

# Grantee Perception Report®

prepared for

## Friends Provident Foundation

May 2009

*Excerpt*

VERSION 10/28/09



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EFFECTIVE PHILANTHROPY

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# Background

- ♦ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is broadly useful – forming the basis of research reports such as *Listening to Grantees: What Nonprofits Value in Their Foundation Funders* (2004), *Foundation Communications: The Grantee Perspective* (2006), *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits* (2006), and *More than Money: Making a Difference with Assistance Beyond the Grant* (2008) – and to provide individual philanthropic funders with Grantee Perception Reports.
  
- ♦ **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**
  - Overall, assessing funder performance is challenging and a range of data sources is required. The GPR provides one set of perspectives that can be particularly useful in understanding philanthropic funder performance
  - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale.
  - Grantee perceptions must be interpreted in light of the unique strategy of the funder.
    - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.
    - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.
  - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

# Methodology (1)

- ◆ The Center for Effective Philanthropy (CEP) has surveyed almost 70,000 grantees of nearly 240 philanthropic funders since spring 2003. Please see the Appendix for a list of all funders whose grantees CEP has surveyed.
- ◆ This Grantee Perception Report® (GPR) contains data collected over the last three years, and includes over 20,000 grantee responses from 106 philanthropic funders.<sup>1</sup>
  - CEP surveyed 45 recipients of active 2008 grants of the Friends Provident Foundation (“FPF”) during February and March 2009. CEP received 28 completed responses, a 62 percent response rate. Unless otherwise noted, all comparisons are between FPF and CEP’s current dataset of 106 funders.
  - The average and/or median rating for these respondents is shown throughout this report.
  - Grantees submitted responses via mail and the Web.<sup>2</sup>
- ◆ FPF provided grantee contact information.
- ◆ Selected grantee comments are shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

## Methodology (2)

FPF is also compared to a smaller cohort of foundations with a similar level of annual giving.<sup>1</sup> The ten foundations that comprise of this group are:

Foundation	Description
Blue Cross Blue Shield of Massachusetts Foundation	<ul style="list-style-type: none"> <li>• Corporate funder with assets of \$90MM and giving of \$4MM (as of 2006)</li> <li>• The Foundation works with public and private organisations to broaden health coverage and reduce barriers to care through grants and policy initiatives.</li> </ul>
Clowes Fund	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$73MM and giving of \$3MM (as of 2005)</li> <li>• The Foundation supports arts, education and social services.</li> </ul>
Friends Provident Foundation	<ul style="list-style-type: none"> <li>• Corporate foundation with assets of \$39MM and giving of \$1MM (as of 2009)</li> <li>• The Foundation works to create the conditions throughout the UK for improved access to appropriate financial services for those who are currently excluded.</li> </ul>
Helen Andrus Benedict Foundation	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$39MM and giving of \$1MM (as of 2008)</li> <li>• The Foundation focuses on creating elder-friendly neighborhoods and actively engaging older people in their communities in Westchester County, New York.</li> </ul>
Jacob and Valeria Langeloth Foundation	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$96MM and giving of \$3MM (as of 2007)</li> <li>• The Foundation's grant-making programme is centered on the concepts of health and well-being, particularly geared toward caregivers and correctional health care.</li> </ul>
Jessie Smith Noyes Foundation	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$61MM and giving of \$3MM (as of 2005)</li> <li>• The Foundation promotes a sustainable and just social and natural system by supporting grassroots organisations and movements committed to this goal</li> </ul>
Lucile Packard Foundation for Children's Health	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$96MM and giving of \$3MM (as of 2005)</li> <li>• The Foundation's mission is to elevate the priority of children's health and increase the quality and accessibility of children's health care.</li> </ul>
Ms. Foundation for Women	<ul style="list-style-type: none"> <li>• Public charity with assets of \$40MM and giving of \$3MM (as of 2008)</li> <li>• The Foundation supports the efforts of women and girls to govern their own lives and influence the world around them.</li> </ul>
Nord Family Foundation	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$87MM and giving of \$3MM (as of 2006)</li> <li>• The Foundation is interested in programs that strengthen families and improve public service, awarding grants in the fields of health and social services, education, arts and culture, and civic affairs.</li> </ul>
Peter and Elizabeth C. Tower Foundation	<ul style="list-style-type: none"> <li>• Private foundation with assets of \$62MM and giving of \$2MM (as of 2007)</li> <li>• The Foundation seeks to improve the lives of children and adolescents by supporting programs and services for those affected by mental illness, developmental disabilities and substance abuse, and by enhancing early childhood and primary education</li> </ul>

1: When selecting a comparative cohort of funders, CEP considered a group comprising of only corporate funders. However, given both the level of annual giving and staff size of the corporate funders available within CEP's dataset, the comparison did not seem appropriate. It is CEP's experience that in most instances, level of annual giving and staff size are more accurate attributes for comparison of funder operations than solely foundation type.

# Key Findings

The Friends Provident Foundation (“FPF”) is rated highly on many measures in the Grantee Perception Report. Overall, FPF grantees are more satisfied with their experience with the Foundation than grantees of the typical funder. On the largest predictor of grantee satisfaction – quality of interactions – FPF receives ratings close to the 75th percentile among funders. Grantees comment very positively about staff, describing them as “approachable and professional,” and “extremely helpful.”

Grantees also rate the Foundation highly – above 75 percent of funders – for its understanding of their fields, as well as for its ability to advance knowledge and effect on public policy in grantees fields. At this point in its history, however, ratings on the Foundation’s impact on grantees’ fields are below the 25<sup>th</sup> percentile.

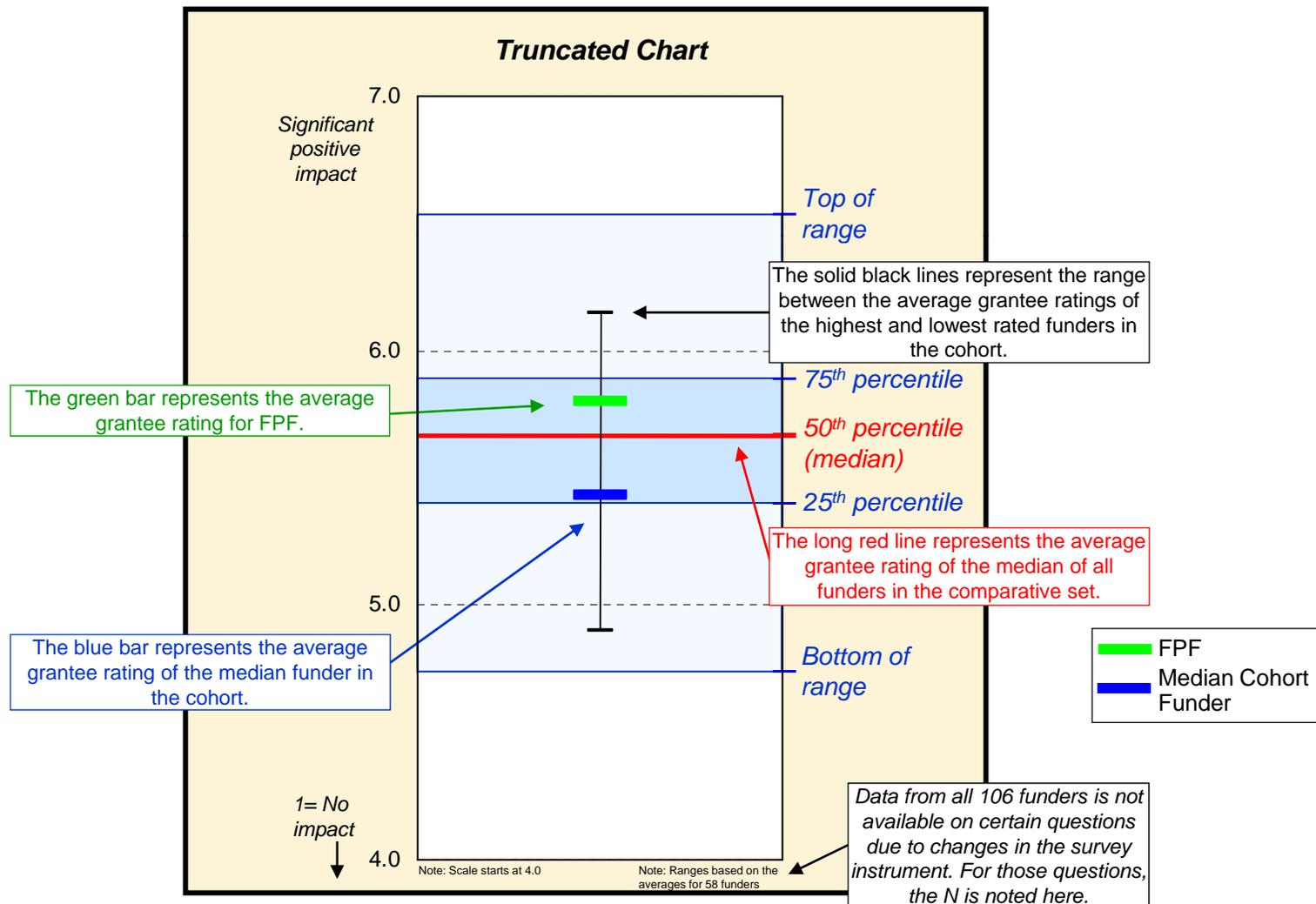
While grantees rate FPF’s impact on their organisations and understanding of their goals and strategy typically, they rate the effect of the Foundation’s funding on grantees’ ability to sustain their work in the future lower than nearly all funders in CEP’s dataset. Although awarding grants of typical size and length, the Foundation awards predominately project/programme support to younger than typical organisations. Additionally, both the non-monetary assistance and assistance securing funding from other sources provided by FPF are viewed as less helpful than that of 75 percent of other funders.

FPF is rated below eighty-five percent of all funders for the clarity with which it communicates its goals and strategy and it is rated below ninety percent of funders for the consistency of its communication resources. The Foundation’s website and published funding guidelines are also rated below typical, and in open-ended questions, several grantees comment that the Foundation could improve its website.

Grantees rate the Foundation’s selection process typically for its help in strengthening their organisations or projects. During this process, though, grantees indicate feeling a greater level of pressure than typical to modify their priorities to create a proposal that was likely to receive funding – greater than that experienced at 75 percent of other funders. To date, only 12 grantees indicate participating in the Foundation’s reporting/evaluation process, however, those that have participated rate it very positively – above the 75<sup>th</sup> percentile – for its helpfulness in strengthening their organisations and projects.

# Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for FPF, over a background that shows percentiles for the average ratings for the full comparative set of 106 philanthropic funders. **Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.**



# Impact on Grantees Fields and Communities

## Key FPF Findings and CEP Research

- FPF is rated below the 25th percentile for its impact on grantees' fields. Yet, the Foundation is rated close to the 75th percentile on its understanding of grantees' fields and above the 75th percentile on its ability to advance knowledge and affect public policy in grantees' fields.
- FPF is rated below the 25th percentile for its impact on and understanding of grantees' local communities.

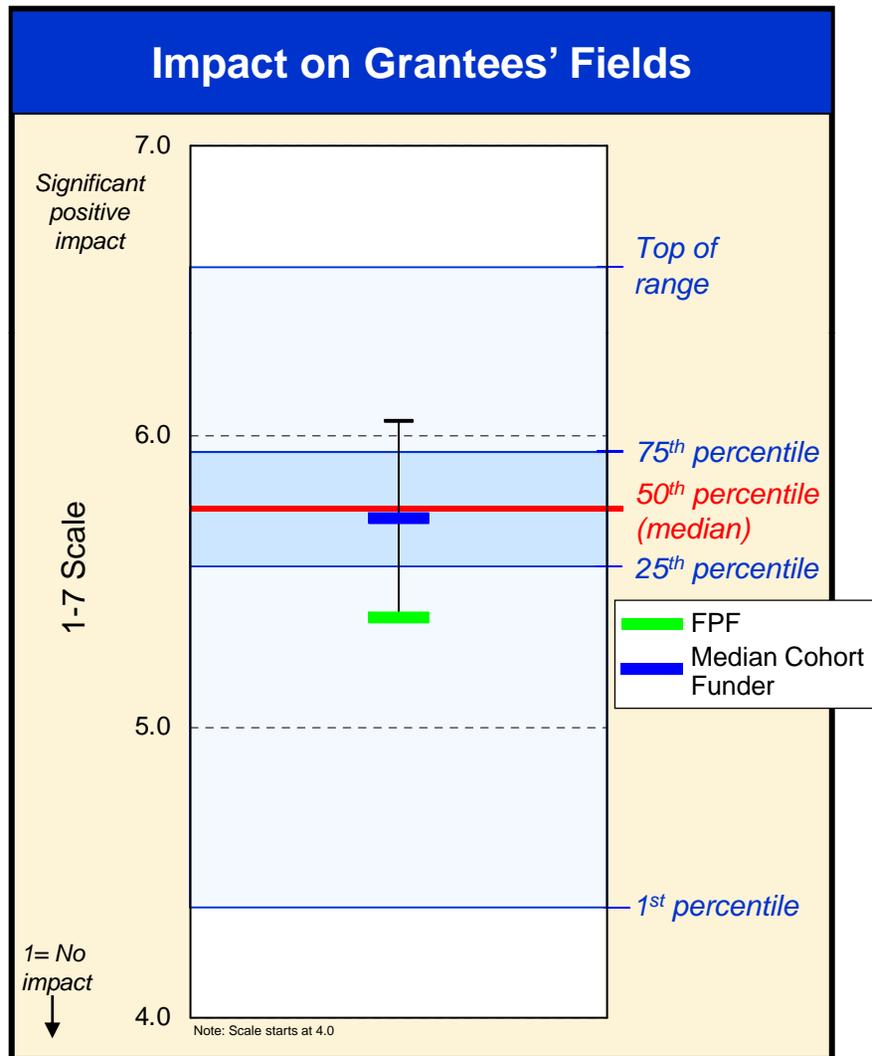
## Areas for Consideration

- In CEP's experience, ratings of understanding of fields, advancing knowledge, and influencing public policy often rise before ratings of impact on fields. Given FPF's short funding history, does the Foundation believe that its understanding of grantees' fields and ability to advance knowledge and affect public policy will translate into broader field impact?
- CEP does not define terms such as "field" within the grantee survey and thus the term can mean different things to different respondents. Does the fields in which the Foundation is seeking to create impact align with those in which the grantee traditionally operates?
  - The proportion of grantees who report the primary purpose of their grant was to create new or expand existing programs may indicate that grantees are expanding beyond their traditional focus areas to engage projects for FPF. Is this possible, and if so, could it effect the perceived impact of the Foundation?
- Is it a goal of FPF, as a field-focused funder, to impact grantees local communities?

# Impact on Grantees' Fields

On impact on grantees' fields, FPF is rated:

- below the median funder
- lower than all other cohort funders



## Selected Grantee Comments

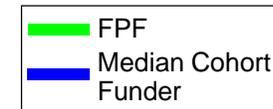
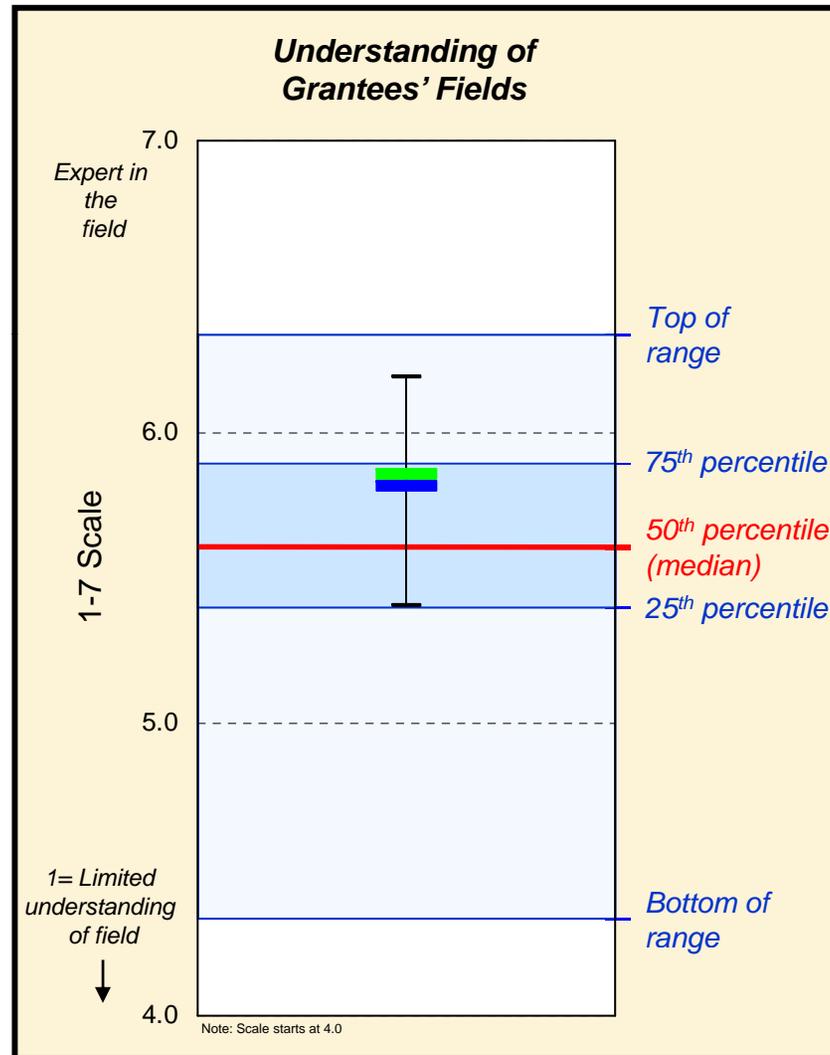
- ♦ “[The Foundation] is aware of the importance of tax advice for people on low incomes, and from what we can tell [they] promote where they can have influence.”
- ♦ “Difficult to identify specific activities that have directly led to a policy shift.”
- ♦ “The Foundation provides funding both for projects to tackle disadvantaged and ‘hard to reach’ groups...while also significantly influencing policy. For us as researchers, this allowed us to have access to practitioners and researchers, and also improved our access to policymakers.”
- ♦ “Previously policy on our field has not included financial inclusion or capability. We hope that the recommendations from the research funded by the Foundation will help to move policy in this direction.”
- ♦ “The Foundation [is] prepared to innovate and support organisations working on innovative models. This means they can really help to progress work in the community finance sector.”
- ♦ “[They have created] a greater understanding of the issues surrounding new and inexperienced tenants. This enables us to get the most appropriate support in place that sustains tenancies.”

Note: This question includes a “don’t know” response option; 4 percent of FPF respondents answered “don’t know,” compared to 8 percent at the median funder and 11 percent at the median cohort funder. Chart does not show data from one funder whose field impact rating is less than 4.0.

# Understanding of Grantees' Fields

On understanding of grantees' fields, FPF is rated:

- above the median funder
- similarly to the median cohort funder



Note: This question includes a "don't know" response option; 0 percent of FPF respondents answered "don't know," compared to 6 percent at the median funder and 5 percent at the median cohort funder.

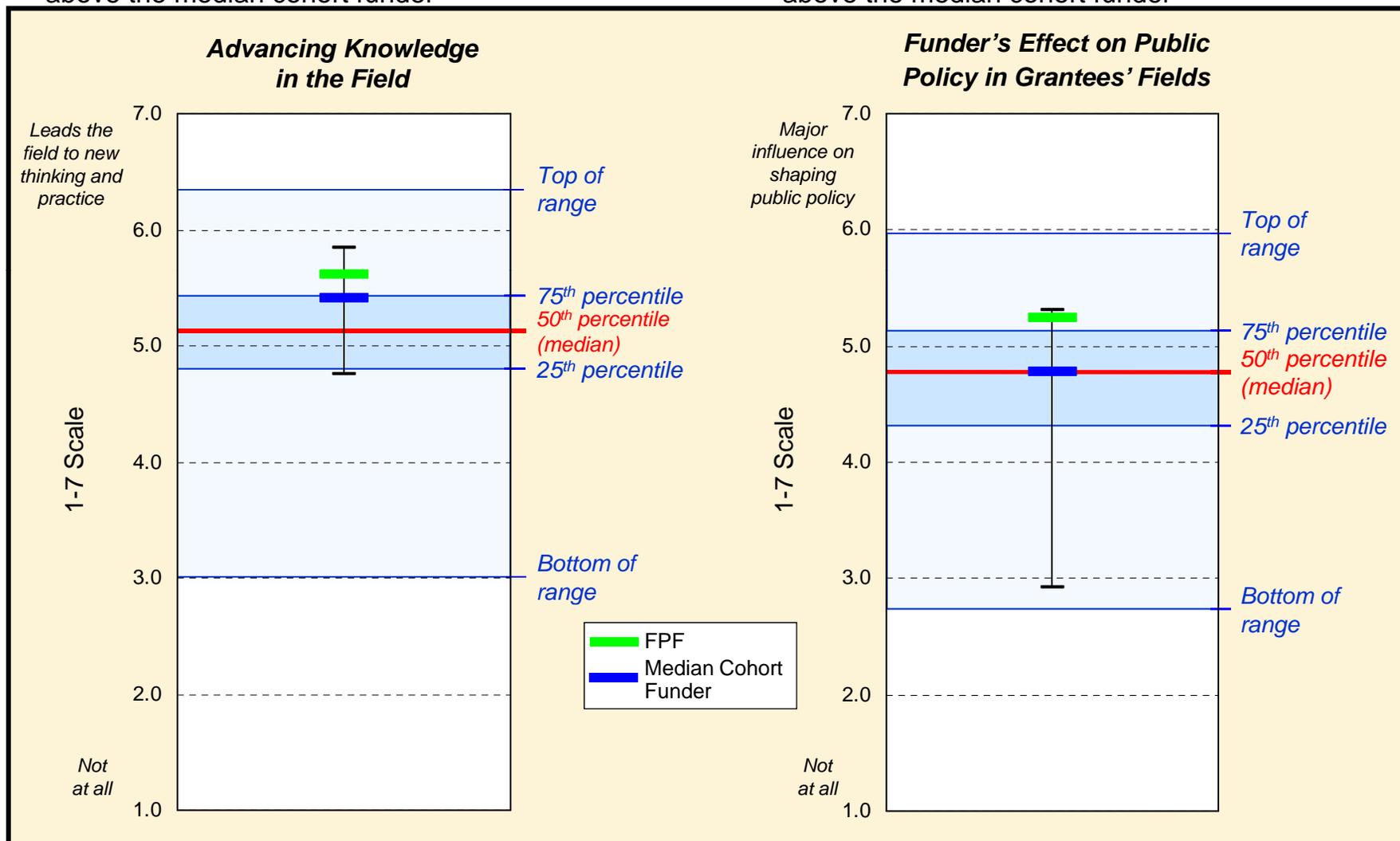
# Advancing Knowledge in Fields and Effect on Public Policy

On advancement of knowledge in grantees' fields, FPF is rated:

- above the median funder
- above the median cohort funder

On effect on public policy in grantees' fields, FPF is rated:

- above the median funder
- above the median cohort funder

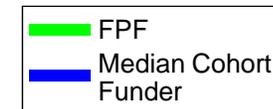
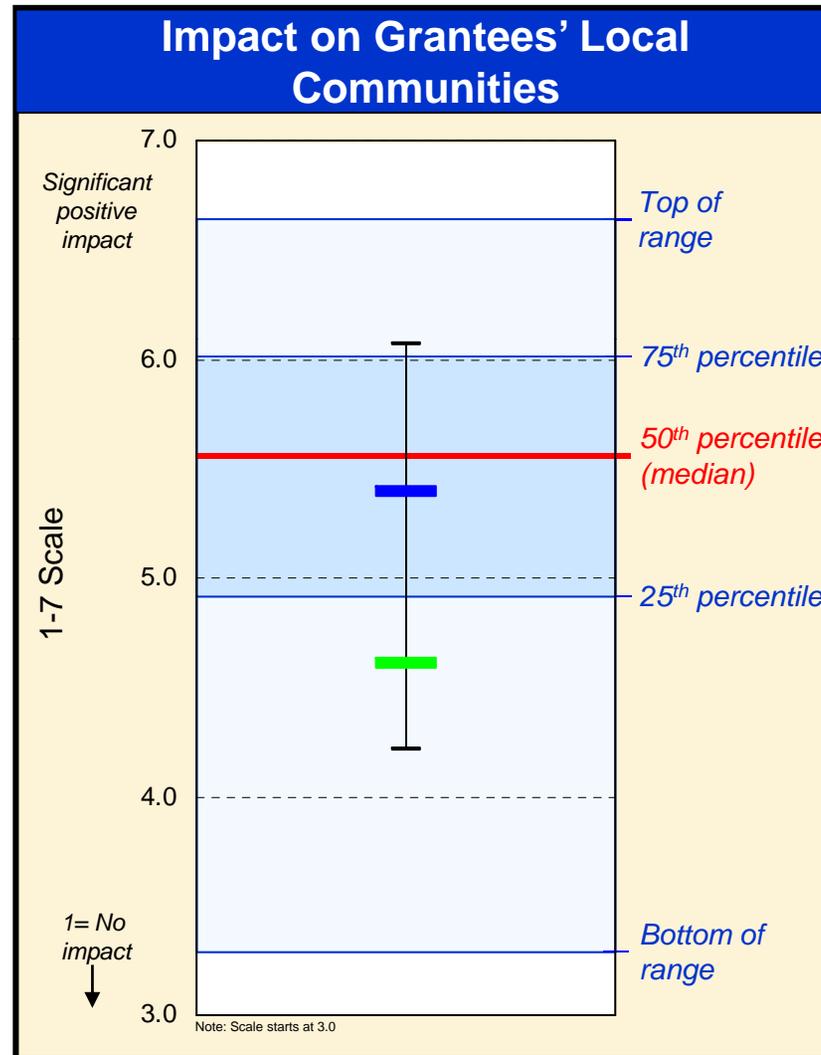


Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 7 percent of FPF respondents answered "don't know," compared to 20 percent at the median funder and 23 percent at the median cohort funder. In the right-hand chart 25 percent of FPF respondents answered "don't know," compared to 31 percent at the median funder and 36 percent at the median cohort funder.

# Impact on Grantees' Local Communities

On impact on grantees' local communities, FPF is rated:

- below the median funder
- below the median cohort funder



Note: This question includes a "don't know" response option; 33 percent of FPF respondents answered "don't know," compared to 11 percent at the median funder and 16 percent at the median cohort funder.

## Key FPF Findings and CEP Research

- FPF is rated typically on its impact on and understanding of grantees' organisations. However, grantees rate the effect of this funding on their ability to sustain funded work in the future lower than ninety percent of funders in CEP's dataset and lower than all other funders in their cohort.
- Although the Foundation awards grants that are typical in size and length, FPF atypically awards almost exclusively project/programme support grants. Additionally, FPF funds a larger than typical proportion of young programs – 80 percent have been regularly conducted for less than five years versus 20 percent at the median funder. These funded programs also tend to be housed at young organisations that are first time grantees of FPF.
  - CEP research indicates that while grant size, type, or length alone are not key predictors of impact on grantee's organisations. However, when grantees receive larger, longer term grants for general operating/core support, grant making characteristics do have a significantly more positive impact on grantees' organizations.<sup>1</sup>
- Additional CEP research reveals that impact on the grantee organisation can be achieved through not only grantmaking characteristics, but also through nonmonetary support and funding assistance.<sup>2</sup> Specifically, when this assistance is provided in more comprehensive and engaged patterns, funders can have a substantially more positive impact on grantees' organisations and their ability to sustain funded work in the future.<sup>3</sup>

## Areas for Consideration

- Is it a goal for the Foundation to have the programs it funds sustained in the future? If so, are there ways FPF can better support the sustainability of newly launched programs that it believes are central to its work?
- For grantees FPF believes are well positioned to support its goals and strategies, can the Foundation target more grants to support and enhance grantees' organisational capacity?

1: *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits*, 2006.

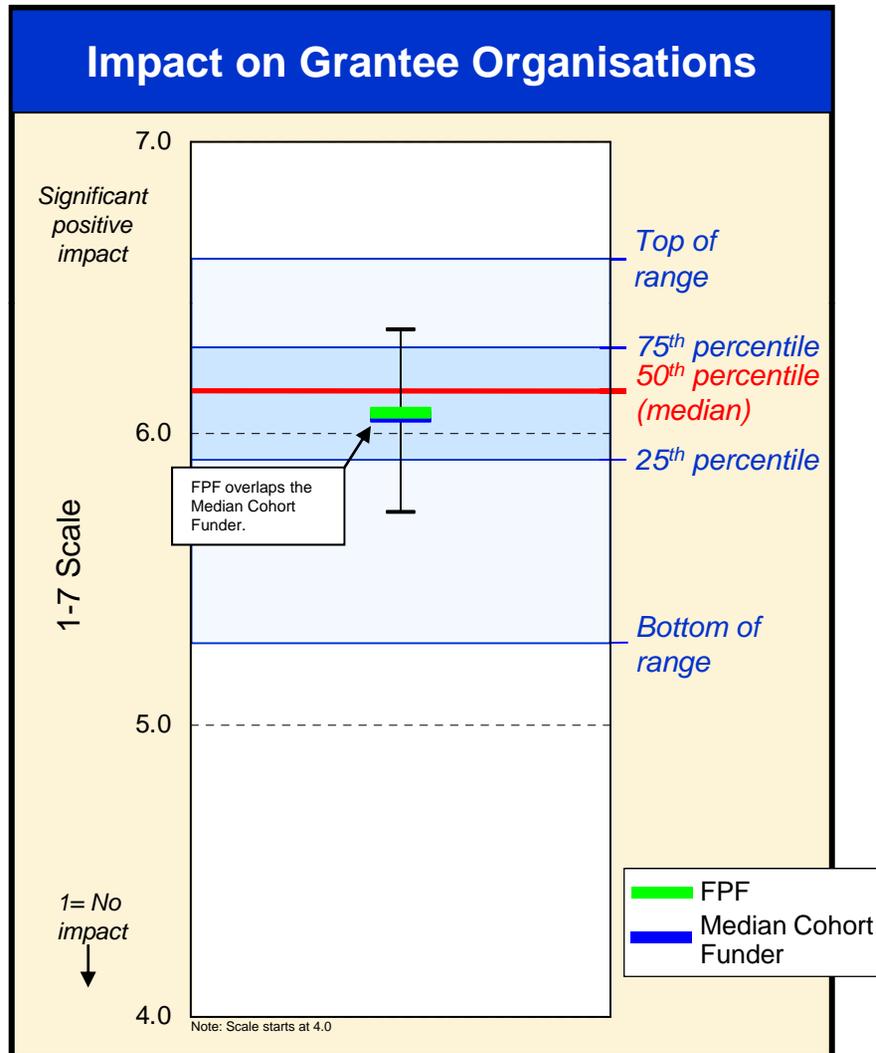
2: *More than Money: Making a Difference with Assistance Beyond the Grant*, 2008.

3: See page 42 for detailed analysis of FPF's provision of nonmonetary assistance.

# Impact on Grantee Organisations

On impact on grantee organisations, FPF is rated:

- similarly to the median funder
- similarly to the median cohort funder



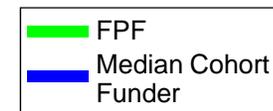
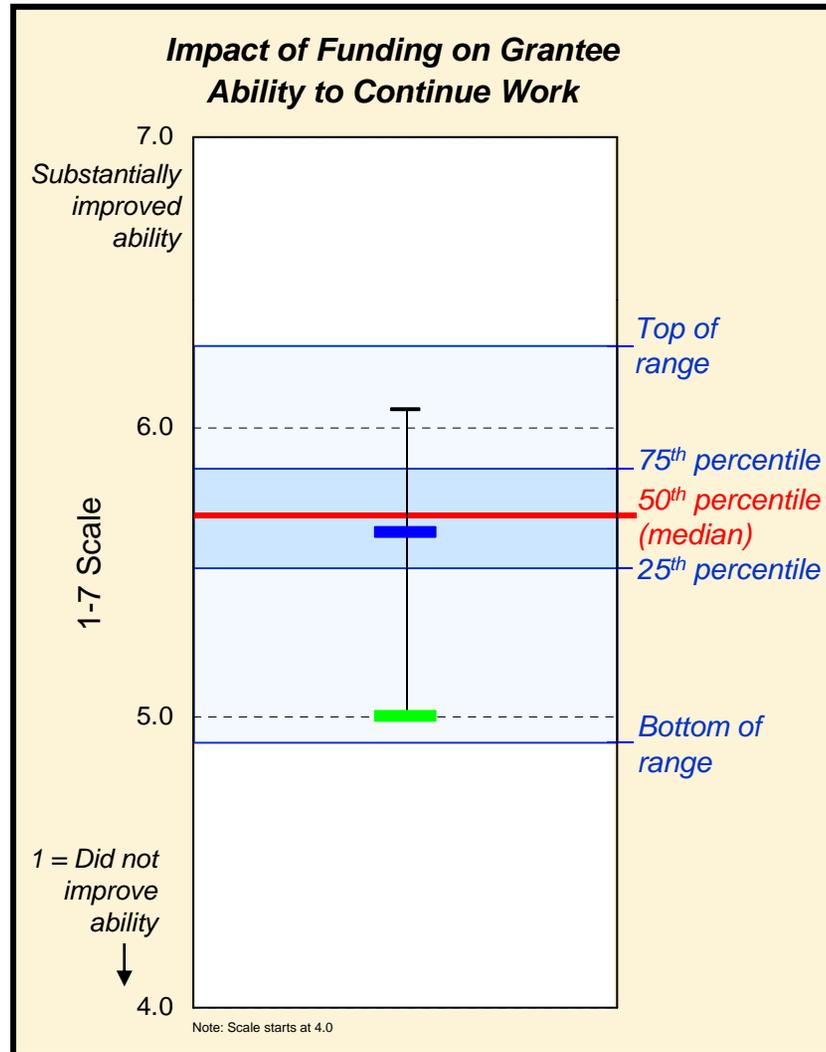
## Selected Grantee Comments

- ♦ *“Perhaps the most important impact for the charity is that we have been able to engage even more young people in financial information and support [them] through the new technology – particularly those from disadvantaged backgrounds.”*
- ♦ *“The Foundation seems to understand our work well.”*
- ♦ *“Commit to longer term funding specifically in the area of tax advice since there is no other committed funder that would enable radical change in this underfunded sector.”*
- ♦ *“Enabling us to provide more information, tools and resources on ethical investment/financial inclusion to more people than ever before.”*
- ♦ *“[The Foundation] has a realistic attitude to our work and responses to our reports show that they have been read and there is interest in what we have written. The Foundation has supported us as our project has developed and changed.”*
- ♦ *“I have found them very approachable and understanding about the complexities of our organisation. Their input has made an enormous difference to our approach and brought in practices that will have long lasting impact. I feel they need to keep the human approach.”*

# Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain their work in the future, FPF is rated:

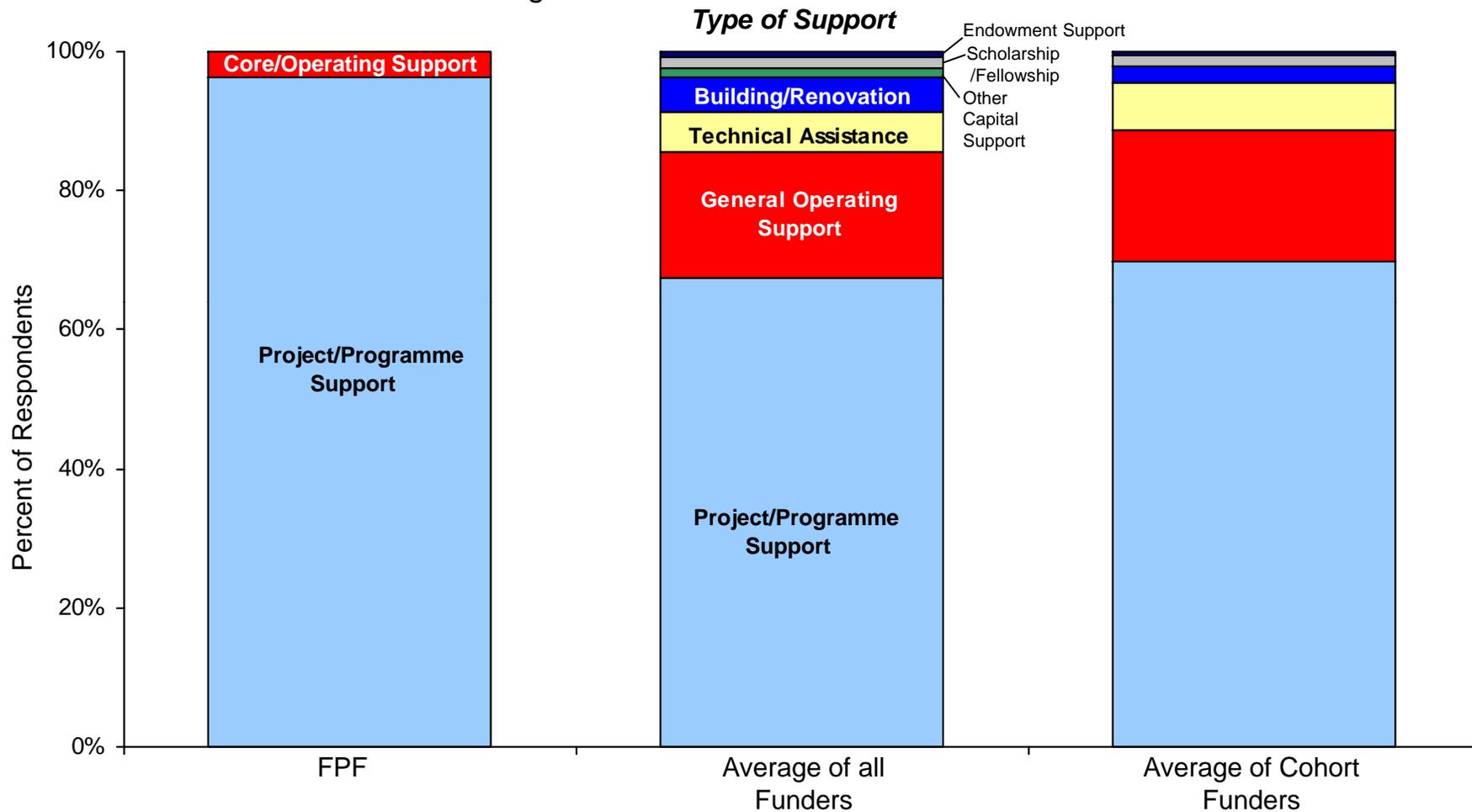
- lower than ninety percent of funders
- lower than all other cohort funders



# Type of Support

The proportion of FPF grantees that were awarded a general operating support grant is:

- smaller than that of the average funder
- smaller than that of the average cohort funder



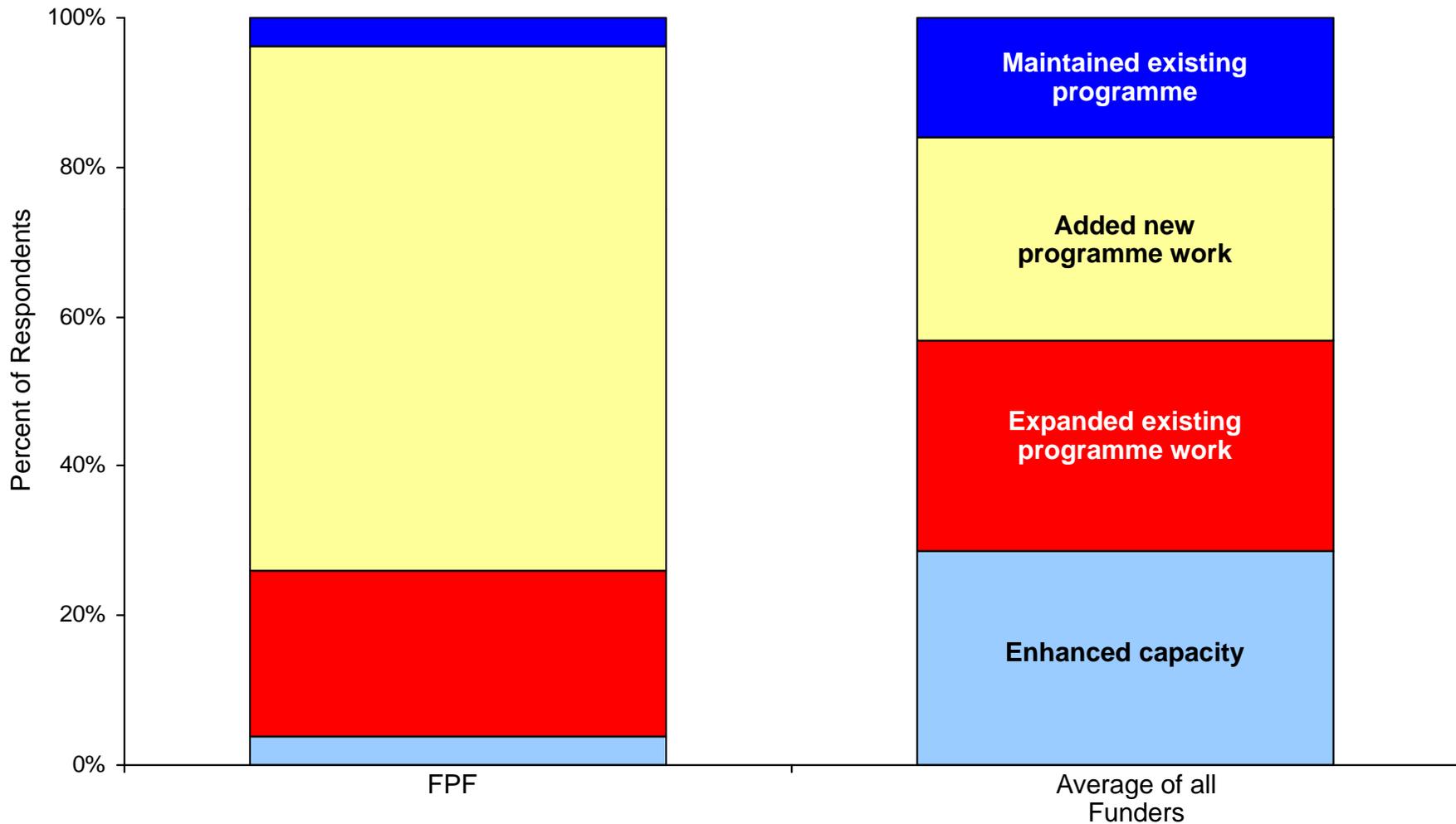
*Survey-Wide Analysis Fact:* By itself, type of grant awarded is not an important predictor of grantees' ratings of a philanthropic funder's impact on their organizations. However, ratings of impact on the grantee organization are higher for operating than program support grantees when those operating support grants are larger and longer term than what funders typically provide. For more information on these findings, please see CEP's report, *In Search of Impact: Practices and Perceptions in Foundations' Provision of Program and Operating Grants to Nonprofits*.

# Grant Effect

The proportion of FPF grantees that used the Foundation's grant primarily to add new programme work is:

- larger than that of the average funder

*Primary Effect of Grant on Grantee's Organisation*

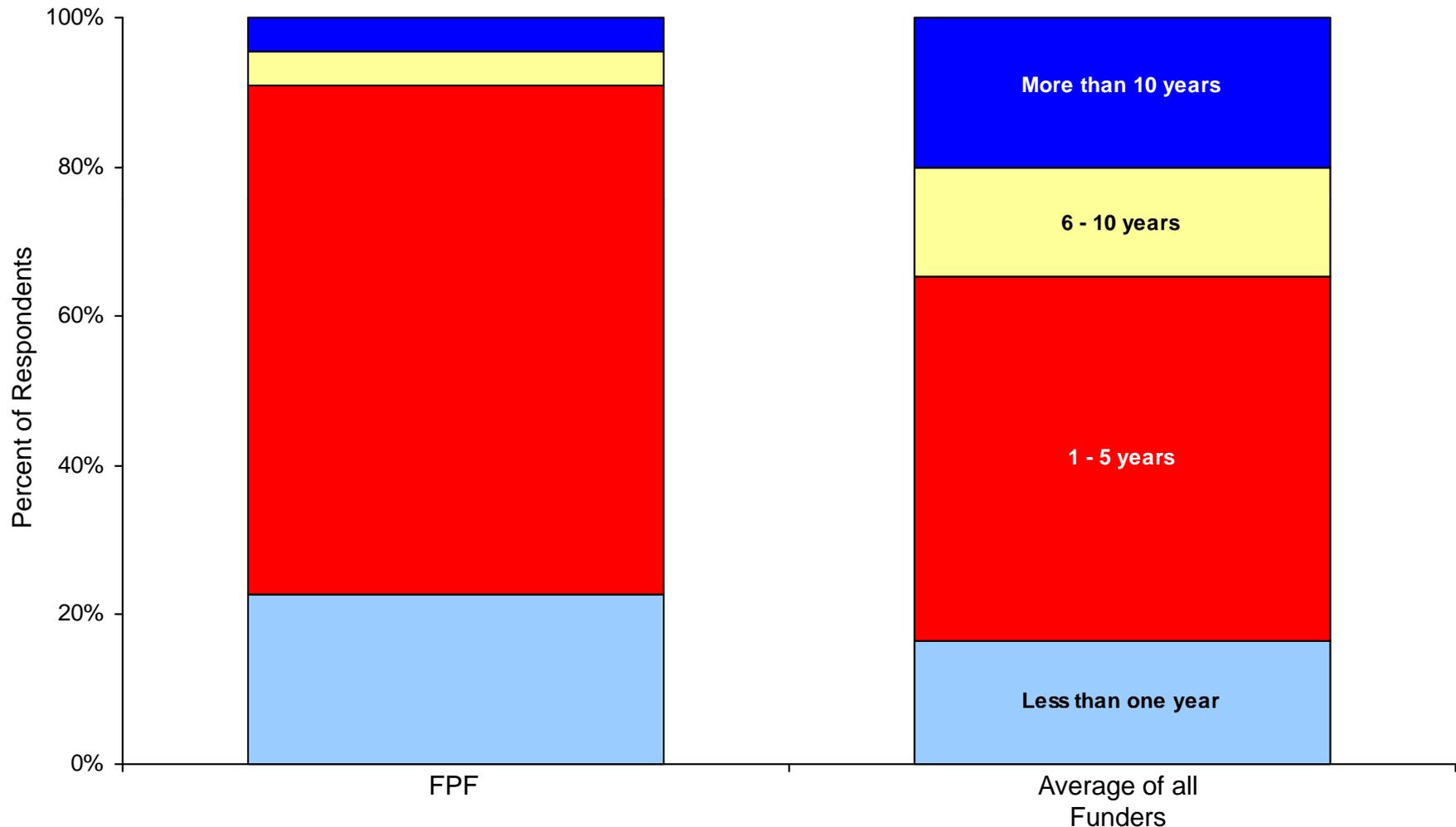


# History of Funded Programmes

The proportion of FPF grantees that report having conducted funded programmes for six years or more is:

- smaller than that of the average funder

*Length of Time Which Grantees Have Regularly Conducted the Funded Programmes*

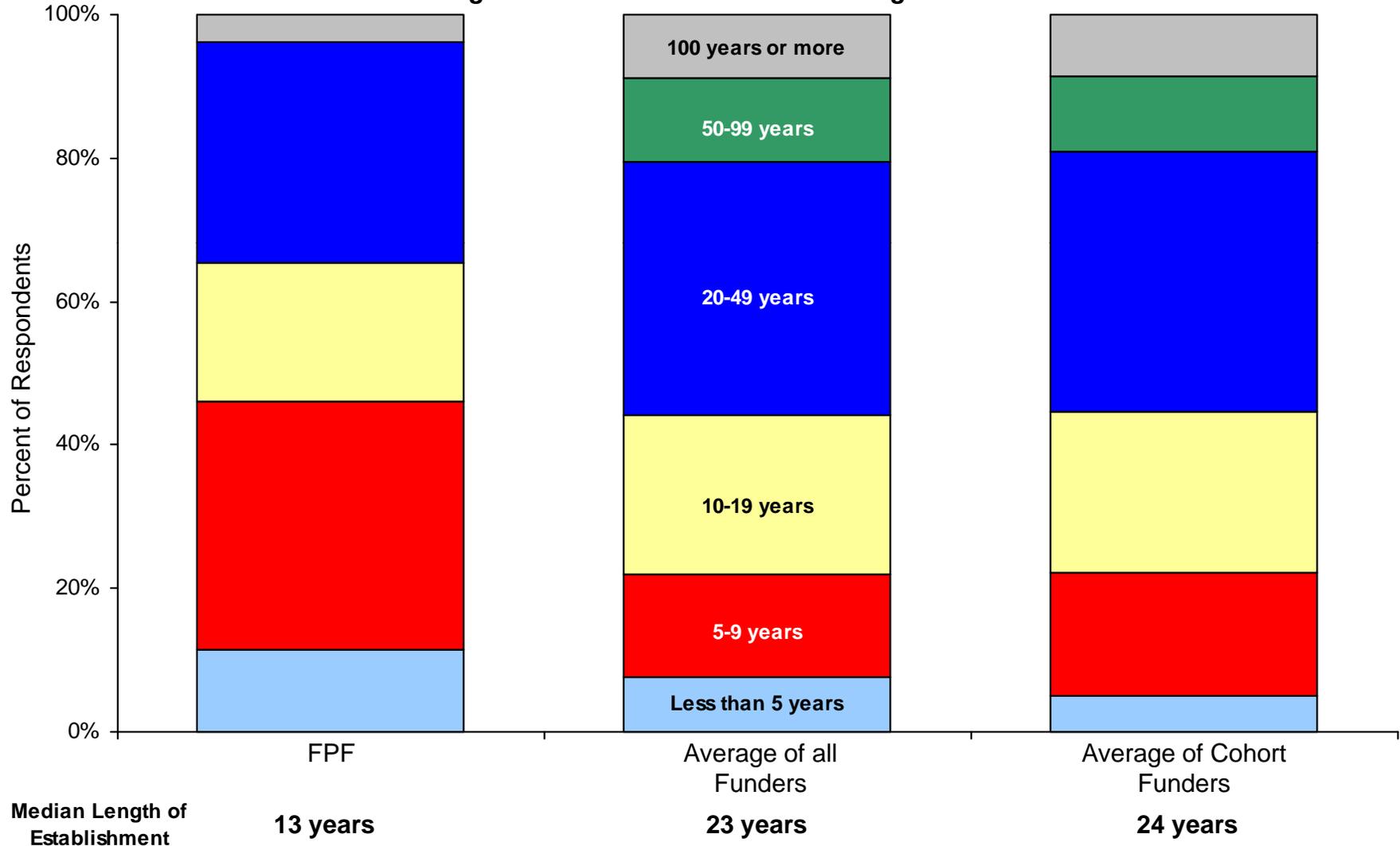


# Length of Establishment of Grantee Organisations

At the median, the length of establishment of FPF grantees' organisations is:

- shorter than that of ninety percent of funders
- shorter than that of all other cohort funders

*Length of Establishment of Grantee Organisations*



# Grantee Satisfaction and Positive Interactions

## Key Findings and CEP Research

- FPF grantees are more satisfied with their experience with the Foundation than grantees of the typical funder.
  - Across CEP’s dataset, and for FPF, quality of interactions is the primary predictor of grantee satisfaction.<sup>1</sup> Grantees rate the quality of their interactions with FPF – which includes fairness of treatment, responsiveness, and comfort approaching the Foundation if a problem arises – near the 75th percentile and describe staff as “approachable and professional” and “extremely helpful.”
  - The quality of Foundation’s interactions with grantees, particularly perceptions of fairness, is also an important, but less significant, predictor of the Foundation’s impact on grantees’ organisations, fields and communities.<sup>1</sup>
- A greater proportion of grantees than is typical indicate having monthly or more frequent contact with the Foundation. CEP research shows that when contact between grantees and Foundation staff decreases, to yearly or less often, ratings of interactions start to fall significantly.<sup>1</sup> Additionally, grantees indicate the initiation of contact is balanced, with approximately 70 percent of FPF grantees reporting that their interactions are initiated with equal frequency by Foundation staff and the grantee. CEP finds that when communication is predominately initiated by either the foundation or grantees that grantees typical perceive interactions to be less positive.

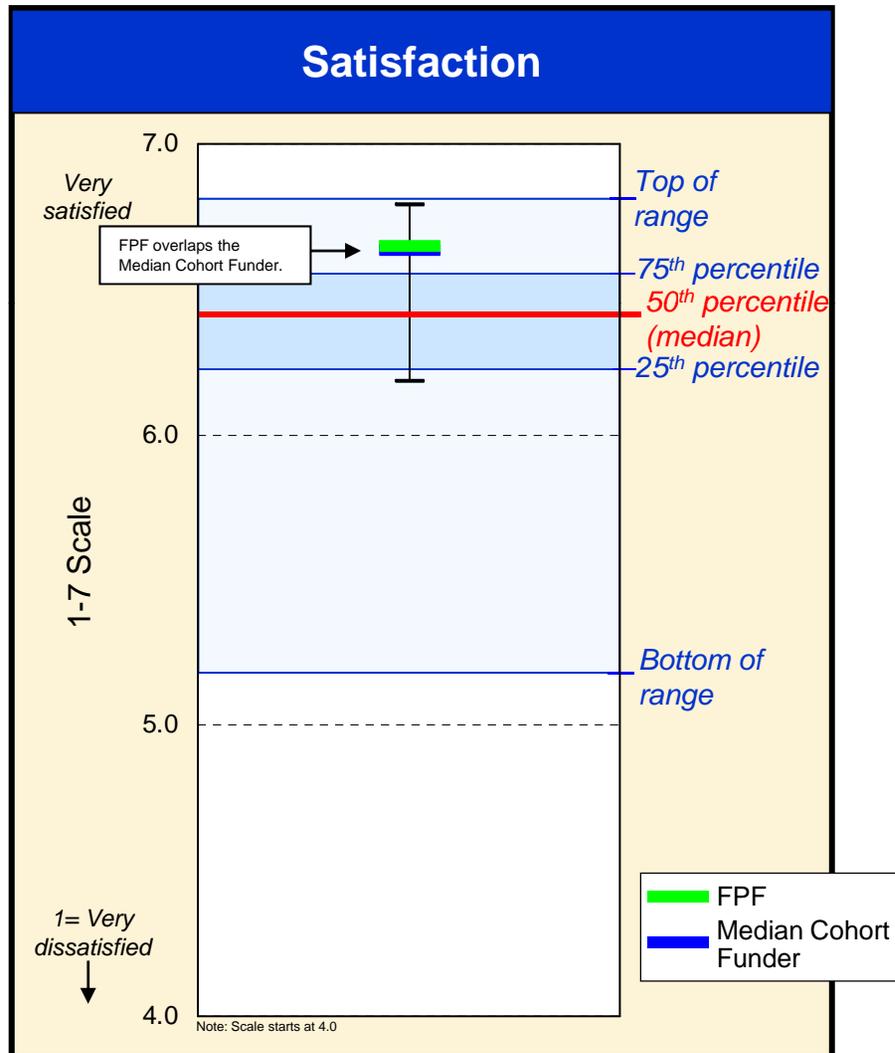
## Areas for Consideration

- Given the Foundation’s current level of staffing, is it possible to maintain the current level of engagement with grantees that is producing such high quality interactions ratings?

# Satisfaction

On overall satisfaction, FPF is rated:

- above the median funder
- similarly to the median cohort funder



## Selected Grantee Comments

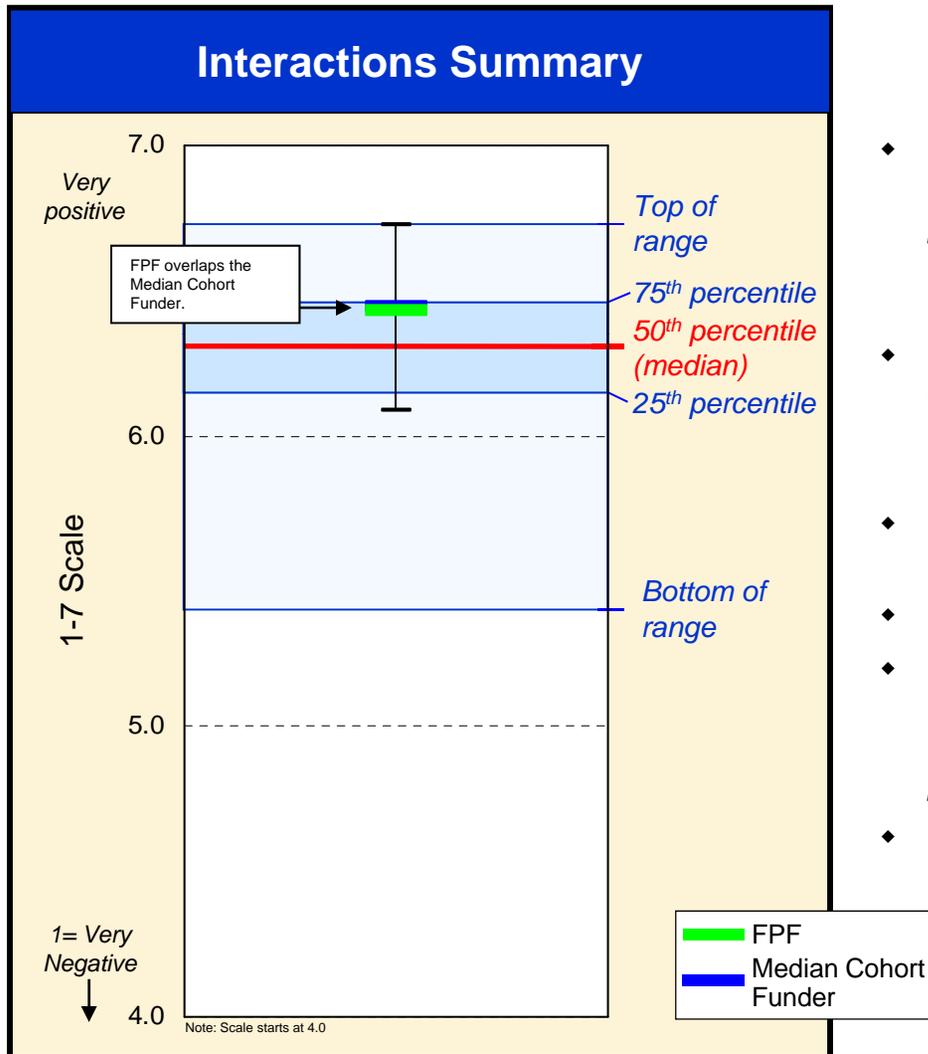
- ♦ “I have found the Foundation to be very accommodating in its operations, processes and interactions.”
- ♦ “We are very happy with our experience with the Foundation, and hope that it continues to fund important research.”
- ♦ “Entirely satisfactory.”

*Survey-Wide Analysis Fact:* Three dimensions best predict grantee perceptions of satisfaction with their philanthropic funders: 1) *Quality of Interactions with Foundation Staff:* fairness, responsiveness, approachability; 2) *Clarity of Communication of a Foundation’s Goals and Strategy:* clear and consistent articulation of objectives; 3) *Expertise and External Orientation of the Foundation:* understanding of fields and communities of funding and ability to advance knowledge and affect public policy. For more on these findings and resulting management implications, please see CEP’s report, *Listening to Grantees: What Nonprofits Value in Their Foundation Funders.*

# Grantee Interactions Summary

On this summary that includes grantees' comfort approaching the Foundation if a problem arises, responsiveness of Foundation staff, and fairness of the Foundation's treatment of grantees FPF is rated:

- above the median funder
- similar to the median cohort funder



## Selected Grantee Comments

- ♦ “The balance of interaction during the project was just right. I feel that [Foundation] staff have had good insight [into] our activities throughout the project and they consequently forward any information/contacts that they think will add value.”
- ♦ “We have always found the Foundation staff to be completely approachable and professional in their advice and support. All processes/correspondence is of the highest quality.”
- ♦ “Staff were very good and answered queries and questions very quickly.”
- ♦ “The Foundation staff are extremely helpful.”
- ♦ “There was an issue around the middle of the project when a change in personnel occurred at the Foundation. However, this improved once the new officer was in place.”
- ♦ “Very good - exceptional staff and advice.”

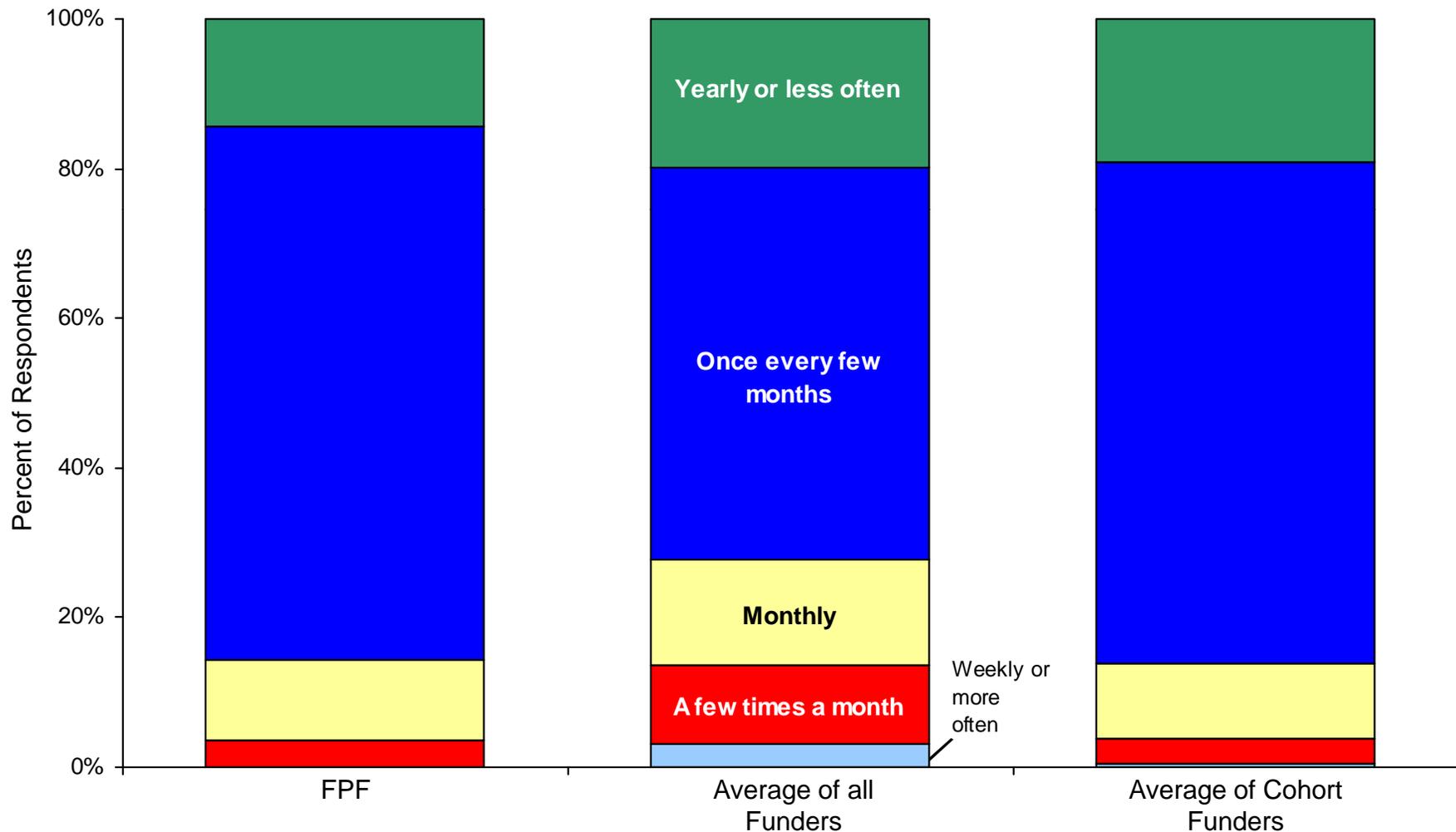
Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, and fairness of the Foundation's treatment of grantees – ratings that are highly correlated.

# Frequency of Interactions

The proportion of FPF grantees that report interacting with Foundation staff monthly or more frequently is:

- less than that of the average funder
- similar to that of the average cohort funder

*Frequency of Grantee Contact with Foundation Staff During Grant*

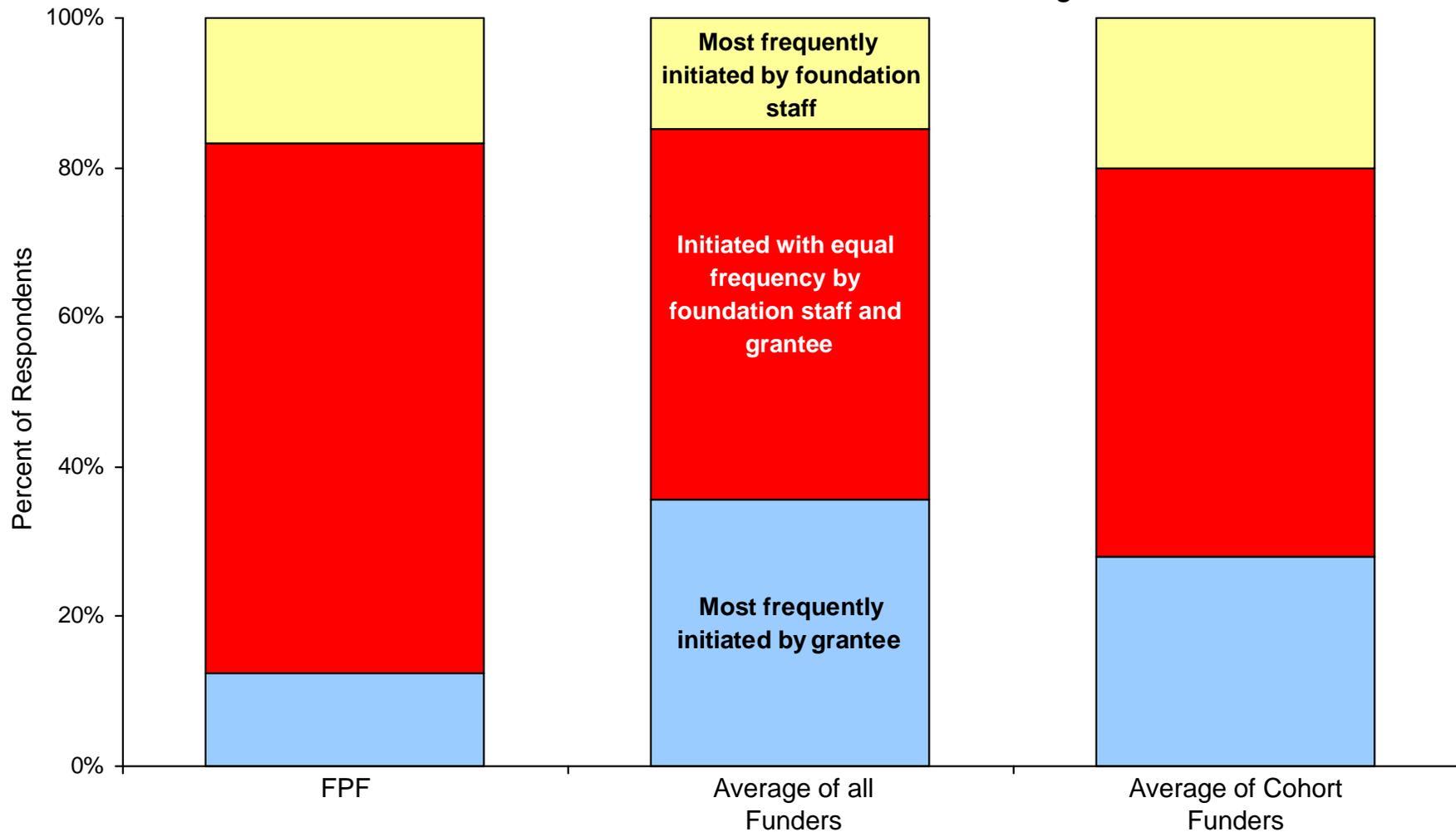


# Initiation of Interactions

The proportion of FPF grantees that report that they most frequently initiate interactions with foundation staff is:

- smaller than that of the average funder
- smaller than that of the average cohort funder

*Initiation of Grantee Contact with Foundation Staff During Grant*



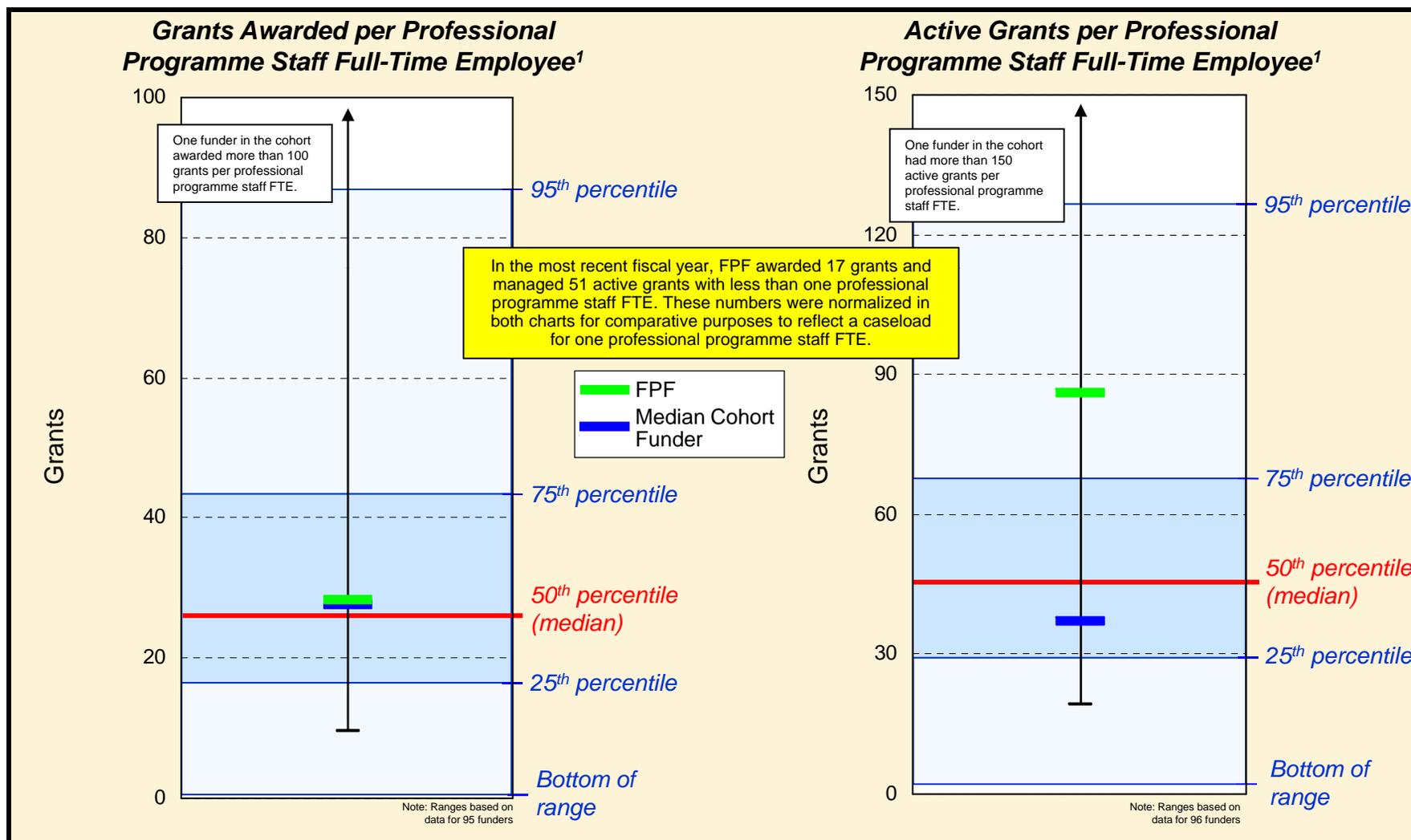
# Programme Staff Load (2)

The number of grants awarded per professional programme staff full-time employee at FPF is:

- similar to that of the median funder
- similar to that of the median cohort funder

The number of active grants per professional programme staff full-time employee at FPF is:

- larger than that of the median funder
- larger than that of the median cohort funder



1: Five values over 100 are not shown on the left-hand chart, and four values over 150 are not shown on the right-hand chart.

Source: Self-reported data provided by FPF and other GPR and Operational Benchmarking Report (OBR) subscribers from 2006-2009 survey rounds.

# Clarity of Communication

## Key Findings and CEP Research

- FPF is rated lower than eighty-five percent of all funders for the clarity with which it communicates its goals and strategy and lower than ninety percent of funders for the consistency of its communication resources. Additionally, 57 percent of grantees indicate that they do not know from which of the Foundation’s programme objectives they received their grant.
  - CEP research indicates there are three keys to effective communication of foundation goals and strategy: ensuring consistency among communication resources; maintaining high-quality interactions (focusing especially on the responsiveness of foundation staff); and implementing selection and reporting/evaluation processes that are helpful to grantees.<sup>1</sup>
- FPF’s written communications resources – specifically its website and published funding guidelines – are rated lower than typical for their helpfulness to grantees in learning about the Foundation. Several grantee comments suggest improvements be made to the Foundation’s website. Additionally, on average grantees rate the clarity of the application guidelines at a 5.1 (on a 1 – 7 scale), the lowest rating received on a set of questions asked of grantee regarding FPF’s application guidelines and approaches to grantmaking.
  - CEP’s analysis of the relative importance of foundation communication resources suggests that the two most essential in shaping grantees’ understanding of foundations’ goals and strategy are published funding guidelines, which should be as specific as possible, and individual communications, which should reinforce stated written funding guidelines.<sup>1</sup>

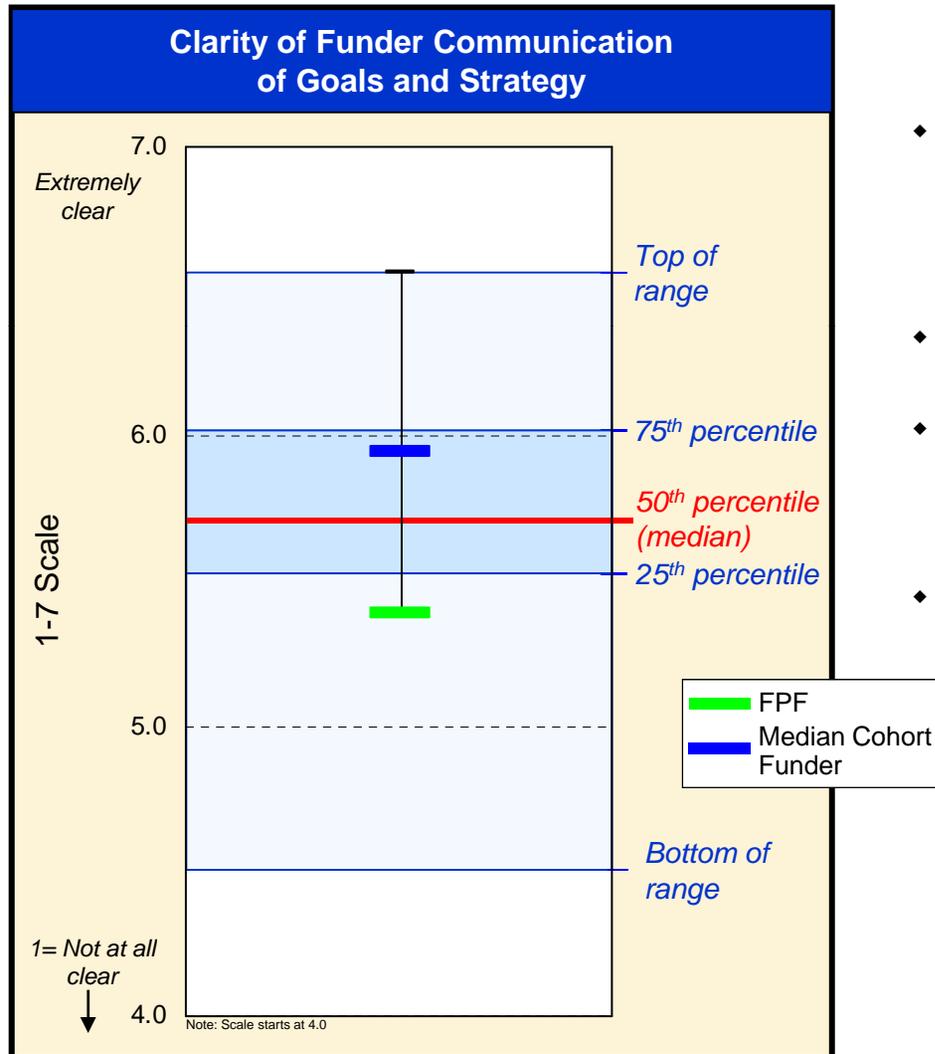
## Areas for Consideration

- What can the Foundation do to ensure that the Foundation’s personal and written communications provide a clear and consistent message to grantees?
- In what ways can the Foundation enhance its website and application guidelines to more clearly articulate its goals and strategy to grantees?

# Communication of Goals and Strategy

On clarity of the Foundation's communication of its goals and strategy, FPF is rated:

- below the median funder
- lower than all other cohort funders



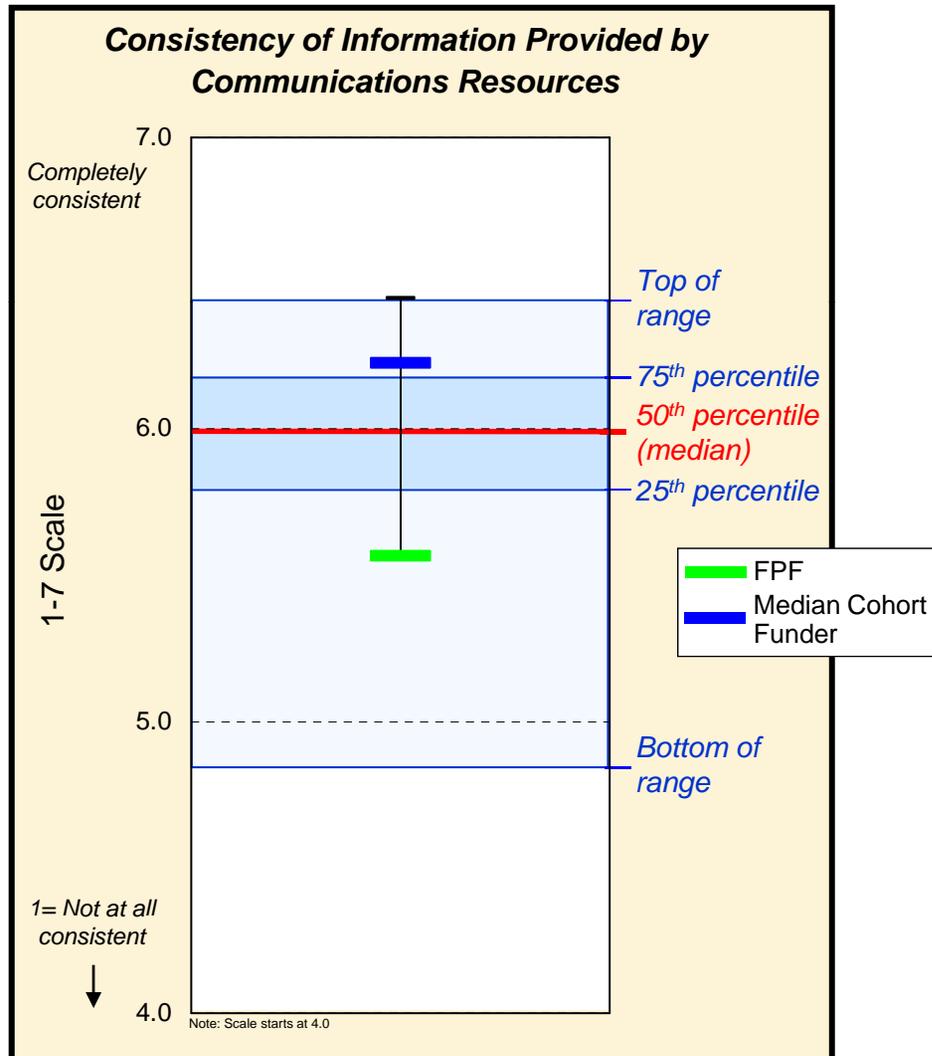
## Selected Grantee Comments

- ♦ “A better website and a programme of work to promote the Foundation, what it stands for, its excellent work in the field, and the varied programme of work it supports. I feel that many people have not heard of the Foundation, which is a shame given its excellent work.”
- ♦ “Keep communicating with applicants for funding more consistently.”
- ♦ “The project support officers have been very useful, though the staff at the financial section in the head office appeared to be unaware that they were supposed to invoice in arrears [which was] little inconvenient.”
- ♦ “The website could contain more information on funding guidelines/case studies/previous grant recipients, etc.”

# Consistency of Communications

On consistency of the Foundation's communications resources, both personal and written, FPF is rated:

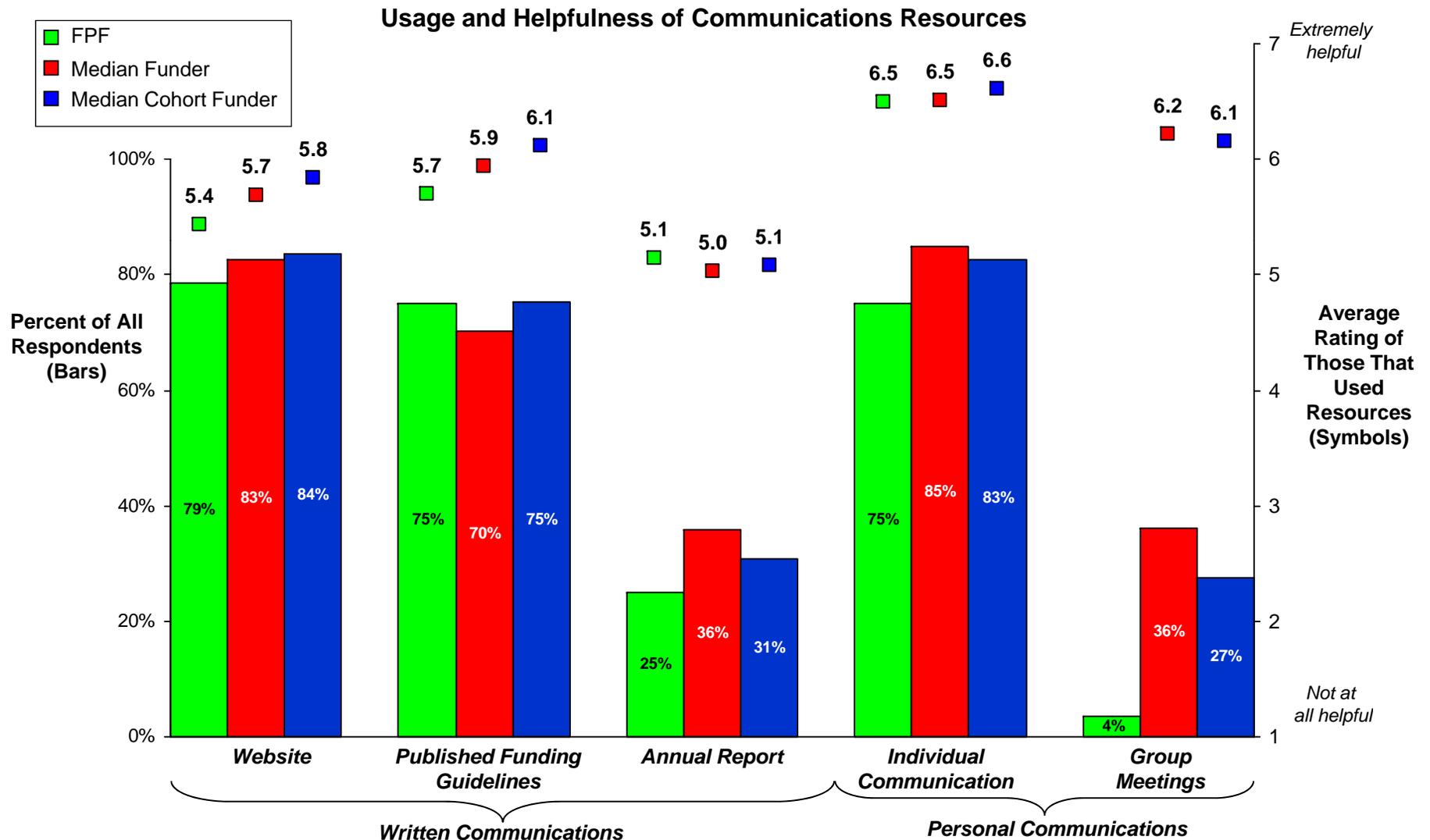
- lower than ninety percent of funders
- lower than all other cohort funders



*Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a funder's clarity of communication of its goals and strategy. Other predictors are 1) Quality of Interactions with Foundation Staff: fairness, responsiveness, approachability and 2) The helpfulness of a funder's selection and reporting/evaluation processes in strengthening grantees' programs and/or organizations – key moments that can reinforce or undermine funder messages. For more on these findings, key resources most valued by grantees, and management implications, please see CEP's report, *Foundation Communications: The Grantee Perspective*.*

# Communications Resources

Compared to the median philanthropic funder, a smaller than typical proportion of FPF grantees report using the Foundation's personal communications to learn about the Foundation. The Foundation's communications resources are rated similarly to or below the median on their helpfulness to grantees.



Note: Group Meetings helpfulness ratings not shown because fewer than five ratings were received.

# Assistance Beyond the Grant Payment

## Key Findings and CEP Research

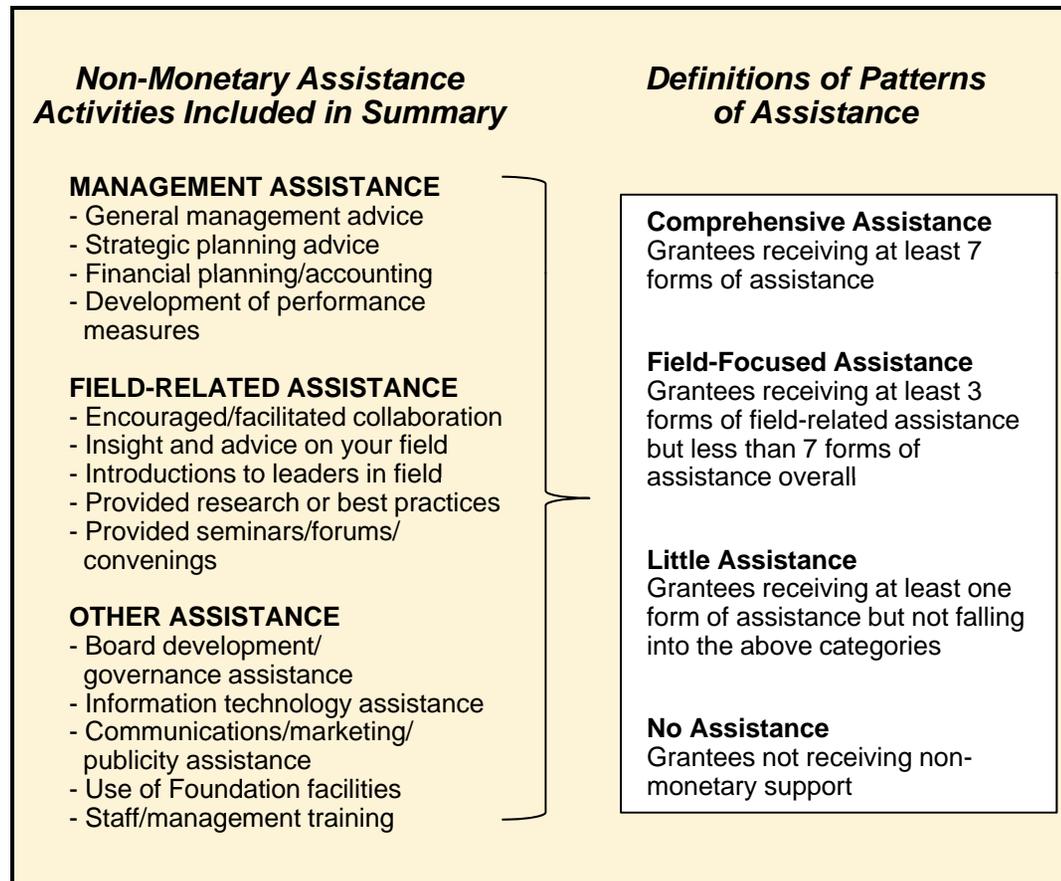
- Few FPF grantees receive non-monetary assistance in patterns that CEP has identified as leading to a more positive experience for grantees with foundations, including improved ability to sustain grantees' work in the future. Those grantees that do receive non-monetary assistance rate it as less helpful than typical.
  - CEP's recent research on nonmonetary assistance reveals that providing just two or three types of nonmonetary assistance to grantees appears to be ineffective; only when grantees receive a comprehensive set of assistance activities or a set of mainly field-focused types of assistance do they have a substantially more positive experience with their foundation funders than grantees receiving no assistance.<sup>1</sup>
- FPF provides a larger than typical proportion of grantees with assistance securing funding from other sources, but grantees rate the impact of this assistance below that of the typical funder. A large proportion of the assistance that is provided is "Suggesting Potential Funders".
  - CEP's research shows that grantees receiving more passive forms of funding assistance, specifically the suggestion of potential funders, do not rate the impact of the assistance received significantly differently than grantees who do not receive such suggestions. However, when foundations do more, either by introducing grantees to other funders or attending meetings with other funders, it makes a difference.<sup>1</sup>

## Areas for Consideration

- What is FPF's strategy for provision of non-monetary assistance and assistance securing funding from other sources?
- Providing assistance beyond the grant in ways that make a meaningful difference to grantees calls for a significant investment on the part of the foundation. Given its higher than typical caseload, does staff have the available capacity to provide deeper non-monetary assistance to grantees?
- The Foundation provides some, although limited, field-related assistance activities to grantees and those activities are rated as the most helpful nonmonetary assistance provided by the Foundation. If it is a goal of the Foundation to support its grantees with nonmonetary assistance, should FPF focus its assistance on these field related assistance activities?

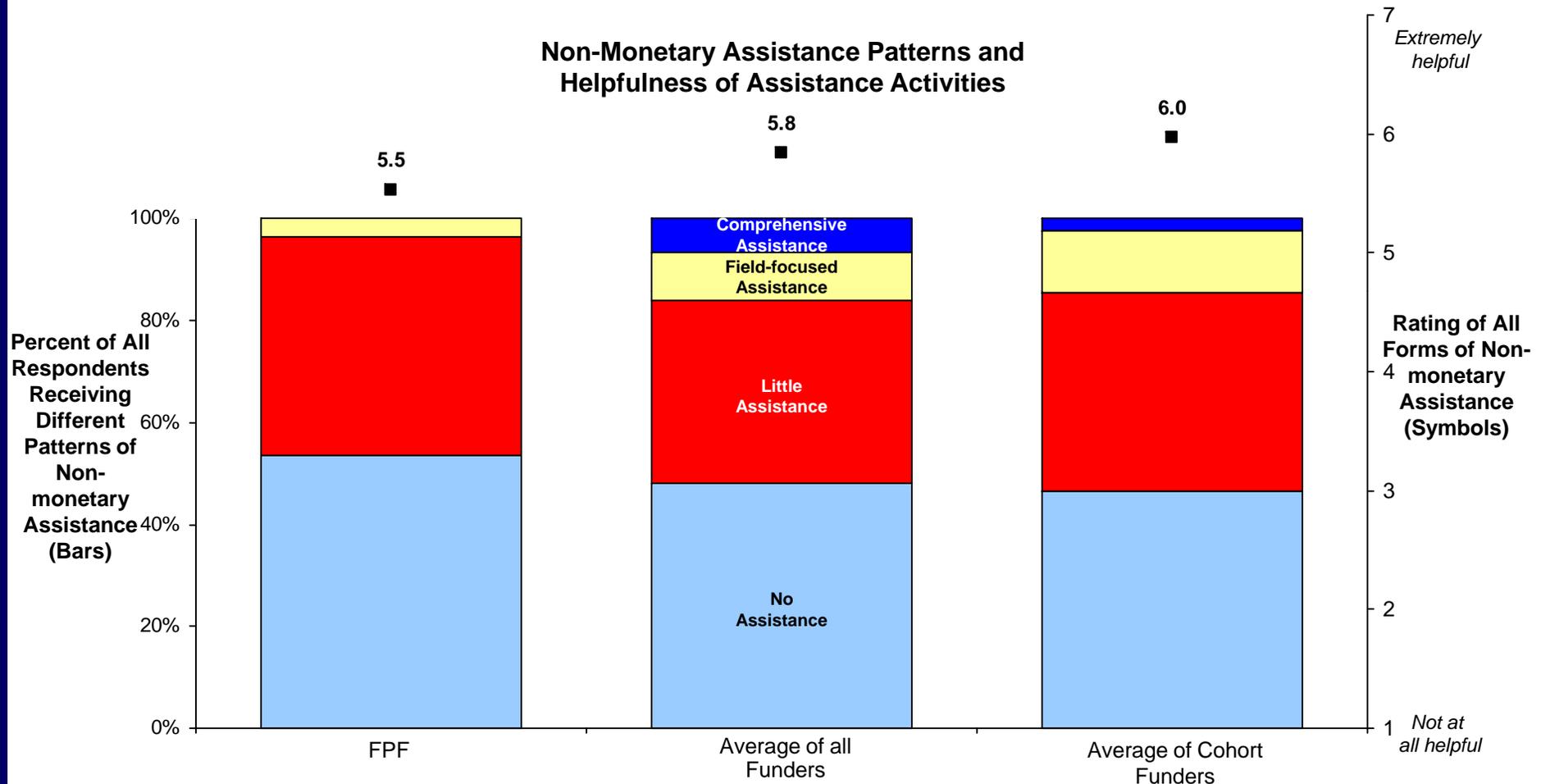
# Non-Monetary Assistance Summary (1)

The non-monetary assistance summary includes the fourteen activities listed below. Provision of assistance patterns fall into the four categories: comprehensive assistance, field-focused assistance, little assistance, and no assistance.



# Non-Monetary Assistance Summary (2)

A smaller than typical proportion of FPF grantees report receiving comprehensive and field-related assistance. On average, FPF grantees rate the helpfulness of the assistance they received below that of the median foundation.



*Survey-Wide Analysis Fact:* Providing just two or three types of assistance appears to be ineffective; it is only in the minority of cases when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance. For more information on these findings, please see CEP's report, *More than Money: Making a Difference with Assistance Beyond the Grant Payment*.

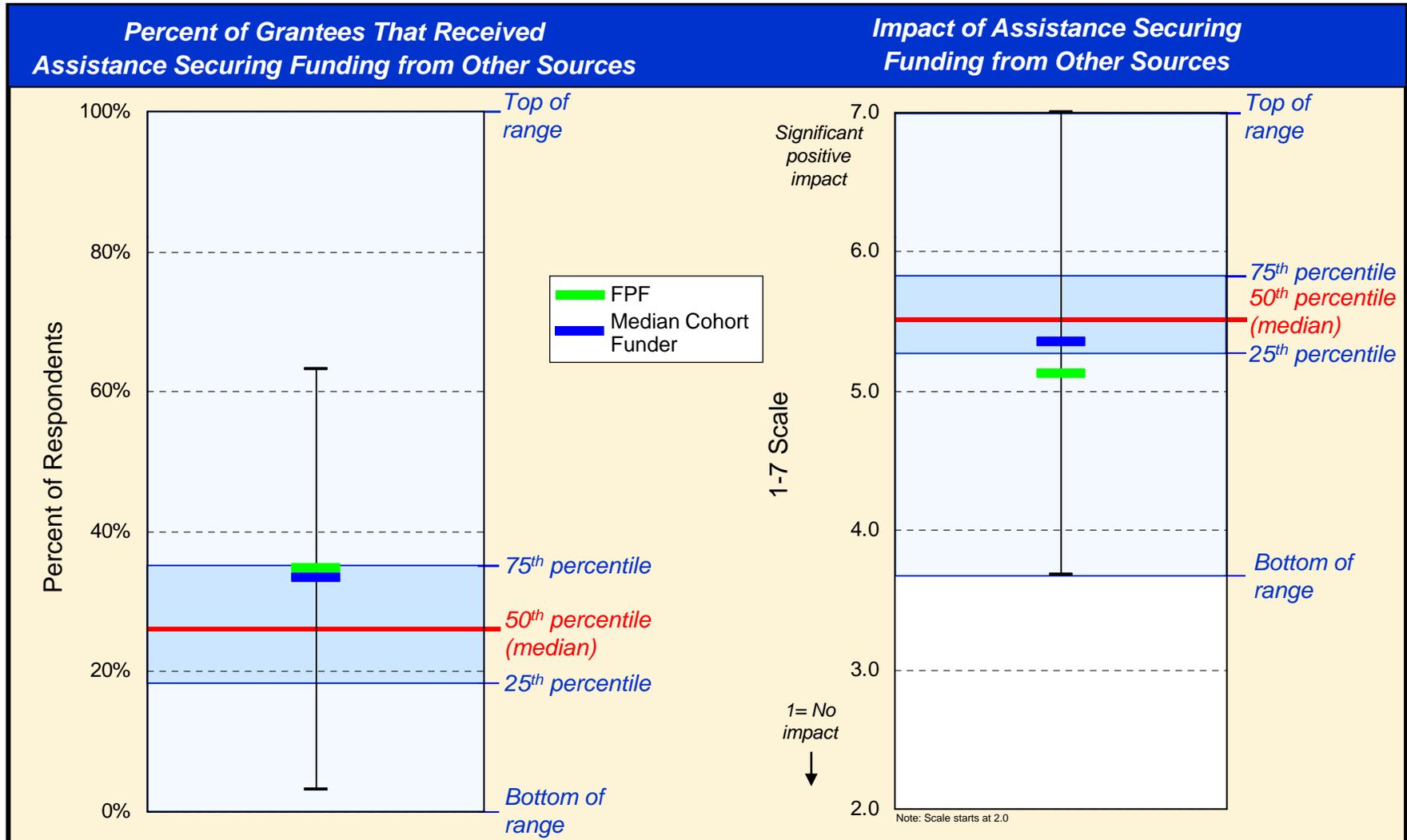
# Impact of Assistance Securing Funding from Other Sources

The proportion of FPF grantees receiving active assistance from the Foundation in securing funding from other sources is:

- larger than that of the median funder
- similar to that of the median cohort funder

On impact of the Foundation's assistance in securing funding from other sources, FPF is rated:

- below the median funder
- below the median cohort funder



# Selection and Reporting/Evaluation Processes

## Key Findings and CEP Research

- FPF grantees rate the helpfulness of the selection process in strengthening the grantee similarly to the median funder. Although the level of FPF staff involvement in the development of the grant proposal is typical, grantees indicate feeling a greater level of pressure than typical to modify their priorities to create a proposal that was likely to receive funding. Seventy percent of grantees agreed that interactions and discussions with Foundation staff during the application and review process led them to strengthen their work. These grantees also rate the helpfulness of the selection process in strengthening grantee organisations substantially higher than other grantees.
- Grantees rate the helpfulness of the reporting/evaluation process in strengthening their organisations and programs higher than ninety percent of funders in CEP’s dataset. (However, only twelve grantees indicated participating in this process.) Among those grantees, eighty percent report discussing completed reports and evaluations with Foundations staff.
  - CEP research reveals that implementing selection and reporting/evaluation processes that are helpful to grantees is one key to effective communication. Both processes are critical moments in the funder-grantee relationship and can help reinforce – or undermine – communications about the foundation’s goals and strategy.<sup>1</sup>

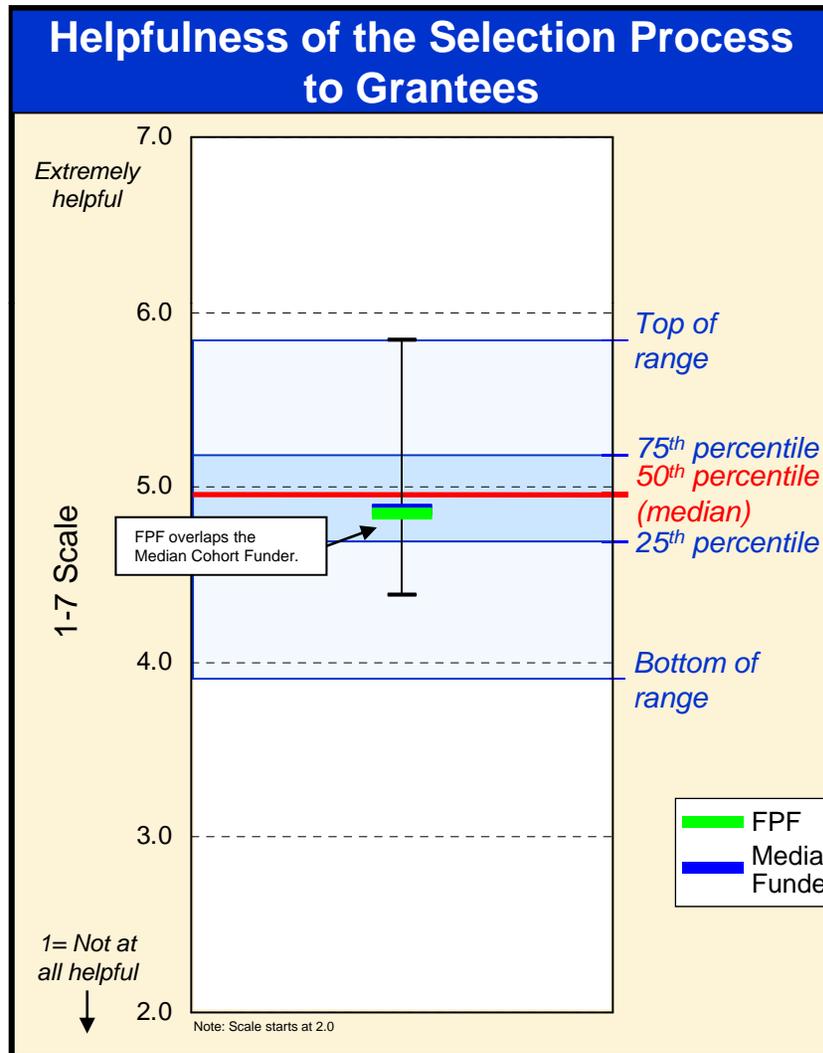
## Areas for Consideration

- Can the selection and reporting/evaluation processes serve as an avenue for the Foundation to better communicate its goals and strategy to grantees?
- To what extent is the Foundation attempting to use the application/selection process to encourage grantees to undertake new projects/programmes? If so, how can the Foundation be clearer about its expectations when grantees first enter the process?

# Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening the grantee, FPF is rated:

- similarly to the median funder
- similarly to the median cohort funder



## Selected Grantee Comments

- ◆ “A very straight forward application process and wonderful patience in regard to delivery.”
- ◆ “The guidance given to those submitting a research proposal could be given an edit. Generally the quality of research proposals in the sector (charitable trusts/foundations/NFPs)...has been in need of development as [does] what constitutes impact analysis.”
- ◆ “It was most helpful to meet with the staff to give an indication of our working practices and show our model [is] working. This negated the need for lengthy written submissions and gave a far better indication of the information needed by the Foundation to progress our initial bid.”
- ◆ “Some slight administrative problems with payment but always fixed quickly.”

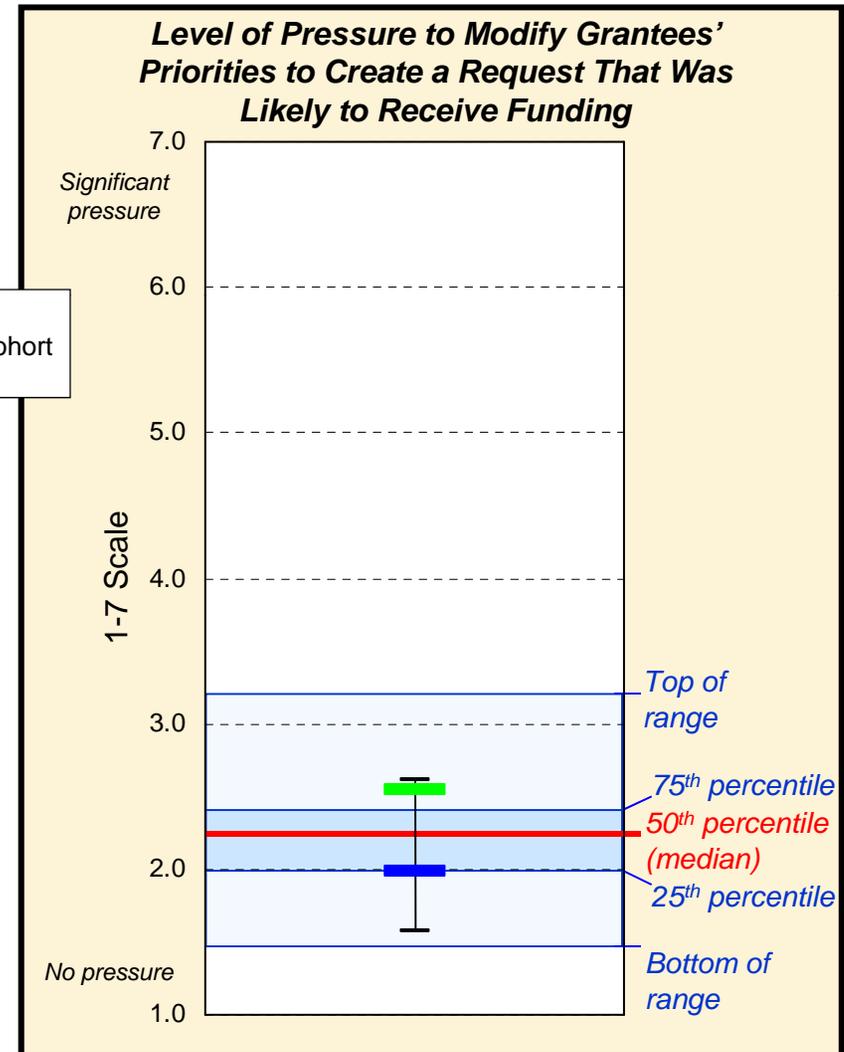
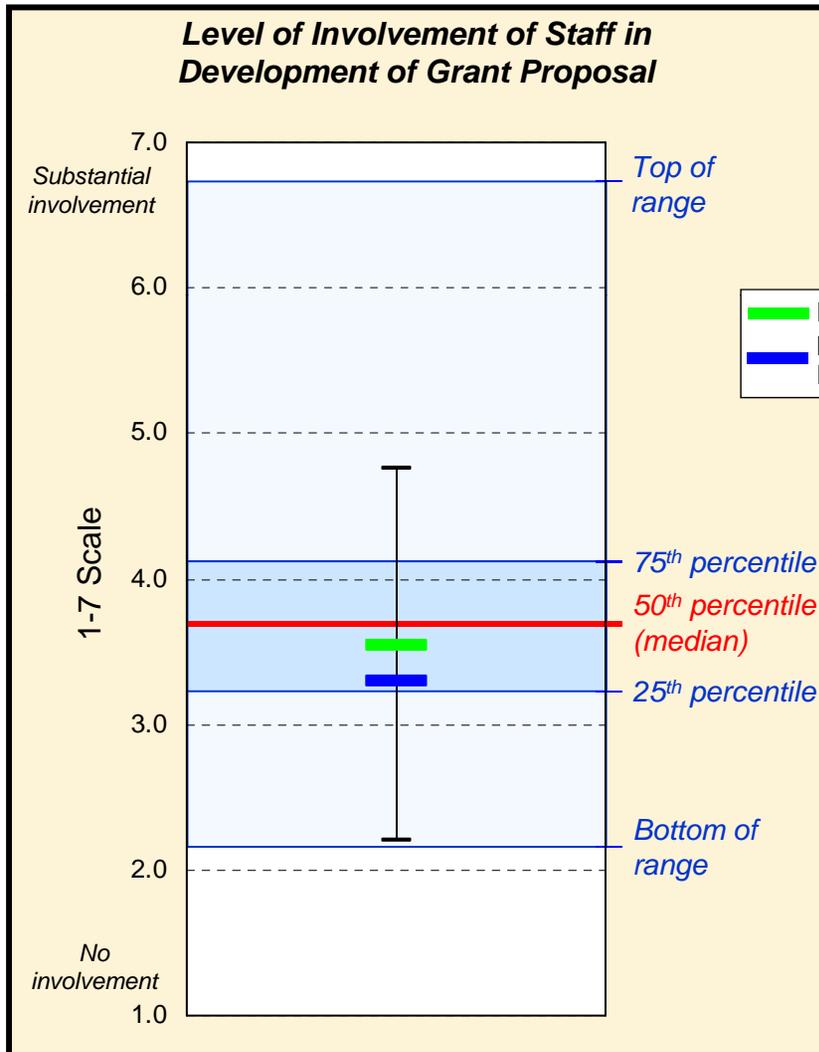
# Funder Involvement and Pressure in Selection Process

On the level of involvement in the development of grantees' proposals, FPF is rated:

- similarly to the median funder
- similarly to the median cohort funder

On the level of pressure grantees feel to modify their priorities to create a proposal that was likely to receive funding, FPF is rated:

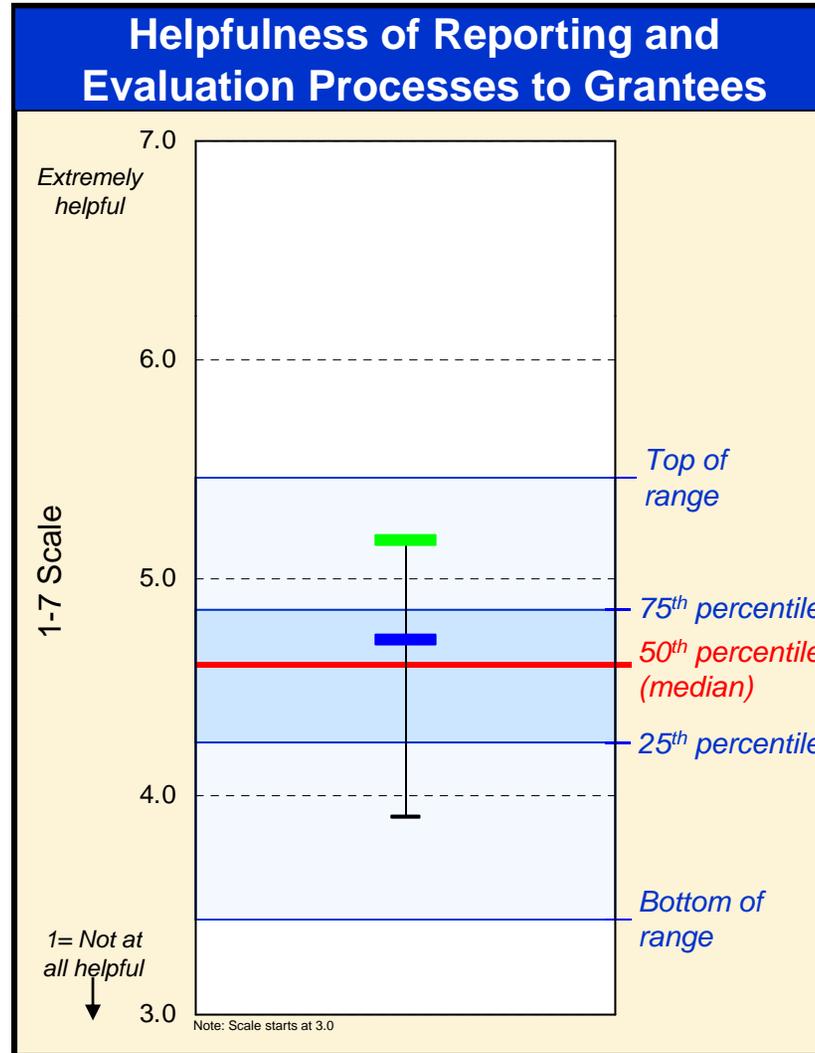
- above the median funder
- above the median cohort funder



# Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening the grantee, FPF is rated:

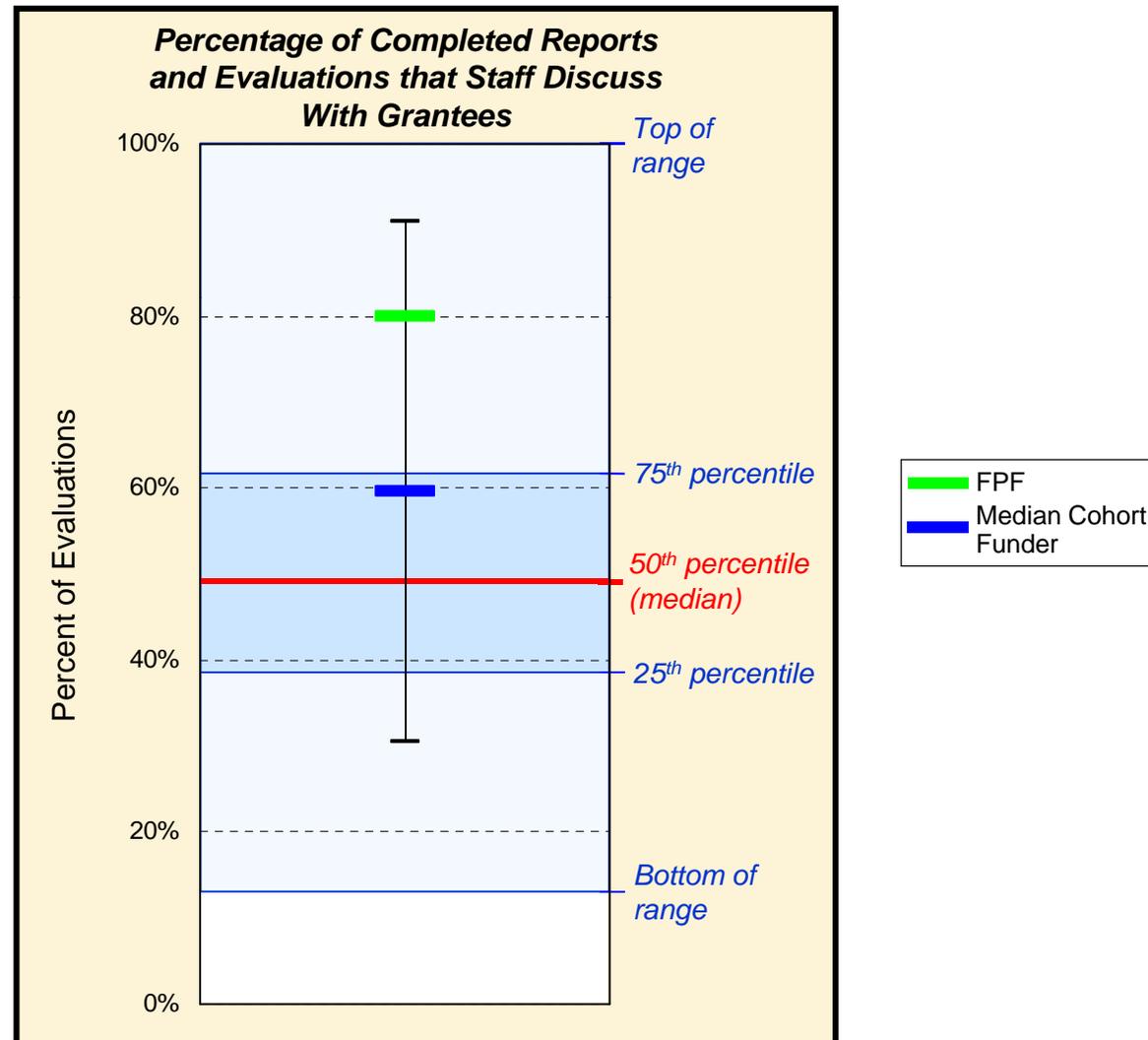
- higher than ninety percent of funders
- higher than all other cohort funders



# Reporting and Evaluation Processes

The proportion of FPF grantees that reported discussing their completed reports or evaluations with Foundation staff is:

- larger than that of ninety percent of funders
- larger than that of the median cohort funder



# Analysis and Discussion (1)

## Grantee Satisfaction and Positive Interactions

- FPF grantees are more satisfied with their experience with the Foundation than grantees of the typical funder. Across CEP’s dataset, and for FPF, quality of interactions is the primary predictor of grantee satisfaction. Grantees rate the quality of their interactions with FPF – which includes fairness of treatment, responsiveness, and comfort approaching the Foundation if a problem arises – near the 75th percentile and describe staff as “approachable and professional” and “extremely helpful.”

## Impact on Grantees’ Fields

- FPF is rated below the 25th percentile for its impact on grantees’ fields. Yet, the Foundation is rated close to the 75th percentile on its understanding of grantees’ fields and above the 75th percentile on its ability to advance knowledge and affect public policy in grantees’ fields.
  - ♦ *In CEP’s experience, ratings of understanding of fields, advancing knowledge, and influencing public policy often rise before ratings of impact on fields: Given the Foundation’s short funding history, does the Foundation believe that its understanding of grantees’ fields and ability to advance knowledge and affect public policy will translate into field impact?*
  - ♦ *How can the Foundation build upon its early success to create impact more broadly?*

## Analysis and Discussion (2)

### Clarity of Communication

- FPF is rated lower than eighty-five percent of all funders for the clarity with which it communicates its goals and strategy and lower than ninety percent of funders for the consistency of its communication resources. Additionally, 57 percent of grantees indicate that they do not know from which of the Foundation's programme objectives they received their grant.
- FPF's written communications resources – specifically its website and published funding guidelines – are rated lower than typical for their helpfulness to grantees in learning about the Foundation. Several grantee comments suggest improvements be made to the Foundation's website. Additionally, on average grantees rate the clarity of the application guidelines at a 5.1 (on a 1 – 7 scale), the lowest rating received on a set of questions asked of grantee regarding FPF's new application guidelines and approaches to grantmaking.
  - ◆ *What can the Foundation do to ensure that the Foundation's personal and written communications provide a clear and consistent message to grantees?*
  - ◆ *In what ways can the Foundation enhance its website and application guidelines to more clearly articulate its goals and strategy to grantees?*

## Analysis and Discussion (3)

### Unusual Grantmaking Characteristics/Sustainability of Programs Funded

- Although the Foundation awards grants that are typical in size and length, FPF atypically awards almost exclusively project/programme support grants.
- A larger than typical proportion of FPF grantees indicate that the primary effect of the grant they received on their organisation was to add new programme work or to expand existing programme work (92 percent versus 55 percent at the median funder). Not surprisingly, FPF funds a larger than typical proportion of young programs – 80 percent have been regularly conducted for less than five years versus 20 percent at the median funder. These funded programs also tend to be housed at young organisations that are first time grantees of FPF.
- Grantees rate the effect of this funding on their ability to sustain funded work in the future lower than ninety percent or funders in CEP’s dataset and lower than all other funders in their cohort.
  - ◆ *Is it a goal for the Foundation to have the programs it funds sustained in the future?*
    - *If so, are there ways FPF can better support the sustainability of newly launched programs that it believes are central to its work?*
  - ◆ *For grantees FPF believes are well positioned to support its goals and strategies, can the Foundation target more grants to support and enhance grantees’ organisational capacity?*

## Analysis and Discussion (4)

### Non-Monetary Assistance

- Few FPF grantees receive non-monetary assistance in patterns that CEP has identified as leading to a more positive experience for grantees with foundations, including improved ability to sustain grantees' work in the future. Those grantees that do receive non-monetary assistance rate it as less helpful than typical.
- FPF provides a larger than typical proportion of grantees with assistance securing funding from other sources, but grantees rate the impact of this assistance below that of the typical funder.
  - ◆ *What is FPF's strategy for provision of non-monetary assistance and assistance securing funding from other sources? Given its higher than typical caseload, does staff have the available capacity to provide deeper non-monetary assistance for grantees?*

### Administrative Processes

- FPF grantees rate the helpfulness of the selection process in strengthening the grantee similarly to the median funder. Although the level of FPF staff involvement in the development of the grant proposal is typical, grantees indicate feeling a greater level of pressure than typical to modify their priorities to create a proposal that was likely to receive funding. Seventy percent of grantees agreed that interactions and discussions with Foundation staff during the application and review process led them to strengthen their work. These grantees also rate the helpfulness of the selection process in strengthening grantee organisations substantially higher than other grantees.
- Grantees rate the helpfulness of the reporting/evaluation process in strengthening their organisations and programs higher than ninety percent of funders in CEP's dataset. (However, only twelve grantees indicated participating in this process.) Among those grantees, eighty percent report discussing completed reports and evaluations with Foundations staff. Across CEP's dataset, the discussion of completed reports is a predictor of higher helpfulness ratings of the reporting/evaluation process.
  - ◆ *To what extent is the Foundation attempting to use the application/selection process to encourage grantees to undertake new projects/programmes? If so, how can the Foundation be clearer about its expectations when grantees first enter the process?*

## Contact Information

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