%
4 years	0%	3%	5%	20%	0%	0%	0%
5 or more years	6%	0%	0%	0%	0%	10%	0%

Type of Grant Awarded (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Program / Project Support	60%	58%	75%	60%	91%	70%	50%
General Operating / Core Support	14%	14%	0%	0%	0%	0%	0%
Capital Support: Building / Renovation / Endowment Support / Other	14%	22%	10%	20%	0%	20%	38%
Technical Assistance / Capacity Building	6%	4%	5%	20%	4%	0%	13%
Scholarship / Fellowship	0%	1%	5%	0%	0%	0%	0%
Event / Sponsorship Funding	6%	1%	5%	0%	4%	10%	0%

Grant Size

Grant Amount Awarded	Winnipeg 2018	Median Funder	Custom Cohort
Median grant size	\$14.8K	\$90K	\$37.3K

Grant Amount Awarded	Winnipeg 2018	Average Funder	Custom Cohort
Less than \$10K	34%	9%	12%
\$10K - \$24K	37%	12%	20%
\$25K - \$49K	13%	13%	21%
\$50K - \$99K	8%	15%	18%
\$100K - \$149K	6%	10%	10%
\$150K - \$299K	1%	16%	12%
\$300K - \$499K	1%	9%	4%
\$500K - \$999K	1%	7%	2%
\$1MM and above	0%	9%	1%

Median Percent of Budget Funded by Grant (Annualized)	Winnipeg 2018	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	4%	4%	3%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Median grant size	\$11.1K	\$16.1K	\$14.8K	\$87.4K	\$16.7K	\$10.4K	\$11.3K

Grant Amount Awarded (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Less than \$10K	46%	36%	20%	0%	27%	50%	25%
\$10K - \$24K	31%	35%	45%	20%	45%	40%	50%
\$25K - \$49K	9%	10%	30%	20%	18%	0%	13%
\$50K - \$99K	11%	7%	0%	20%	9%	10%	13%
\$100K - \$149K	3%	10%	5%	20%	0%	0%	0%
\$150K - \$299K	0%	1%	0%	0%	0%	0%	0%
\$300K - \$499K	0%	0%	0%	20%	0%	0%	0%
\$500K - \$999K	0%	1%	0%	0%	0%	0%	0%
\$1MM and above	0%	0%	0%	0%	0%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Size of grant relative to size of grantee budget	6%	3%	1%	4%	4%	4%	7%

Grantee Characteristics

Operating Budget of Grantee Organization	Winnipeg 2018	Median Funder	Custom Cohort
Median Budget	\$0.4M	\$1.5M	\$1.2M

Operating Budget of Grantee Organization	Winnipeg 2018	Average Funder	Custom Cohort
<\$100K	18%	8%	8%
\$100K - \$499K	39%	19%	24%
\$500K - \$999K	15%	13%	15%
\$1MM - \$4.9MM	18%	30%	30%
\$5MM - \$24MM	7%	18%	14%
>=\$25MM	2%	11%	8%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Median Budget	\$0.2M	\$0.4M	\$1M	\$1.2M	\$0.4M	\$0.5M	\$0.3M

Operating Budget of Grantee Organization (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
<\$100K	26%	18%	10%	0%	16%	30%	13%
\$100K - \$499K	46%	38%	25%	20%	47%	20%	63%
\$500K - \$999K	23%	15%	15%	20%	5%	10%	0%
\$1MM - \$4.9MM	6%	20%	10%	60%	21%	40%	25%
\$5MM - \$24MM	0%	6%	30%	0%	11%	0%	0%
>=\$25MM	0%	3%	10%	0%	0%	0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation	Winnipeg 2018	Average Funder	Custom Cohort
First grant received from the Foundation	13%	29%	23%
Consistent funding in the past	59%	53%	51%
Inconsistent funding in the past	28%	18%	26%

Funding Status and Grantees Previously Declined Funding	Winnipeg 2018	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	78%	81%	78%
Percent of grantees previously declined funding by the Foundation	44%	31%	53%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
First grant received from the Foundation	6%	16%	6%	0%	17%	10%	25%
Consistent funding in the past	71%	58%	44%	80%	48%	70%	63%
Inconsistent funding in the past	23%	26%	50%	20%	35%	20%	13%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Arts and Culture	Community Service	Education and Employment	Environment	Health	Heritage	Recreation
Percent of grantees currently receiving funding from the Foundation	86%	72%	95%	100%	74%	60%	75%
Percent of grantees previously declined funding by the Foundation	42%	44%	43%	40%	55%	50%	29%

Grantee Demographics

Job Title of Respondents	Winnipeg 2018	Average Funder	Custom Cohort
Executive Director	60%	47%	54%
Other Senior Management	14%	16%	12%
Project Director	4%	13%	7%
Development Director	7%	8%	10%
Other Development Staff	5%	8%	10%
Volunteer	11%	1%	2%
Other	0%	7%	5%

Gender of Respondents	Winnipeg 2018	Average Funder	Custom Cohort
Female	69%	62%	65%
Male	22%	35%	32%
Prefer to self-identify	1%	0%	0%
Prefer not to say	8%	3%	2%

Funder Characteristics

Financial Information	Winnipeg 2018	Median Funder	Custom Cohort
Total assets	\$608.1M	\$213M	\$689.4M
Total giving	\$28.2M	\$16.2M	\$38.6M

Funder Staffing	Winnipeg 2018	Median Funder	Custom Cohort
Total staff (FTEs)	46	15	46
Percent of staff who are program staff	17%	41%	17%

Grantmaking Processes	Winnipeg 2018	Median Funder	Custom Cohort
Proportion of grants that are proactive	0%	40%	14%
Proportion of grantmaking dollars that are proactive	0%	56%	10%

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 Winnipeg’s grantee survey was 176.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	152
How well does the Foundation understand the field in which you work?	148
To what extent has the Foundation advanced the state of knowledge in your field?	108
To what extent has the Foundation affected public policy in your field?	89
Overall, how would you rate the Foundation's impact on your local community?	171
How well does the Foundation understand the local community in which you work?	160
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	151
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	157
How well does the Foundation understand your organization's strategy and goals?	156
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	164
How often do/did you have contact with your program officer during this grant?	175
Who most frequently initiated the contact you had with your program officer during this grant?	172
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	161
Has your main contact at the Foundation changed in the past six months?	147
Did you submit a proposal to the Foundation for this grant?	176
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?	172
How involved was Foundation staff in the development of your grant proposal?	173
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	165
Have you ever been declined funding from the Foundation?	144
Are you currently receiving funding from the Foundation?	171
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	172
How well does the Foundation understand your intended beneficiaries' needs?	135
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	138
Have you participated in a reporting or evaluation process?	164
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?	132
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	133
To what extent was the Foundation's reporting process...Straightforward?	130
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	130
Did the Foundation provide financial support for the evaluation?	34
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	32
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	32
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	30
Funder-Grantee Relationships Summary Measure	159

Understanding Summary Measure	130
How clearly do you understand the specific results the Foundation expects to achieve through the work funded by this grant?	169
How strongly do you agree or disagree with the following statements: In order to achieve the specific results the Foundation expects to achieve through this grant... - The size of the grant is appropriate	167
How strongly do you agree or disagree with the following statements: In order to achieve the specific results the Foundation expects to achieve through this grant... - The length of the grant commitment is appropriate	163
How strongly do you agree or disagree with the following statements: In order to achieve the specific results the Foundation expects to achieve through this grant... - The type of the grant (e.g., program, operating, capital, etc.) is appropriate	164
Please indicate how strongly you agree with the following statements regarding the Foundation's reporting and evaluation processes. - My organization understands the reporting requirements outlined in our award agreement	170
Please indicate how strongly you agree with the following statements regarding the Foundation's reporting and evaluation processes. - The Foundation is primarily interested in information about my organization's performance that will be useful to them, rather than information that provides utility to me and my organization	171
Please indicate how strongly you agree with the following statements regarding the Foundation's reporting and evaluation processes. - My organization is comfortable sharing any and all information it has about its performance with the Foundation	171
How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results? - Questions provided in the Foundation's application template	153
How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results? - Discussions with Foundation staff during the application process	153
How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results? - Questions provided in the Foundation's reporting template	151
How effective are these aspects of the Foundation's grantmaking in supporting your organization's efforts to track and learn from your results? - Convening of grantee partners by the Foundation to learn from one another	99

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

Stephanie Moline Benoit, Manager
(415) 325-2370
stephanieb@cep.org

Alice Mei, Analyst
(415) 937-0851
alicem@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