

Grantee Perception Report®

Excerpt prepared for
The William and Flora Hewlett Foundation
August 2009



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

Methodology

- ◆ This Grantee Perception Report® (GPR) contains data collected over the last six years, and includes over 35,000 grantee responses about 242 philanthropic funders.¹
 - The Center for Effective Philanthropy (CEP) surveyed 820 fiscal year 2008 grantees of The William and Flora Hewlett Foundation (“Hewlett”) during May, June, and July 2009. CEP received 570 completed responses, a 70 percent response rate. Unless otherwise noted, all comparisons are between Hewlett and CEP’s current dataset of 242 funders. The average and/or median rating for these respondents is shown throughout this report.
 - CEP surveyed 733 fiscal year 2005 grantees of Hewlett in Fall 2006 and received 504 completed responses, a 69 percent response rate. CEP also surveyed 367 fiscal year 2002 grantees of Hewlett in Fall 2003 and received 269 completed responses, a 73 percent response rate. Whenever possible, these grantees’ responses are shown.
 - Differences in Hewlett ratings that are statistically significant at a 90 percent confidence level are noted throughout the report:



= Hewlett 2009 rating is significantly different than Hewlett 2006 rating at a 90% confidence level



= Hewlett 2009 rating is significantly different than Hewlett 2003 rating at a 90% confidence level

- ◆ Hewlett 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.

Comparative Cohort

- ◆ Hewlett is also compared to a cohort of private, large funders of international or national focus, chosen to represent the Foundation's peers. The fifteen funders that comprise this group are:
 - Carnegie Corporation of New York
 - The David and Lucile Packard Foundation
 - Doris Duke Charitable Foundation
 - The Ford Foundation
 - Gordon and Betty Moore Foundation
 - The Harry and Jeanette Weinberg Foundation
 - John D. and Catherine T. MacArthur Foundation
 - John S. and James L. Knight Foundation
 - The Kresge Foundation
 - Lumina Foundation for Education
 - Surdna Foundation
 - The Robert Wood Johnson Foundation
 - The Wallace Foundation
 - The William and Flora Hewlett Foundation
 - W. K. Kellogg Foundation

Key Findings

The William and Flora Hewlett Foundation (“Hewlett”) receives high ratings on many aspects of its grantmaking compared to other funders whose grantees the Center for Effective Philanthropy has surveyed over the past six years and compared to other large, private funders. The Foundation’s ratings have improved since 2003 and 2006 in many areas, including on perceptions of impact and on measures related to some aspects of the grantee experience. Grantees frequently provide glowing comments about the Foundation, describing Hewlett as “exemplary,” “extremely helpful and supportive,” and “the best foundation” they have worked with.

Very high grantee ratings coupled with qualitative feedback suggest that Hewlett is a critical player in its fields of work. The Foundation is rated higher than ninety percent of funders on all field-related measures: impact on and understanding of grantees’ fields and advancement of knowledge and effect on public policy in those fields. Hewlett also provides a larger than typical proportion of its grantees with field-focused non-monetary assistance. Foundation staff are frequently described as “experts” who are “deeply knowledgeable” about their work and grantees comment positively about the Foundation’s collaborative role in helping them to build connections. Ratings on all field-related measures are significantly higher than in 2006.

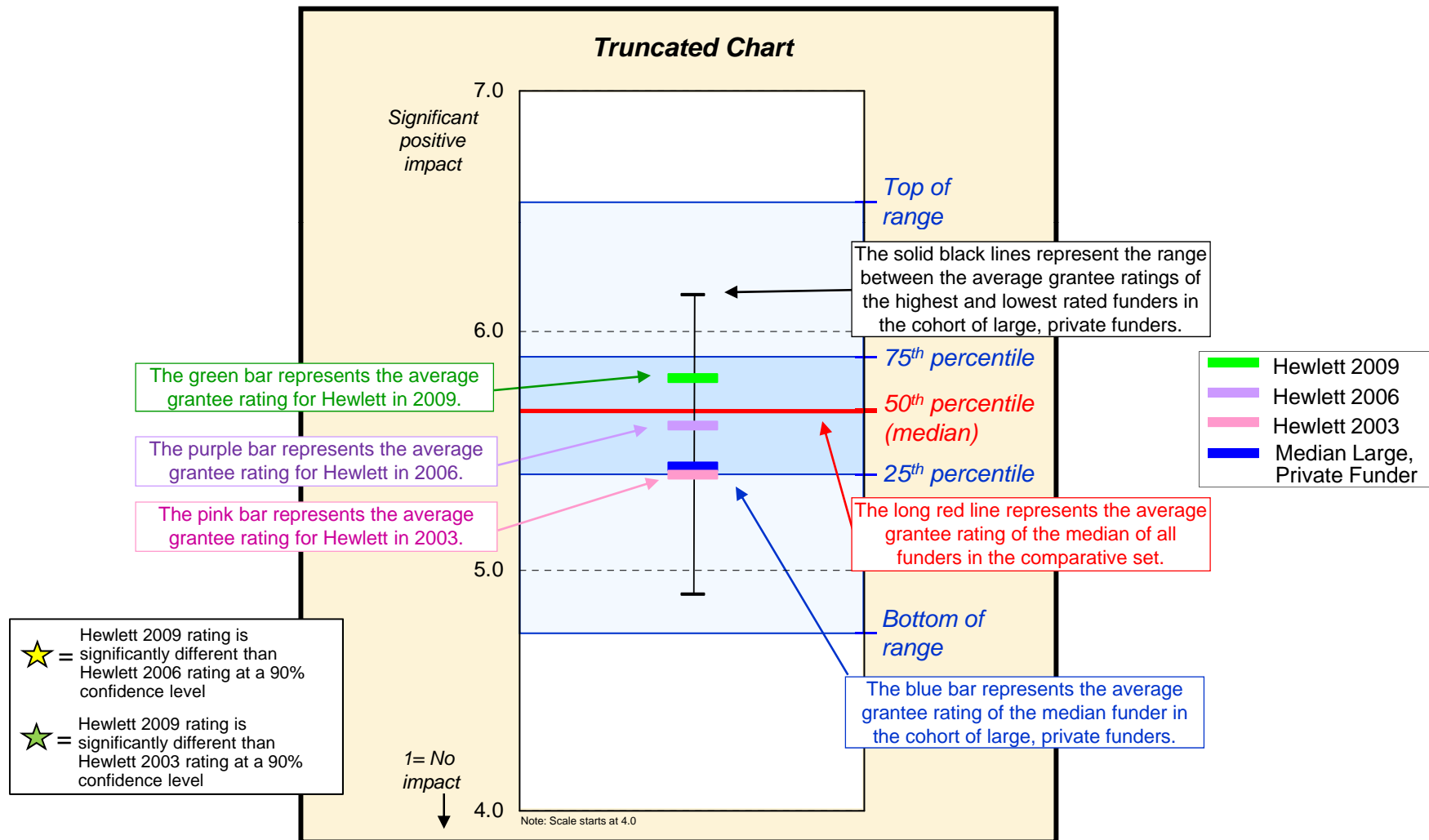
Similar to field-related measures, Hewlett receives very high ratings on measures related to its effect on individual grantee organizations. The Foundation is rated higher than 75 percent of funders for its impact on grantees’ organizations and its understanding of grantees’ goals and strategies. Grantee comments describe that specific characteristics of Hewlett’s grantmaking, such as multi-year and general operating support grants, help strengthen their organizations and their work. The Foundation also provides grants that are larger than that of the median funder and larger than typical given the amount of administrative time grantees spend fulfilling requirements for the Foundation. Surprisingly, though, the Foundation is only rated typically for its impact on helping grantees sustain the work funded by Hewlett in the future – a decrease since 2006.

On a key input into grantee satisfaction – quality of interactions – the Foundation is also rated slightly higher than it was in 2006, and now receives ratings similar to the median funder and higher than the median large, private funder. Grantees comment both positively and critically around aspects of the Foundation’s interactions. The majority of grantees praise the high quality of staff at the Foundation, describing their interactions as “consistently courteous, helpful and encouraging.” However, a number of grantees describe difficulties that resulted from transitions in their primary contacts (which 22 percent have experienced in the last six months), “heavy” staff workloads and commitments, and a lack of consistency across different points of contact at Hewlett. The Foundation is rated typically for the clarity of communication of its goals and strategy and for the consistency of its communication resources – the only other major area where Hewlett’s ratings have declined. While many grantees describe the Foundation’s communications as “clear, consistent and informative,” others describe their “confusion” around processes and Foundation priorities. Overall, grantees are as satisfied with the Foundation as grantees of the median funder – a significant improvement since 2006 and higher than ratings of the typical large, private funder.

Hewlett’s processes are generally perceived to be helpful in strengthening grantees’ organizations and their work. The Foundation receives typical ratings for the helpfulness of its selection process in strengthening grantee organizations and higher than typical rating for helpfulness of its evaluation process. Compared to the median funder, Hewlett grantees make more suggestions for improvement about the selection process, with grantees specifically requesting more “streamlined” processes and improvements with the “logic model” requirement – although most grantees find the “additive” aspects of Hewlett’s processes, the logic model and Grant Progress Chart, useful.

Reading GPR Charts

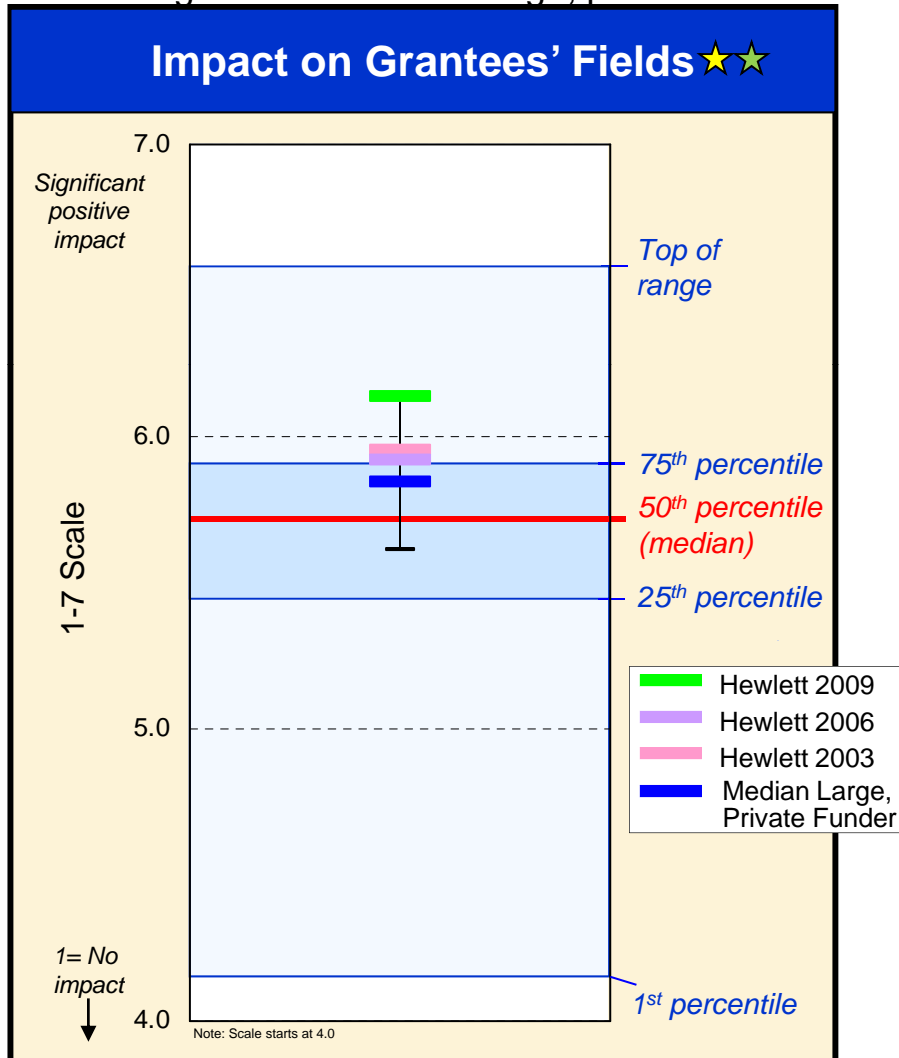
Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for Hewlett, over a background that shows percentiles for the average ratings for the full comparative set of 242 philanthropic funders. **Throughout the report, many charts 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:

- higher than ninety percent of funders
- higher than all other large, private funders



Selected Grantee Comments

- ♦ *“The Foundation has helped organizations with a common interest to work more effectively together, through the sharing of important research and facilitating a more unified strategy to achieve goals.”*
- ♦ *“They are one of very few funders in field of philanthropy and perhaps the only foundation that understands importance of supporting basic research in the field. They are essential in the field in which we operate.”*
- ♦ *“The Hewlett Foundation is a respected voice in conservation, bringing together ideas in ecosystem protection from across the West and lending credibility and ideas to regional discussions.”*
- ♦ *“The Foundation is visionary in many of its initiatives. If it has a weakness it is that it seems decentralized (or at least appears so from the outside). This can also be a strength but programs in one area sometimes appear not to know much about what other programs are doing.”*
- ♦ *“Through program officer professional expertise and support of leading public policy and advocacy organizations, the Hewlett Foundation has had a major influence on public policy in the field of population and reproductive health.”*

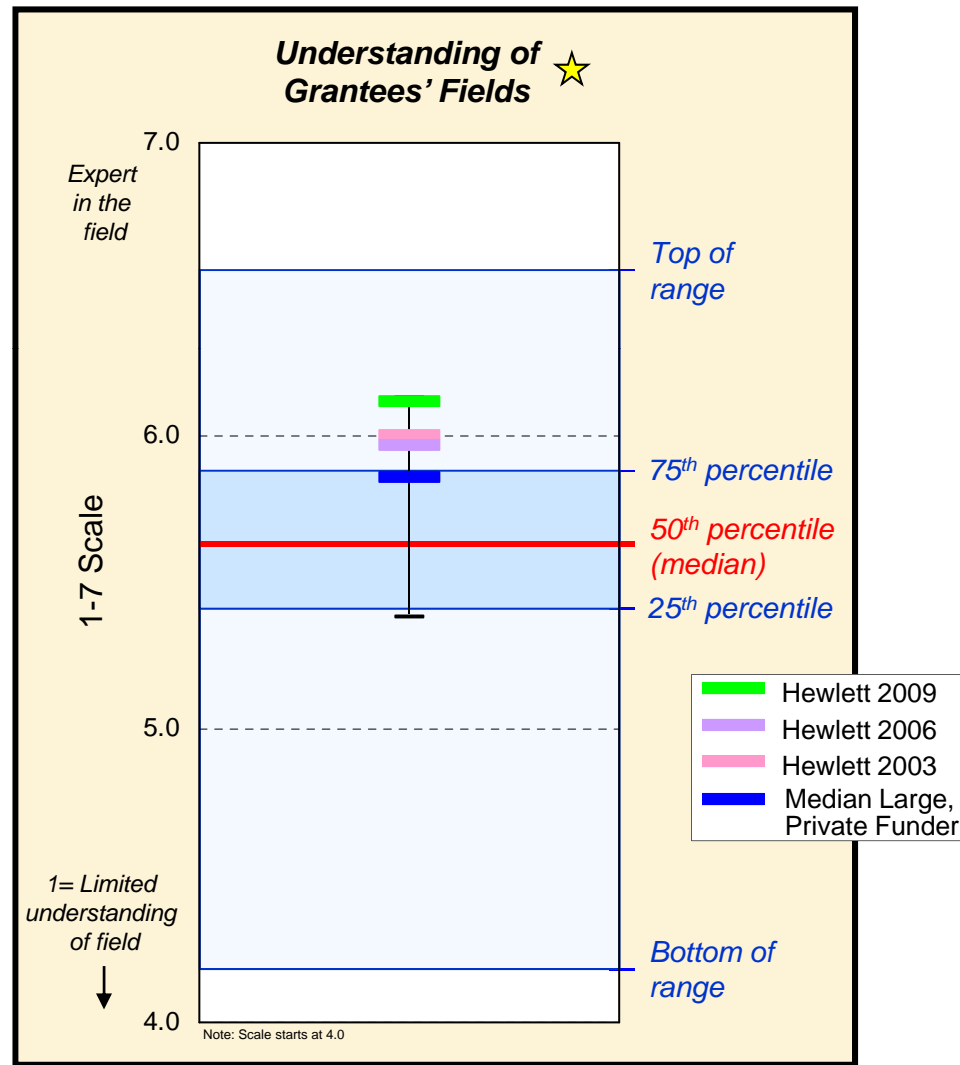
Note: This question includes a “don’t know” response option; 5 percent of Hewlett respondents answered “don’t know” in 2009 compared to 10 percent at the median funder, 7 percent of Hewlett respondents in 2006, 7 percent of Hewlett respondents in 2003, and 6 percent at the median large, private funder.

- ★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.
- ★★ = Hewlett 2009 rating is significantly higher than Hewlett 2003 rating at a 90% confidence level.

Understanding of Grantees' Fields

On understanding of grantees' fields, Hewlett is rated:

- higher than ninety percent of funders
- above the median large, private funder



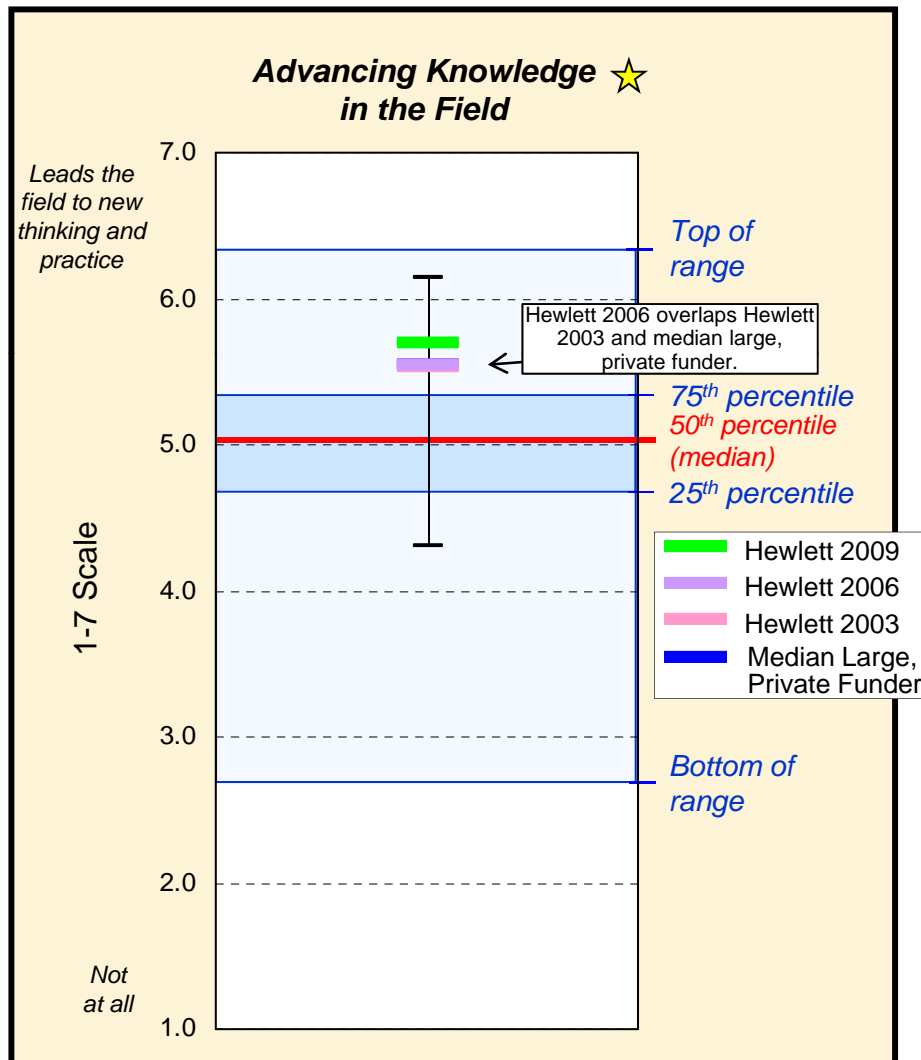
Note: This question includes a "don't know" response option; 4 percent of Hewlett respondents answered "don't know" in 2009 compared to 7 percent at the median funder, 3 percent of Hewlett respondents in 2006, 6 percent of Hewlett respondents in 2003, and 3 percent at the median large, private funder.

★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.

Advancing Knowledge in Fields

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

- higher than ninety percent of funders
- similar to the median large, private funder



Selected Grantee Comments

- ◆ “The Foundation has helped organizations with a common interest to work more effectively together, through the sharing of important research and facilitating a more unified strategy to achieve goals.”
- ◆ “On the field, the Foundation is a thought leader and convener. On our organization, the Foundation has been a provocative and valuable thought partner.”
- ◆ “The Foundation’s publications are on the cutting edge in terms of the role of Reproductive Health/Family Planning, Population in reducing poverty.”
- ◆ “The Hewlett Foundation has shined a bright light on the funding models for education, and for higher education, in particular.”
- ◆ “The Foundation funds a wide array of important research. This adds value to our field. However, the Foundation then funds only a narrow selection of policy efforts based on the research that backs the Foundation’s pre-determined agenda.”
- ◆ “The Hewlett Foundation is a respected voice in conservation, bringing together ideas in ecosystem protection from across the West and lending credibility and ideas to regional discussions.”

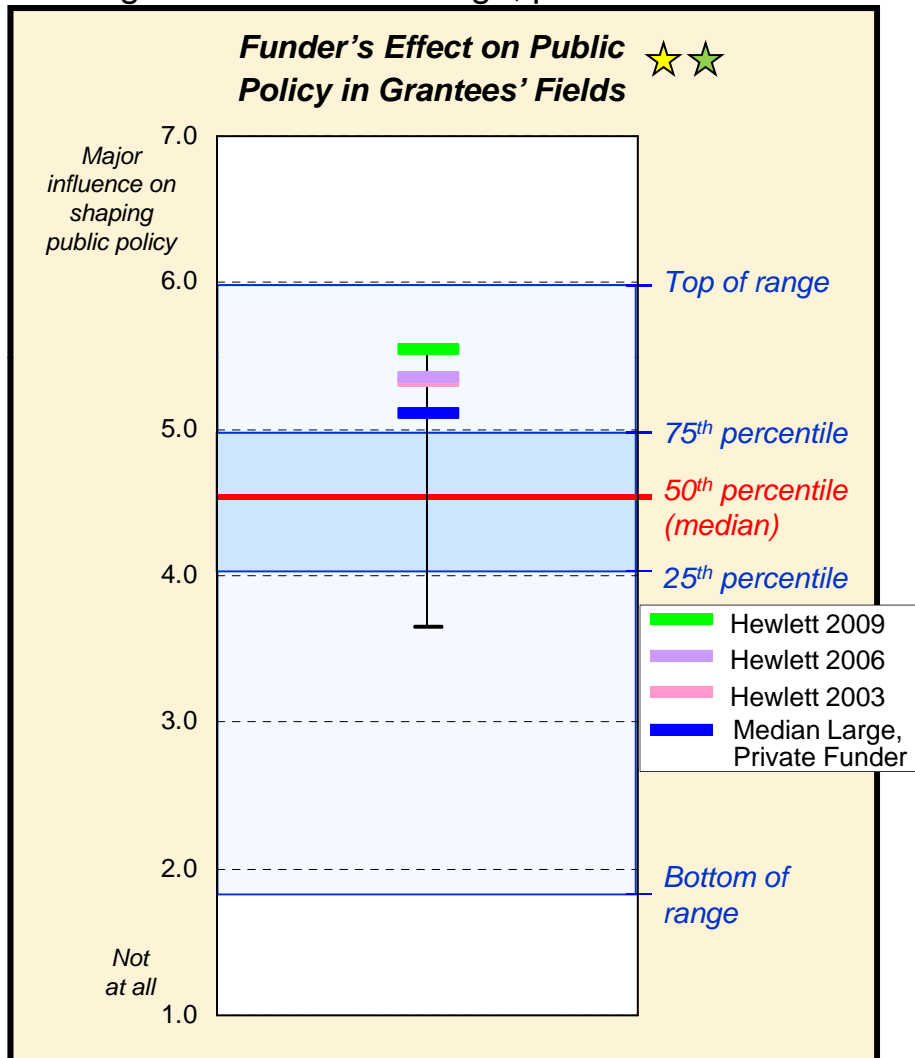
Note: This question contains a “don’t know” response option. 14 percent of Hewlett respondents answered “don’t know” in 2009 compared to 26 percent at the median funder, 18 percent of Hewlett respondents in 2006, 23 percent of Hewlett respondents in 2003, and 12 percent at the median large, private funder.

★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.

Effect on Public Policy

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

- higher than ninety percent of funders
- higher than all other large, private funders



Selected Grantee Comments

- ◆ “Hewlett’s support of arts education has had an enormous impact on schools, districts, and counties across the state. This support has impacted both policy makers, key decision makers, education and arts leaders at all levels, and community members. We are grateful for the visionary leadership Hewlett has provided in moving arts education forward, particularly in this current budget landscape.”
- ◆ “[The Foundation has provided] national and international leadership on clean energy actions in both the US and developing world.”
- ◆ “The Foundation has a significant impact on the reproductive health and justice field by supporting innovative organizations and programs that are tailored to diverse communities. It is also a significant supporter of groups who work on public policies, therefore having a significant influence on reproductive health policies.”
- ◆ “The Foundation’s work has resulted in major policy improvements regarding western land management.”
- ◆ “[The Foundation is] helping California’s education policy in the areas of accountability, student achievement, and school finance.”

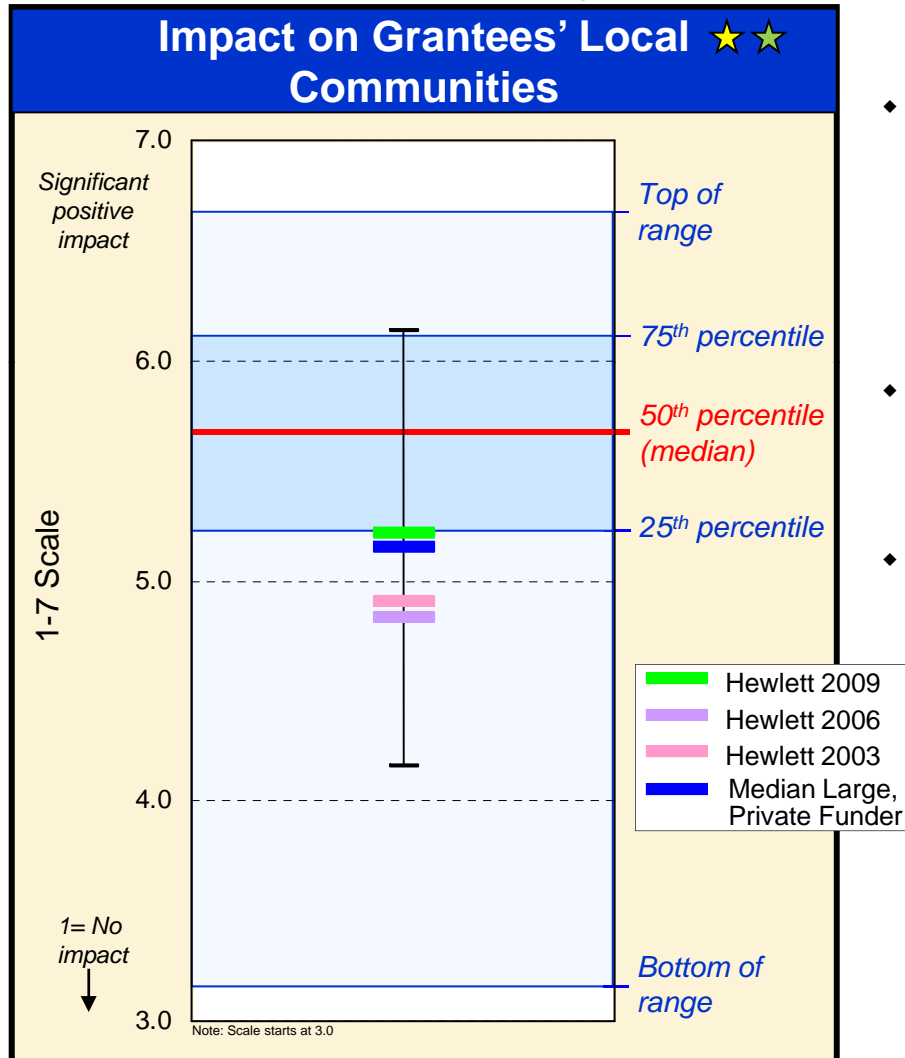
Note: The question contains a “don’t know” response option. 24 percent of Hewlett respondents answered “don’t know” in 2009 compared to 42 percent at the median funder, 31 percent of Hewlett respondents in 2006, 33 percent of Hewlett respondents in 2003, and 25 percent at the median large, private funder.

- ★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.
- ★★ = Hewlett 2009 rating is significantly higher than Hewlett 2003 rating at a 90% confidence level.

Impact on Grantees' Local Communities

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

- below the median funder
- similarly to the median large, private funder



Selected Grantee Comments

- ♦ “In the past, their grantmaking appeared to be much more detail-oriented and research-based. Currently, there appears to also be a focus on ‘people’ and ‘communities.’ The Foundation coordinates its financial and human resources to ensure our communities have programs of the highest quality and that encourage grantees to attain measureable outcomes.”
- ♦ “By continuing to support regional arts organizations while other foundations have reduced or eliminated arts funding Hewlett sends an important signal in regards to the value of the arts to the community.”
- ♦ “The Foundation brings the community together often around issues in the non-profit community, and the arts in particular.”

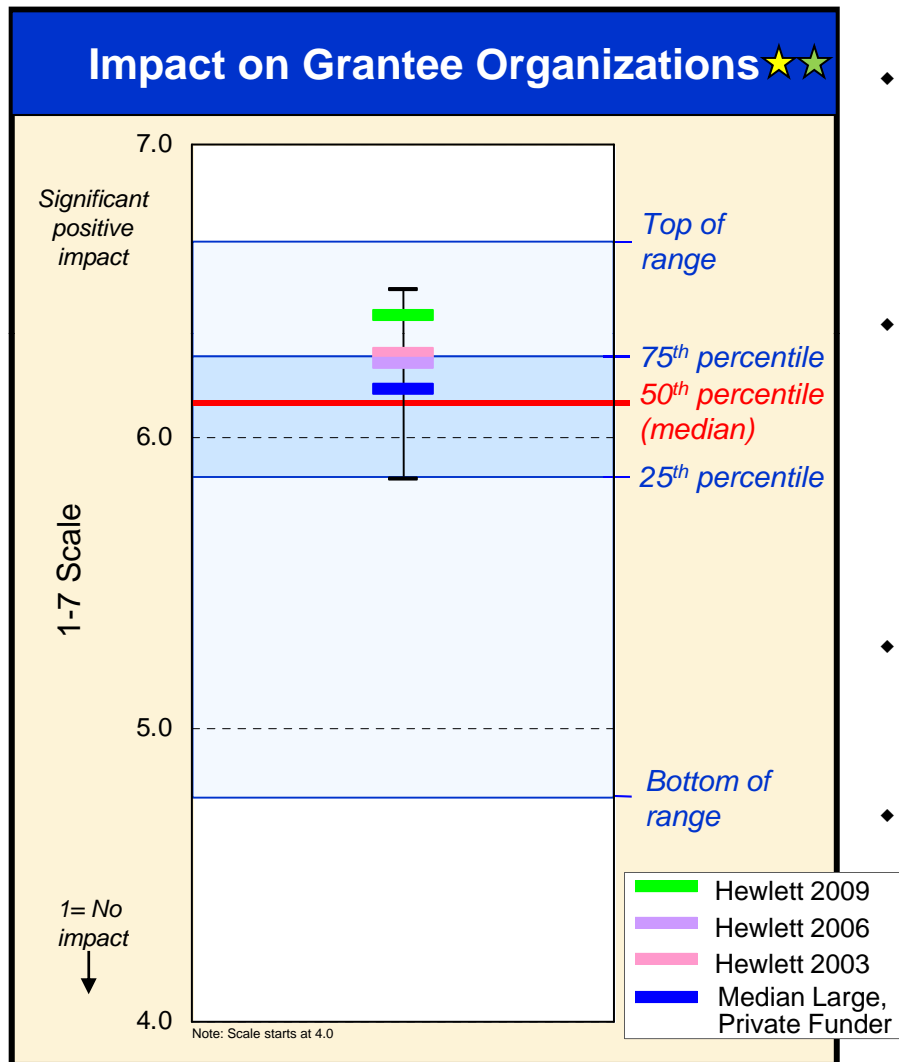
Note: This question includes a “don’t know” response option; 33 percent of Hewlett respondents answered “don’t know” in 2009 compared to 11 percent at the median funder, 29 percent of Hewlett respondents in 2006, 36 percent of Hewlett respondents in 2003, and 22 percent at the median large, private funder.

- ★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.
- ★★ = Hewlett 2009 rating is significantly higher than Hewlett 2003 rating at a 90% confidence level.

Impact on Grantee Organizations

On impact on grantee organizations, Hewlett is rated:

- above the median funder
- above the median large, private funder



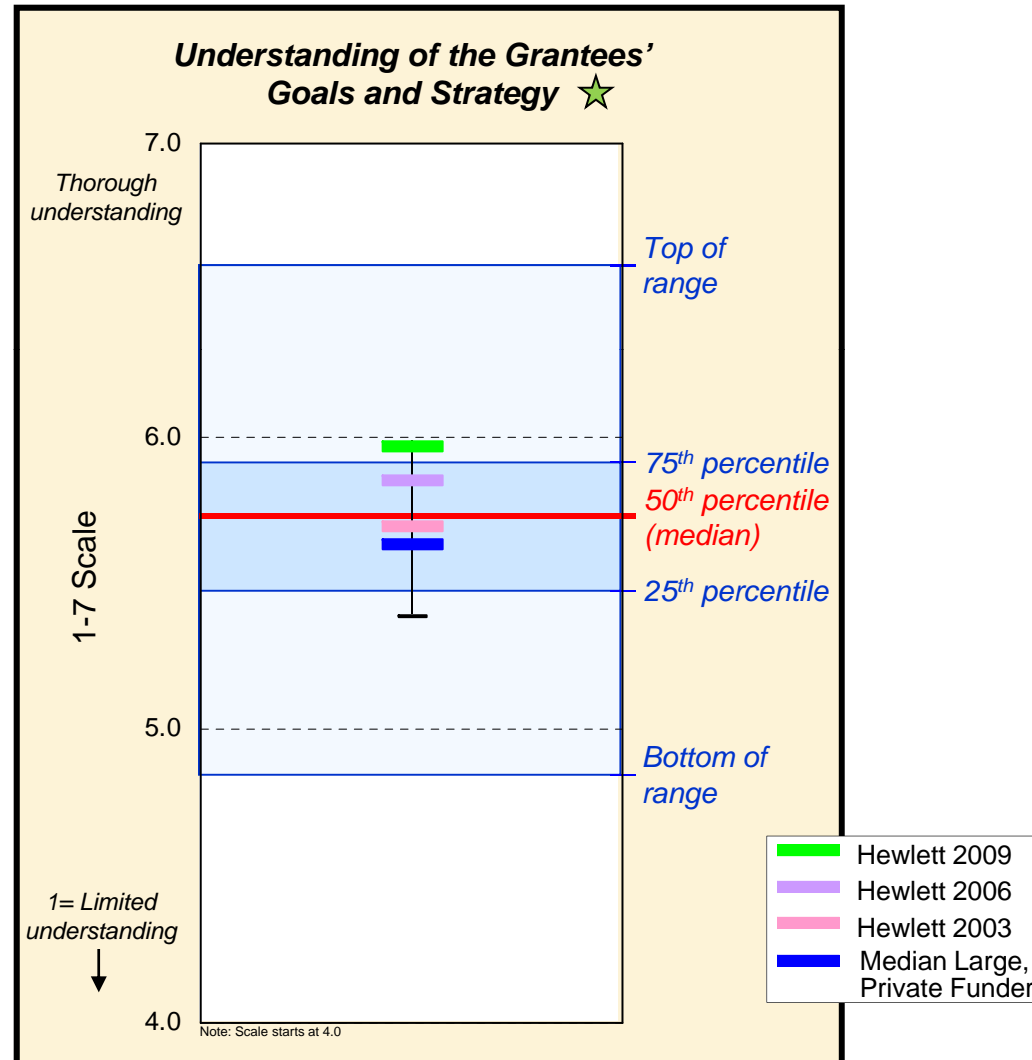
Selected Grantee Comments

- ♦ “Of the foundations I have worked with, I have been most pleased and helped by the Hewlett Foundation. The processes and staff push us for clarity but allow us to develop the work in the way that we believe is appropriate to achieve the goals. I have found their questions to be consistently helpful to the work and the staff to be supportive of achieving the goals.”
- ♦ “The Hewlett Foundation has been a stalwart supporter for many years. The Foundation representatives have provided leadership in a wide variety of ways, including...convening grantees for strategic discussions, and making liaisons among their grantees for increased synergies. At the same time, they do not attempt to micro-manage their grantees, which helps maximize the efficiency of the grants they give. All together, this represents truly effective leadership.”
- ♦ “Staff input on this project with all Hewlett staff...has improved and enhanced our efforts. The processes, interactions and contributions are invaluable to increasing our impact and returning Hewlett’s investment in this endeavor.”
- ♦ “The Hewlett Foundation’s commitment to providing ongoing, significant grants to agencies for general operating support is unique and rare in today’s environment. Hewlett is one of the few foundations who still does so, and this significant general operating support will enable the [organization], and many of our peers, to weather the stormy times we are experiencing today.”

Understanding of Grantees' Goals and Strategy

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

- above the median funder
- above the median large, private funder



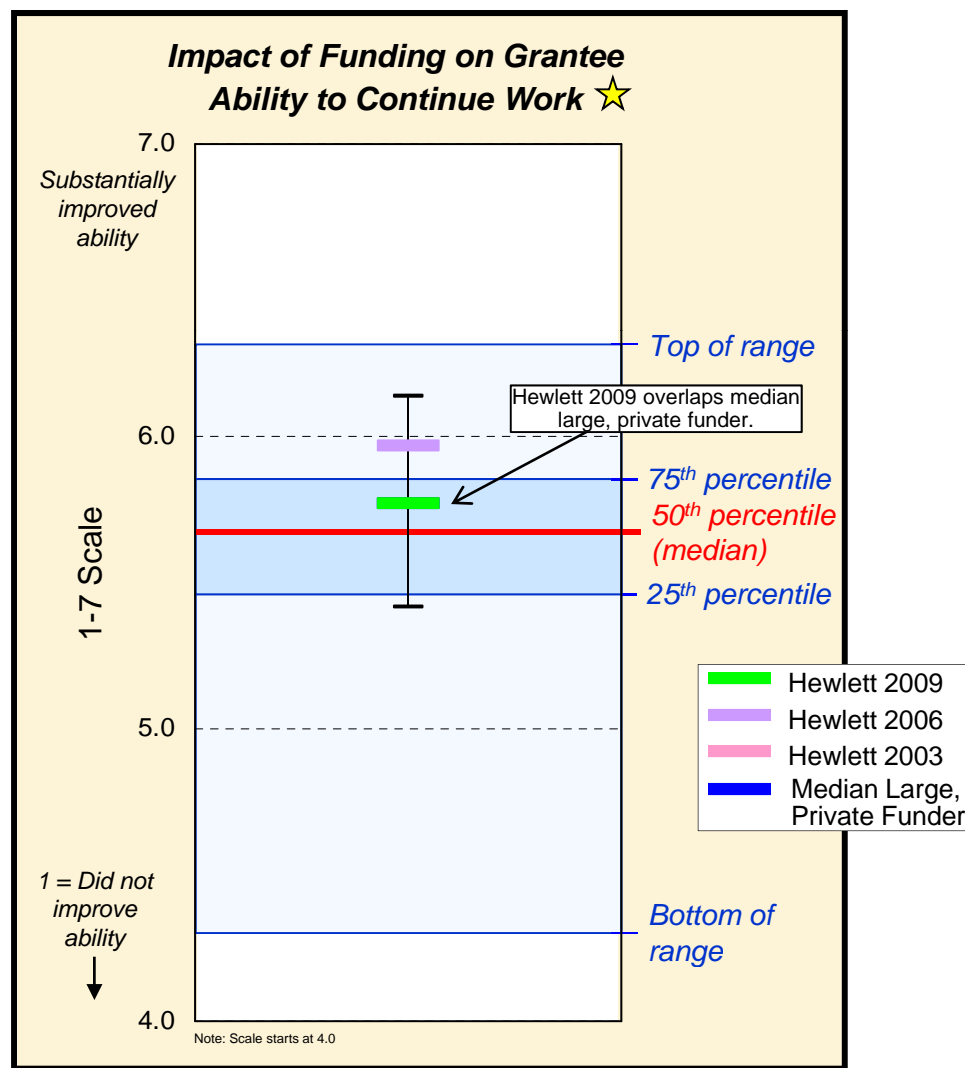
Note: This question includes a "don't know" response option; 5 percent of Hewlett respondents answered "don't know" in 2009 compared to 7 percent at the median funder, 6 percent of Hewlett respondents in 2006, 7 percent of Hewlett respondents in 2003, and 7 percent at the median large, private funder.

★ = Hewlett 2009 rating is significantly higher than Hewlett 2003 rating at a 90% confidence level.

Impact on Sustainability of Funded Work

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

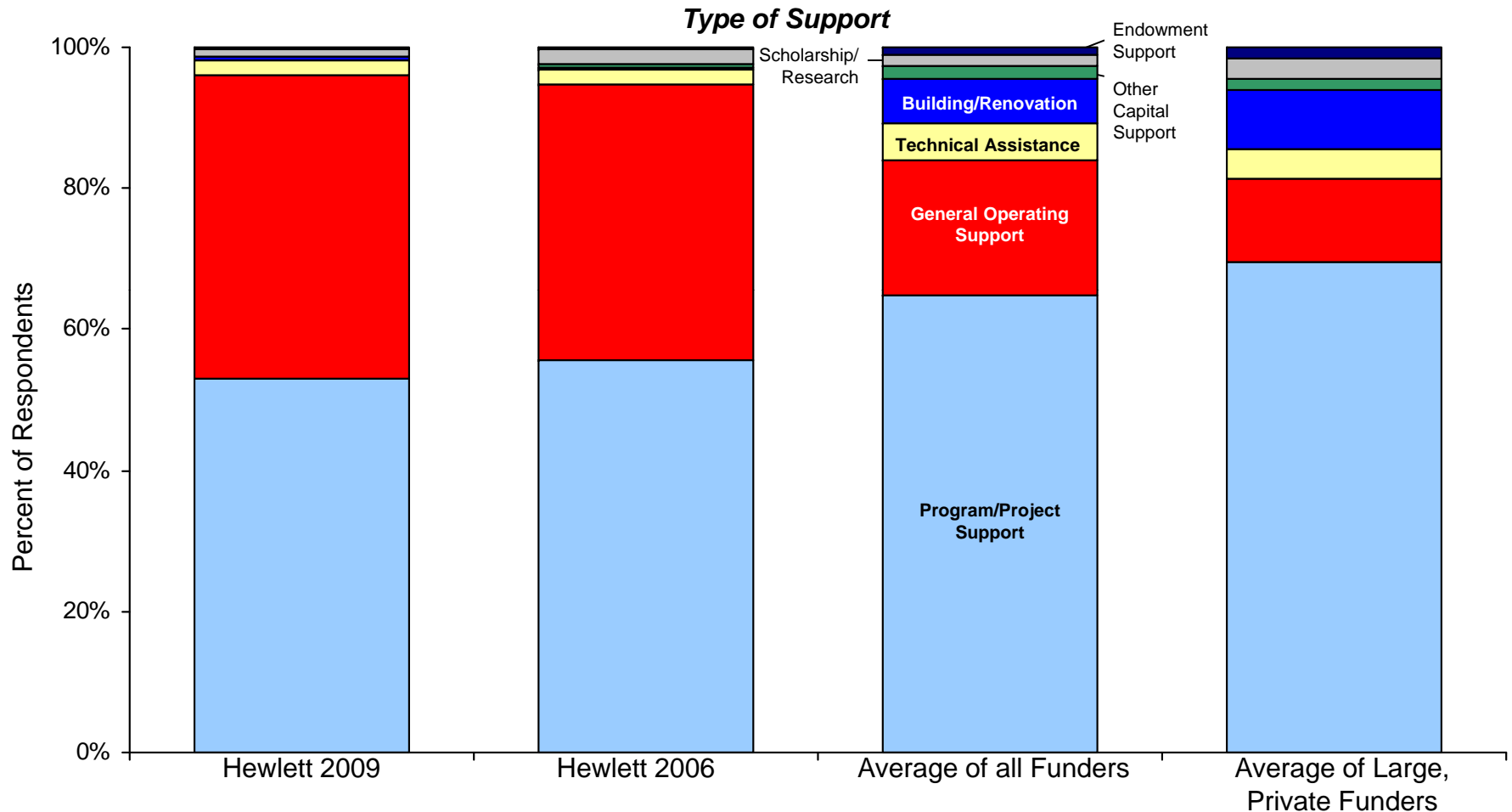
- similarly to the median funder
- similarly to the median large, private funder



Type of Support

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

- larger than that of the average funder
- larger than that of the average large, private funder



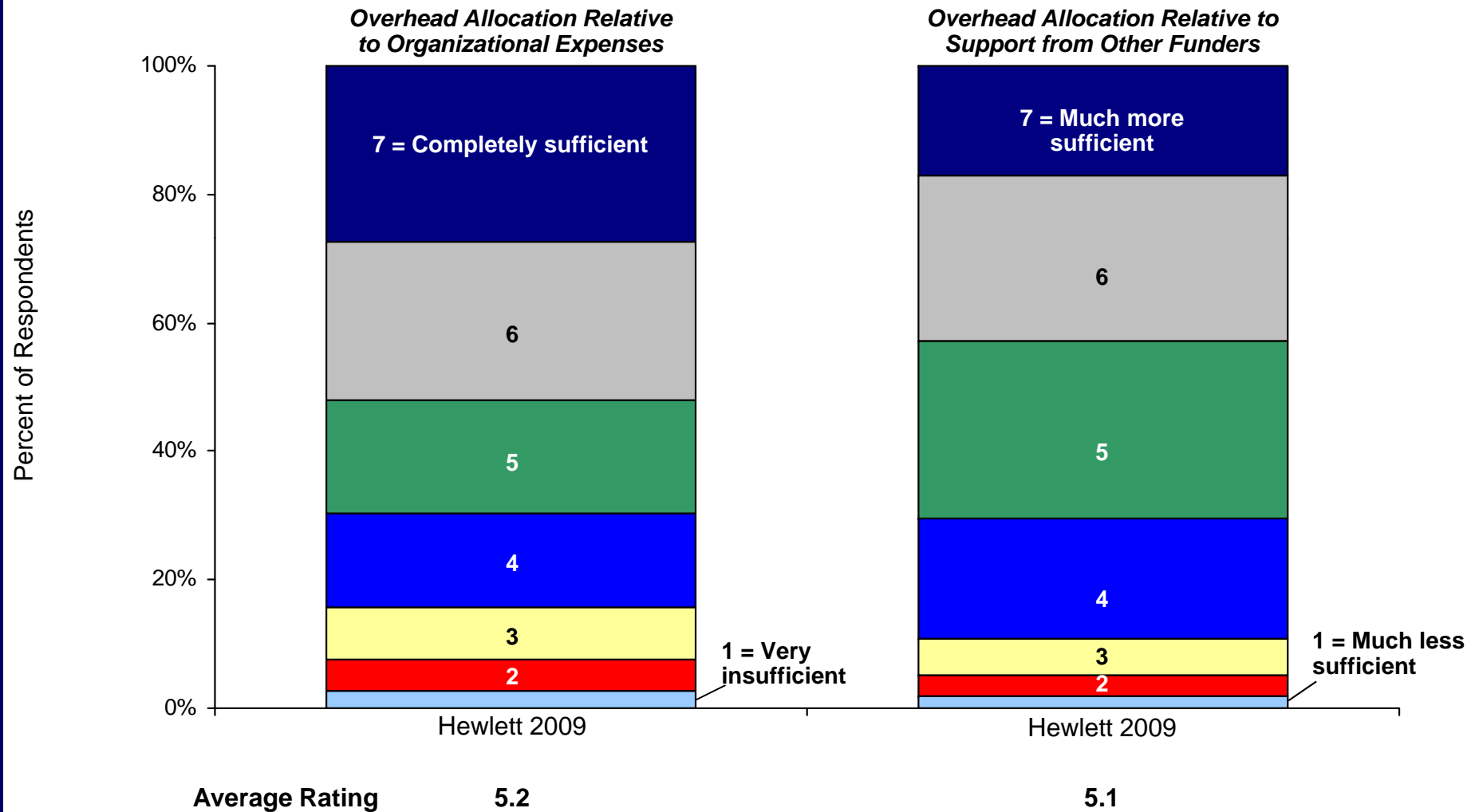
Hewlett grantees who report receiving general operating support rate significantly **higher** than other Hewlett grantees on many key measures, including:

- Impact on and understanding of grantees' organizations
- Impact on and understanding of grantees' local communities
- Impact on and understanding of grantees' fields
- Impact on grantees' ability to continue funded work in the future

*These differences are statistically significant at a 90% confidence level.

Overhead Allocation Sufficiency

Twenty-seven percent of Hewlett project grant recipients indicate that the overhead allocation was completely sufficient to cover the organizational expenses associated with the grant and seventeen percent indicate that it was much more sufficient than project grants of other funders.

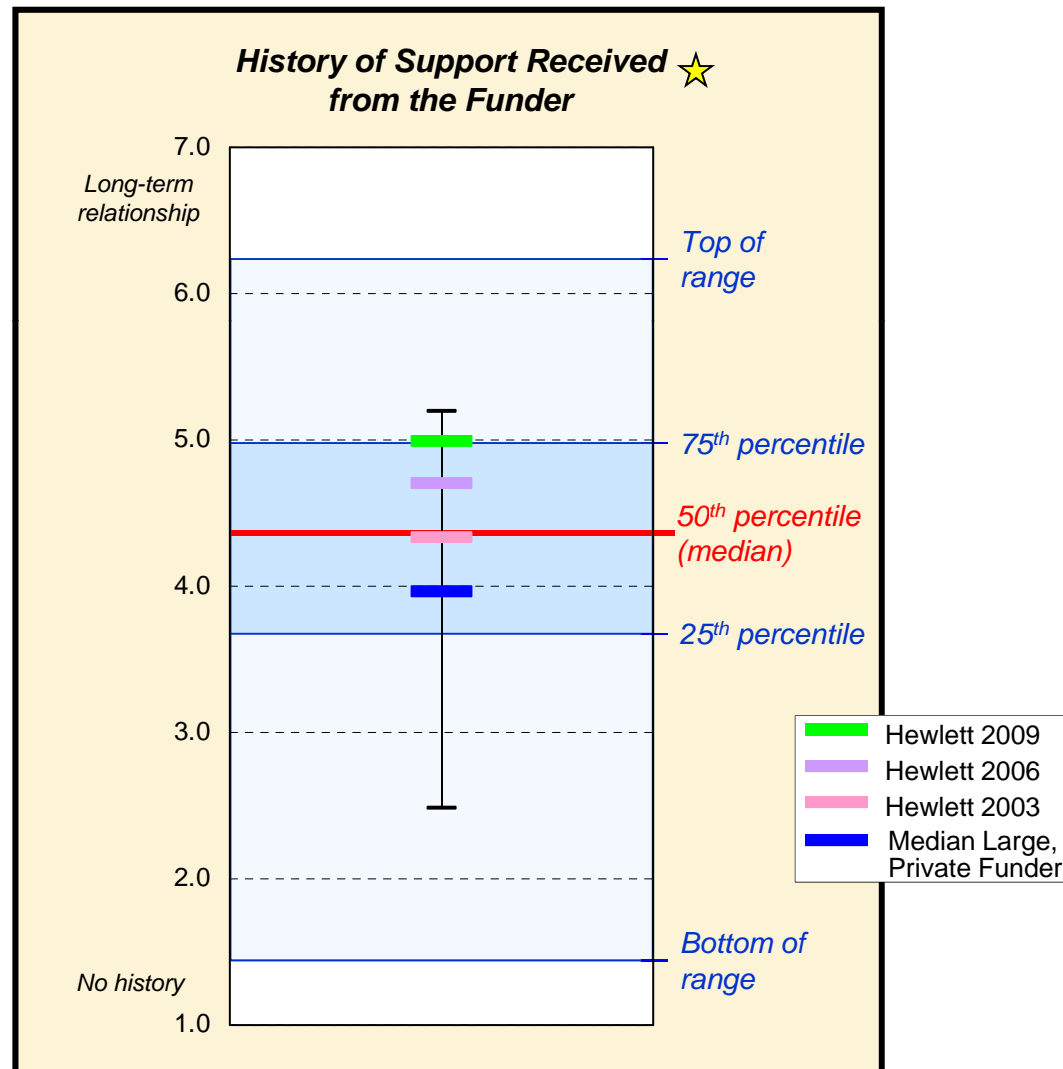


Note: Comparative data not available because these questions were only asked of Hewlett grantees in 2009. In the left-hand chart, 3 percent of grantees chose "Don't know" and 35 percent of grantees chose "Not applicable/Did not receive a project grant." In the right-hand chart, 6 percent of grantees chose "Don't know" and 34 percent of grantees chose "Not applicable/Did not receive a project grant."

History of Funder Support

The history of the support provided to grantees at Hewlett is:

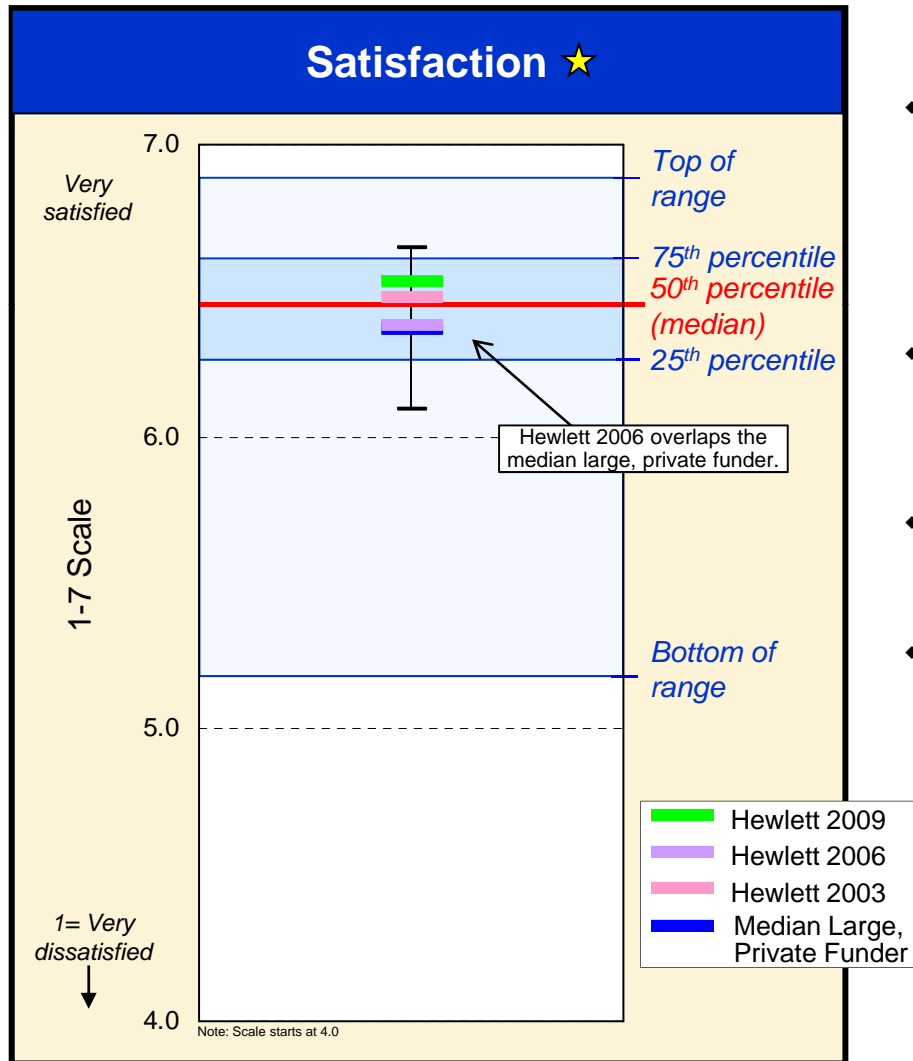
- longer than that of the median funder
- longer than that of the median large, private funder



Satisfaction

On overall satisfaction, Hewlett is rated:

- similarly to the median funder
- above the median large, private funder



Selected Grantee Comments

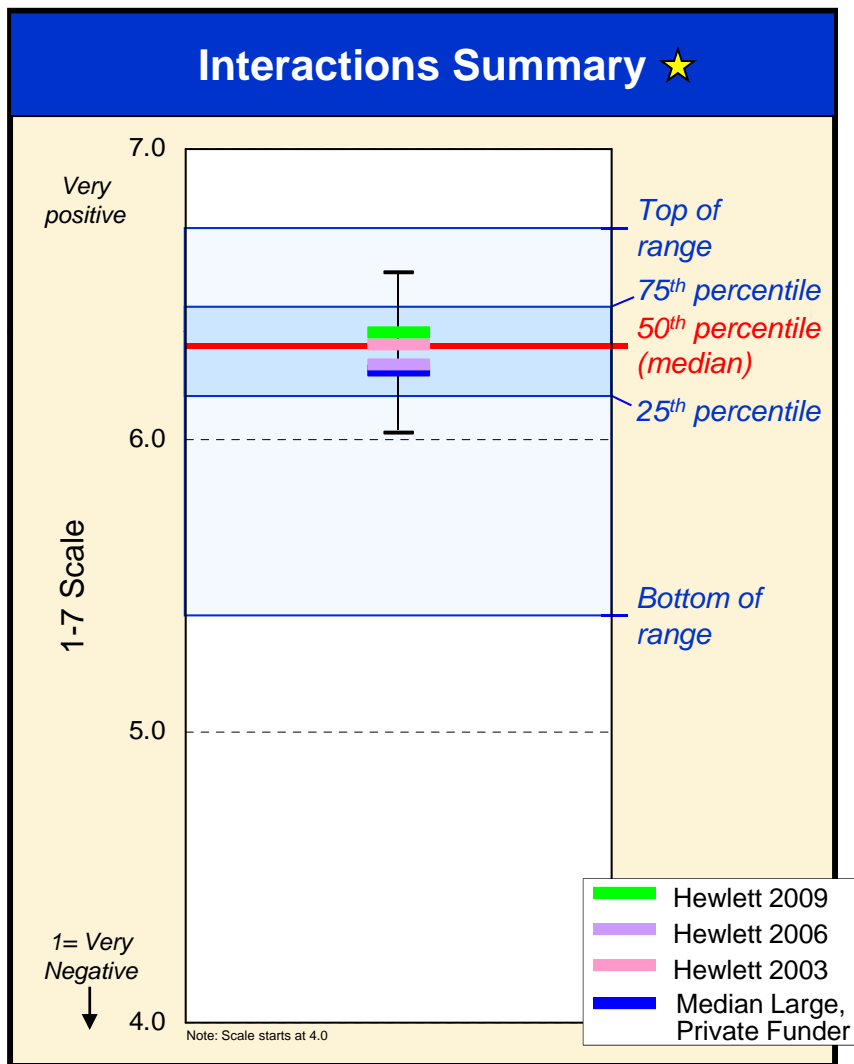
- ◆ *"I have the highest regard for the Hewlett Foundation, its staff and its leadership. It's one of the most respectful foundations I have ever worked with. Never a sense of manipulation, great understanding of the value of general support, investing in a group's mission and trusting them to know how to approach ambitious, shared goals."*
- ◆ *"Excellent. Consistently high quality. Terrific people – knowledgeable about the issues, understanding of context, strategic, pragmatic, know what it takes to enable change and have processes that are consistent with this."*
- ◆ *"[Things] had seemed excellent but was then met with some confusion about what we had thought to be an agreed-upon process."*
- ◆ *"All top notch. By miles the most professional operation of the dozen or so we work with annually."*

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 Hewlett is rated:

- similarly to the median funder
- above the median large, private funder



Selected Grantee Comments

- ♦ “At all levels, the Foundation’s staff have been remarkably responsive to our requests, and they continue to make time both to hear from us about new projects or achievements in our ongoing work and to help answer questions and give guidance regarding proposals and reports.”
- ♦ “Often it takes many, many phone calls and/or e-mails to get a response, particularly if you’re in the middle of a grant cycle. Sometimes this leads to a feeling of concern that you don’t really want to bother the Foundation staff, or that you are possibly being avoided.”
- ♦ “Everyone with whom we’ve worked with was not just helpful, but made sure that they had the information they needed to understand our request. In the end, we felt completely understood and appreciated.”
- ♦ “We had three different program officers over the course of this grant, which meant that some time was spent on giving the back story and information about our organization.”
- ♦ “The personal attention given by Foundation staff to our work is gratifying and impressive.”
- ♦ “We were very sorry to read that [our program officer] had left the Foundation. We had no contact in the course of the ensuing months...So to be honest, we do not know who our project officer is and operations, processes, interactions and communications with that office have been of poor quality since we have received no communications from them at all.”

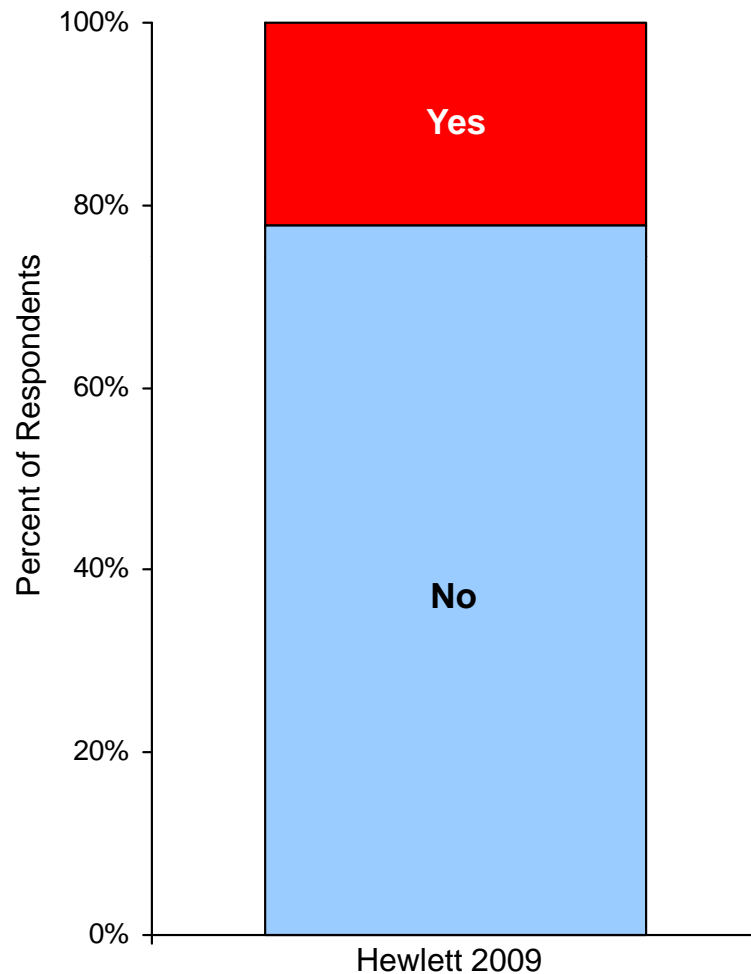
Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, and fairness of the Foundation's treatment of grantees – ratings that are highly correlated.

★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.

Primary Contact Transition

Twenty-two percent of Hewlett grantees indicated that their primary contact has changed in the past six months.

“Has your primary contact at the Foundation changed in the past six months?”



Hewlett grantees who report experiencing a primary contact change in the past six months rate significantly **lower** than other Hewlett grantees on many key measures, including:

- Overall satisfaction
- Quality of interactions (comfort approaching the funder, responsiveness of funder staff and fairness of funder treatment)
- Impact on and understanding of grantees’ organizations
- Impact on and understanding of grantees’ fields
- Impact on and understanding of grantees’ local communities
- Impact on grantees’ ability to continue funded work in the future
- Advancing knowledge in grantees’ fields
- Consistency of communication resources

These grantees rate the Foundation significantly **higher** on:

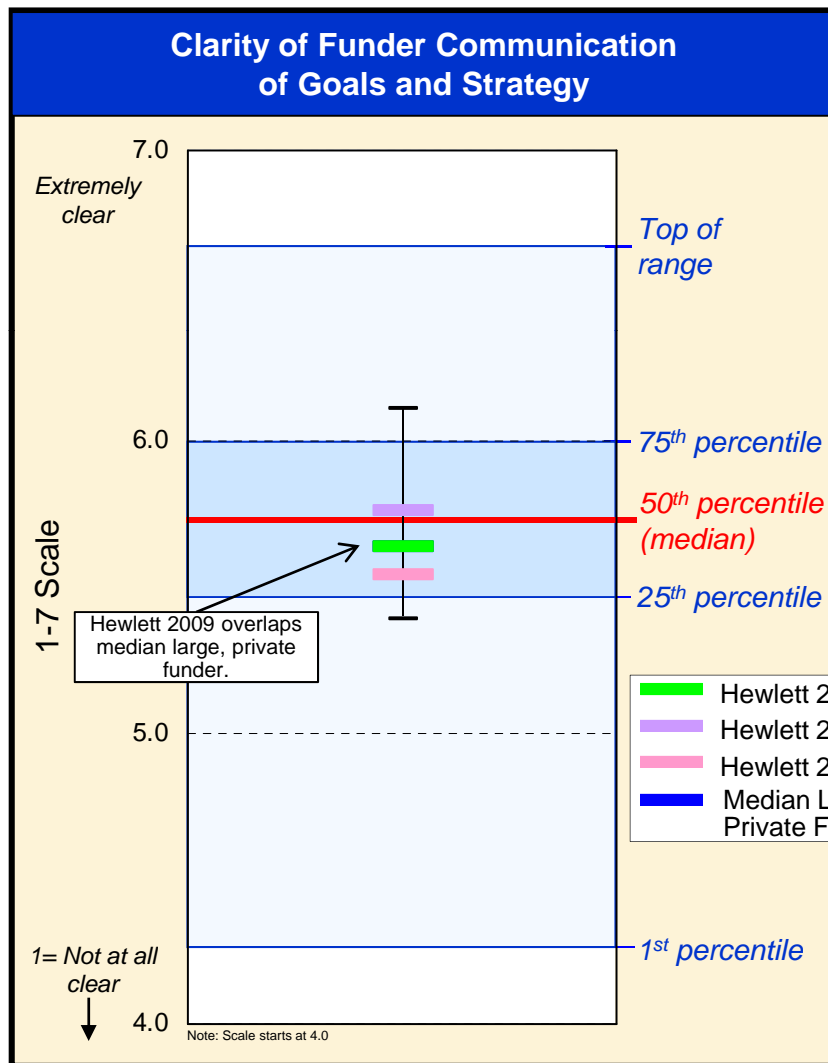
- Level of pressure felt to modify priorities to create a proposal likely to receive funding

*These differences are statistically significant at a 90% confidence level.

Communication of Goals and Strategy

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

- similarly to the median funder
- similarly to the median large, private funder



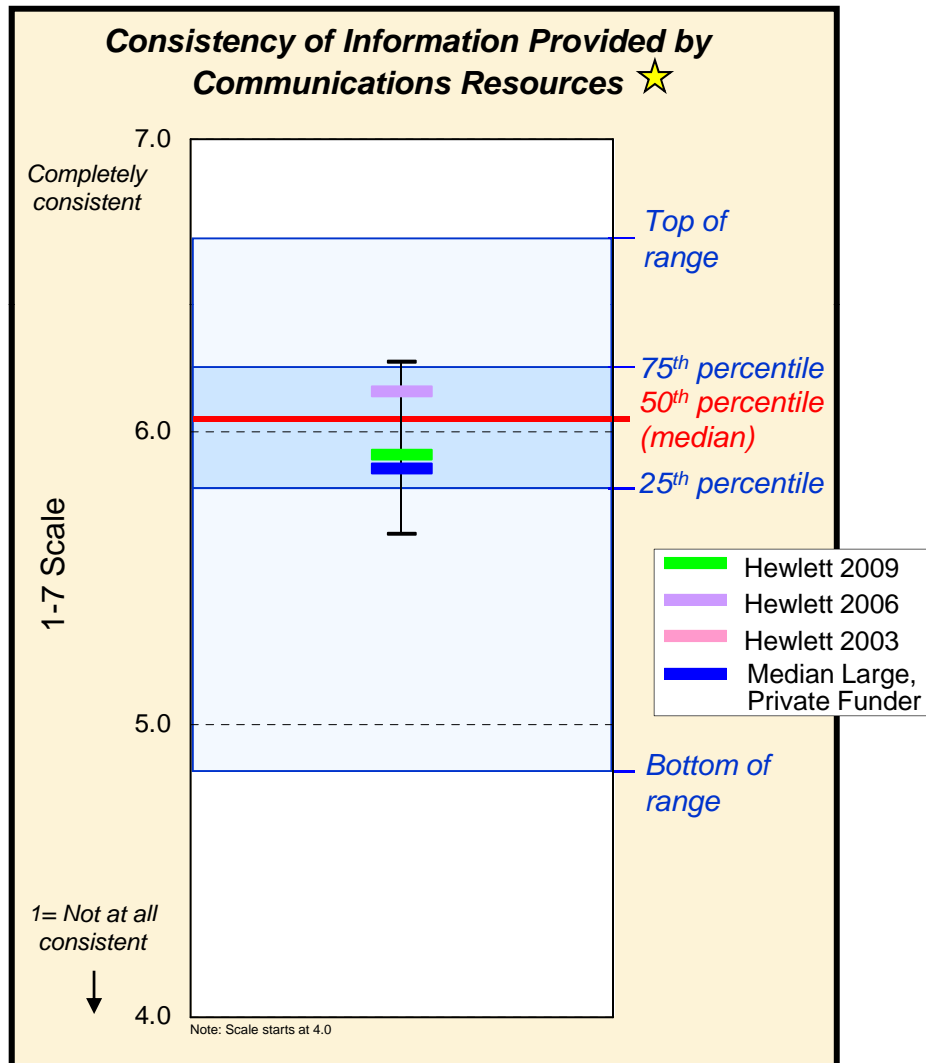
Selected Grantee Comments

- ♦ *“The Foundation’s processes are very transparent. Foundation objectives and priorities are communicated clearly.”*
- ♦ *“The Foundation’s priorities in the program have shifted over the years, and so have the officers, but we have we been kept informed along the way. It has been a very smooth transition.”*
- ♦ *“Communication was rather haphazard, with conflicting instructions given at times.”*
- ♦ *“The Hewlett Foundation has always been very clear on their processes, both via the website and in person-to-person communications.”*
- ♦ *“The Foundation should improve the quality and availability of information available through online resources. In addition, communications are limited as the program officer team seems to be very overworked (too many projects to oversee).”*
- ♦ *“The Foundation has excellent processes and communication. One truly feels that there is a shared goal and mission and the objective is to advance those shared goals. Staff are very accessible and constructive.”*

Consistency of Communications

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

- lower than the median funder
- similarly to the median large, private funder

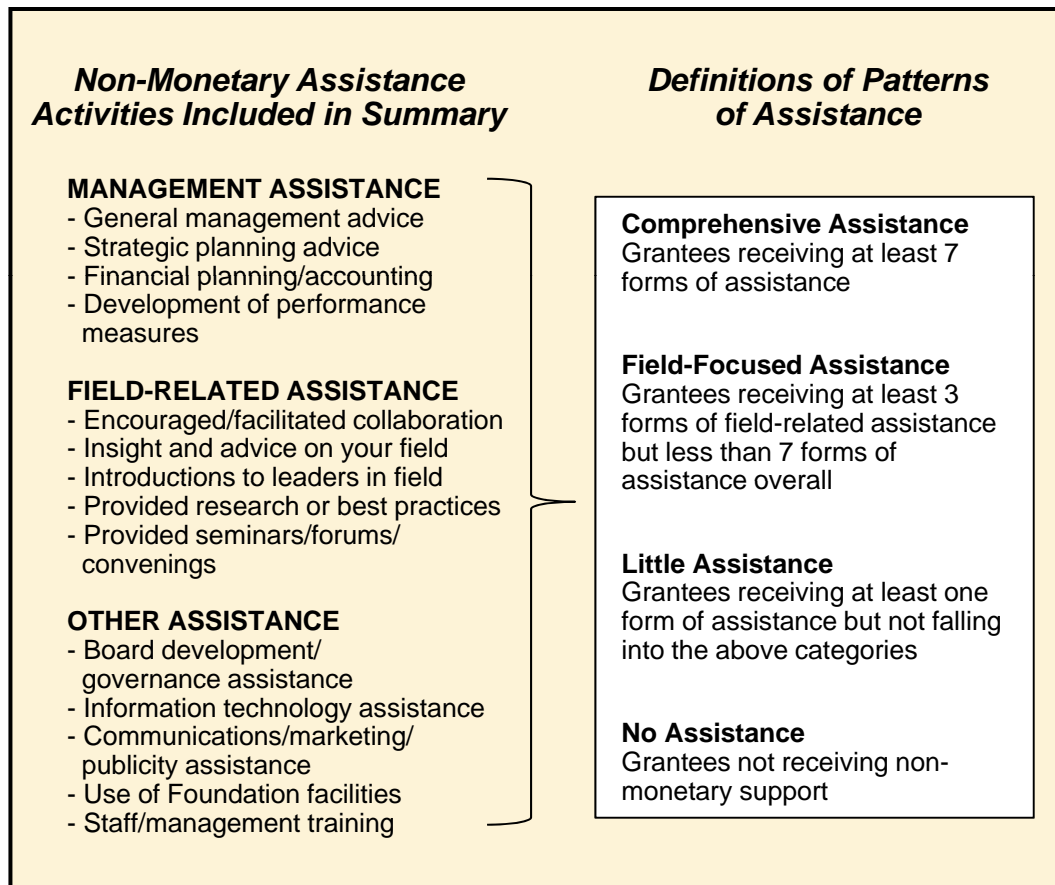


*Survey-Wide Analysis Fact: Consistency of Communications, both personal and written, is the best predictor of grantee ratings of a funder's clarity of communication of its goals and strategy. Other predictors are 1) Quality of Interactions with Foundation Staff: fairness, responsiveness, approachability 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*.*

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

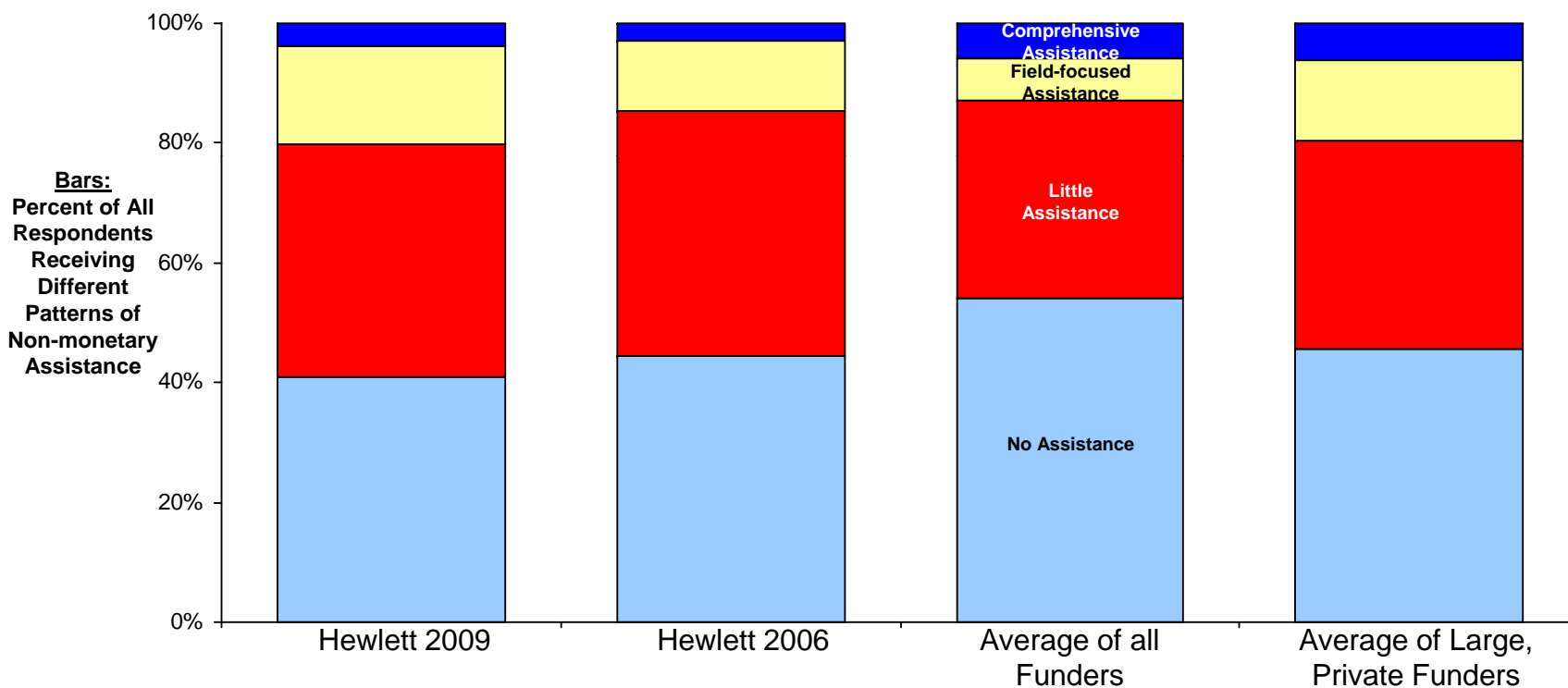


- ◆ *“We appreciate the role that Hewlett is seeking to play through convenings, training opportunities in strategic communications, etc.”*
- ◆ *“Program Directors are widely recognized as among the most important movers/shakers/opinion leaders in the international research and policy communities. They continually put us in touch with each other and with data and research we can use but aren’t familiar with. They are among the first people I turn to find out what’s going on.”*
- ◆ *“The Hewlett Foundation has been very responsive to our requests for assistance. We have been able to access the appropriate people and our interactions with our program officer have been completely positive.”*
- ◆ *“I wish there were regularly scheduled meetings with the foundation staff/contact, at least once a year if not twice to discuss ideas, progress and challenges. Alternatively, the Foundation could offer professional development seminars for grantees.”*
- ◆ *“[The Foundation is] building local capacity through grantmaking, training opportunities and relationships to leaders in the field.”*

Non-Monetary Assistance Summary (2)

Hewlett provides a larger than typical proportion of grantees with field-focused assistance beyond the grant check.

Non-Monetary Assistance Patterns and Average Helpfulness Rating of Comprehensive or Field-Focused Patterns of Assistance ★



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 Check*.

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

★ = Proportion of Hewlett grantees in 2009 receiving field-focused or comprehensive assistance is significantly larger than in 2006 at a 90% confidence level.

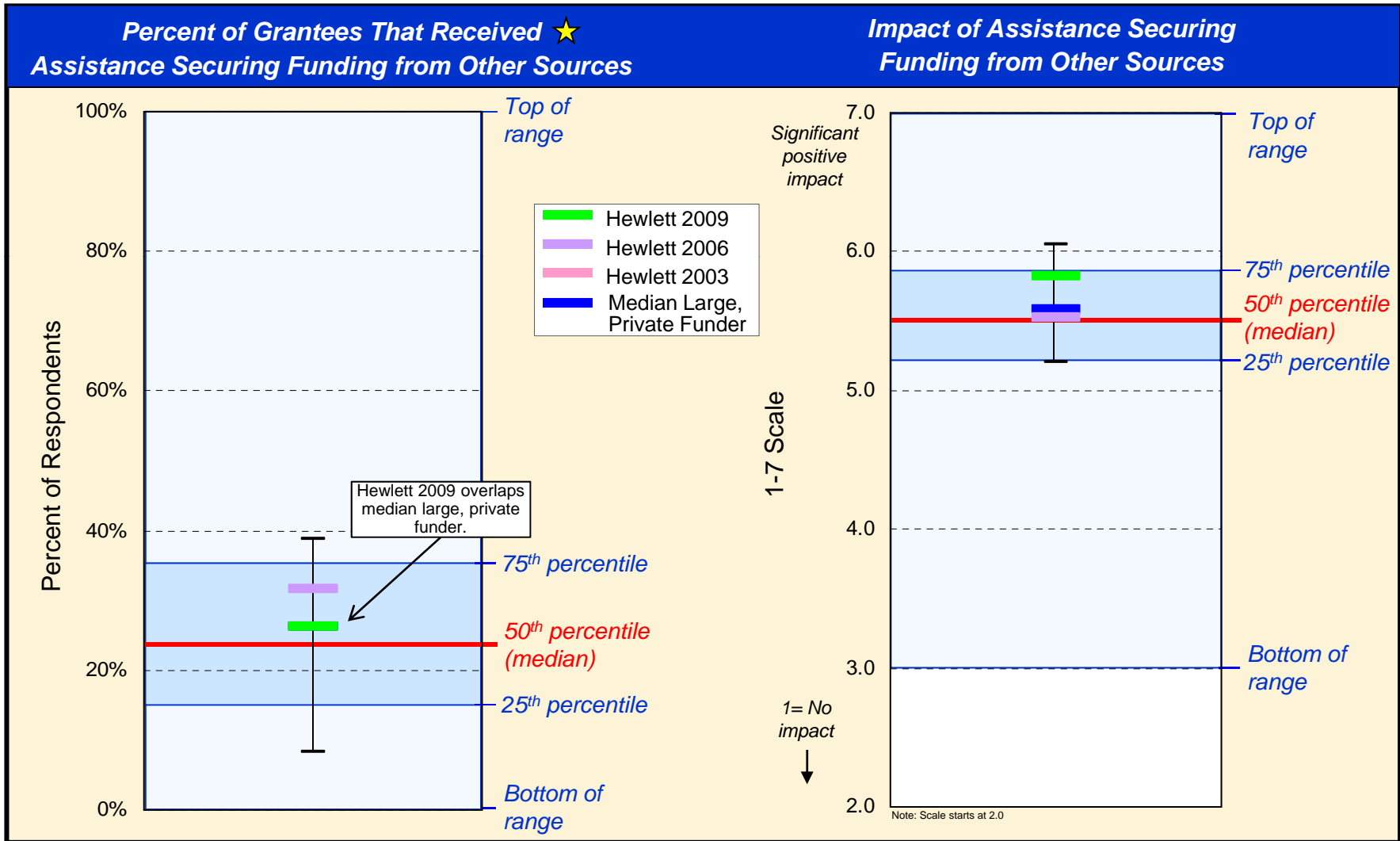
Impact of Assistance Securing Funding from Other Sources

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

- similar to that of the median funder
- similar to that of the median large, private funder

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

- above the median funder
- above the median large, private funder



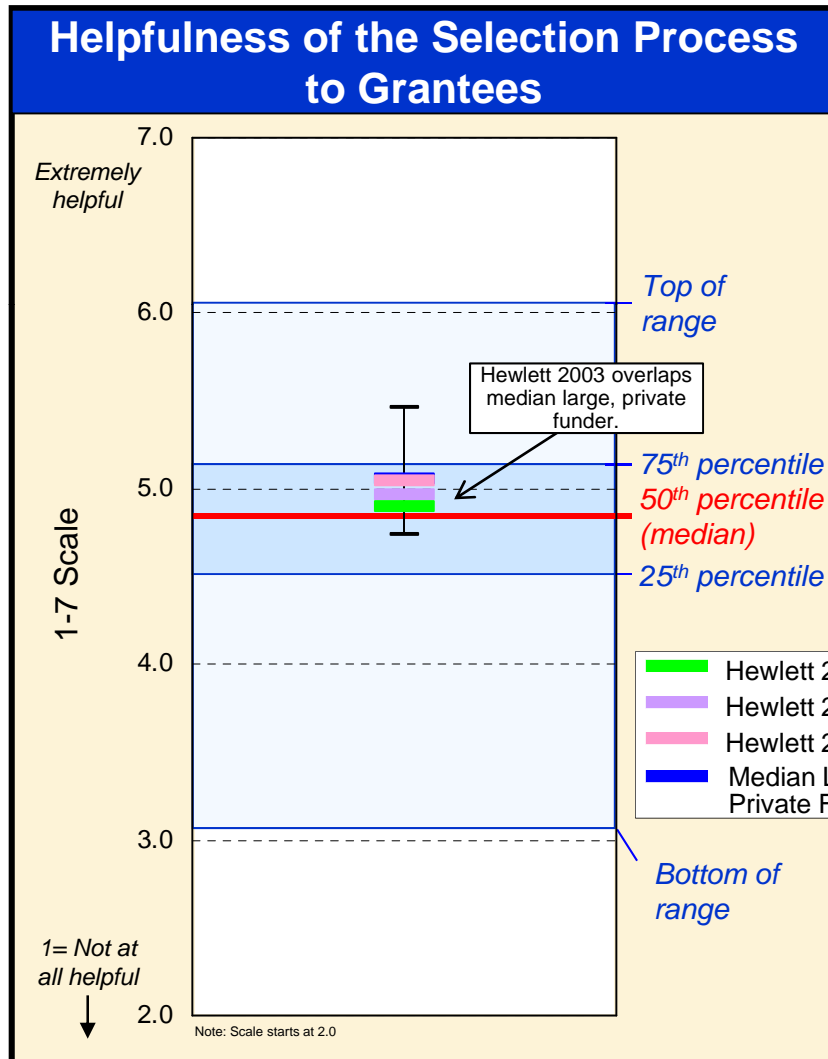
Note: Hewlett 2003 data not available in the left and right-hand charts due to changes in the survey instrument.

★ = Hewlett 2009 proportion is significantly lower than Hewlett 2006 proportion at a 90% confidence level.

Helpfulness of Selection Process

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

- similarly to the median funder
- below the median large, private funder



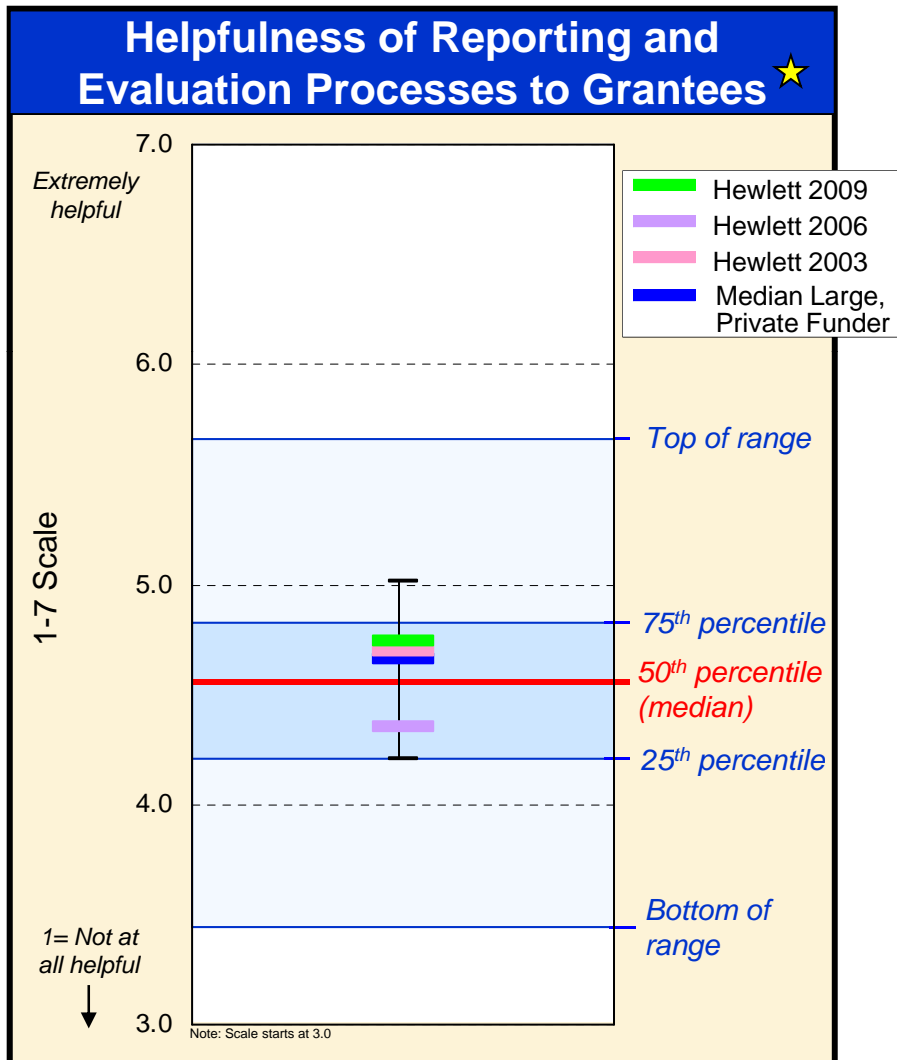
Selected Grantee Comments

- ◆ *"The application process itself is a model for reflection and development of an activity and was used in one of my own staff sessions as an excellent example."*
- ◆ *"The funding application process feels unnecessarily difficult and demands too much time to complete."*
- ◆ *"The Foundation Program Officers have always been clear and communicative when reviewing our application. Additionally, they have been consistently available for phone conversations and in person meetings, which we find to be very helpful."*
- ◆ *"The Foundation's systems allow for an efficient proposal-writing and submission process."*
- ◆ *"We received very clear guidance from several Foundation folks on our proposal and we felt the application guidelines were clear. There was some lack of clarity surrounding the timing of our grant and the budget."*
- ◆ *"The proposal and reporting requirements are somewhat burdensome for smaller organizations like ours."*
- ◆ *"The grant approval process went incredibly smoothly, and with the minimum of fuss. I was very pleased with how well the process went."*

Helpfulness of Reporting and Evaluation Processes

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

- above the median funder
- similarly to the median large, private funder



Selected Grantee Comments

- ♦ “I found the Hewlett Foundation among all our donors to be the most helpful and the most clear about the grant’s purposes, reporting requirements, etc.”
- ♦ “The yearly reporting is fairly straightforward and if any queries arise we generally can get them sorted out quickly.”
- ♦ “The new online reporting system is easy and quick. The website is a bit difficult to navigate, but just fine if you know what you’re looking for....My only suggestion would be to put the actual report due date on the grant award letter as opposed to the grant year closing date.”
- ♦ “Program officers and other staff are very accessible for appointments, answering questions, technical review, etc. Reporting requirements and deadlines are clear.”
- ♦ “A challenge can be common questions/evaluations/budget on forms do not apply to all projects or organizations.”
- ♦ “We particularly appreciate the Foundation’s efforts to streamline their reporting processes.”
- ♦ “Sometimes there is confusion as to certain reporting dates and definitely the distribution of funds.”

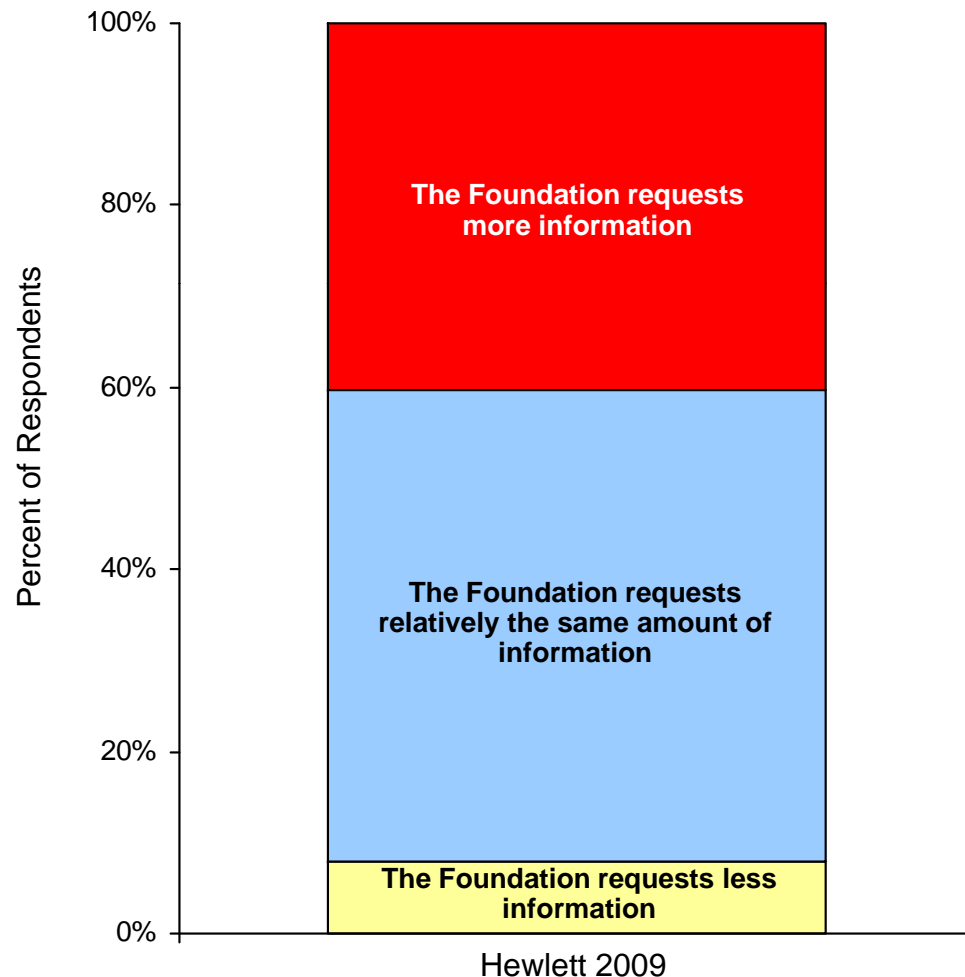
Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For Hewlett in 2009, 54 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, 29 percent of Hewlett respondents in 2006, 36 percent of Hewlett respondents in 2003, and 22 percent at the median large, private funder.

★ = Hewlett 2009 rating is significantly higher than Hewlett 2006 rating at a 90% confidence level.

Information Requested in Application and Reporting Process (1)

Fifty-two percent of respondents indicate that Hewlett requires relatively the same amount of information as 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?”

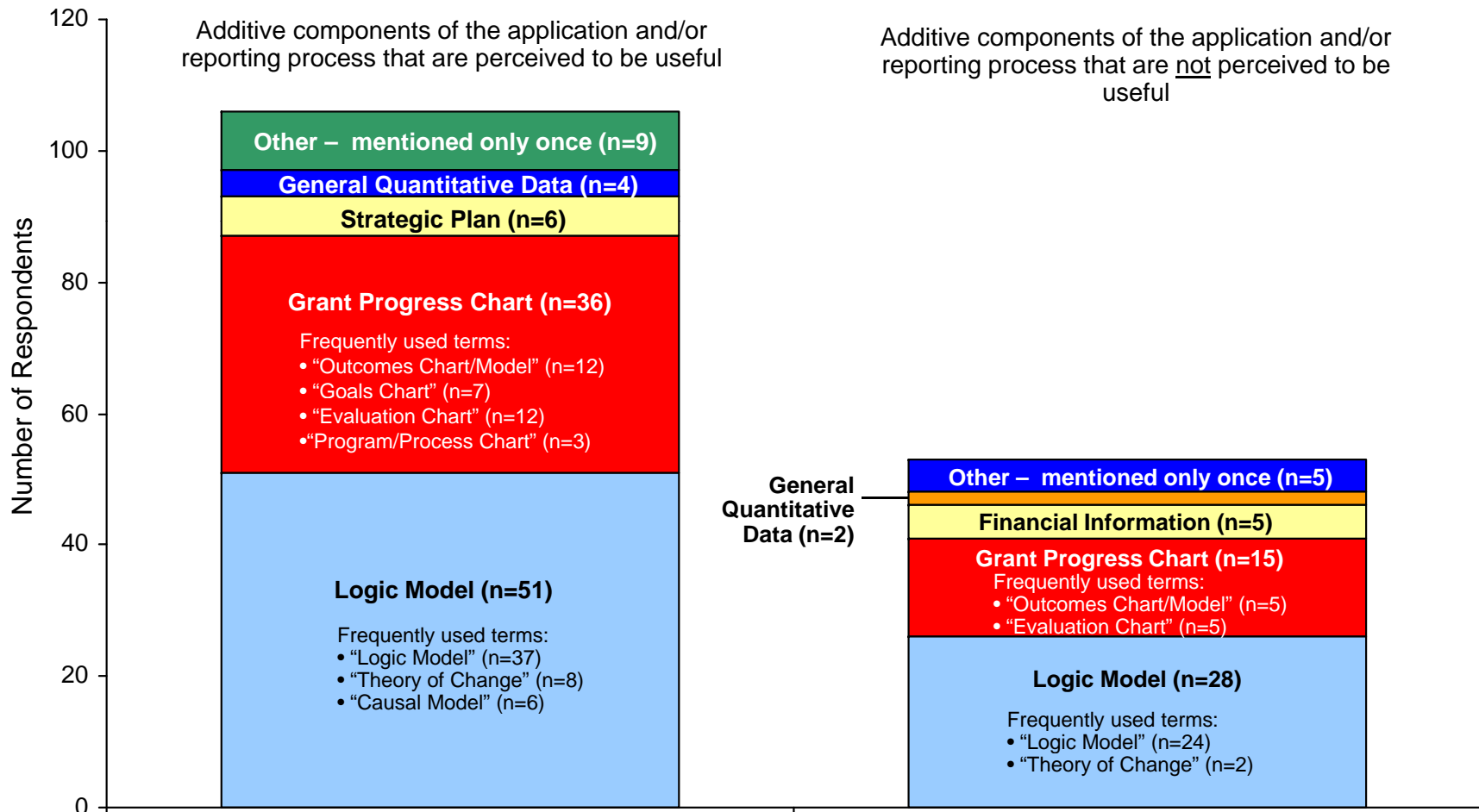


Note: Comparative data not available because this question was only asked of Hewlett grantees. Three percent of grantees answered “Don’t know.”

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?”

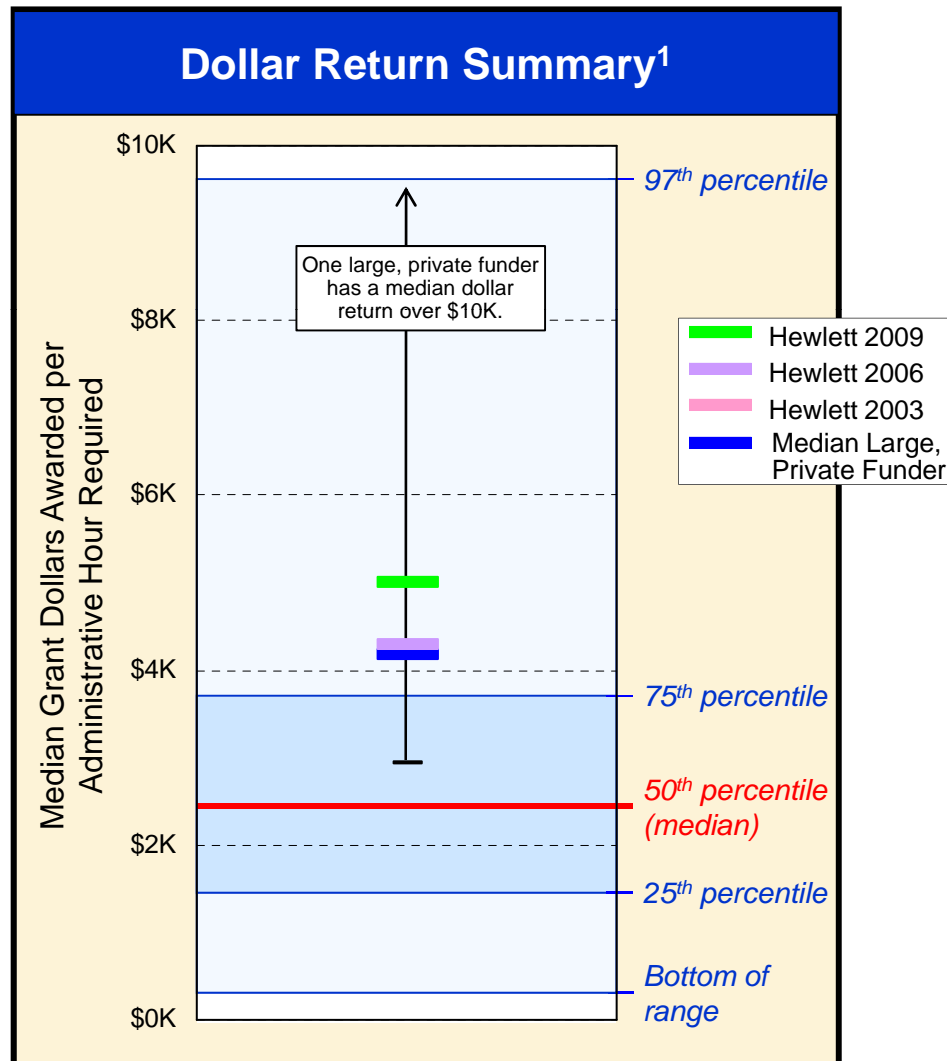


Note: Comparative data not available because this question was only asked of Hewlett grantees in 2009. Only responses that provided both an additive component of Hewlett's processes and an indication of whether or not the addition was helpful or not were coded. One response may address multiple themes. "Other" includes "narrative report," "cultural data," "organizational chart," etc.

Dollar Return Summary

This summary measure shows the total grant dollars awarded relative to the total time necessary to fulfill the Foundation's 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 the median funder
- greater than that of the median large, private funder



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

1: 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 seven funders whose Dollar Return on Grantee Administrative Hours exceeds \$10K.

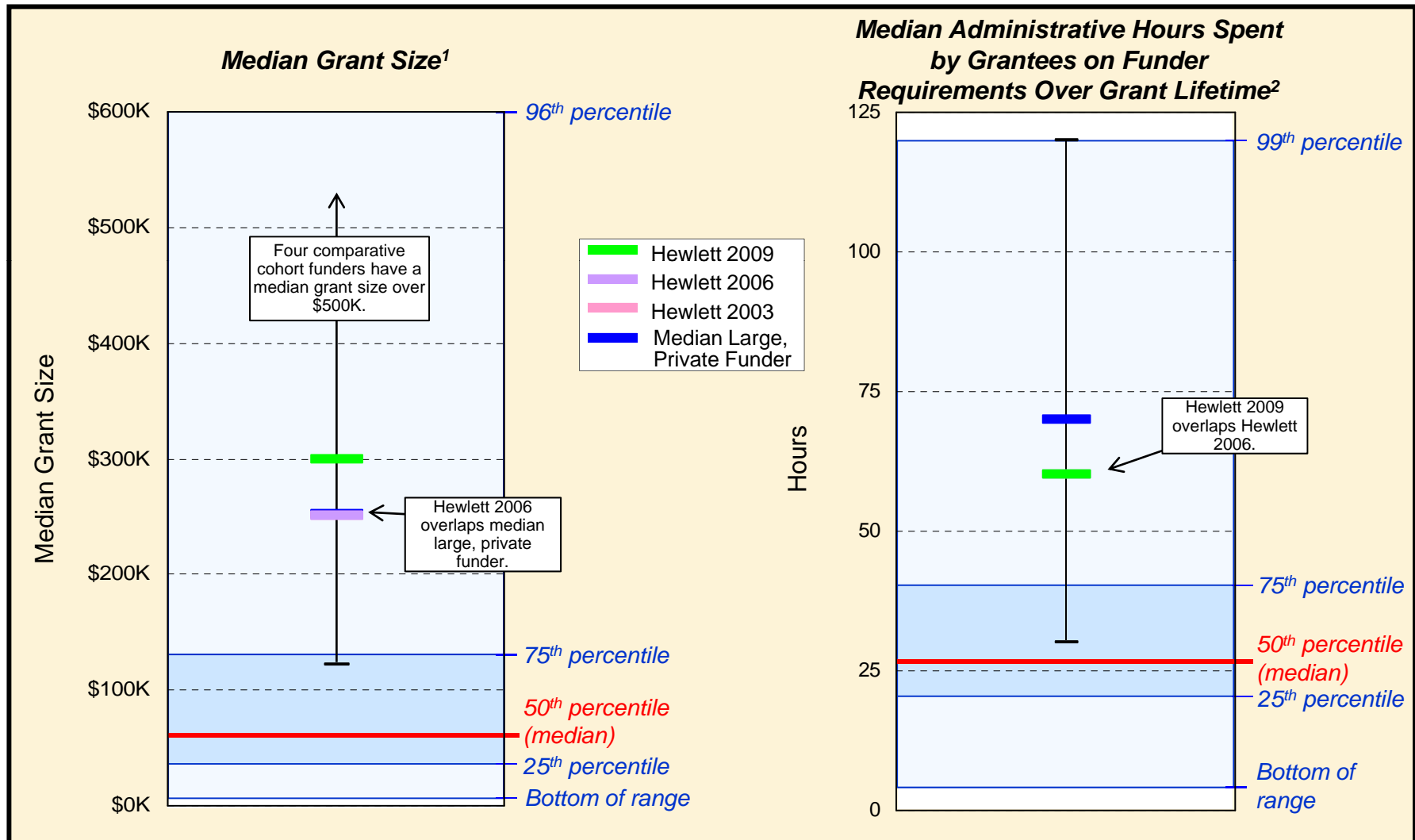
Grant Size and Administrative Time

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

- larger than that of ninety percent of funders
- larger than that of the median large, private funder

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 the median funder
- similar to the time spent by grantees of the median large, private funder



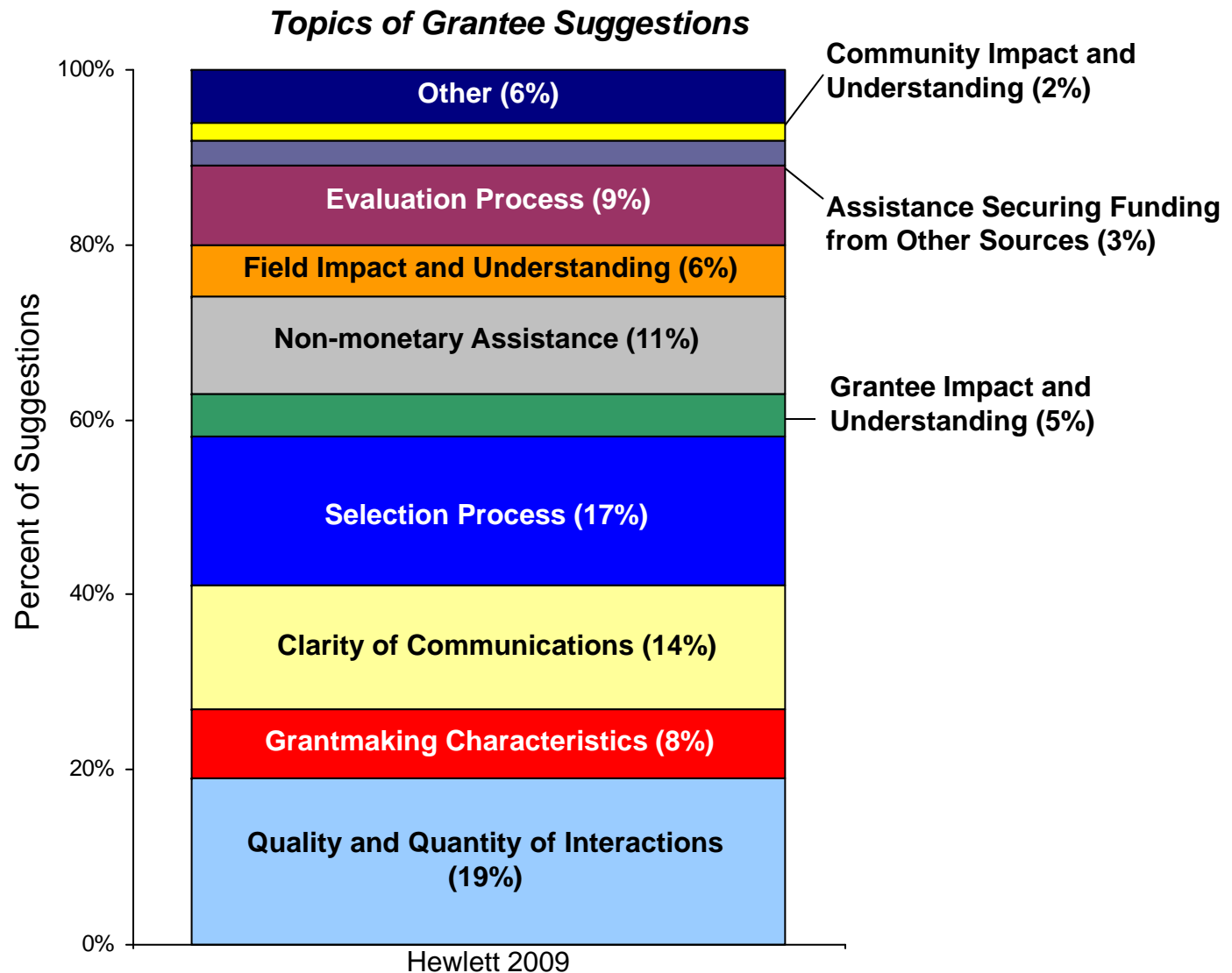
Note: Hewlett 2003 data not available in the right-hand chart due to changes in the survey instrument.

1: Chart does not show data from ten 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 one funder whose median administrative hours exceeds 125 hours.

Grantee Suggestions for the Funder

Grantees were asked to provide any suggestions for how the Funder could improve. A larger than typical proportion of Hewlett's suggestions concern clarity of communications and the selection process. Grantees provided **256** suggestions for Foundation improvement.



Review of Findings

Chart shows Hewlett's 2009 (◆), Hewlett's 2006 (◇), Hewlett's 2003 (◇), and median large, private funder's (◆) percentile rank among all funders in the comparative set.

Indicator	Percentile Rank on Indicator					Description of Indicator	
	0th	25th	50th	75th	100th		
Impact on the Field ★★						Grantees were asked to rate the funder's impact on their fields.	
Impact on the Community ★★						Grantees were asked to rate the funder's impact on their local communities.	
Impact on the Grantee Organization ★★						Grantees were asked to rate the funder's impact on their organizations.	
Satisfaction ★						Grantees were asked to rate their satisfaction with their funder.	
Quality of Interactions ★						This summary includes grantee ratings of funder fairness, responsiveness, and grantee comfort approaching the funder if a problem arises.	
Clarity of Communication of Goals and Strategy						Grantees were asked to rate the clarity of the funder's communication of its goals and strategy.	
Non-Monetary Assistance ¹	% Receiving ★						The proportion of grantees receiving higher impact field-focused or comprehensive assistance.
	Helpfulness						This summary is the average of grantees' ratings of the helpfulness of the non-monetary assistance received.
Assistance Securing Funding from Other Sources ¹	% Receiving ★						The proportion of grantees receiving assistance securing funding from other sources.
	Impact						Grantees were asked to rate the impact of the funder's assistance securing funding from other sources.
Selection Process						Grantees were asked to rate the helpfulness of the funder's selection process for their organizations.	
Reporting and Evaluation Processes ★						Grantees were asked to rate the helpfulness of the funder's reporting and evaluation processes for their organizations.	
Dollar Return on Grantee Administrative Hours ¹						This summary is the calculation of number of dollars received divided by the time required of grantees to fulfill the funder's administrative requirements.	

¹: Hewlett 2003 data not available due to changes in survey instrument for associated questions.
 ★ = Hewlett 2009 rating is significantly different from Hewlett 2006 rating at a 90% confidence level. ★ = Hewlett 2009 rating is significantly different from Hewlett 2003 rating at a 90% confidence level.

Analysis and Discussion (1)

♦ Very Strong Presence in its Fields of Work

- Grantees perceive The William and Flora Hewlett Foundation (“Hewlett”) as playing a significant role in their fields of focus. Hewlett is rated higher than 90 percent of funders on all major field-related measures: impact on and understanding of grantees’ fields and the extent to which it has advanced knowledge and affected public policy in those fields. Hewlett’s ratings on these measures have significantly improved since CEP surveyed the Foundation’s grantees in 2006.
- Hewlett also provides a larger than typical proportion of its grantees with field-related non-monetary assistance. Grantees make many positive comments about the Foundation’s “expert knowledge” and position as a “thought leader.”
 - *Can Hewlett identify the key factors that may have led to these very high grantee ratings?*
 - *As staff transition in and out of the Foundation, are there mechanisms in place to maintain institutional field knowledge and presence?*

Analysis and Discussion (2)

♦ High Impact on Grantee Organizations but Decreasing Sustainability

- Hewlett receives high ratings – ratings higher than 75 percent of funders whose grantees CEP has surveyed – on measures related to individual grantee organizations, including its impact on grantees’ organizations and understanding of their goals and strategy. The Foundation provides a larger than typical proportion of grantees with general operating support, multi-year grants, and larger than typical grants given the amount of administrative time grantees spend fulfilling requirements for the Foundation. Grantees comment that Hewlett is one of the “few funders” that “understands the importance of general operating support” and “consistent, multi-year funding,” especially given the “economic downturn.” Given Hewlett’s style of grantmaking and greater than typical emphasis on capacity building, it is surprising that the Foundation is only rated typically for its impact on helping grantees continue their funded work in the future. This is a significant decrease in ratings since 2006.
- General operating support grantees, grantees that receive multi-year support, Organizational Effectiveness grantees, and grantees receiving larger grants (greater than \$300K) rate the Foundation significantly higher for its impact on their organizations and for the Foundation’s impact on their ability to continue their funded work in the future. Grantees receiving field-focused and comprehensive assistance and assistance securing funding from other sources also rate much higher on organizational measures.
- When grantees receiving project support were asked rate the extent to which overhead allocation was sufficient to cover organizational expenses associated with the grant, 30 percent rated a 4 or below, with 1=“Very insufficient” and 7=“Completely sufficient.” These grantees rate the Foundation significantly lower for Hewlett’s impact on their organization and for its effect on improving the sustainability of funded programs.
 - *How can Hewlett continue to build upon the already strong support for and perceived understanding of its individual grantee organizations? Are there opportunities to share best practices around Hewlett’s grantmaking style and assistance beyond the grant check to other funders?*
 - *Is sustainability of grantees’ funded work a goal of the Foundation? Can the Foundation target even more grants to support and enhance the organizational capacity of grantees it believes are well positioned to support the Foundation’s goals and strategies?*
 - *What can Hewlett do to optimize the overhead allocation given to project support grantees? Can the Foundation better identify those that need more overhead allocation and increase the allocation for those grants?*

Analysis and Discussion (3)

♦ Clarifying Communication and Improving Consistency

- Hewlett is rated similarly to the median funder and median large, private funder for the clarity of communication of its goals and strategy and for the consistency of its communication resources. These ratings are trending downward since 2006.
- Grantees provide both positive and critical comments about the Foundation's communication of goals, strategies, and priorities. While some grantees comment that there is "clear communication about goals and about process," others describe that it is "hard to identify how [their] organization fits with guidelines," and that "it would have been helpful to have a clearer understanding up-front about Hewlett's approach." Other themes that emerge from grantee comments include difficulties in communication that resulted from staff transitions and turnover, which 22 percent of grantees experienced in the last six months, and lack of clarity in helpfulness of Hewlett's *old* website.
 - *How can Hewlett better ensure that each grantee has an understanding of the Foundation's approach and how they fit within the broader programmatic goals and strategies of the Foundation?*
 - *Given staffing changes, how can Hewlett make communications to individual grantees more clear and consistent across all staff members and over time? Can more proactive mechanisms be put into place to communicate changes within the Foundation that affect grantees?*
 - *How can Hewlett ensure its new website is clearer than its old website and that staff communications are consistent with the publicly available information about Hewlett's program goals and strategies?*

♦ Higher Quality and More Consistent Interactions

- Grantees rate Hewlett similarly to the median funder and higher than the median large, private funder for the quality of its interactions: comfort approaching the Foundation if a problem arises, fairness of treatment, and responsiveness of staff. This is a significant improvement since 2006.
- While the majority of grantees comment very positively around the high quality of staff and the valuable interactions they have with them, some grantees provide more critical feedback. Mirroring others, one grantee describes, "the transition of key staff has been challenging" and another comments, "[Things are] generally good, but we find that the Foundation's program managers are overloaded and hard to access for that reason." The largest proportion of suggestions for Foundation improvement also focuses on interactions. Specifically, grantees report wanting more "site visits," more frequent and higher quality interactions, and better transitions when staff turnover occurs.
 - *How can Hewlett continue to improve the quality of interactions grantees have with Foundation staff? Are there opportunities to share best practices among staff and within different programs?*
 - *Can Hewlett create standards for a consistent set of interactions that occur for outgoing and incoming staff members?*

Analysis and Discussion (4)

♦ Improving the Selection Process

- While grantees perceive Hewlett’s selection process to be as helpful in strengthening their organization as that of the median funder, they perceive it to be slightly less helpful compared to the median large, private funder. The Hewlett process requires as many hours of grantees as that of the median large, private funder and twice as many hours compared to the median funder overall. (Although, Hewlett grantees do receive more grant dollars than typical for every hour they spend on administrative processes.)
- Forty-percent of grantees indicate that Hewlett requests more information in the application and reporting process compared to their other funders. Grantees generally find these additive components helpful, but some do not. Twenty-seven percent of grantees report being neutral or disagreeing that preparing the information required for the application and/or reports has been helpful to their organization’s strategic planning and management.
- Although Hewlett grantees indicate a longer than typical history of support with the Foundation, there is no correlation between history of support and amount of time spent on the selection process – long-term grantees of Hewlett generally spend a similar amount of time on this process as grantees that are new to the Foundation.
- A larger than typical proportion of suggestions for Foundation improvement concerns the selection process. Grantees comment that the Foundation can “simplify” and “streamline” the process and make improvements around the “logic model” requirement, especially for non-program grants.
 - *What opportunities does Hewlett have to identify and remove components of the selection process that are not used by the Foundation to make decisions in order to streamline the process further?*
 - *Can the Foundation find ways to streamline the selection process for grantees that have been funded by the Foundation for many years?*

Contact Information

- ◆ This report was produced for The William and Flora Hewlett Foundation by the Center for Effective Philanthropy in August, 2009.

- ◆ Please contact CEP if you have any questions:
 - Kevin Bolduc, Vice President, Assessment Tools
617-492-0800 ext. 202
kevinb@effectivephilanthropy.org

 - Kelly Chang, Senior Research Analyst
415-391-3070 ext. 120
kellyc@effectivephilanthropy.org