

# Grantee Perception Report®

Excerpt prepared for

**The William and Flora Hewlett Foundation**

January 2012



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue ♦ Seventh Floor ♦ Cambridge, MA 02139 ♦ Tel: (617) 492-0800 ♦ Fax: (617) 492-0888  
100 Montgomery Street ♦ Suite 1700 ♦ San Francisco, CA 94104 ♦ Tel: (415) 391-3070 ♦ Fax: (415) 956-9916  
[www.effectivephilanthropy.org](http://www.effectivephilanthropy.org)

# Executive Summary – Key Findings (1)

**The William and Flora Hewlett Foundation (“Hewlett”) receives higher than typical ratings from its grantees on a number of measures, including its impact on grantees’ fields and organizations. These positive ratings are similar to ratings in previous Hewlett grantee surveys, indicating sustained strength in grantees’ experiences and perceptions of the Foundation.** Hewlett is rated higher than 75 percent of funders for its impact on and understanding of grantees’ fields and organizations and continues to be rated higher than 90 percent of funders for its ability to advance knowledge and its effect on public policy. Grantee comments are very positive about Hewlett’s work in their fields, saying things such as, “By funding effective organizations, Hewlett has a profound impact on [our] field. [They] insist on evidence-based work, collegiality, smart programming, and evaluation and more” and “Through its work, Hewlett has had the single biggest impact in the state toward keeping the importance of [our work] at the forefront of public policy discussions.”

For the quality of its interactions with grantees, Hewlett receives typical ratings similar to past years, and ratings are higher than those received by the typical large private funder. Comments about Foundation staff are exceptional. For example, one grantee says, “Hewlett has been the best Foundation we’ve ever worked with: staff are efficient, effective, clear communicators, responsive, thoughtful, and really care about the work.”

**Highlighted after the 2009 grantee survey as an area for improvement, the clarity of the Foundation’s communication of its goals and strategy has increased and is now rated more positively than typical.** Grantees find staff communications and interactions to be most helpful when learning about the Foundation. For the consistency of information provided by Hewlett’s communication resources, grantee ratings are also trending higher since 2009, however grantees continue to provide ratings that are lower than typical for the helpfulness of Hewlett’s website and published funding guidelines as grantees seek out information about the Foundation.

## Executive Summary – Key Findings (2)

**Hewlett grantees find the Foundation’s administrative process to be helpful, particularly the Foundation’s selection process, and value staff engagement over the course of the grant. As in past surveys, they make suggestions for improving specific aspects of the process, such as the logic model requirement.** The helpfulness of Hewlett’s selection process in strengthening grantees’ organization/funded program is rated higher than typical and higher than it was rated in Hewlett’s previous grantee surveys. Grantees indicate that Hewlett staff are more involved in the development of their grant proposals than is typical and more so compared to previous years. While grantees spend a higher than typical number of hours on the requirements of the proposal and selection process – 40 hours at the median – this number is similar to past years and similar to the number of hours spent by grantees of the typical large private funder.

Similar to the 2009 grantee survey, grantees make suggestions about Hewlett’s logic model and other additive requirements. “While the field is growing accustomed to fashioning the logic model, there is still something artificial about it that doesn’t always ring true when held up against the ‘real work’ of the organization,” says one grantee.

The Foundation’s reporting/evaluation process is rated typically for its helpfulness to grantees and similar to ratings received in 2009. A larger than typical proportion of grantees indicate they had a discussion with Hewlett staff about their submitted report/evaluation. Like in the application process, grantees provide mixed feedback on specific “additive” aspects of Hewlett’s reporting requirements, such as the logic model and progress chart.

**Grantees’ ratings for Hewlett’s impact on their ability to continue their funded work in the future have decreased over the years, the only such trend across this survey.** Hewlett is rated typically for its impact on grantees’ ability to sustain their work, though ratings are lower than those received in past years. When Hewlett grantees receive large, multi-year, operating support grants, use Hewlett’s grant to enhance their organization’s capacity, or receive the most helpful patterns of non-monetary assistance, they rate significantly higher for Hewlett’s impact on grantees’ ability to continue their work in the future.

# Methodology – The Foundation’s Grantee Survey

- ♦ The Center for Effective Philanthropy (CEP) surveyed the grantees of The William and Flora Hewlett Foundation (“Hewlett”) during September and October 2011. CEP has surveyed Hewlett’s grantees in the past. Where possible, ratings from these surveys are also shown in the report. The details of Hewlett’s surveys are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate <sup>1</sup>
Hewlett 2011	September and October 2011	2010	777	535	69%
Hewlett 2009	May and June 2009	2008	820	570	70%
Hewlett 2006	Fall 2006	2005	733	504	69%
Hewlett 2003	Fall 2003	2002	387	271	70%

- ♦ Selected grantee comments are also 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 – Comparative Data

- ◆ Hewlett’s average and/or median grantee ratings are compared to the average and/or median ratings from grantees in CEP’s dataset, which contains data collected over the last nine years. Please see Appendix B for a list of all funders whose grantees CEP has surveyed.

Full Comparative Set	
Grantee Responses	40,365 grantees
Philanthropic Funders	273 funders

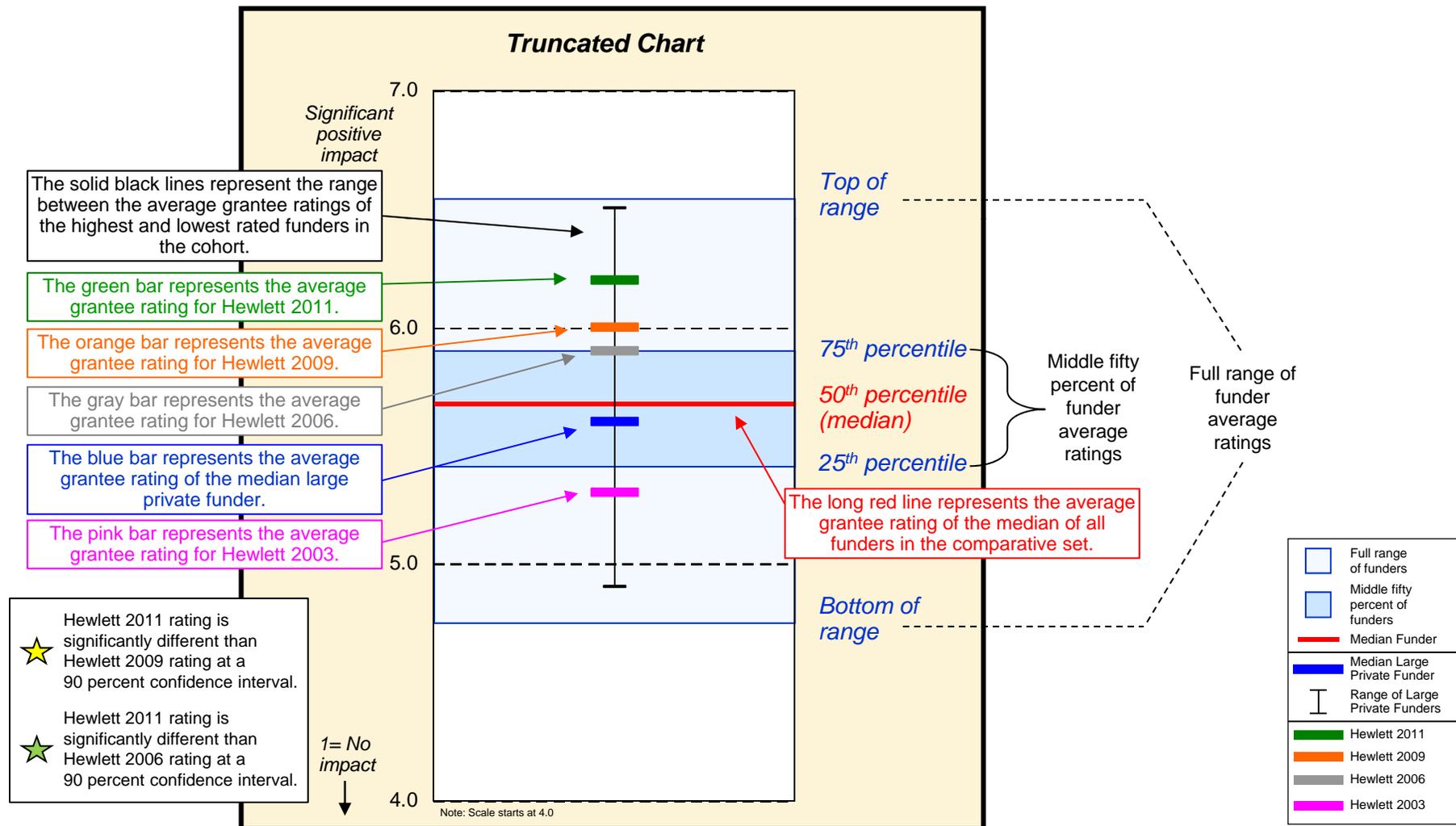
- ◆ Hewlett is also compared to a cohort of 15 large private funders. The 15 funders that comprise this group are:

Large Private Funders	
Bill & Melinda Gates Foundation	John S. and James L. Knight Foundation
Carnegie Corporation of New York	The Kresge Foundation
Charles Stewart Mott Foundation	Lumina Foundation for Education
The David and Lucile Packard Foundation	Robert Wood Johnson Foundation
Doris Duke Charitable Foundation	The Wallace Foundation
Ford Foundation	The William and Flora Hewlett Foundation
Gordon and Betty Moore Foundation	W.K. Kellogg Foundation
John D. and Catherine T. MacArthur Foundation	

- ◆ Within this report, CEP describes the comparison between Hewlett grantee ratings and grantee ratings of other funders based on the percentile rank of Hewlett. On measures with a 1-7 scale, grantee ratings for Hewlett are described as “above typical” or “above the median funder” when they fall above the 65<sup>th</sup> percentile, and “below typical” or “below the median funder” when they fall below the 35<sup>th</sup> percentile. Proportions of Hewlett grantees are described as “larger than typical” or “smaller than typical” when the proportion being referenced falls above or below the 65<sup>th</sup> or 35<sup>th</sup> percentile.

# Reading GPR Charts

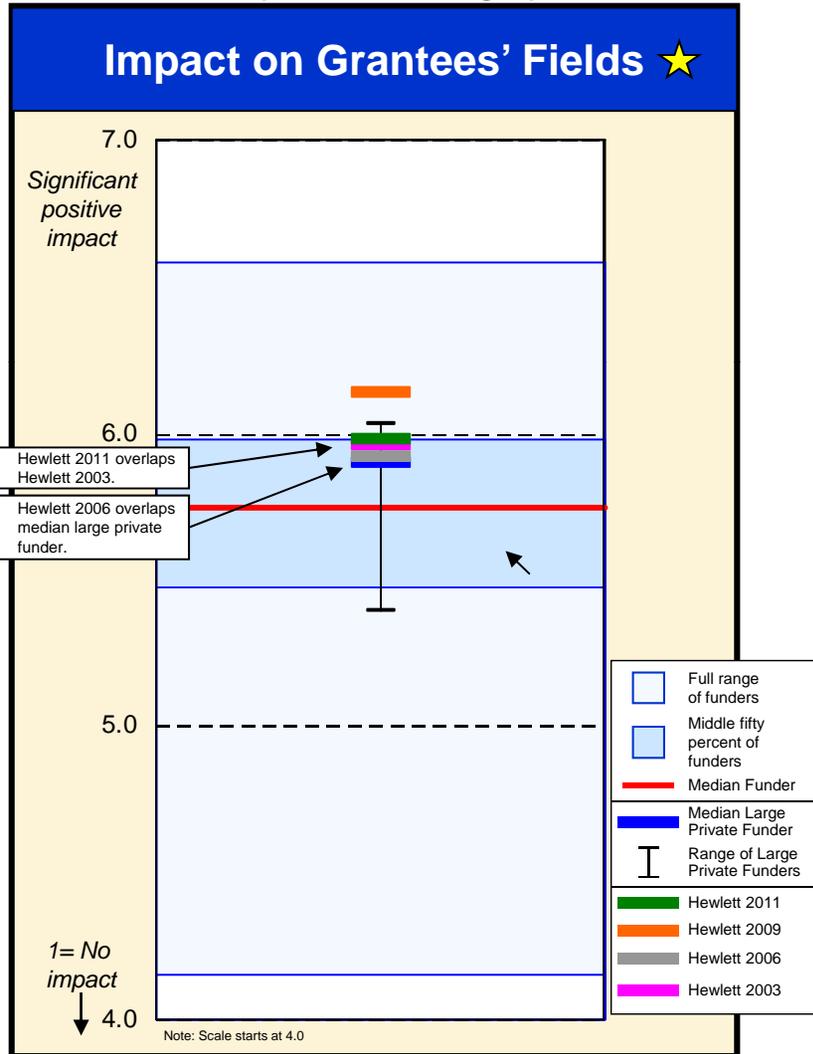
Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for Hewlett, over a background that shows percentiles for the average ratings for the full comparative set of 273 philanthropic funders. **Throughout the report, many charts 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

On impact on grantees' fields, Hewlett is rated:

- above 76 percent of funders
- above 79 percent of large private funders in the cohort



## Selected Grantee Comments

- ◆ *“Hewlett is a leader in bringing the benefits of population science to the Global South, especially in Africa. Through support of training, networking, and research it leads in this field like no other foundation or agency.”*
- ◆ *“Hewlett is a thoughtful and committed leader but sometimes a little narrow in focus. The unwavering adherence to the Foundation logic model does not seem to allow for course correction and creative grantmaking that might end up advancing the goals to which it aspires, but not along the path they have laid out. Necessary discipline should not be confused with an overly restrictive approach.”*
- ◆ *“Hewlett is a positive force in the field of philanthropy. The grantmaking practices that Hewlett advocates for are, in general, a good model for the field.”*
- ◆ *“Unfortunately, Hewlett appears to be moving away from its commitment to reforming California’s system of education finance. Simultaneously, it has moved away from its commitment to building the political will for this change.... I am disappointed that Hewlett will no longer play a role in advancing this agenda.”*
- ◆ *“Hewlett has made a MAJOR contribution in advancing the ‘modernizing foreign assistance’ agenda. Without the Foundation, this agenda would not have moved forward.”*

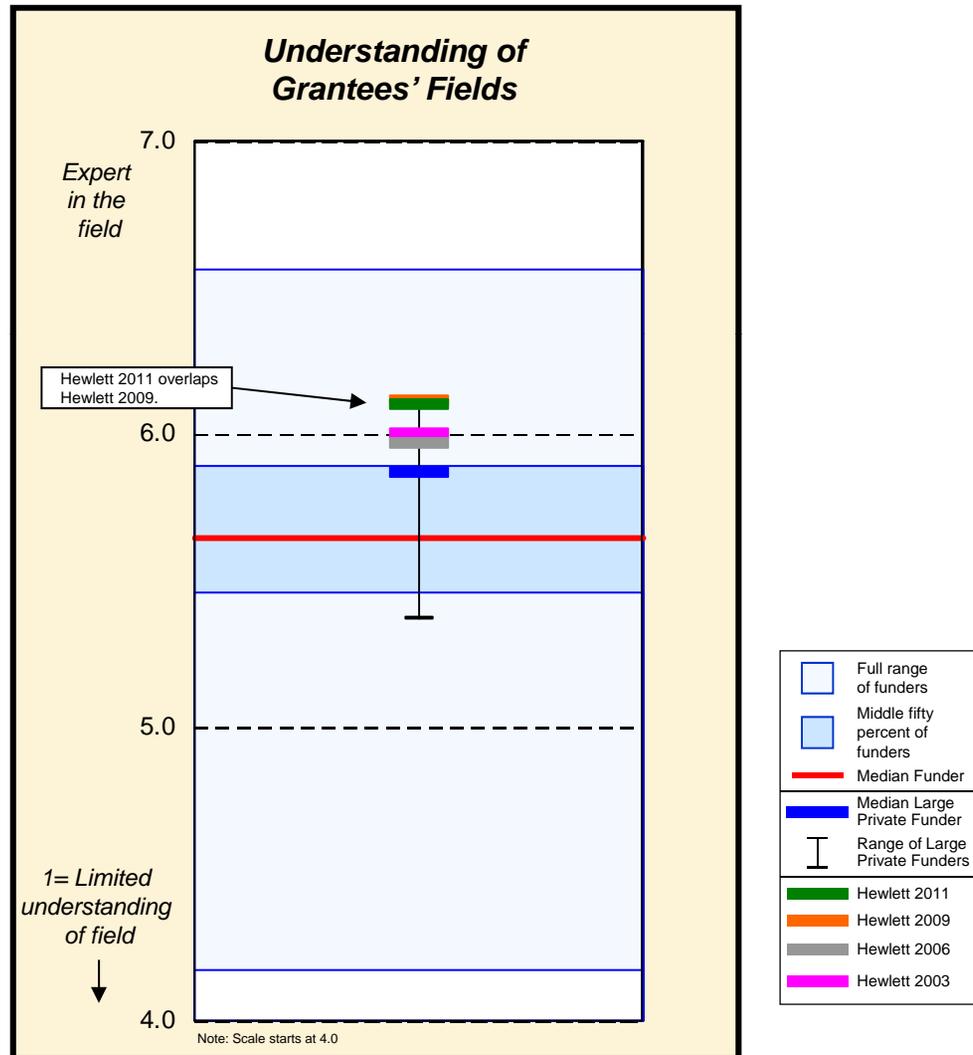
★ = Hewlett 2011 rating is significantly different than Hewlett 2009 rating at a 90 percent confidence interval.

Note: This question includes a “don’t know” response option; 3 percent of Hewlett 2011 respondents answered “don’t know”, compared to 9 percent at the median funder, 5 percent of Hewlett 2009 respondents, 7 percent of Hewlett 2006 respondents, 7 percent of Hewlett 2003 respondents, and 4 percent of respondents at the median large private funder.

# Understanding of Grantees' Fields

On understanding of grantees' fields, Hewlett is rated:

- above 92 percent of funders
- higher than all other large private funders in the cohort



Note: This question includes a "don't know" response option; 2 percent of Hewlett 2011 respondents answered "don't know", compared to 6 percent at the median funder, 4 percent of Hewlett 2009 respondents, 3 percent of Hewlett 2006 respondents, 6 percent of Hewlett 2003 respondents, and 3 percent of respondents at the median large private funder.

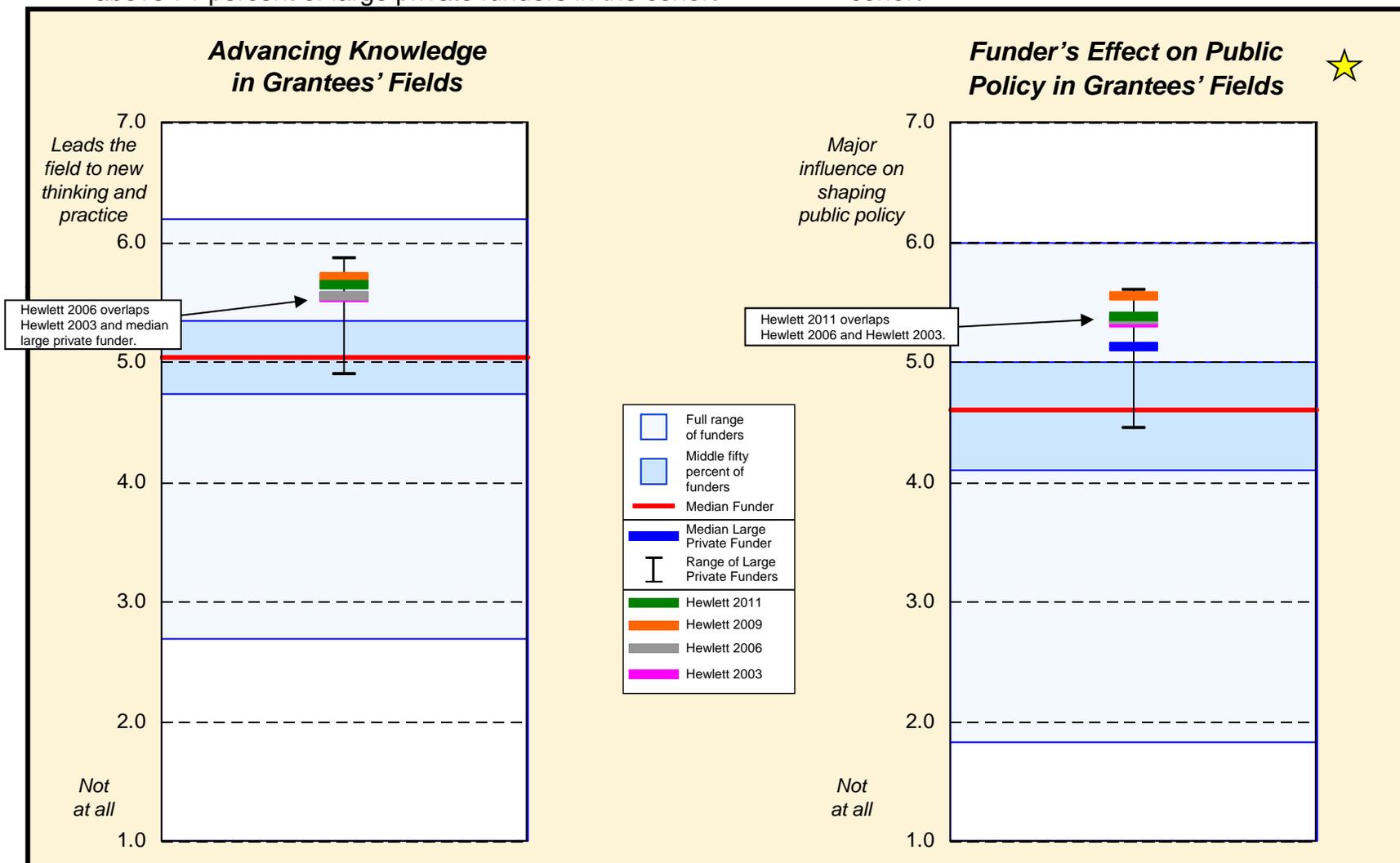
# Advancing Knowledge in Fields and Effect on Public Policy

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

- above 90 percent of funders
- above 71 percent of large private funders in the cohort

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

- above 92 percent of funders
- above 79 percent of large private funders in the cohort



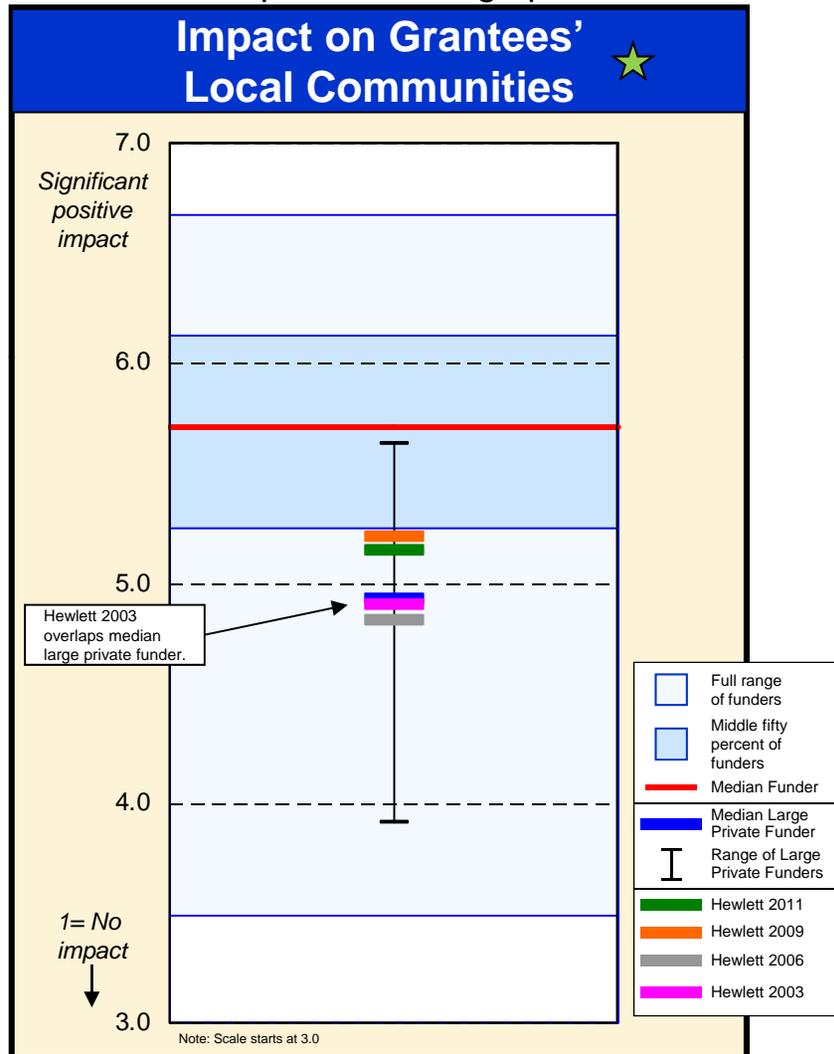
Note: The questions depicted on these charts include a "don't know" response option. In the left-hand chart, 13 percent of Hewlett 2011 respondents answered "don't know", compared to 24 percent at the median funder, 14 percent of Hewlett 2009 respondents, 18 percent of Hewlett 2006 respondents, 23 percent of Hewlett 2003 respondents, and 11 percent of respondents at the median large private funder. In the right-hand chart, 23 percent of Hewlett 2011 respondents answered "don't know", compared to 39 percent at the median funder, 24 percent of Hewlett 2009 respondents, 31 percent of Hewlett 2006 respondents, 33 percent of Hewlett 2003 respondents, and 23 percent of respondents at the median large private funder.

★ = Hewlett 2011 rating is significantly different than Hewlett 2009 rating at a 90 percent confidence interval.

# Impact on Grantees' Local Communities

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

- below 80 percent of funders
- above 64 percent of large private funders in the cohort



## Selected Grantee Comments

- ♦ *“Hewlett is a model funder to nonprofit cultural organizations as the Foundation understands the critical need for supporting organizational infrastructure as a means of assuring quality programs in community impact.”*
- ♦ *“Hewlett has a great impact because it funds organizations that are thought leaders in the field and leaders within our community. In fact, that is a more appropriate role for the Foundation as a whole. Our only wish is that Hewlett better understood our field and our community.”*
- ♦ *“CLP is helping to raise capacity and bring resources to severely under-resourced areas of California.”*
- ♦ *“Funding from the Hewlett Foundation allows our organization to help more people than we would otherwise be able to help. Hewlett funding allows us to do more good for more people in our community, plain and simple!”*

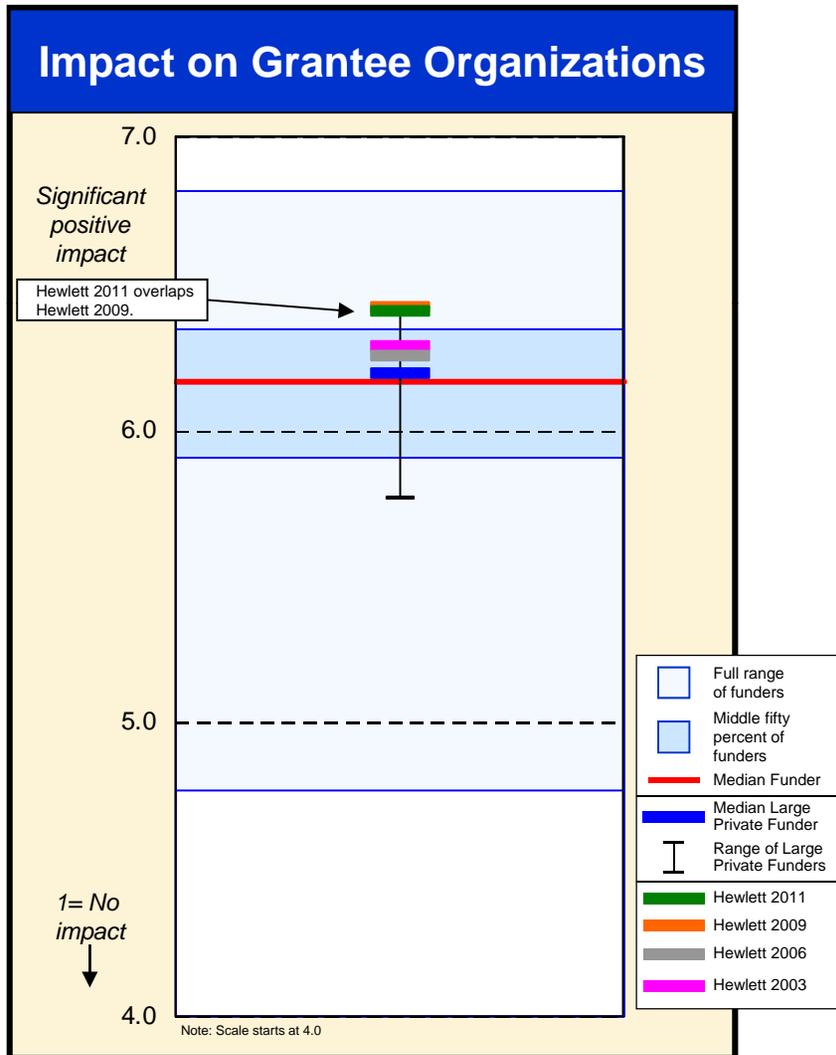
★ = Hewlett 2011 rating is significantly different than Hewlett 2006 rating at a 90 percent confidence interval.

Note: This question includes a “don’t know” response option; 30 percent of Hewlett 2011 respondents answered “don’t know”, compared to 10 percent at the median funder, 33 percent of Hewlett 2009 respondents, 29 percent of Hewlett 2006 respondents, 36 percent of Hewlett 2003 respondents, and 24 percent of respondents at the median large private funder. Chart does not show data from two funders whose community impact rating is less than 3.0.

# Impact on Grantee Organizations

On impact on grantee organizations, Hewlett is rated:

- above 82 percent of funders
- higher than all other large private funders in the cohort



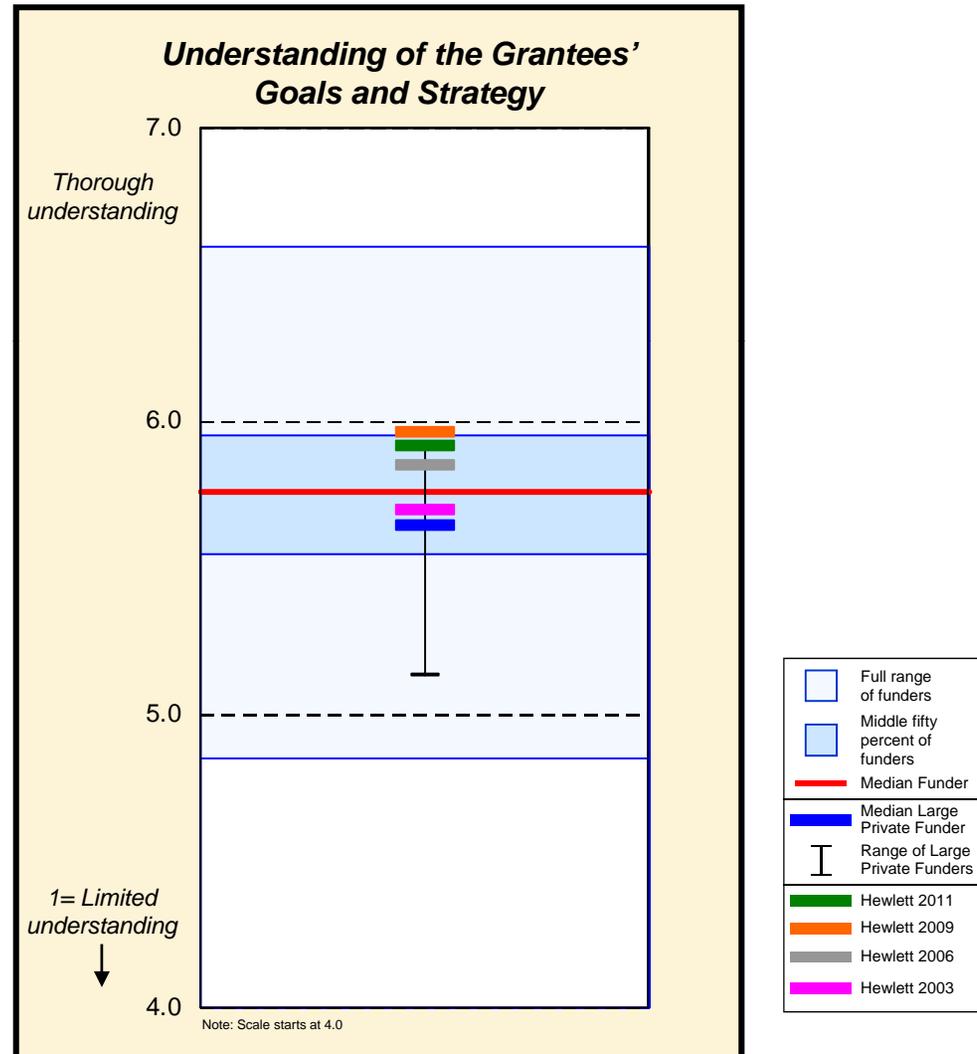
## Selected Grantee Comments

- ♦ *“Hewlett has long led the foundations we work with in requiring grantees to be extremely strategic and specific in proposing work and showing what the expected results of that work will be. I believe their admirable policy of long term funding for groups doing good work in their focus areas gives them great influence and this, in turn, has caused all the grantees to become far more strategic over the years.”*
- ♦ *“[Hard] to gauge their expectations of us or how we fit into their plan, made harder still by evolving nature of their priorities.”*
- ♦ *“Hewlett has made [our organization] more effective – clearer about medium-term goals, more rigorous in self-evaluation, crisper in our messaging, more sophisticated in data management, and plugged into a wider array of coalition partners.”*
- ♦ *“They are one of only a handful of foundations that provide multi-year general operating support. This type of grant allows us to respond in a dynamic manner and the secured funding over a three year period leverages new grants and gives donors and our board confidence.”*
- ♦ *“We feel cut off with no explanation of why we would not be considered for future funding.”*
- ♦ *“Having experienced staffing transitions with other foundations that were very poorly managed, Hewlett stands out as best in class in preparing its grantees/staff, communicating changes, and limiting the negative impact on grantees that a staffing change may cause.”*

# Understanding of Grantees' Goals and Strategy

On understanding of grantees' goals and strategy, Hewlett is rated:

- above 70 percent of funders
- higher than all other large private funders in the cohort

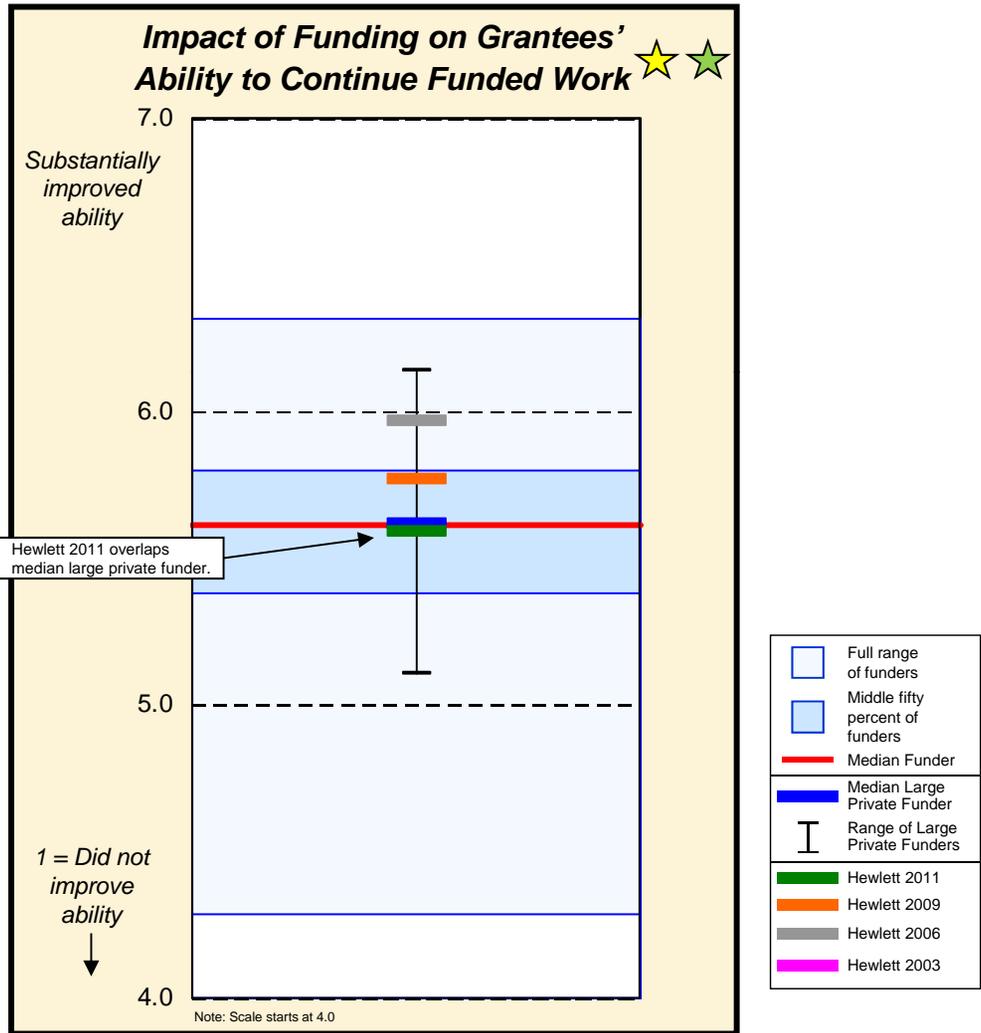


Note: This question includes a "don't know" response option; 2 percent of Hewlett 2011 respondents answered "don't know", compared to 6 percent at the median funder, 5 percent of Hewlett 2009 respondents, 6 percent of Hewlett 2006 respondents, 7 percent of Hewlett 2003 respondents, and 5 percent of respondents at the median large private funder.

# Impact on Sustainability of Funded Work

On the effect of the Foundation's funding on grantees' ability to sustain the work funded by the grant in the future, Hewlett is rated:

- below 52 percent of funders
- below 54 percent of large private funders in the cohort



★ = Hewlett 2011 rating is significantly different than Hewlett 2009 rating at a 90 percent confidence interval.

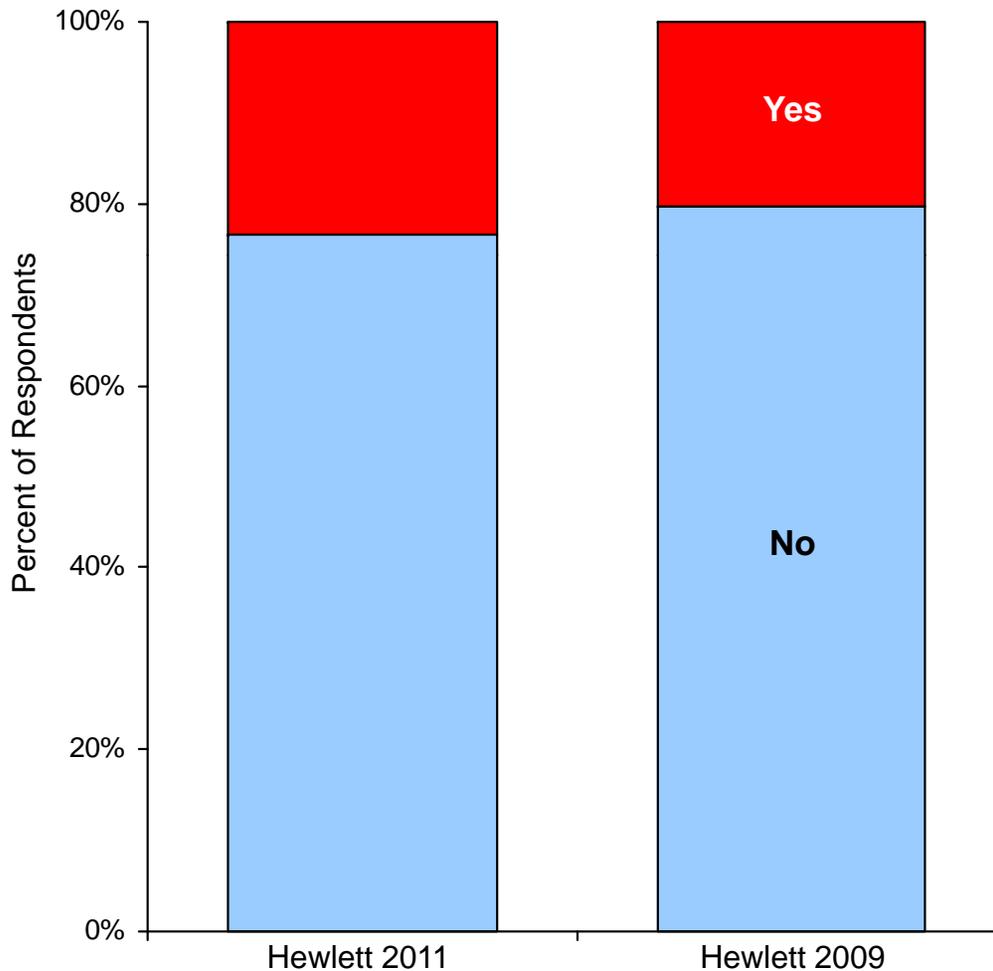
★ = Hewlett 2011 rating is significantly different than Hewlett 2006 rating at a 90 percent confidence interval.

Note: This question includes a "don't know/not applicable" response option; 5 percent of Hewlett 2011 respondents answered "don't know/not applicable", compared to 8 percent at the median funder, 7 percent of Hewlett 2009 respondents, and 9 percent of respondents at the median large private funder. Hewlett 2003 data not available due to changes to the survey instrument.

# Organizational Effectiveness Capacity Building Grant (1)

Twenty-three percent of Hewlett 2011 grantees indicated they received a supplemental Organizational Effectiveness capacity building grant in addition to their primary grant – a similar proportion to that of Hewlett 2009.

***“Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from the Foundation?”***



### Behind the Numbers

Hewlett grantees that received a supplemental Organizational Effectiveness capacity building grant rate significantly *higher* than other grantees on a number of measures, including the Foundation’s impact on grantees’ fields and organizations, and the helpfulness of the reporting/evaluation process in strengthening grantees’ organizations/programs.

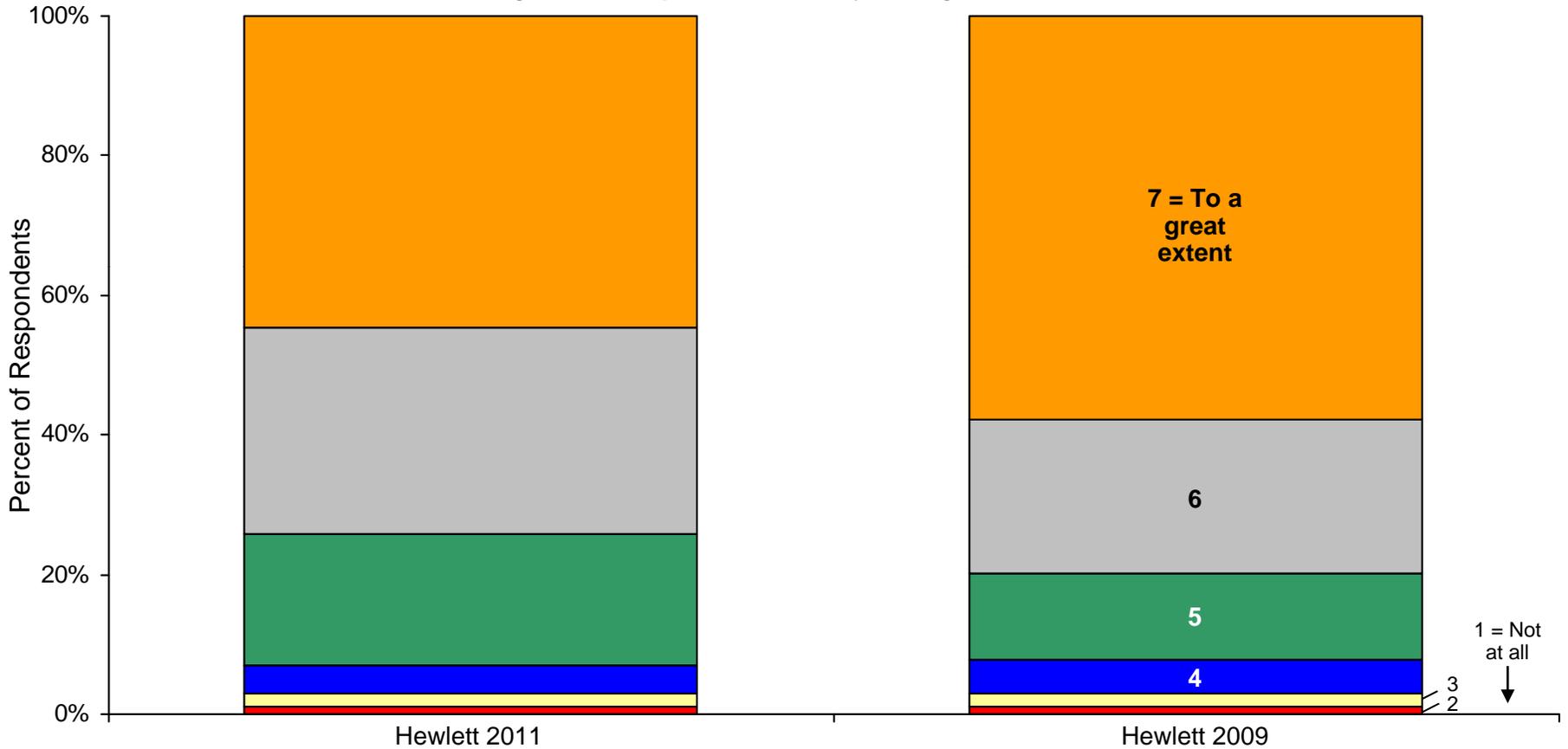
Note: This question was asked only of Hewlett grantees in 2011 and 2009.

Seven percent of Hewlett 2011 grantees answered “Don’t know” compared to 4 percent of Hewlett 2009 grantees.

# Organizational Effectiveness Capacity Building Grant (2)

Forty-five percent of Hewlett 2011 capacity building grant recipients perceived the grant to have strengthened the performance of their organization to a great extent.

*“To what extent has the Organizational Effectiveness grant strengthened the performance of your organizations?”*



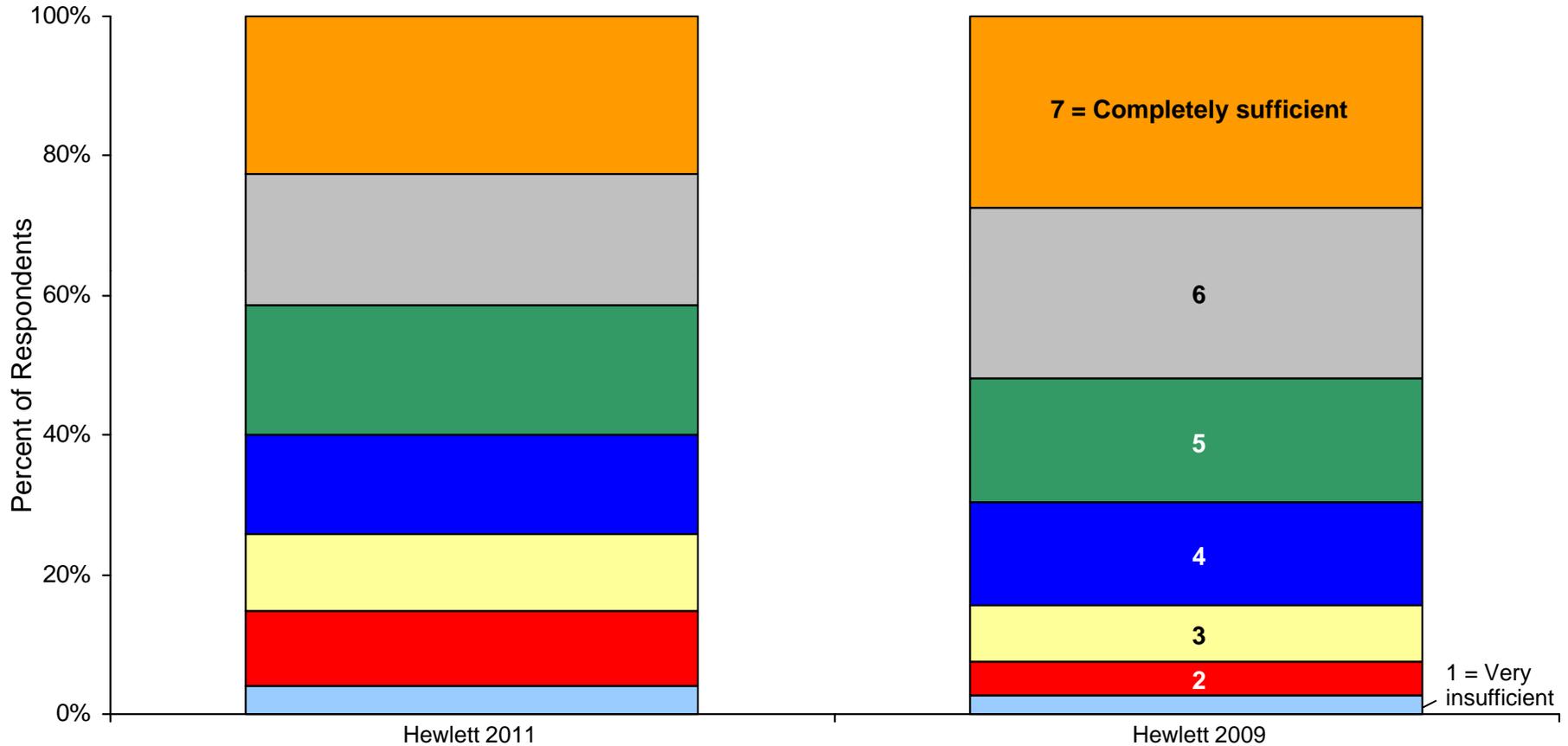
<b>Average Rating</b>	<b>6.1</b>	<b>6.3</b>
<b>Don't know</b>	<b>3%</b>	<b>5%</b>

Note: This question was asked only of Hewlett grantees in 2011 and 2009. No grantees rated a “1” on this question.

# Project Grant Funding

Twenty-three percent of Hewlett 2011 project grant recipients indicate that the overhead allocation was completely sufficient to cover the organizational expenses associated with their grant, with 1 = “Very insufficient” and 7 = “Completely sufficient.” However, on average, Hewlett 2011 grantees rate lower than Hewlett 2009 grantees on this measure.

*“If you received a project grant, to what extent was the overhead allocation sufficient to cover the organizational expenses associated with this grant?”*



	Hewlett 2011	Hewlett 2009
<b>Average Rating</b>	<b>4.8</b>	<b>5.2</b>
<b>Don't know</b>	<b>9%</b>	<b>3%</b>
<b>N/A – Did not receive a project grant</b>	<b>35%</b>	<b>35%</b>

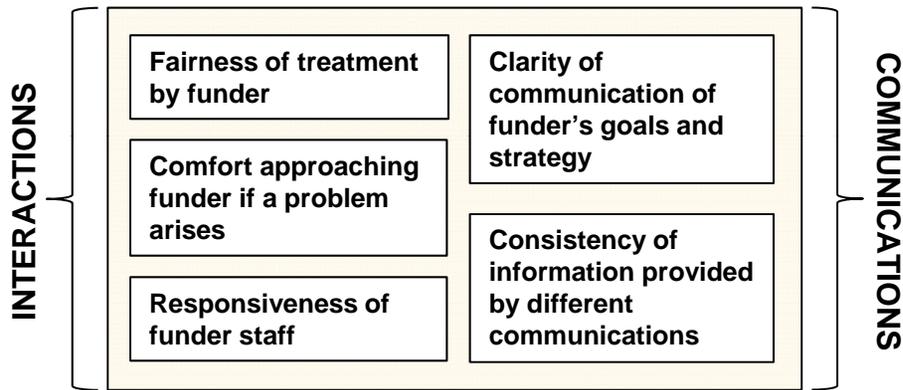
Note: This question was asked only of Hewlett grantees in 2011 and 2009.

# Funder-Grantee Relationships Summary

On this summary of key components of funder-grantee relationships, Hewlett is rated:

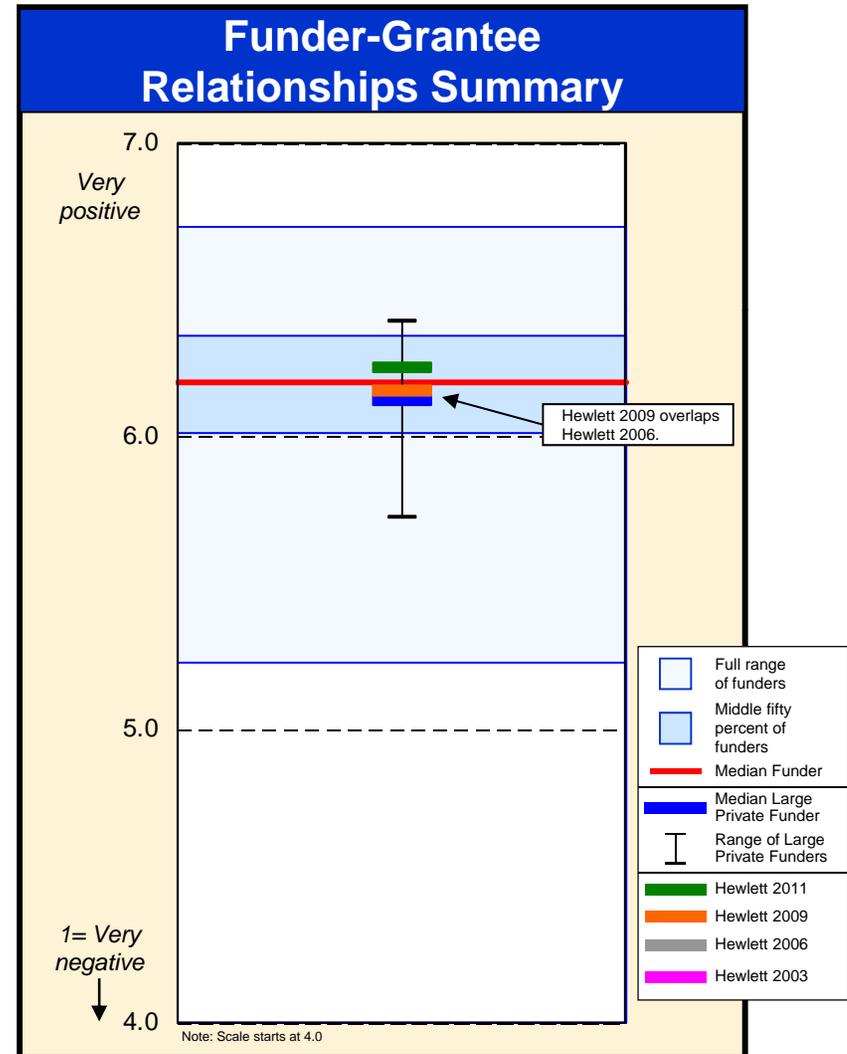
- above 56 percent of funders
- above 92 percent of large private funders in the cohort

## Key Components of Funder-Grantee Relationships Measure



Survey-Wide Analysis Fact: What best predicts grantee ratings on the *Funder-Grantee Relationships Summary*? 1) *Understanding*: Understanding of funded organizations' goals and strategies; 2) *Selection*: Helpfulness of selection process and mitigation of pressure to modify priorities; 3) *Expertise*: Understanding of fields and communities; 4) *Contact*: Initiation of contact and with appropriate frequency. For more on these findings and resulting management implications, please see CEP's report, *Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them*.

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, fairness of the Foundation's treatment of grantees, clarity of communication of the Foundation's goals and strategy, and the consistency of information provided by different communication resources. The data above reflects only the responses of grantees who answered all five of these questions. Hewlett 2003 data not available due to changes to the survey instrument.



# Interactions Measures

On fairness of treatment of grantees, Hewlett is rated:

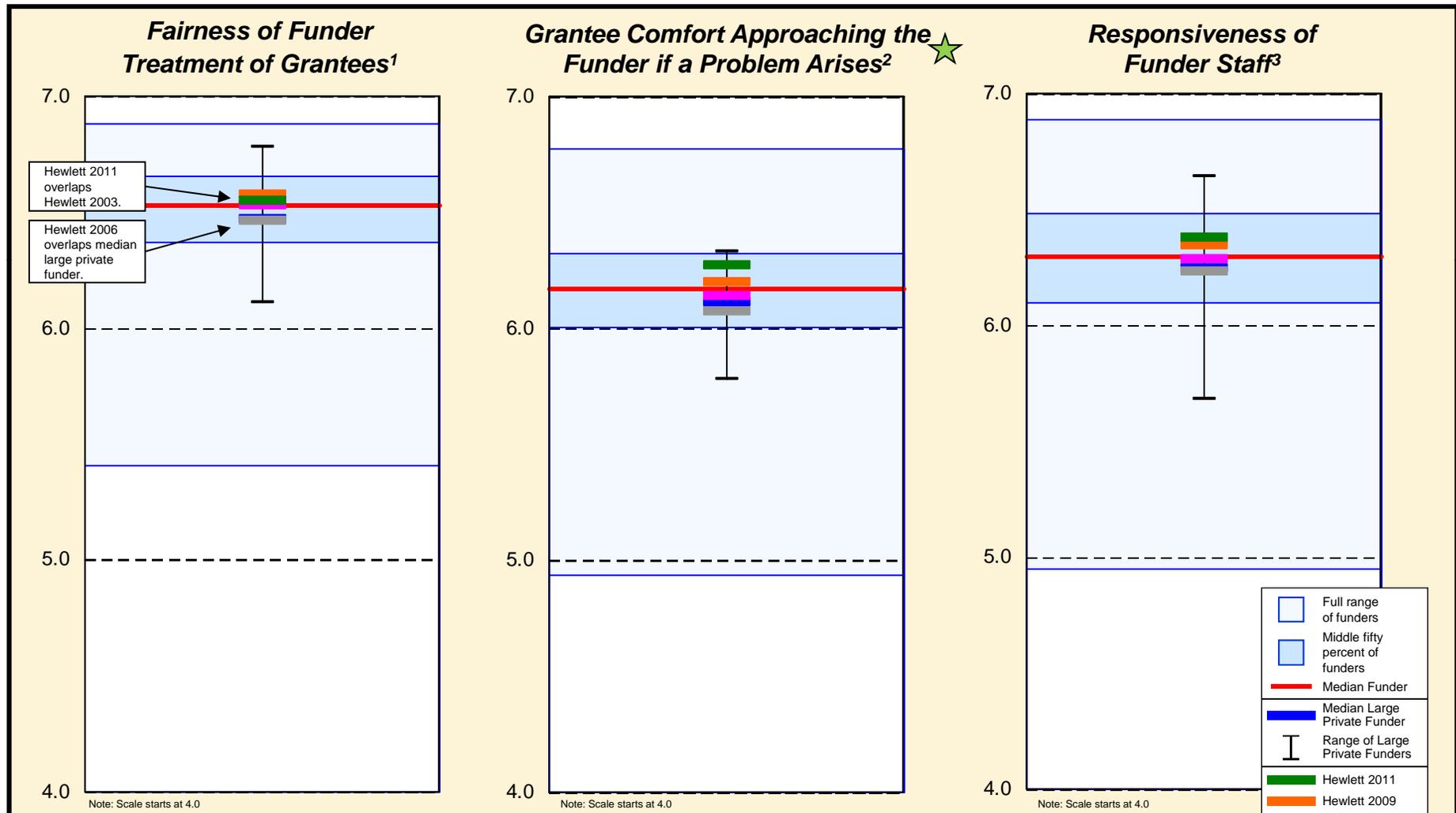
- above 54 percent of funders
- above 79 percent of large private funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, Hewlett is rated:

- above 68 percent of funders
- above 79 percent of large private funders in the cohort

On responsiveness of Foundation staff to grantees, Hewlett is rated:

- above 62 percent of funders
- above 93 percent of large private funders in the cohort



★ = Hewlett 2011 rating is significantly different than Hewlett 2006 rating at a 90 percent confidence interval.

1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.

2: Scale goes from 1 = Not at all comfortable to 7 = Extremely comfortable.

3: Scale goes from 1 = Not at all responsive to 7 = Extremely responsive.

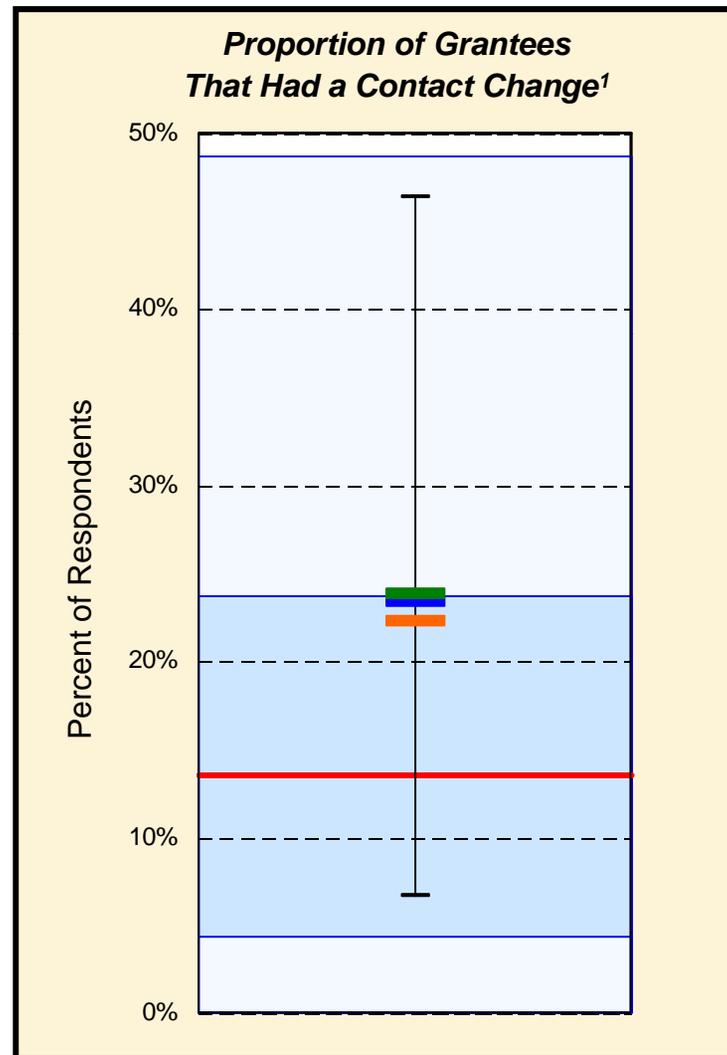
## Selected Grantee Comments

- ◆ *“Hewlett program staff are approachable and make themselves available to grantees for questions. They are deeply passionate about their program area and are focused on making big change. We greatly value the open relationship that we have [with] Hewlett, and we see them as true partners in our work.”*
- ◆ *“Communication with Hewlett is always professional, and [our program officer] provided tremendous program insight and personal warmth. However, since [our program officer] left, I’ve not been clear on whose portfolio we are in, so I don’t really know who to call. (I asked who we had ended up with, but never got a definitive answer back).”*
- ◆ *“Among the dozens of foundations we work with, Hewlett is at the very top of our list. Their program officers (including the PO we dealt with for this grant) are extremely courteous and easy to work with.”*
- ◆ *“A chronic concern, however, is that program officers seem over-subscribed with too little time allotted to communicating with grantees in general, and face-to-face meetings in particular. Finally, we have found the Hewlett program officers to be bright, knowledgeable, and well-informed, but there has been a drift toward the use of consultants outside the Foundation to establish contact with and provide support for grantees.”*
- ◆ *“Hewlett and its staff appear to really care about the organizations they fund. They make themselves available upon request for questions, concerns, and advice. They are proactive when they wish to meet with us.... Just an outstanding group of people, we only have praise and gratitude for the relationship they have built with us over the...years.”*
- ◆ *“Engagement with Hewlett is very good. [We have] a terrific program officer.... Would welcome a little bit more engagement from Hewlett – but not too much more. Hewlett generally gets the balance right, but when Hewlett intervenes it is positive, hence a desire for a little bit more.”*

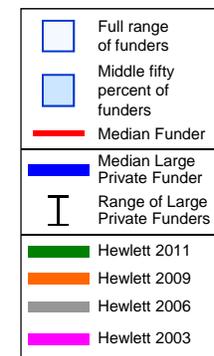
# Proportion of Grantees That Had a Change in Primary Contact

The proportion of Hewlett grantees who had a change in their primary contact in the last six months is:

- larger than that of 76 percent of funders
- larger than that of 56 percent of large private funders in the cohort



**Behind the Numbers**  
 Hewlett grantees that had a change in their primary contact in the last six months rate significantly *lower* than other grantees on measures related to the strength of funder-grantee relationships – the quality of interactions with the Foundation and the clarity and consistency of Hewlett’s communication of its goals and strategy.



Note: Hewlett 2006 data, Hewlett 2003 data not available due to changes to the survey instrument.

1: Represents data from 95 funders.

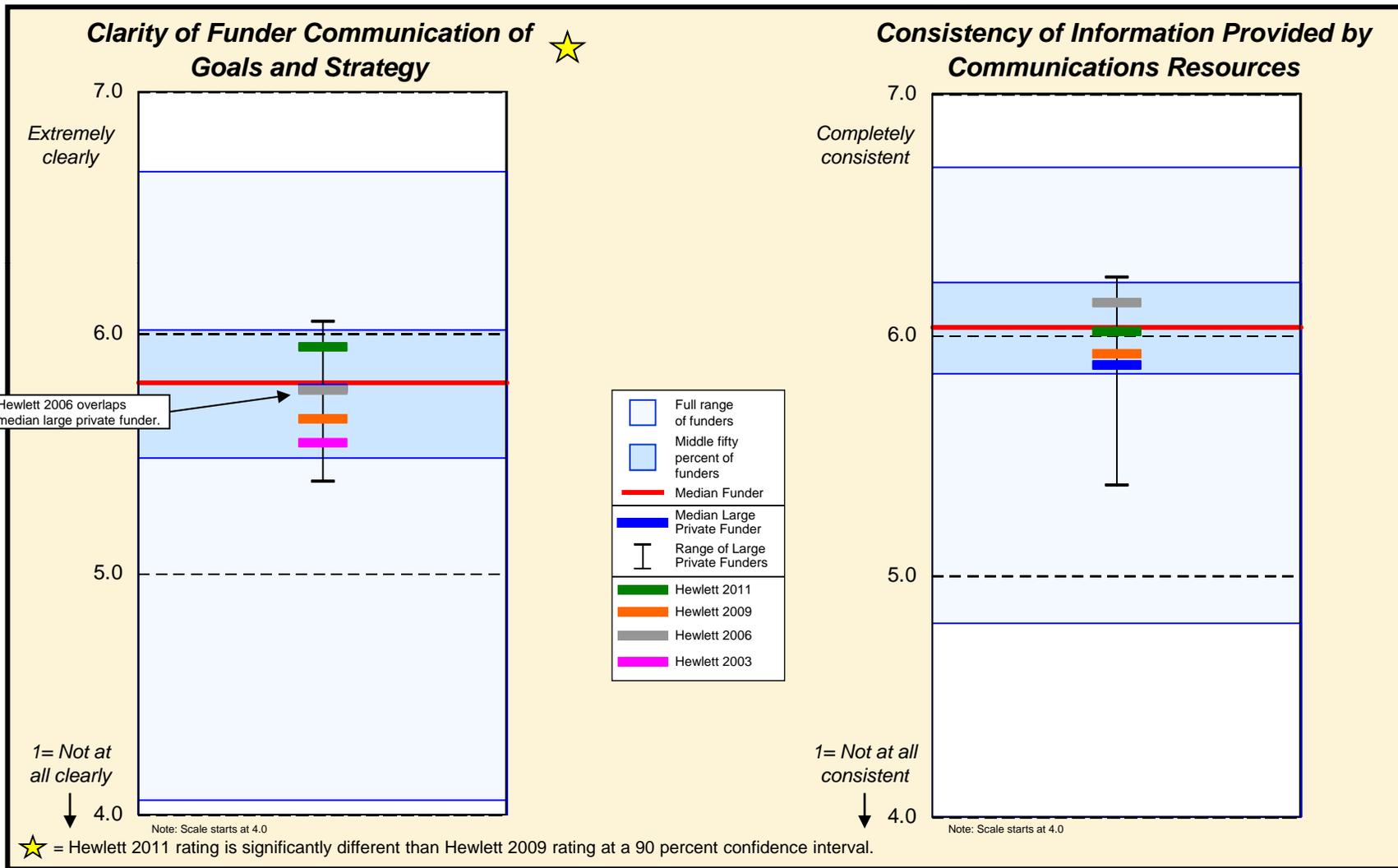
# Communications Measures

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

- above 67 percent of funders
- above 86 percent of large private funders in the cohort

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

- below 52 percent of funders
- above 77 percent of large private funders in the cohort



Note: In the right-hand chart, this question includes a "used one or no resources" response option; 2 percent of Hewlett 2011 respondents indicated they had used one or no resources, compared to 4 percent at the median funder, 4 percent of Hewlett 2009 respondents, 6 percent of Hewlett 2006 respondents, and 3 percent of respondents at the median large private funder. Hewlett 2003 data not available due to changes to the survey instrument.

## Selected Grantee Comments

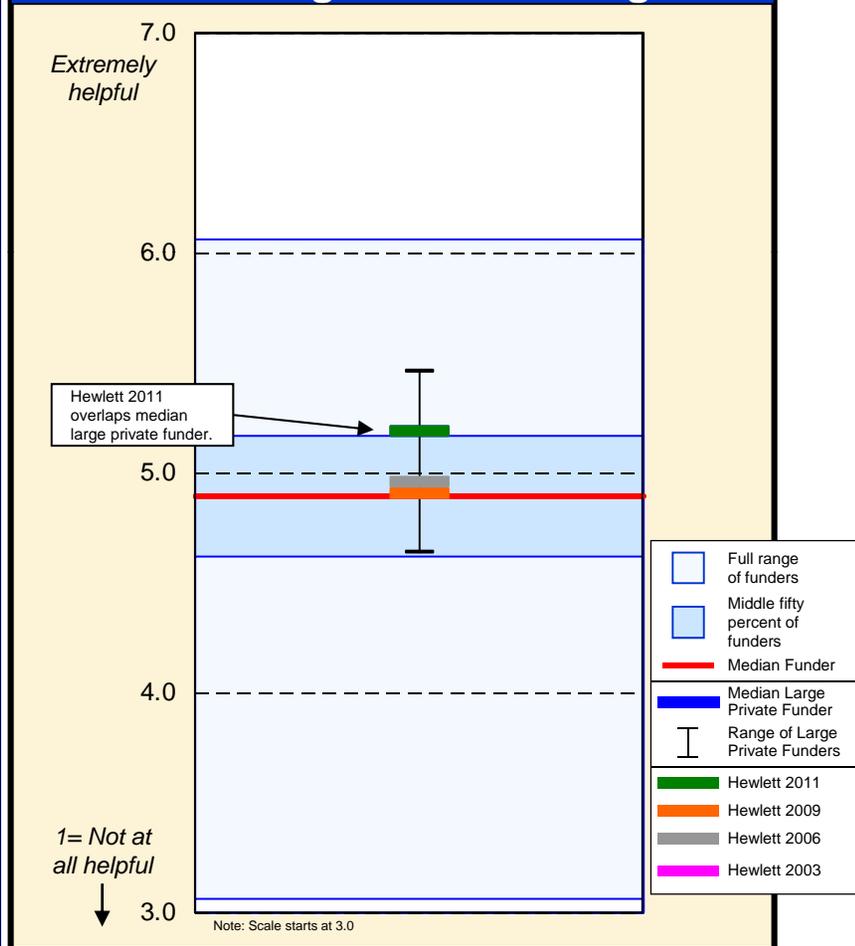
- ◆ *“As long time grantees of the Hewlett Foundation, we were familiar with the way they operated in general (emphasis on clear theory of change, etc.) but the specific way in which they sought to influence the field of philanthropy was most clearly communicated and hashed out in conversations and brainstorming with [our program officer].”*
- ◆ *“[Our program officer] is excellent to work with. [He or she] responded promptly and provided clear, candid information. The website is not as helpful. It is a little too general and sometimes useful documents can be hard to find.”*
- ◆ *“The Hewlett Foundation’s written and in-person communications are outstanding: clear, consistent, tied to a clear plan.”*
- ◆ *“Despite reading the website materials several times in recent years, I get only the very most general, even vague, ideas of how it is pursuing its general vision and how that in turn is helping the field or the grantees.”*
- ◆ *“Our ‘account’ was passed along during the grant period and there has been no effect on our ability to engage with the Foundation regarding reporting, updates, and queries. [Our program officer] is terrific and very clear in [their] explanation of the Foundation’s priorities and plans.”*
- ◆ *“I have appreciated the consistency among staff and their willingness to consult among themselves in areas where an individual program officer does not possess all the necessary expertise.”*

# Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening funded organizations/programs, Hewlett is rated:

- above 77 percent of funders
- above 54 percent of large private funders in the cohort

## Helpfulness of the Selection Process to Organizations/Programs ★ ★



## Selected Grantee Comments

- ♦ *“Hewlett staff members were very helpful. There were times when we needed to clarify parts of our proposal as well as the proposal process. Foundation staff were very helpful in providing information and feedback.”*
- ♦ *“The logic model and evaluation chart part of the process is fairly convoluted, but the staff works hard to help us through the construction and completion of the charts. I hope the information generated is worth the effort.”*
- ♦ *“As part of the application process I was invited to attend an applicant workshop. The workshop was extremely helpful as I walked away with a clear understanding of the Logic Model and what – and where – pertinent information should be included.”*
- ♦ *“The grant application itself feels a bit like a formality – i.e., it’s very formalized and it’s unclear what role it actually plays in the decision-making process. However, it doesn’t take so much time that this is a big problem.”*
- ♦ *“While I do find the application processes to be a bit overly cumbersome and time-consuming, I can appreciate the thoroughness.”*
- ♦ *“In particular the logic model and evaluation chart seem excessive and sometimes redundant, and they are very time consuming the way they are formatted... [It] does not feel like a great use of my time.”*

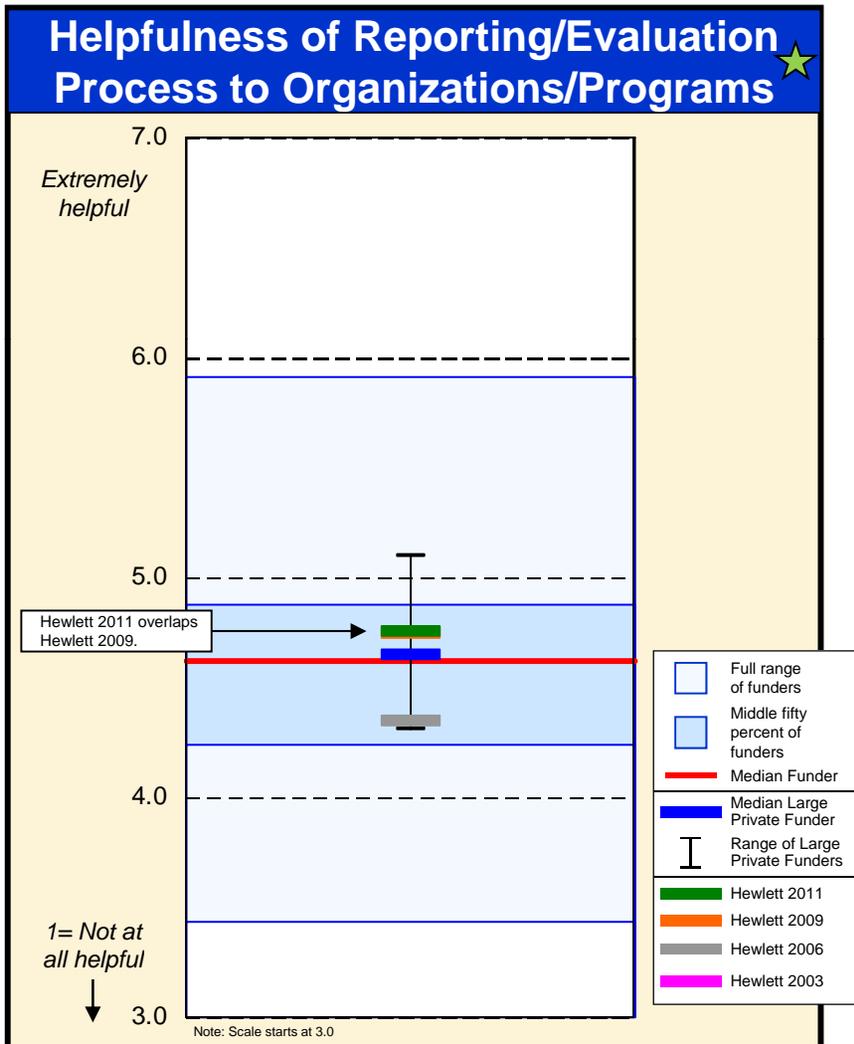
★ = Hewlett 2011 rating is significantly different than Hewlett 2009 rating at a 90 percent confidence interval.  
 ★ = Hewlett 2011 rating is significantly different than Hewlett 2006 rating at a 90 percent confidence interval.

Note: Hewlett 2003 data not available due to changes to the survey instrument.

# Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening funded organizations/programs, Hewlett is rated:

- above 63 percent of funders
- above 69 percent of large private funders in the cohort



## Selected Grantee Comments

- ♦ *"We have found Hewlett to be much more demanding in the proposal and evaluation processes. This is not meant in a negative way as the staff are very, very helpful and involved with us. We do find the logic model to be less useful than a narrative format for providing the same information."*
- ♦ *"Proposal logic model and evaluation chart requirements make the process more difficult and these instruments have not been helpful in conducting the program. Hearing back from Hewlett staff with feedback after spending days/weeks creating highly substantive progress reports would be helpful."*
- ♦ *"Hewlett staff was extremely helpful...in helping us to evaluate the success of our programs and productions."*
- ♦ *"Hewlett has generally been very good to work with, though in the most recent cycle of submissions (in late 2011) the web-based forms and guidelines have become more complicated and rigid (to facilitate evaluation) and the forms themselves are difficult to use (poor formatting built in)."*
- ♦ *"Guidance on reporting and proposal wasn't always as detailed as it might be, otherwise it has been wonderful working with [our program officer] and [his/her] colleagues."*

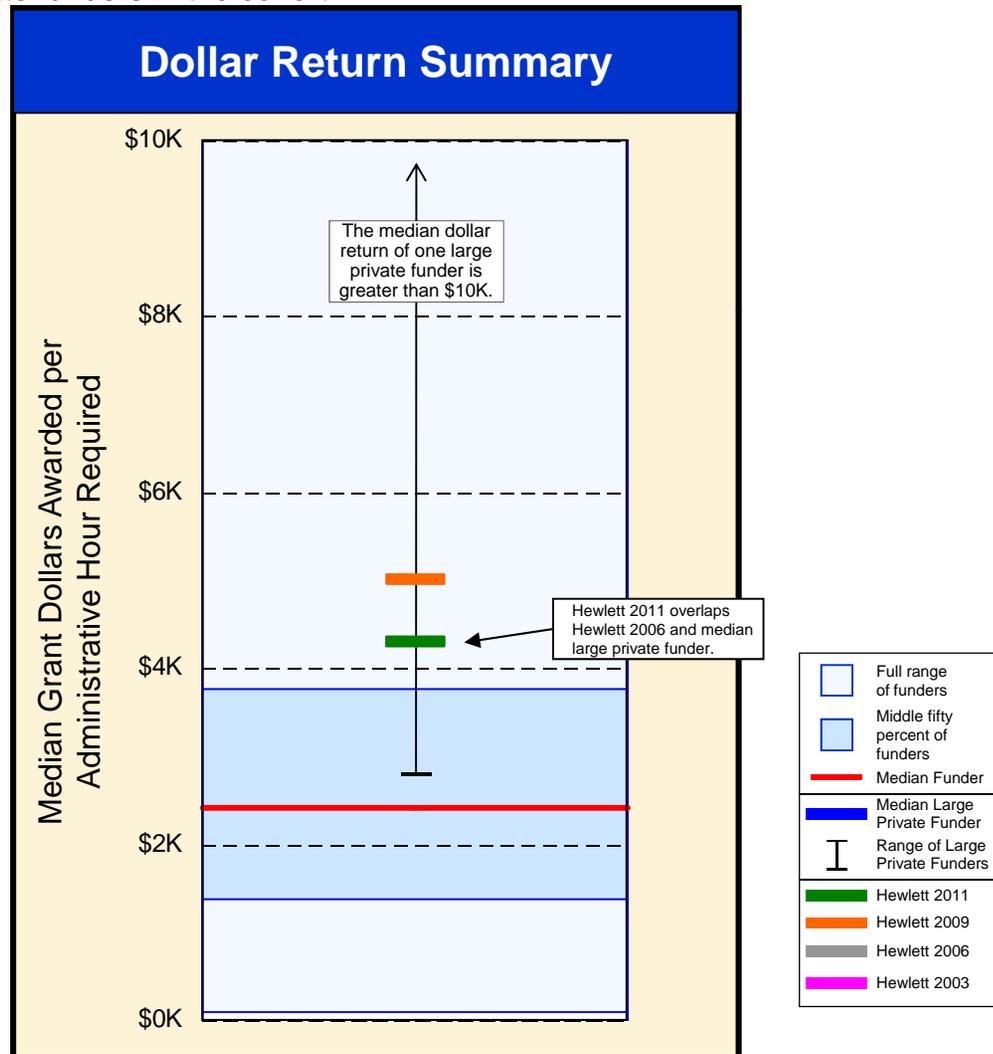
★ = Hewlett 2011 rating is significantly different than Hewlett 2006 rating at a 90 percent confidence interval.

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For Hewlett 2011, 68 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 56 percent of Hewlett 2009 respondents, 65 percent of Hewlett 2006 respondents, and 62 percent of respondents at the median large private funder. Hewlett 2003 data not available due to changes to the survey instrument.

# Dollar Return Summary

This summary measure includes the total grant dollars awarded and the total time necessary to fulfill the administrative requirements over the lifetime of the grant. At the median, the number of dollars awarded per hour of administrative time spent by Hewlett grantees is:

- greater than that of 78 percent of funders
- at the median of large private funders in the cohort



Note: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. Chart does not show data from eleven funders whose Dollar Return on Grantee Administrative Hours exceeds \$10K. Hewlett 2003 data not available due to changes to the survey instrument.

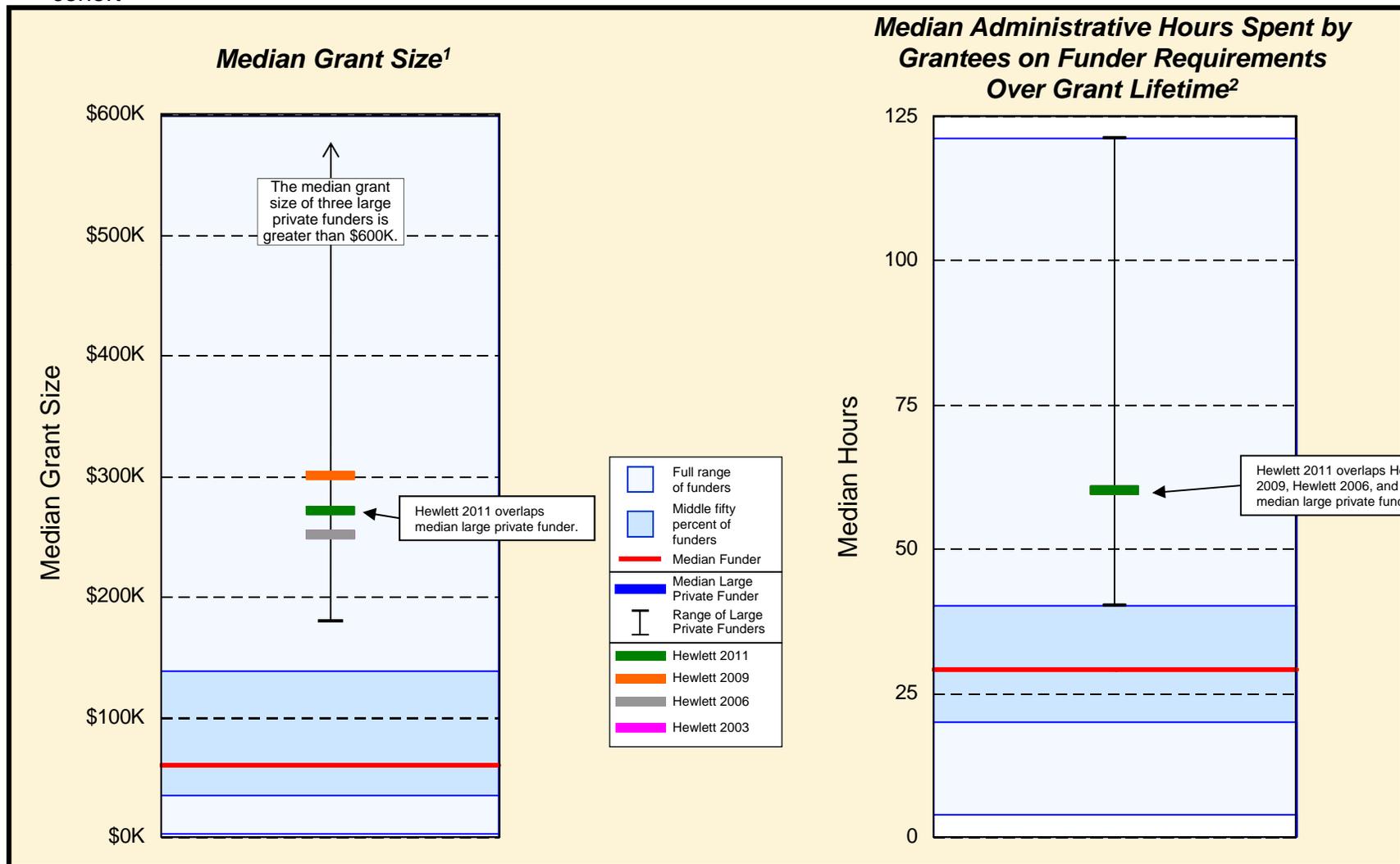
# Grant Size and Administrative Time

At the median, the grant size reported by Hewlett grantees is:

- larger than that of 89 percent of funders
- at the median of large private funders in the cohort

At the median, the number of hours of administrative time spent by Hewlett grantees during the course of the grant is:

- greater than the time spent by grantees of 85 percent of funders
- at the median of large private funders in the cohort



1: Chart does not show data from 12 funders whose median grant size exceeds \$500K.

2: Chart displays total grant proposal creation, evaluation, and monitoring hours spent over the life of the grant; each of these events did not necessarily occur for each individual grantee.

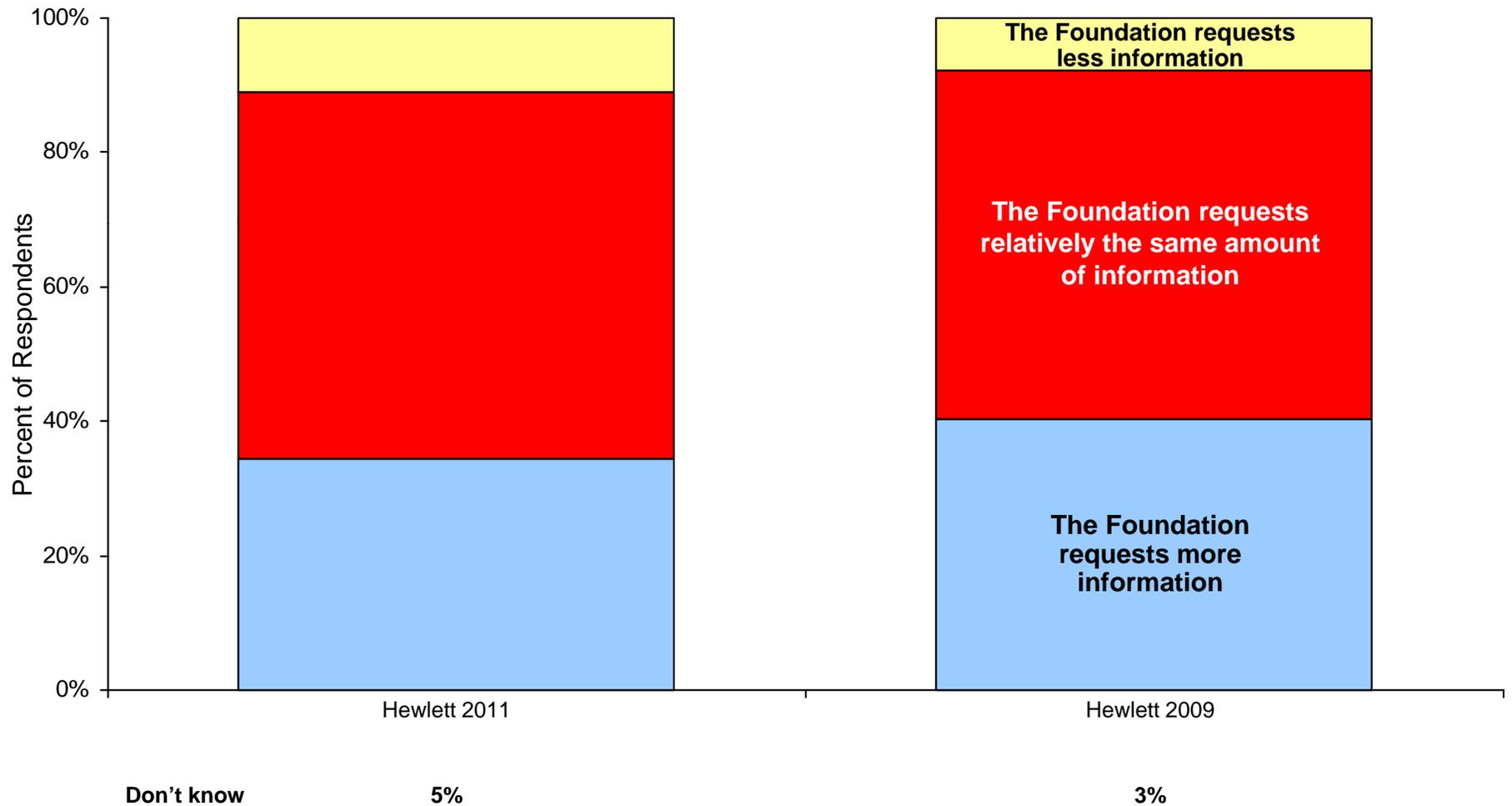
Chart does not show data from four funders whose median administrative hours exceed 125 hours.

Hewlett 2003 data not available due to changes to the survey instrument.

# Information Requested in Application and Reporting Process (1)

Fifty-five percent of Hewlett 2011 respondents indicate that the Foundation requires relatively the same amount of information in the application and reporting requirements compared to that requested by other funders.

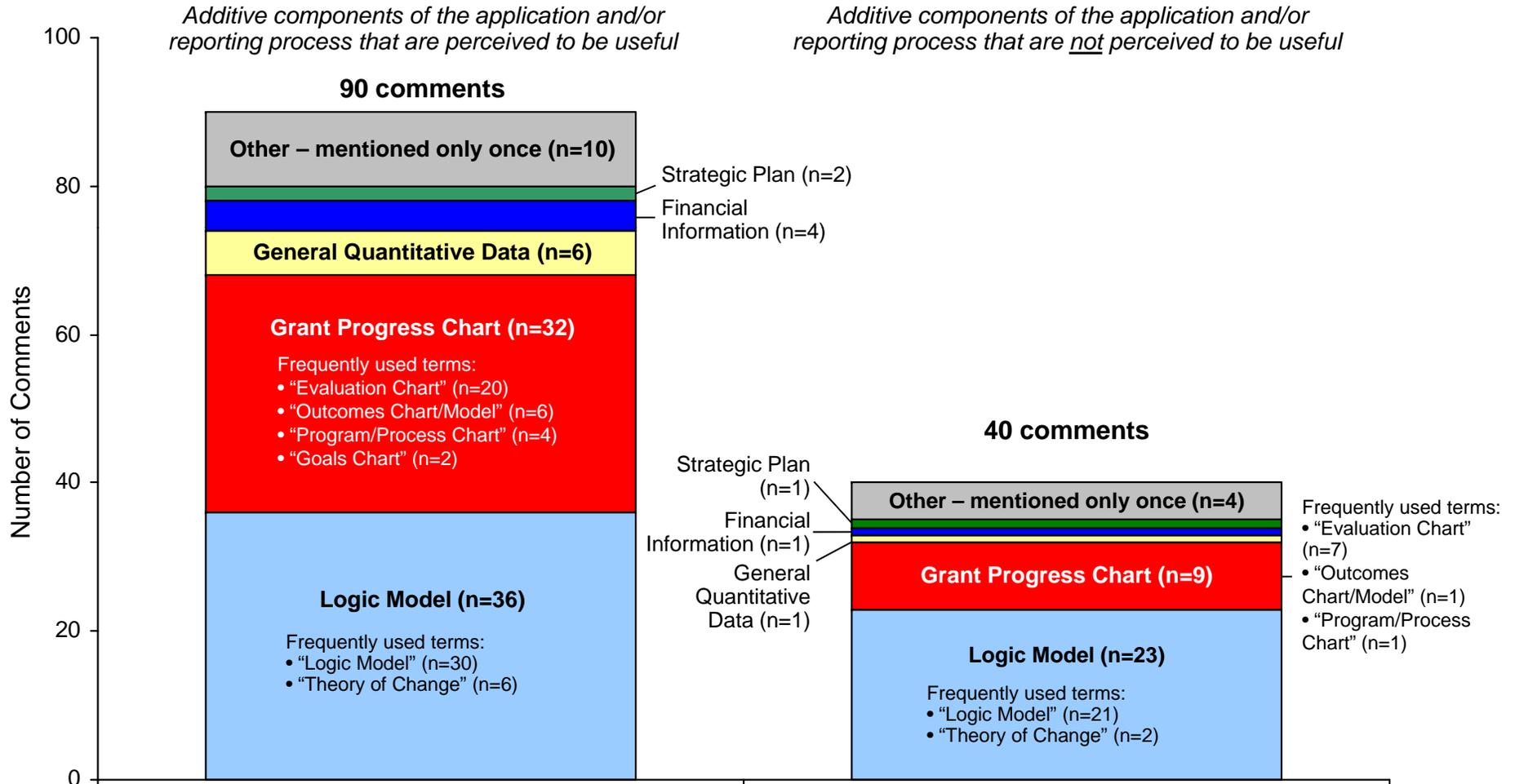
*“How does the amount of information requested in the Foundation’s application and reporting requirements compare to the amount requested by your other funders?”*



# Information Requested in Application and Reporting Process (2)

Hewlett grantees most frequently report that the Foundation's request for a logic model is additive compared to other funders' application and reporting requirements.

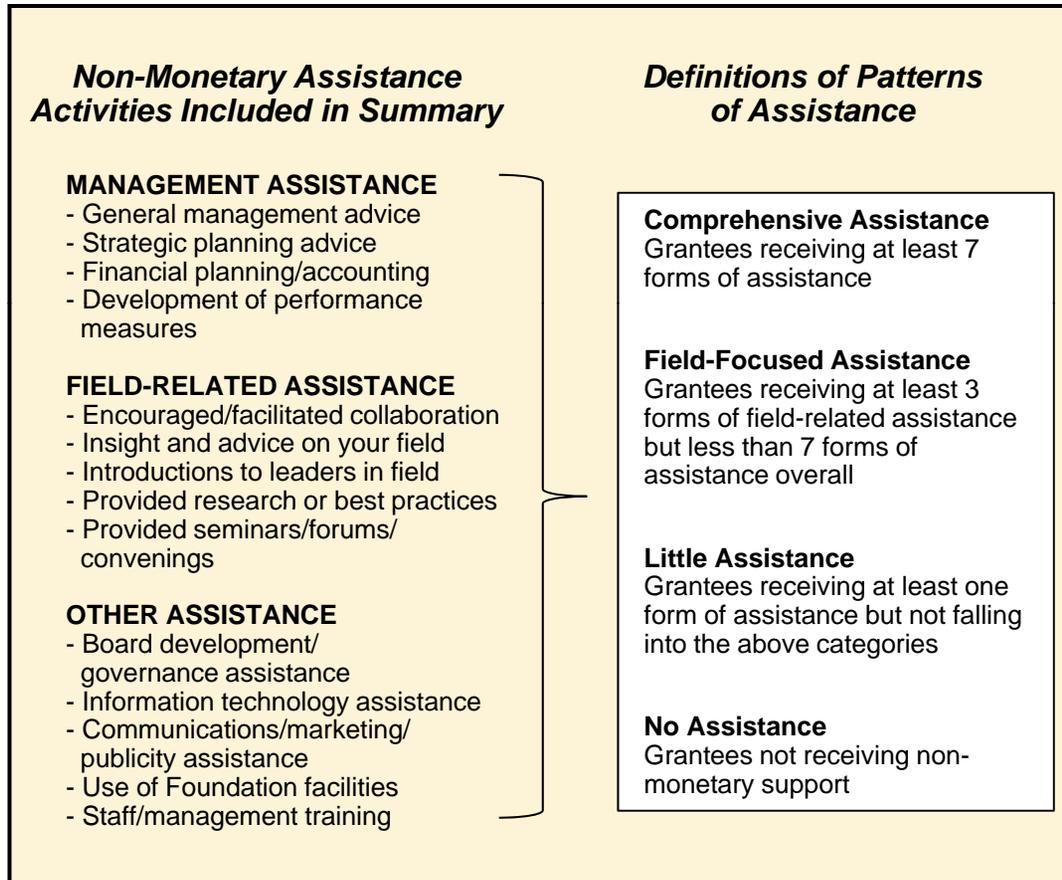
**“Relative to your other funders’ application and reporting requirements, what does Hewlett request that is additive? Do you find it useful? Why or why not”**



Note: Only responses that provided both an additive component of Hewlett's processes and an indication of whether or not the addition was helpful or not were coded. One response may address multiple themes. "Other" includes "narrative report," "proposal overview," "external evaluator," etc.

# 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.



## Selected Grantee Comments

- ♦ *“We have...received advice, feedback, and TA from the Communications Department staff.”*
- ♦ *“By helping facilitate inter-district networking, Hewlett is not only contributing to the participating districts, but the work we do with this network is frequently disseminated more broadly both directly and via publications to other networks, to other districts, states, and federal DOE. There is quite a broad ripple effect.”*
- ♦ *“The Program Officer I work with has...consistently been thinking about how to help my project achieve deeper impact and how to help expand the funding sources for the project. [They have] advocated for the project with other institutions/funders – which is great!”*
- ♦ *“Hewlett allowed us to fund research in a new and important field. Through its annual meetings we could enlarge our network in that field and the funded researchers were embedded in the international community working on this. Side meetings on topics such as communication and translating research to policy were very useful and Hewlett’s efforts, in combination with its contacts/network, will facilitate the dissemination and use of research results into policy.”*

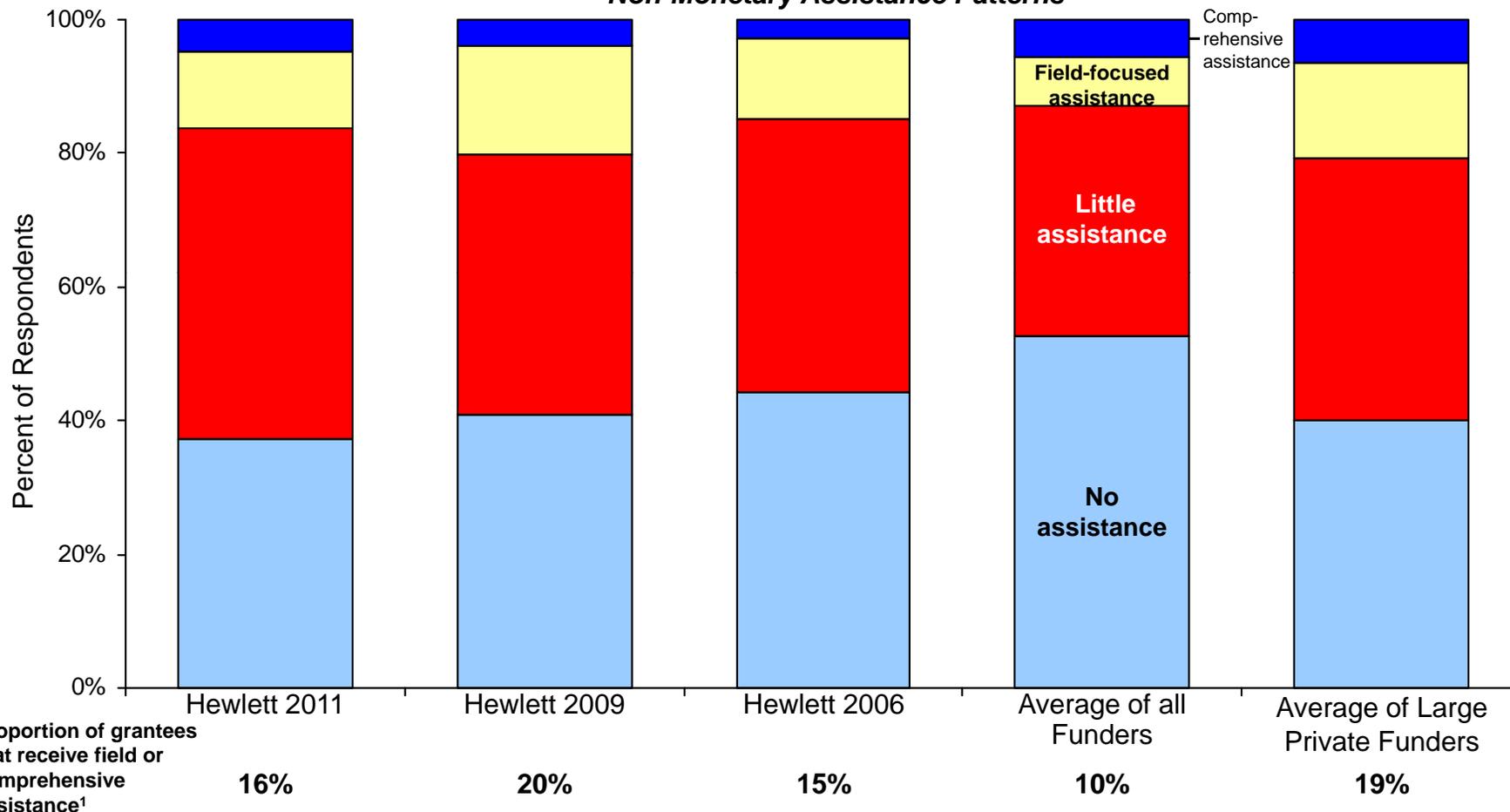
# Non-Monetary Assistance Summary (2)

The proportion of Hewlett grantees that report receiving comprehensive or field-focused assistance is:

- larger than that of 66 percent of funders
- smaller than that of 71 percent of large private funders in the cohort

**Behind the Numbers**  
 Hewlett grantees that non-monetary assistance in a comprehensive or field-focused pattern rate significantly *higher* than other grantees on most measures within this report.

**Non-Monetary Assistance Patterns**



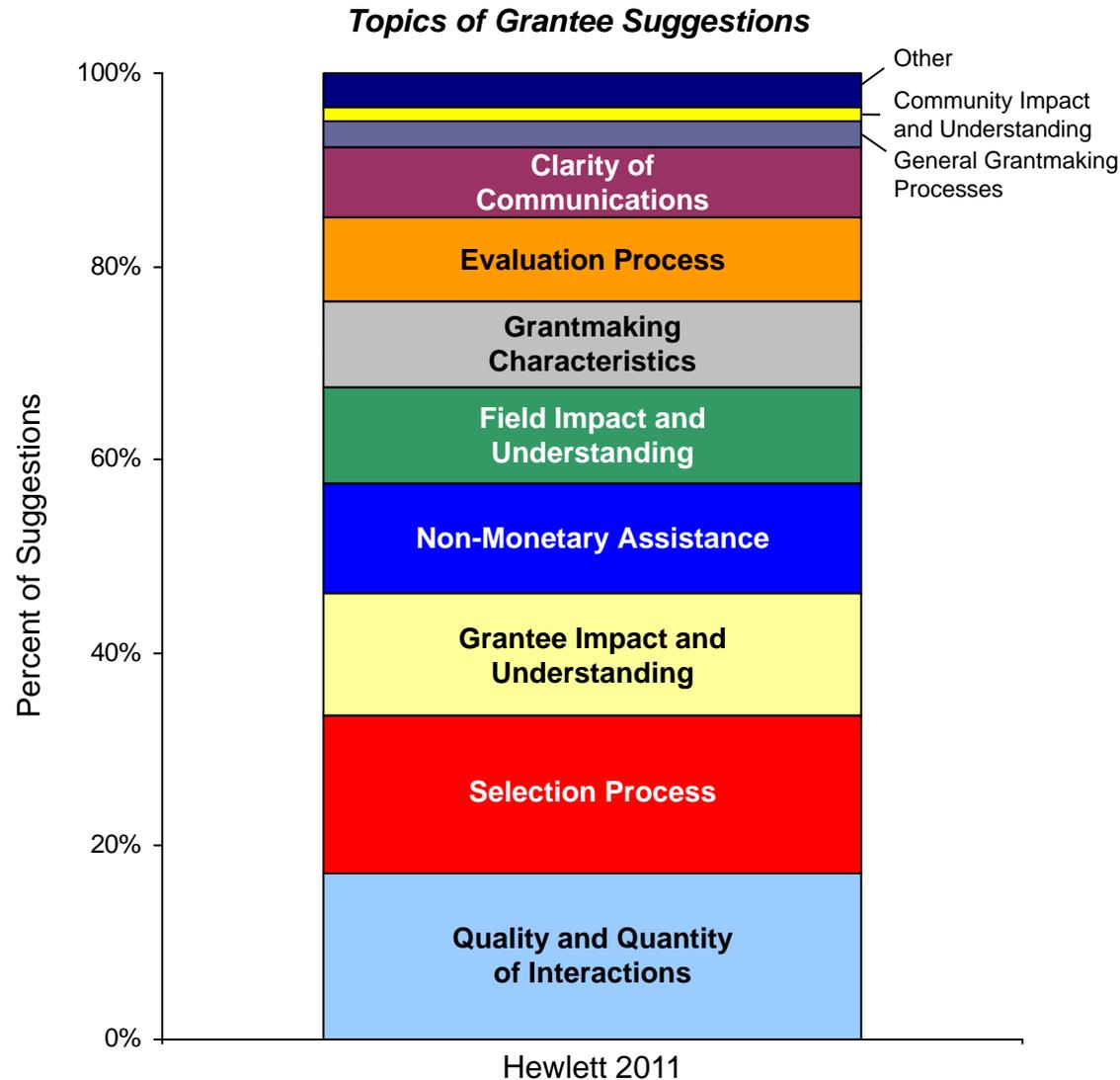
*Survey-Wide Analysis Fact:* Providing just two or three types of assistance appears to be ineffective; it is only when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive 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 Check*.

VII. Assistance Beyond the Grant Check

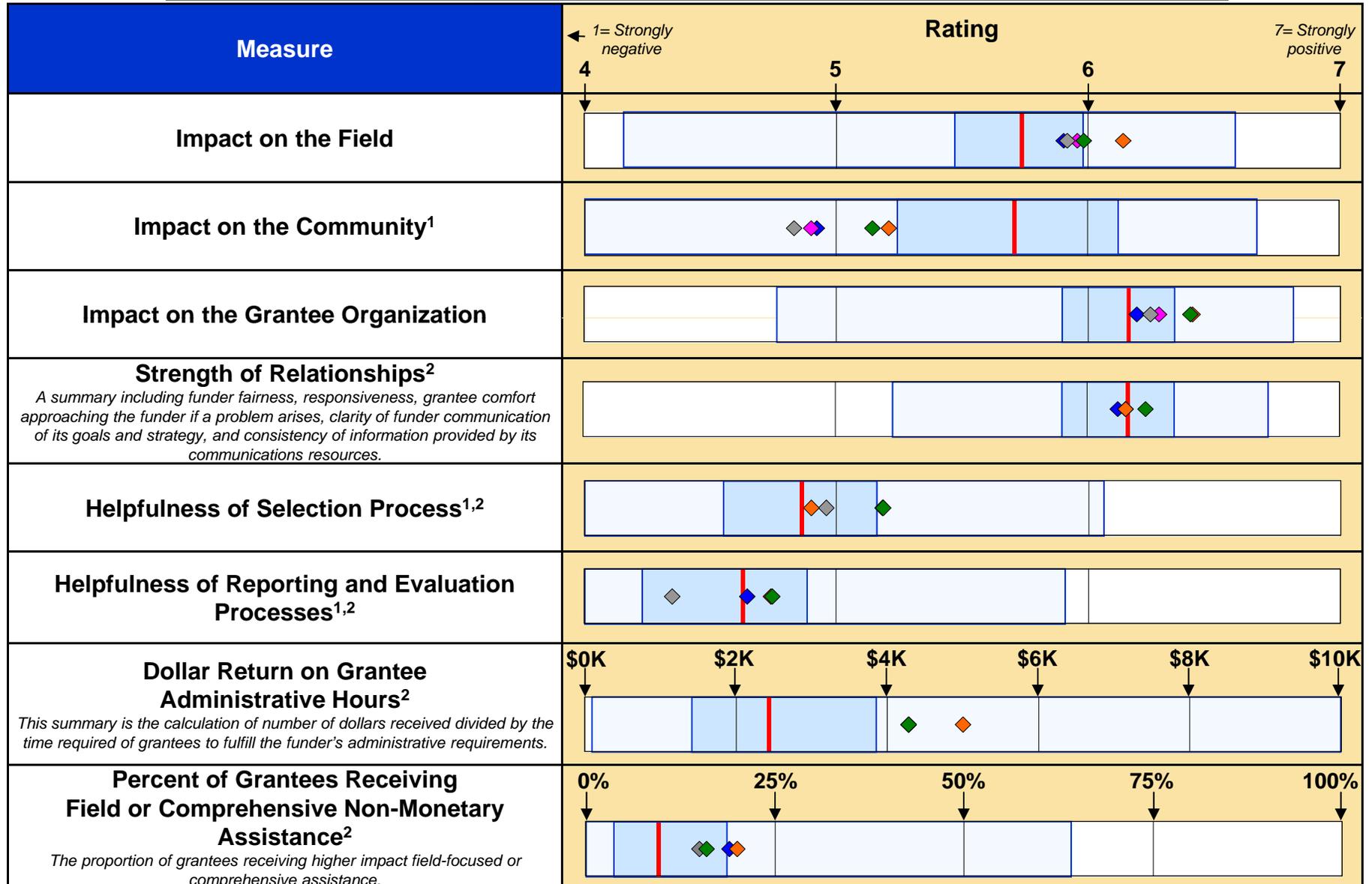
Note: Hewlett 2003 data not available due to changes to the survey instrument.  
 1: The proportion shown for "Average of all Funders" and "Average of Large Private Funders" is a median.

# Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequently mentioned suggestions for improvement relate to the quality and quantity of the Foundation's interactions with grantees and the Foundation's selection process.



# Review of Findings



1: The bottom of the range on these measures is not shown here because it is less than 4.0.  
 2: Hewlett 2003 data not available due to changes to the survey instrument.

# Analysis and Discussion (1)

## Overall Positivity and Continued Strong Ratings

As in surveys from past years, Hewlett is rated more positively than typical by its grantees on many measures in CEP's grantee survey, in particular on areas related to the Foundation's impact on grantees' fields and organizations.

The Foundation continues to receive ratings higher than 75 percent of funders for its impact on and understanding of grantees' fields and organizations, and is rated higher than 90 percent of funders for its ability to advance knowledge and its effect on public policy in grantees' fields. In all cases, the Foundation is rated above the typical large private funder in Hewlett's comparative cohort. Grantee comments are very positive about Hewlett's work in their fields. They provide examples such as, "Hewlett is a significant contributor to [our] field and their staff are knowledgeable about the issues related to policy" and "by doing...advocacy work themselves, and knowing the field, Hewlett clearly sees where the gaps are in research. Hewlett tries to fill those gaps, and bridge the difference between research and advocacy." Grantees also value Hewlett's "strong understanding of the work [grantees] do, and of [grantees'] objectives and over-arching goals," and say, "[Hewlett] has provided absolutely critical support for our program, [with which] the program officer also has worked with us to establish priorities, improve our evaluation methods, and embark on new activities that we would not have taken on otherwise. We are a much more effective organization for having worked with the Hewlett Foundation."

Grantees continue to rate Hewlett similarly to the typical funder for the quality of interactions with the Foundation – fairness of treatment, comfort approaching the Foundation when a problem arises, and responsiveness of staff – and rate higher than the typical large private funder on these dimensions. Grantee comments about Hewlett staff are overwhelmingly positive, describing staff as, "very friendly, collegial, professional, and helpful" and provide comments such as, "Hewlett's quality and level of engagement with grantees throughout the grants process has been phenomenal."

- *In light of upcoming transitions in Foundation leadership, how can the Foundation ensure the practices and systems that have been successful in building strong grantee perceptions of Hewlett's work are maintained?*

## Analysis and Discussion (2)

### Improvement in Clarity of Communication

According to its grantees in 2011, Hewlett is clearer than in the past for its communication of its goals and strategy, and they now provide ratings that are higher than typical and toward the high end of the range of ratings for other large private funders.

For the clarity of the Foundation's communication of its goals and strategy, Hewlett is rated higher than the typical funder – a statistically meaningful improvement since 2009 – as well as higher than the typical large private funder. As at other funders, Hewlett grantees find their communications with staff to be more helpful than written guidelines or websites in understanding the Foundation's priorities: “[Our program officer] has been an incredible resource for us, helping us to understand Hewlett's guidelines, processes, reporting needs, expectations, and future goals,” remarks one grantee, while others say, “Personal communications and interactions with staff are extremely valuable” and “clear in articulation of the Foundation's goals.” In addition to these positive sentiments, grantees do provide constructive suggestions for continued improvement in communicating clearly. They suggest, “[Hewlett should] communicate direction of future funding,” “be more honest in communicating the change in their priorities,” and also indicate that “greater clarity and transparency in program objectives would be welcome.”

For the consistency of information provided by Hewlett's communication resources, grantee ratings are trending higher since 2009 and ratings are now similar to those of the typical funder and higher than the typical large private funder (a group that, unsurprisingly, tends to receive lower ratings on aspects of consistency). However, grantees continue to provide ratings that are lower than typical for the helpfulness of Hewlett's website and published funding guidelines in learning about the Foundation.

- *In response to the Foundation's 2009 grantee survey in which clear communication of goals and strategy was highlighted as an area for improvement, what changes were made that Hewlett thinks influenced the more positive ratings in this area? Can those changes be reinforced?*
- *Hewlett's work may be specific enough to each grant and grantee that personal communication will always be the best vehicle for communicating the Foundation's goals and strategies. Is Hewlett satisfied with the current ratings of “written” materials for helpfulness to grantees in learning about the Foundation?*

# Analysis and Discussion (3)

## Hewlett's Grantmaking Processes

Hewlett grantees indicate participating in helpful and involved selection and reporting/evaluation processes. In particular, grantees indicate that the Foundation's selection process is more helpful to them now than it was in 2009. Grantees do, however, continue to suggest opportunities for improvement to certain requirements such as the logic model.

Grantees rate the helpfulness of Hewlett's selection process in strengthening their organization/funded program higher than typical and higher than it was rated in Hewlett's previous grantee surveys. Grantees indicate that Hewlett staff are more involved in the development of their grant proposals than is typical and even more so compared to previous years (even as Hewlett staff's average active grant caseloads – one indicator of capacity – have remained unchanged). Many grantees indicate they find staff engagement during the administrative processes to be very valuable, making comments such as, "Hewlett Foundation staff are VERY helpful and open to discussing proposals and other topics" and "although Hewlett's proposal and reporting process is intense, I really appreciate the availability of the program officers and staff throughout the process – it helps a lot to have the lines of communication open!"

The typical Hewlett grantee reports spending 40 hours fulfilling the administrative requirements of the proposal and selection process. While this number is higher than typical, it is comparable to the hours reported by grantees at the typical large private funder and is the same number of hours reported by Hewlett grantees in past years. In their comments, similar to 2009, grantees mention the logic model requirement as one of the larger challenges in the process. About 10 percent of Hewlett grantees make suggestions for improvement in this area.<sup>1</sup> "The proposal format is overly mechanistic and not necessarily the most suitable for all programs. Particularly, the logic model and evaluation chart are very time consuming to complete and have not helped in conceiving or modeling the program," says one grantee, while another comments, "Eliminate the logic model and replace it with a narrative format that provides the same information."

For the helpfulness of the reporting/evaluation process in strengthening grantees' organizations/programs, Hewlett receives typical ratings that are similar to those received in 2009. This is in spite of the fact that Hewlett staff discuss completed grantee reports/evaluation with a larger than typical proportion of grantees and larger than that of 2009, as well as improved funder-grantee relationships between Hewlett and grantees – the two strongest predictors of a helpful reporting/evaluation process.

When asked about the amount of information Hewlett requests of grantees for its application and reporting requirements, one-third of Hewlett grantees indicate that Hewlett requests more information compared to the amount requested by the grantees' other funders. These grantees were then asked what Hewlett requires that is additive relative to other funders' application and reporting requirements, and 36 comments suggest that grantees find the logic model and theory of change useful but 23 comments suggest they do not find them useful.

- *What sort of assistance does the Foundation offer to the grantees that find specific administrative requirements, such as the logic model, difficult to complete? Even though many grantees find this requirement useful, are there ways to refine the format to facilitate a more helpful process?*
- *Some grantees feel that parts of the Hewlett reporting requirements are additive and not helpful to them. Are there aspects of the reporting requirements that some grantees find additive that are not useful for many Hewlett staff?*

Note: This represents the number of suggestions provided in this area as a proportion of the 189 grantees that provided at least one suggestion for Hewlett's improvement.

# Analysis and Discussion (4)

## Impact on Grantees' Sustainability

One of the very few areas in the report where grantee ratings of Hewlett have decreased over the years, rather than improved or maintained, is for the Foundation's effect on grantees' ability to continue their funded work in the future. This is not necessarily a value laden question. Rather it is about strategy, funder intent, and clarity: many funders do not have goals to sustain the work they have funded.

Grantee ratings of Hewlett's impact on the sustainability of funded work are significantly lower than they were in 2009 when ratings had also dropped from 2006 (however current ratings are similar to those received by the typical funder). Hewlett grantees that rate higher for the Foundation's impact on their sustainability receive grants in specific patterns and additional assistance beyond the grant from the Foundation that are associated with more positive ratings of the Foundation. Hewlett grantees that receive large, multi-year, operating support grants, grantees that use Hewlett's grant to enhance their organization's capacity, or grantees that receive the most helpful patterns of non-monetary assistance (field-focused or comprehensive assistance), rate significantly higher for Hewlett's impact on their ability to sustain their work in the future – a similar finding in Hewlett's 2009 grantee survey. The proportions of grantees that receive these types of grants or assistance are unchanged from 2009, so it is difficult to interpret the drop in ratings in this context.

Grantee comments may provide some insight into these decreased ratings. When asked to make suggestions for improvement, some grantees indicate Hewlett should “provide commitment for continued funding support, especially for capacity building programs which take a while to become sustainable” and “[take] a more ‘venture capital’ approach to grantmaking would be a major step forward for Hewlett: investing in the people and leadership behind organizations, not just the project proposal itself.” However, there were not a substantial number of grantee suggestions directly related to sustainability.

One other piece of data that may be helpful in interpreting these changed ratings of sustainability relates to the sufficiency of overhead allocation. When grantees that received a project grant were asked to rate the extent to which overhead allocation was sufficient to cover organizational expenses associated with the grant, they rate, on average, that the allocation is less sufficient than indicated by grantees in 2009. And similar to 2009, the grantees that provided lower ratings on this measure rate the Foundation significantly lower for Hewlett's effect on grantees' ability sustain their work in the future.

- *Is Hewlett and its staff consistent and clear on the conditions under which improving sustainability of each grantees' work is a goal? Is this discussed with grantees?*
- *What development opportunities exist for staff to feel more capable and supported in their ability to assess the organizational health of grantees/potential grantees and address key grantees' most critical capacity needs? Are there certain resources that would make staff feel more confident when assessing grantees' needs?*

## Contact Information

- ◆ This report was produced for The William and Flora Hewlett Foundation by the Center for Effective Philanthropy in January 2012.
  
- ◆ Please contact CEP if you have any questions:
  - Kevin Bolduc, Vice President – Assessment Tools  
617-492-0800 x202  
kevinb@effectivephilanthropy.org