
GRANTEE PERCEPTION REPORT®

PREPARED FOR

The William and Flora Hewlett Foundation

SEPTEMBER 2018



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

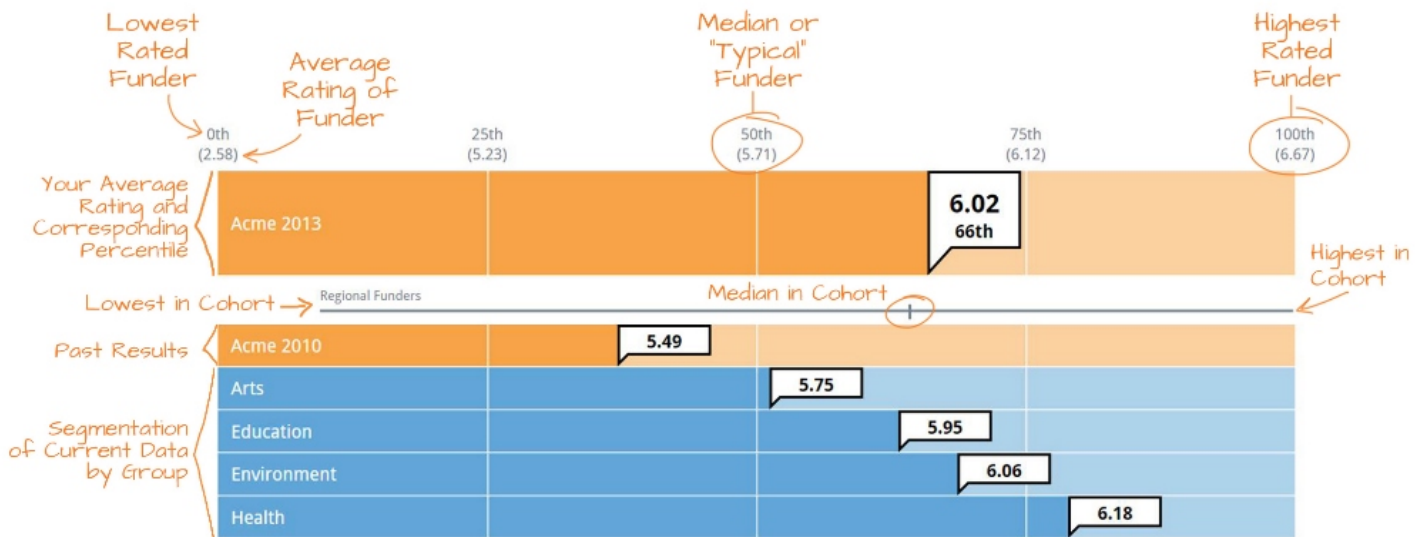
131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

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

Interpreting Your Charts

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



Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.



Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.

Key Measures

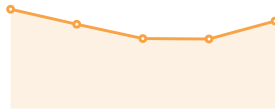
Trend Data

Average Rating

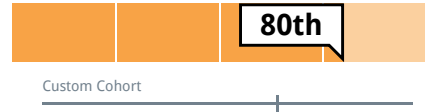
Percentile Rank

Field Impact

Impact on Grantees' Fields



6.01



Community Impact

Impact on Grantees' Communities

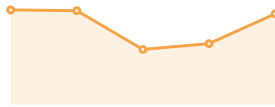


4.90

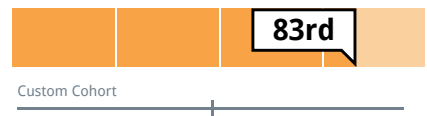


Organizational Impact

Impact on Grantees' Organizations



6.38



Relationships

Strength of Relationships with Grantees



6.25

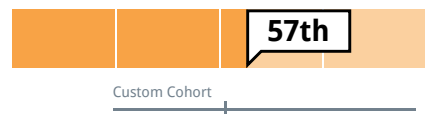


Selection Process

Helpfulness of the Selection Process



5.03



Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Due to the number of respondents, only words that were chosen by five or more grantees are displayed below. 67 grantees described Hewlett as "Supportive," the most commonly used word.



This image was produced using a free tool available at www.tagxedo.com. Copyright (c) 2006, ComponentAce. <http://www.componentace.com>.

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Hewlett 2018	May and June 2018	1346	826	61%
Hewlett 2015	September and October 2015	1142	707	62%
Hewlett 2013	September and October 2013	1050	693	66%
Hewlett 2011	September and October 2011	777	535	69%
Hewlett 2009	May and June 2009	820	570	70%

Survey Year	Year of Active Grants
Hewlett 2018	March 2017 – February 2018
Hewlett 2015	June 2014 – May 2015
Hewlett 2013	2012
Hewlett 2011	2010
Hewlett 2009	2008

Throughout this report, The William and Flora Hewlett Foundation's survey results are compared to CEP's broader dataset of more than 50,000 grantees built up over more than a decade of grantee surveys of more than 300 funders. The full list of participating funders can be found at <http://cep.org/assessments/grantee-and-applicant-perception-reports/>.

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

Non-responder Analysis

CEP examined the rate of responses by grantees' program area and geography served. Response rates did not statistically differ by geographies served by grantees. The response rate of Performing Arts grantees was statistically higher than for other programs and the response rates for Environment, Cyber and Special Projects were lower. CEP compared respondents to non-respondents using information provided by Hewlett in its grantee list.

Program	Response Rate
Education	60%
Environment	54%
Global Development and Population	61%
Performing Arts	74%
Madison Initiative	65%
Cyber Initiative	50%
Philanthropy	62%
Special Projects	54%

Subgroups

In addition to showing Hewlett's overall ratings, this report shows ratings segmented by Program Area. The online version of this report also shows ratings segmented by whether a grantee is an OE grant recipient, type of funding, funding pattern, whether a grantee is a final renewal grant recipient, number of grants received and primary geography served

Program Area	Number of Responses
Education	132
Environment	127
Global Development and Population	169
Performing Arts	181
Madison Initiative	68
Philanthropy	35

OE Recipient	Number of Responses
Non-OE	516
OE Recipient	245

Type of Funding	Number of Responses
Event/sponsorship funding	9
General Operating Support	392
Program/Project Support	397
Scholarship or research fellowship	7
Technical assistance/capacity building	12

Funding Pattern	Number of Responses
Consistently Funded in Past	519
First-Time Grantee	190
Inconsistently Funded in Past	93

Final Renewal	Number of Responses
Combination of Final Renewal and Other Grants	15
Final Renewal Grant	12
Other Grant	799

Number of Grants per Contact	Number of Responses
One	550
Two	184
3 or more	92

Primary Geography Served	Number of Responses
Developing Countries	10
Domestic	612
International	187
Multiple Geographical Areas Served	17

Subgroup Methodology and Differences

Methodology

Selected grantee groups are not displayed in this report because they had fewer than 5 responses.

Program Area: CEP used grantees' responses in the survey to categorize respondents into their respective program area.

Funding Pattern: CEP used grantees' responses in the survey to categorize respondents into their respective funding pattern.

Type of Funding: CEP used grantees' responses in the survey to categorize respondents into their respective type of funding.

Number of Grants per Contact: Using information provided by the Foundation in its grantee list, respondents were categorized by the number of grants they have received during the time period of March 2017 to February 2018.

OE Recipient: CEP used grantees' responses in the survey to categorize respondents into whether they are an OE grant recipient or not.

Primary Geography Served: Using information provided by the Foundation in its grantee list, respondents were categorized by the primary geography they serve.

Final Renewal: Using information provided by the Foundation in its grantee list, respondents were categorized by whether they have or have not been a recipient of a final renewal grant.

Differences

In describing statistically significant differences in findings within Hewlett's results, we use the term "most measures," when there are statistically meaningful differences in more than half of the comparative, perceptual measures that are a part of CEP's standard grantee survey.

Program Area: There are statistically significant differences across programs for most measures throughout the report.

Funding Pattern: Similar to the past, grantees who report receiving consistent funding from Hewlett rate significantly more positively than grantees who have received inconsistent or no past funding for most measures in the report, including the Foundation's impact on grantees' fields, communities and organizations.

Type of Funding: As in the past, grantees who receive general operating support rate Hewlett higher than grantees receiving other types of grants for most measures in the report.

Number of Grants per Contact: Hewlett grantees who have received two or more grants from the Foundation rate the Foundation's impact on their organizations significantly more positively than grantees who have received one grant from the Foundation.

OE Recipient: Grantees receiving supplemental OE capacity building grants rate higher than grantees not receiving OE grants for fewer than half the measures throughout the report, including the Foundation's impact on and understanding of their organizations.

Primary Geography Served: There are no consistent statistically significant differences based on the geographical areas served by grantees.

Final Renewal: Final renewal grantees rate the Foundation's openness to their ideas and its impact on their sustainability significantly lower than grantees who receive other grants.

Comparative Cohorts

Customized Cohort

Hewlett selected a set of 17 funders to create a smaller comparison group that more closely resembles Hewlett in scale and scope.

Custom Cohort

Andrew W. Mellon Foundation
Bill & Melinda Gates Foundation
Carnegie Corporation of New York
Conrad N. Hilton Foundation
Doris Duke Charitable Foundation
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Robert Wood Johnson Foundation
The Children's Investment Fund Foundation
The David and Lucile Packard Foundation
The Kresge Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation
Walton Family Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	72	Funders with median grant size of \$200K or more
High Touch Funders	32	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	28	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	62	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	60	Funders that make at most 10% of grants by invitation only
International Funders	38	Funders that fund outside of their own country

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	55	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	53	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	140	All private foundations in the GPR dataset
Family Foundations	62	All family foundations in the GPR dataset
Community Foundations	37	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

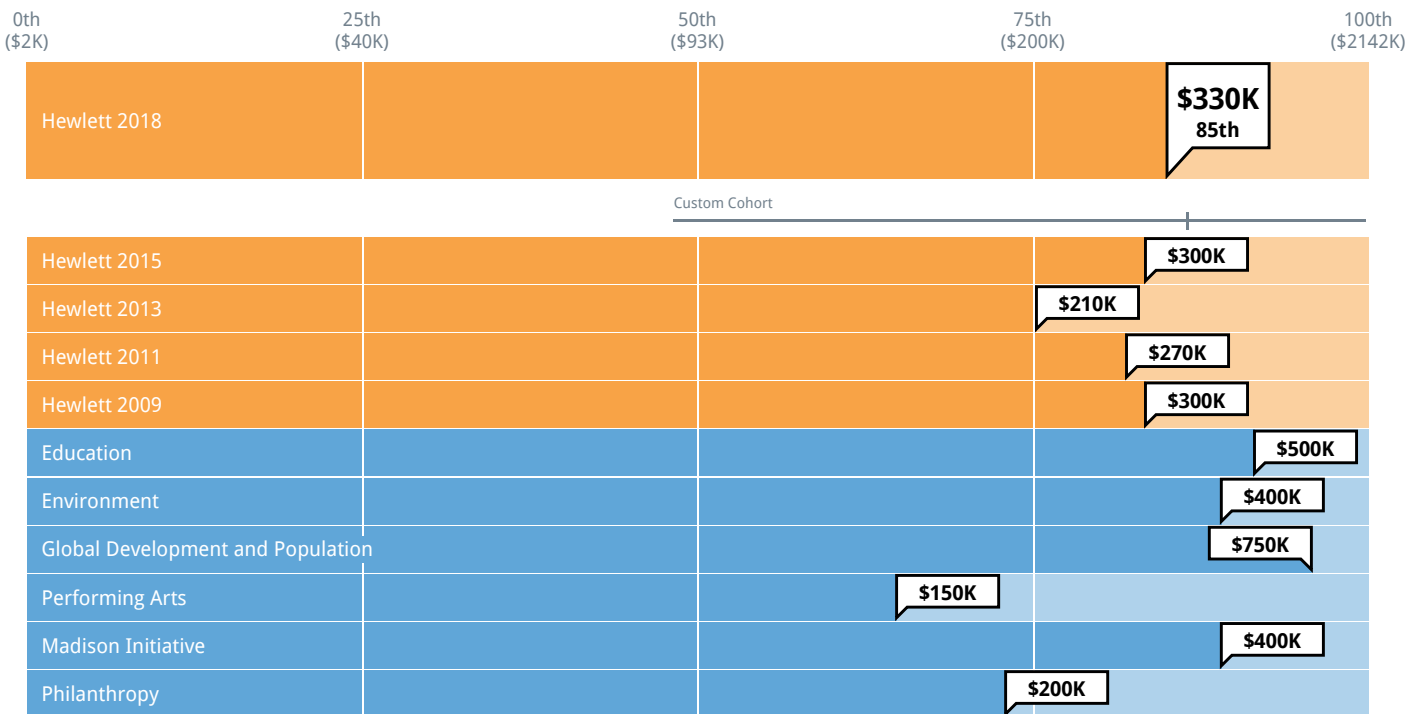
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	22	Funders that are primarily based outside the United States
Recently Established Foundations	60	Funders that were established in 2000 or later

Grantmaking Characteristics

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

Median Grant Size

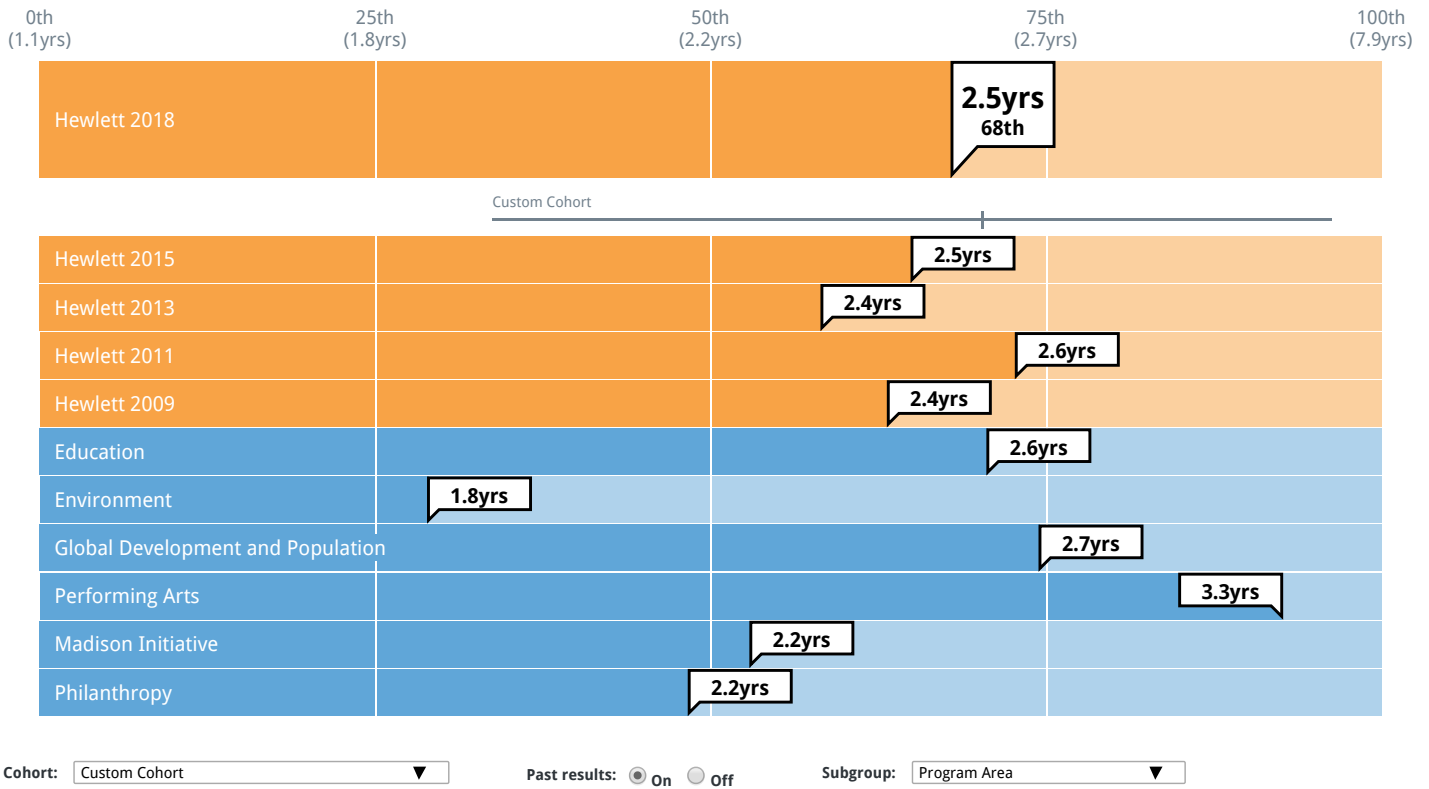


Cohort:

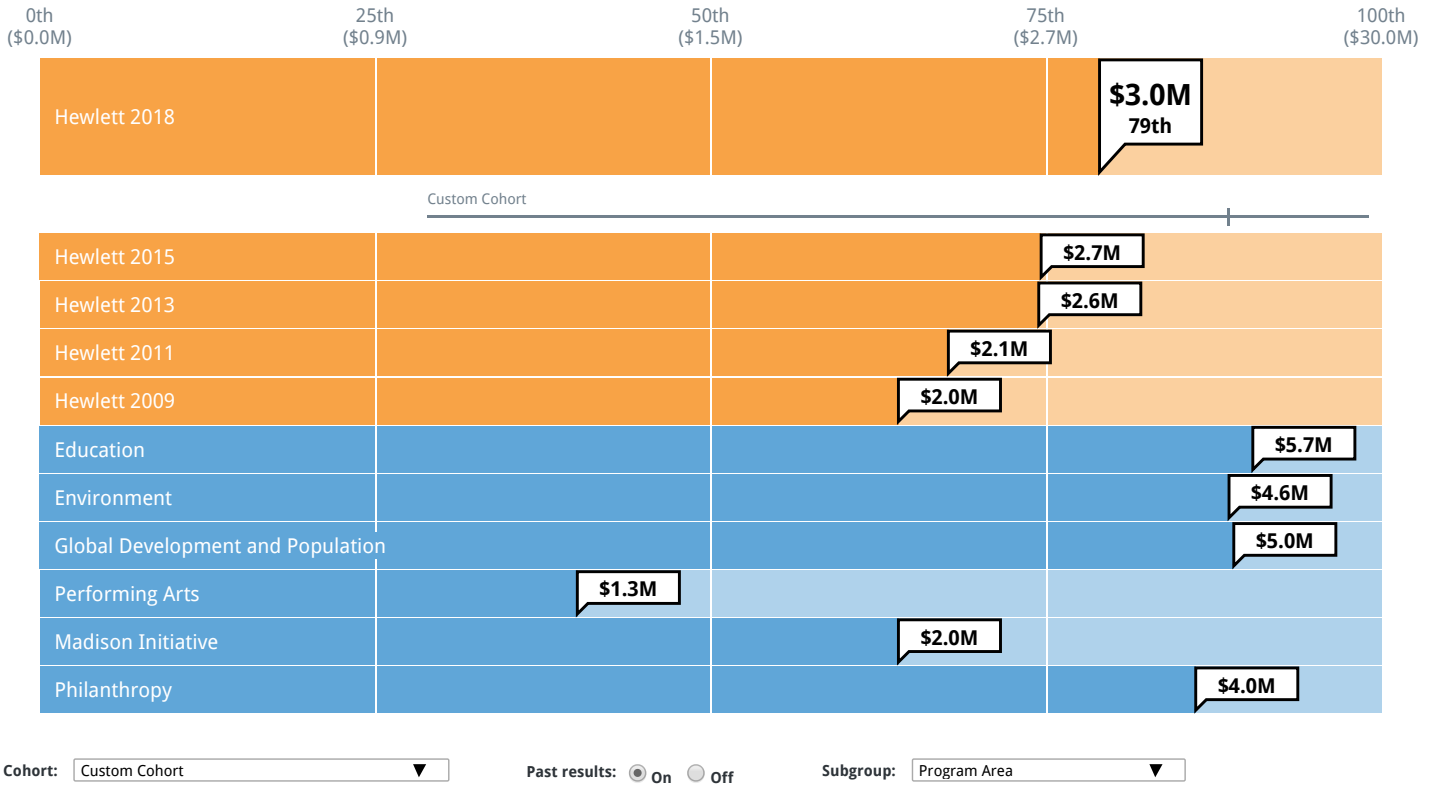
Past results: On Off

Subgroup:

Average Grant Length



Median Organizational Budget



Type of Support	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	48%	44%	40%	43%	43%	22%	16%
Percent of grantees receiving program/project support	48%	51%	55%	51%	53%	65%	74%
Percent of grantees receiving other types of support	4%	5%	5%	7%	4%	14%	10%

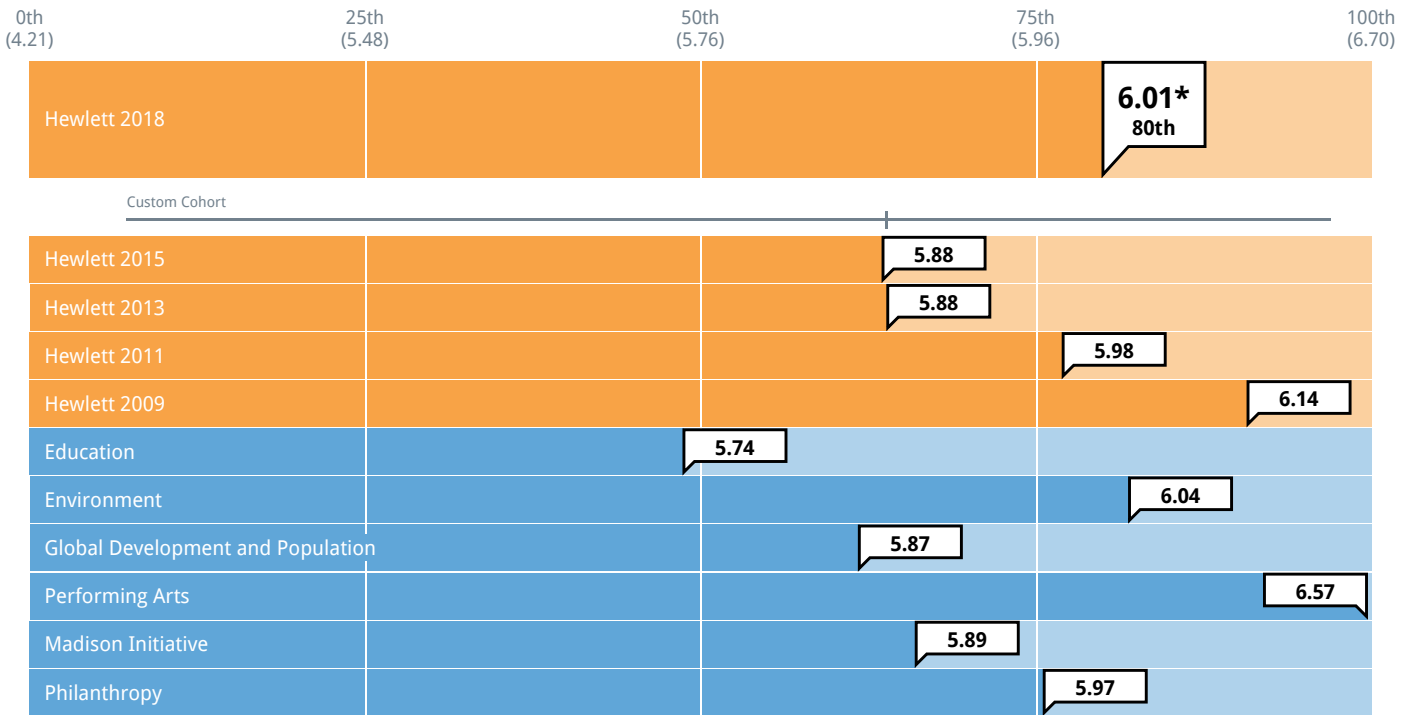
Grant History	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Average Funder	Custom Cohort
Percentage of first-time grants	24%	20%	16%	20%	29%	35%

Program Staff Load	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$8M	\$9.2M	\$7.8M	\$7.8M	\$7.2M	\$2.7M	\$5.3M
Applications per program full-time employee	17	16	13	12	12	29	14
Active grants per program full-time employee	43	27	26	32	37	33	24

Impact on and Understanding of Grantees' Fields

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

1 = No impact 7 = Significant positive impact



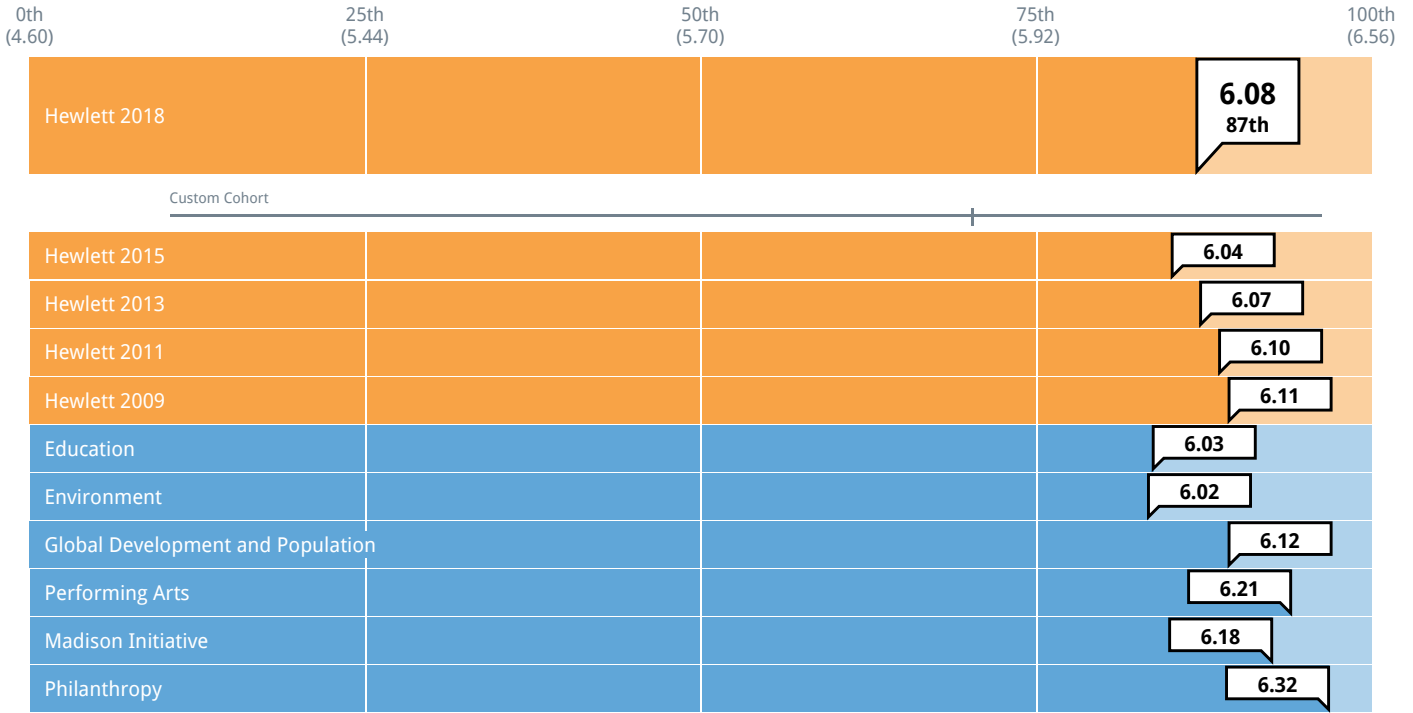
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

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

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



Cohort:

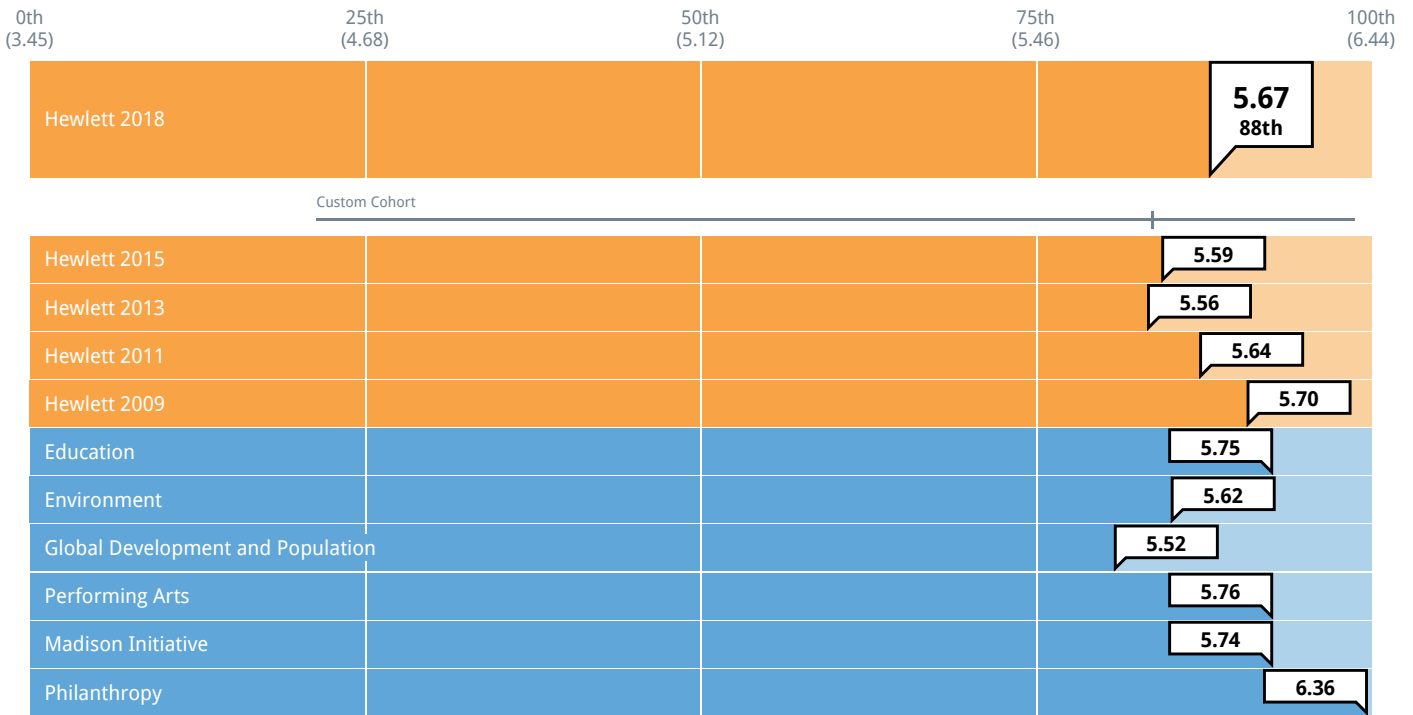
Past results: On Off

Subgroup:

Advancing Knowledge and Public Policy

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

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



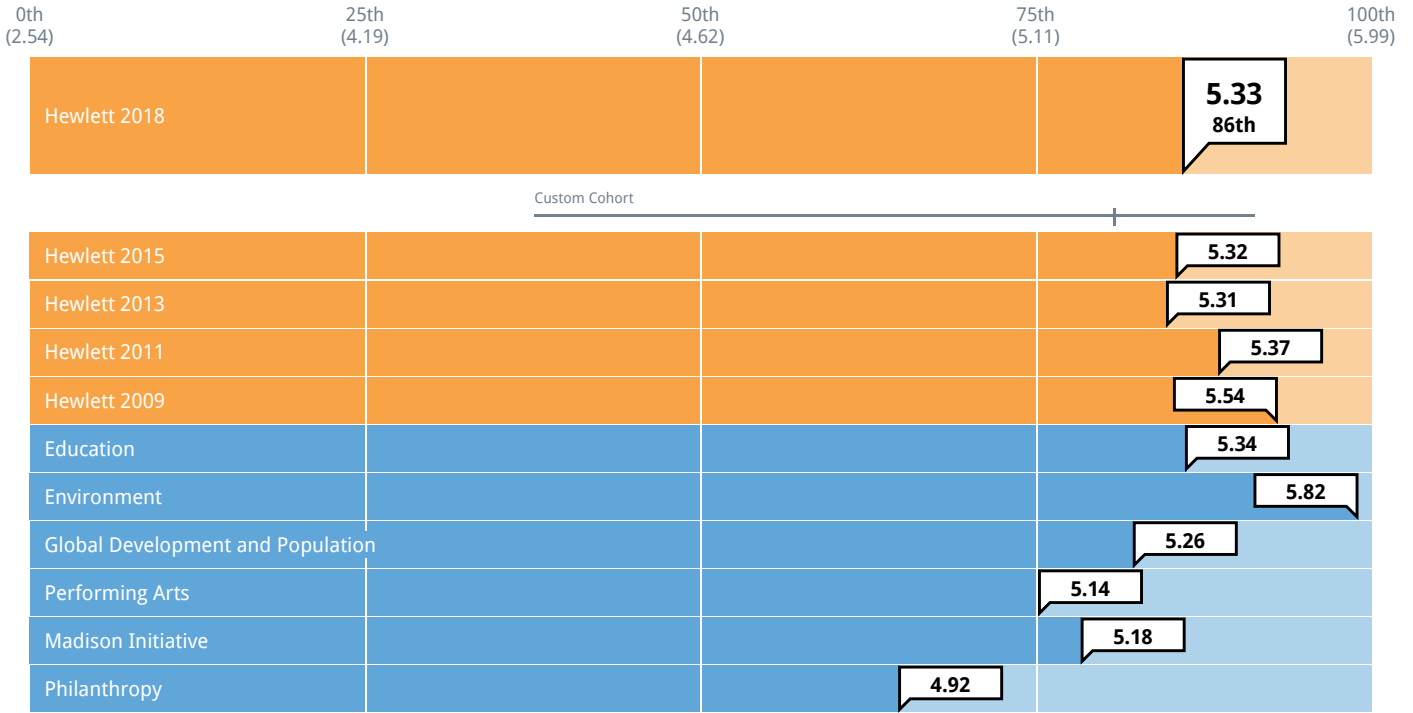
Cohort: ▼

Past results: On Off

Subgroup: ▼

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

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



Cohort:

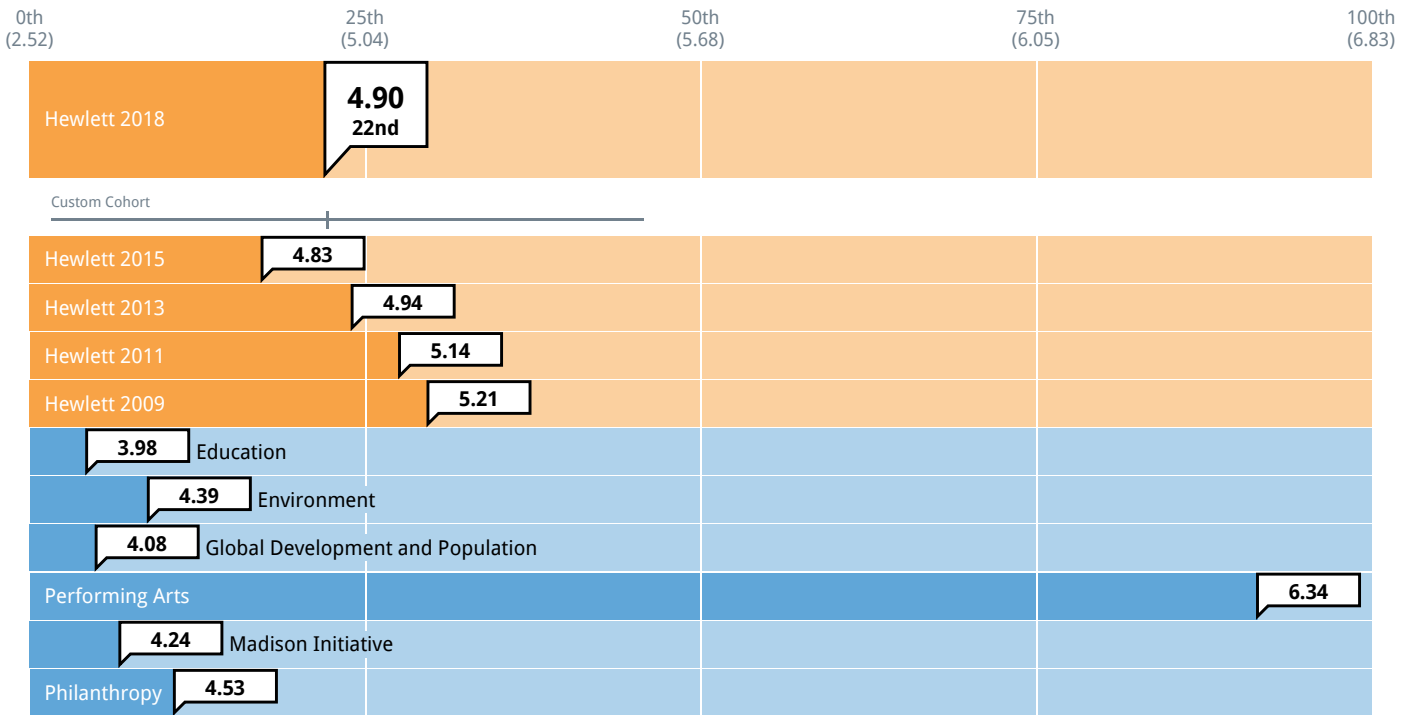
Past results: On Off

Subgroup:

Impact on and Understanding of Grantees' Local Communities

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

1 = No impact 7 = Significant positive impact



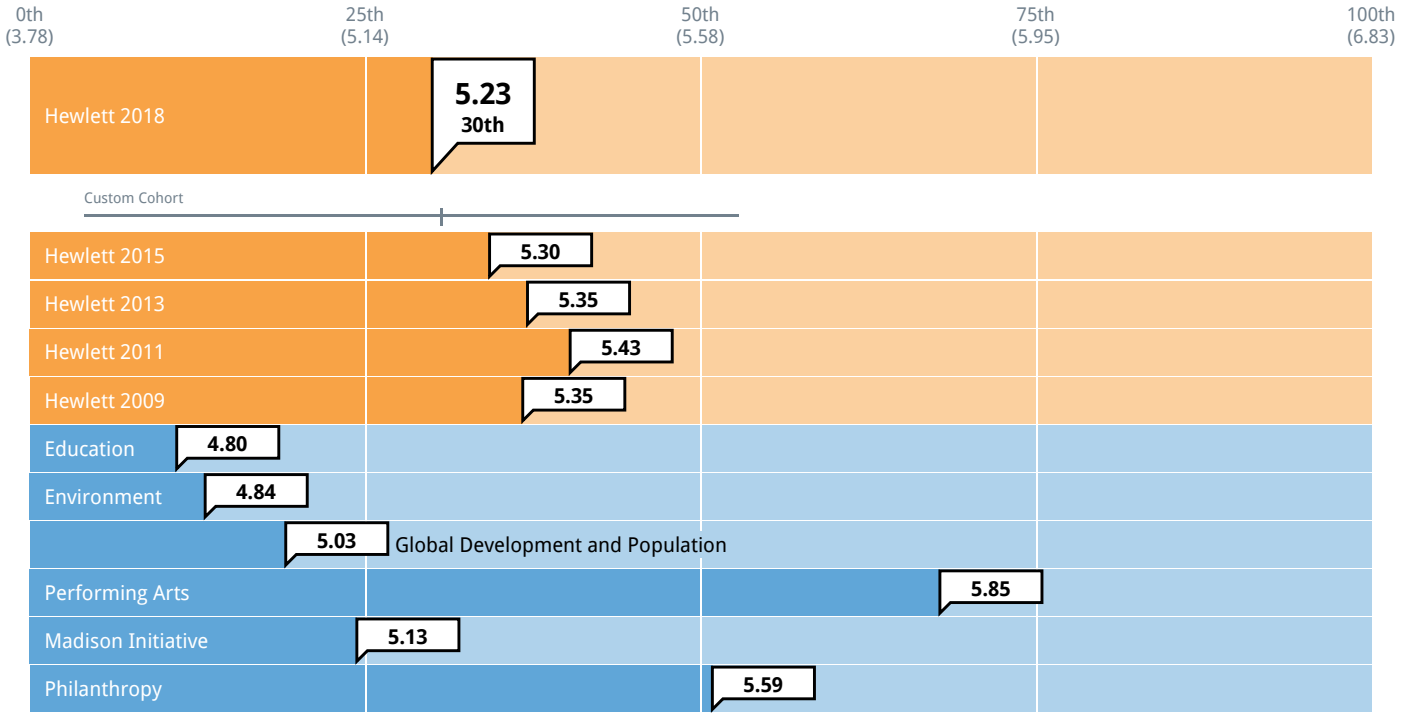
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

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

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



Cohort:

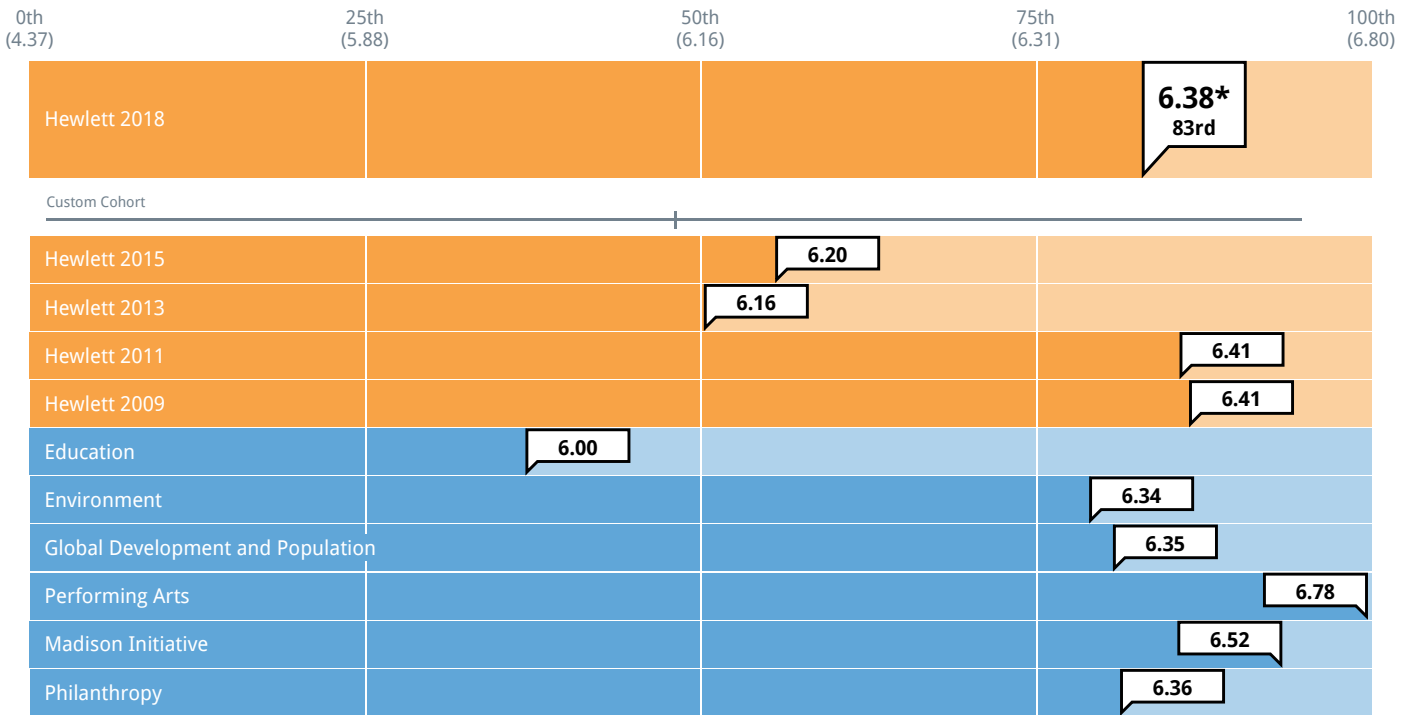
Past results: On Off

Subgroup:

Impact on and Understanding of Grantees' Organizations

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

1 = No impact 7 = Significant positive impact



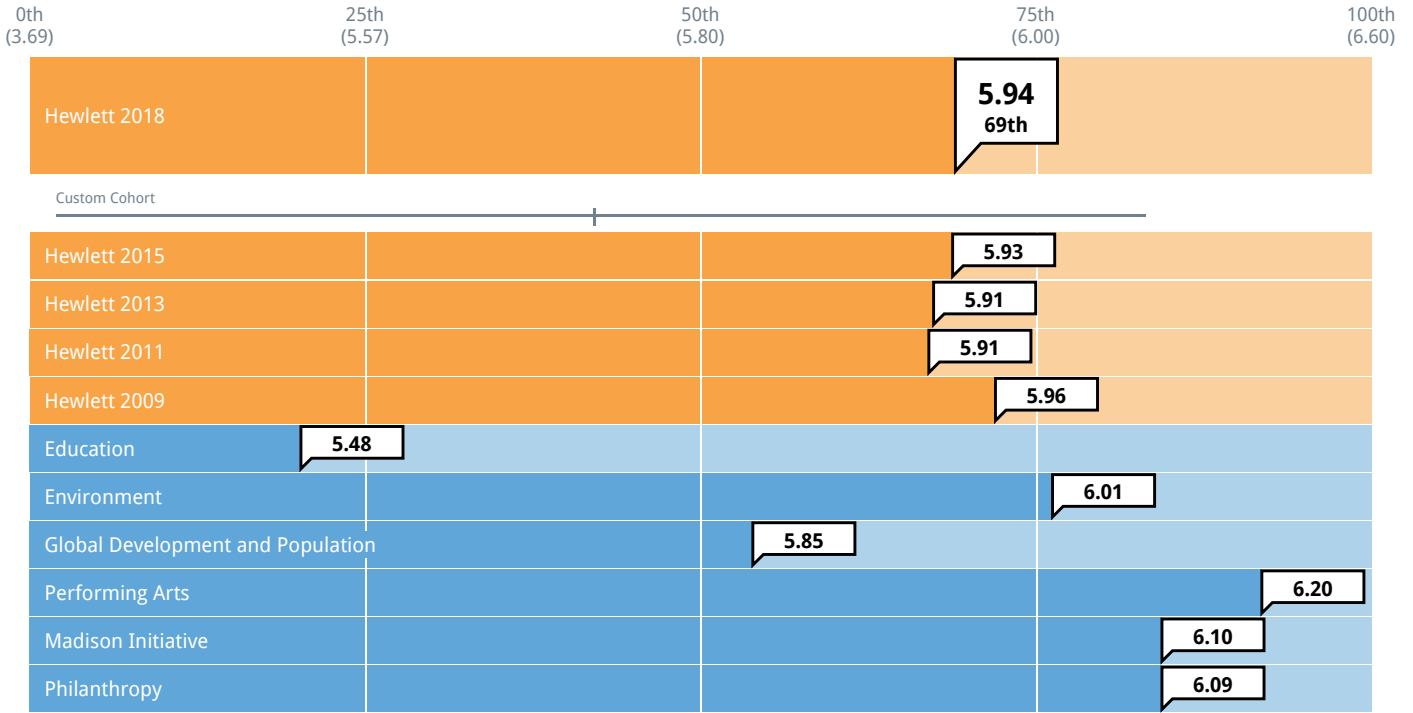
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

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

1 = Limited understanding 7 = Thorough understanding



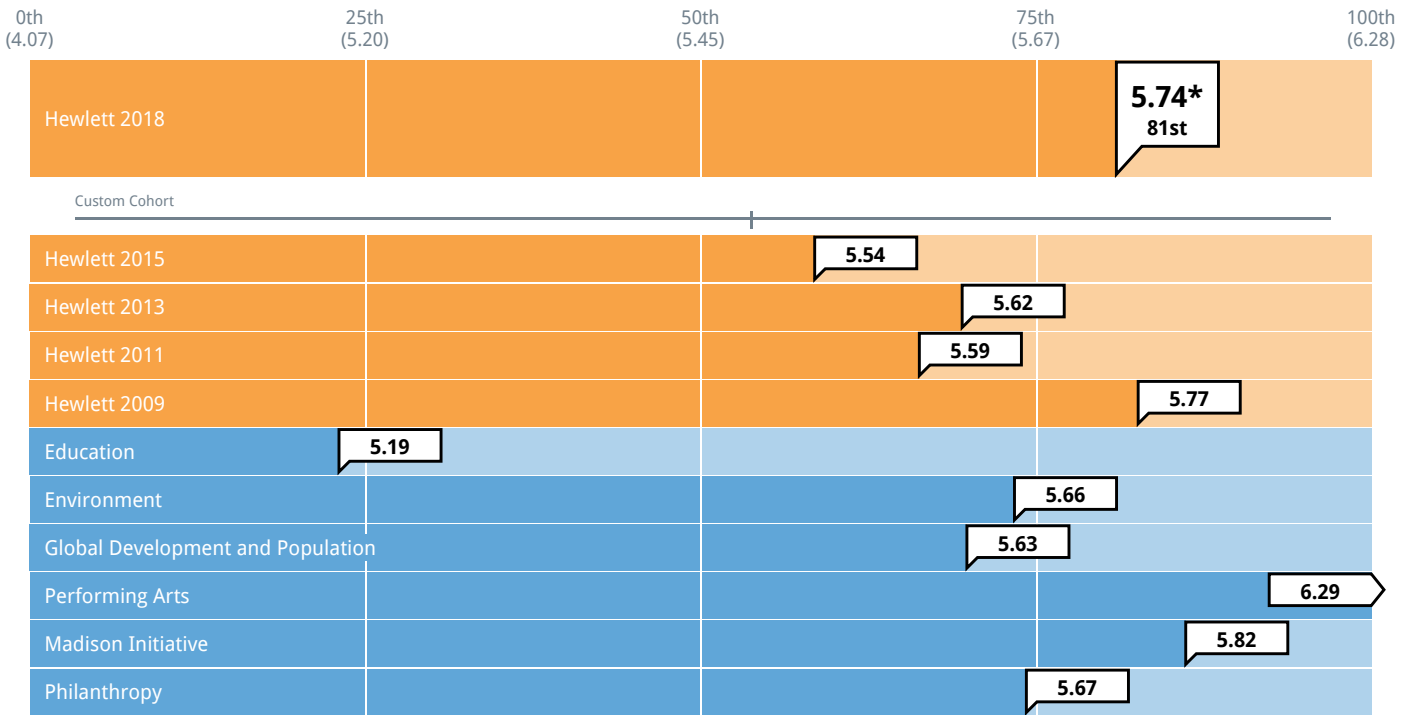
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

How much, if at all, did the Hewlett Foundation improve your ability to sustain the work funded by this grant in the future?

1 = Did not improve ability 7 = Substantially improved ability



Cohort: Custom Cohort

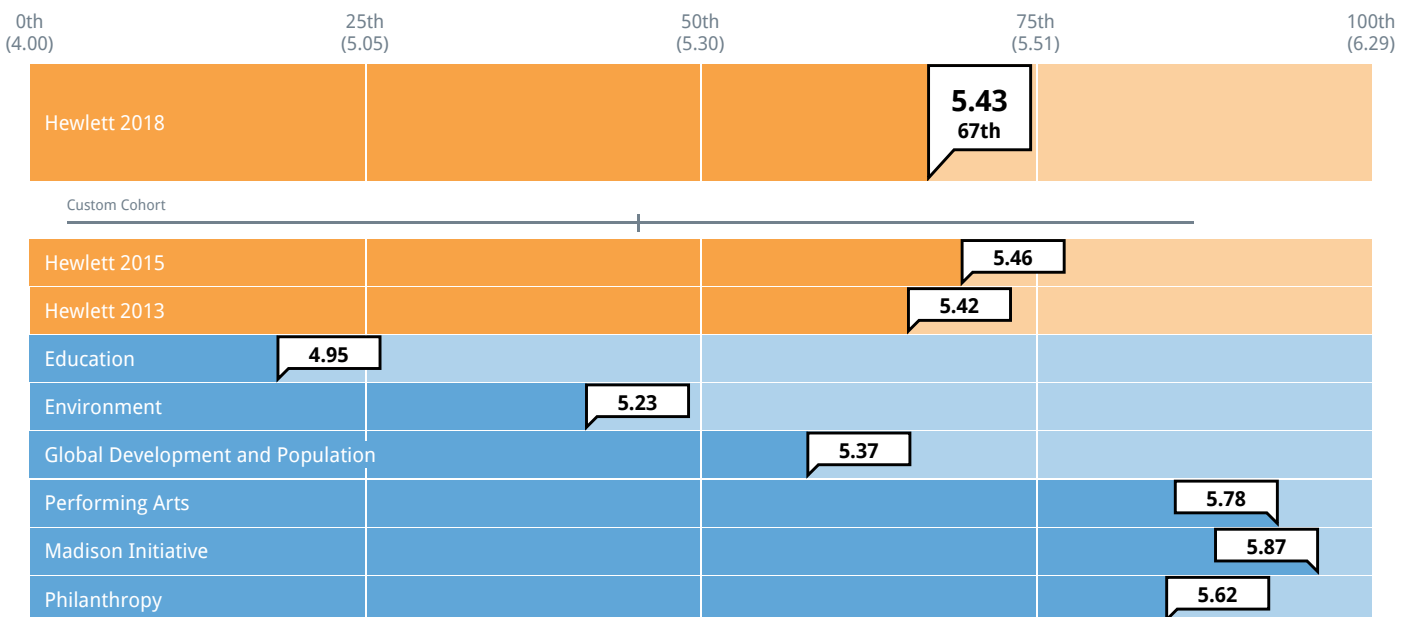
Past results: On Off

Subgroup: Program Area

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware



Cohort: Custom Cohort

Past results: On Off

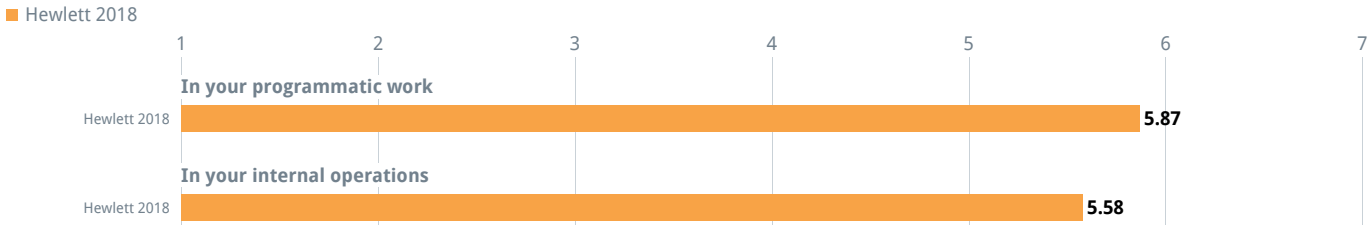
Subgroup: Program Area

DEI Needs

How strongly do you agree or disagree with the following statements about diversity, equity, and inclusion?

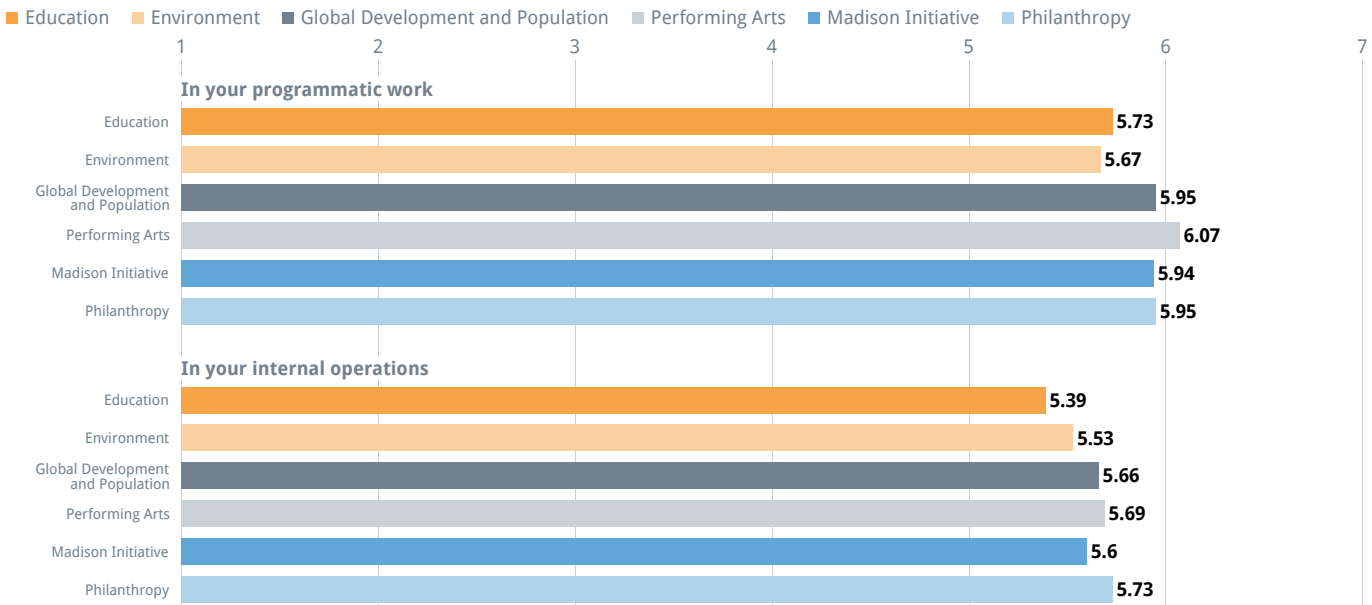
The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion:

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



The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion: - By Subgroup

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



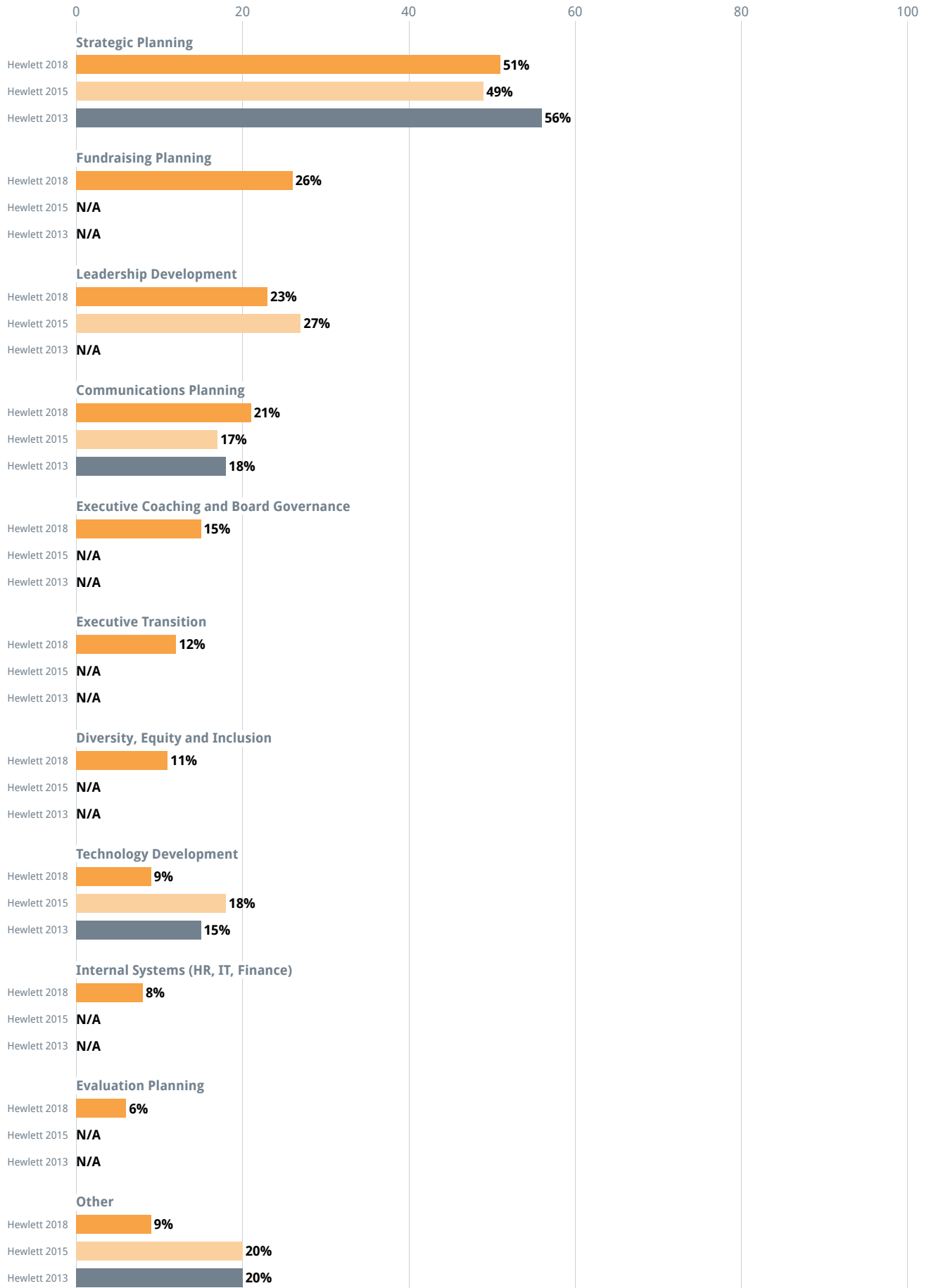
OE Grants

Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett?	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009
No	68%	69%	74%	77%	80%
Yes	32%	31%	26%	23%	20%

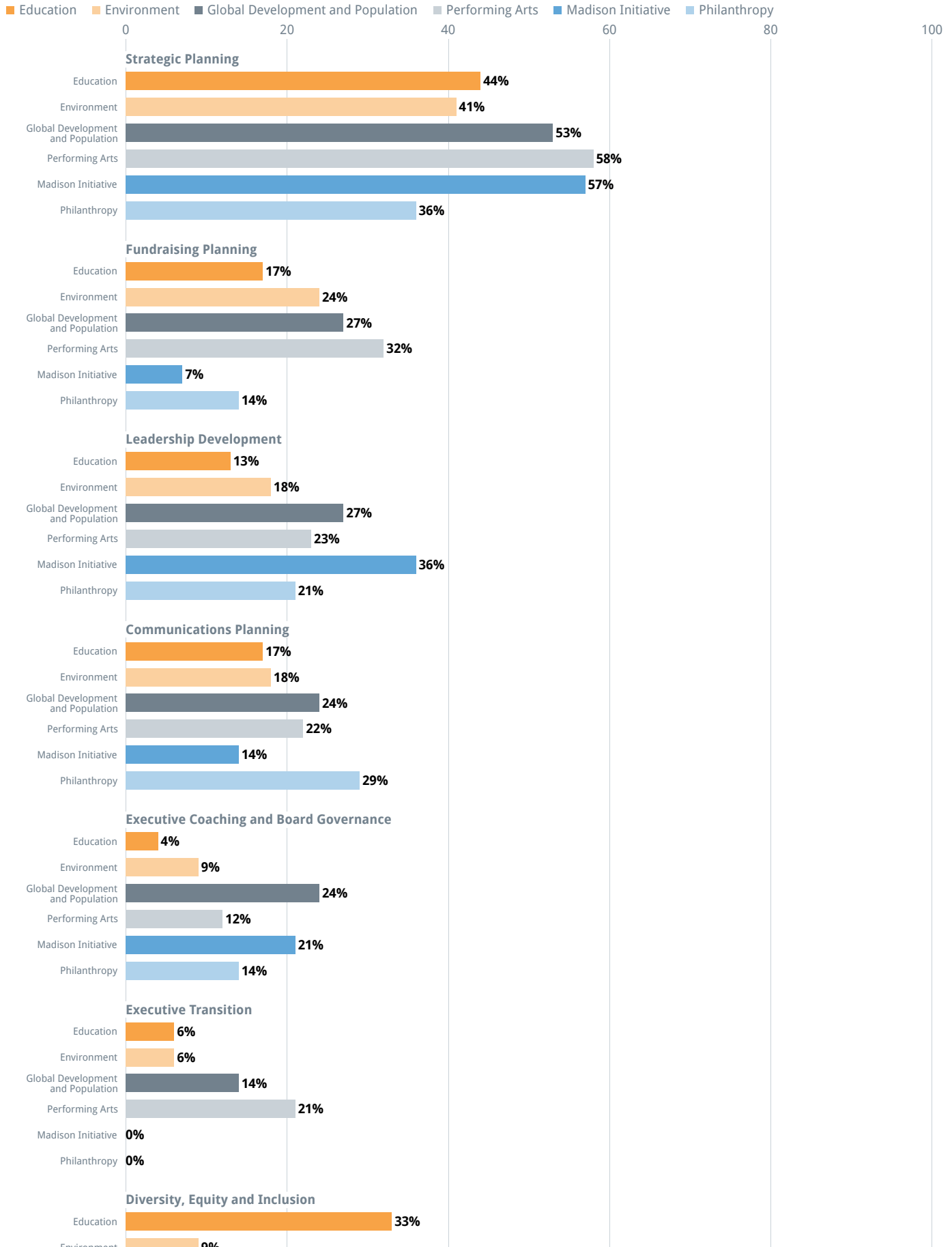
(Only shown to those who selected "yes" in the question above)

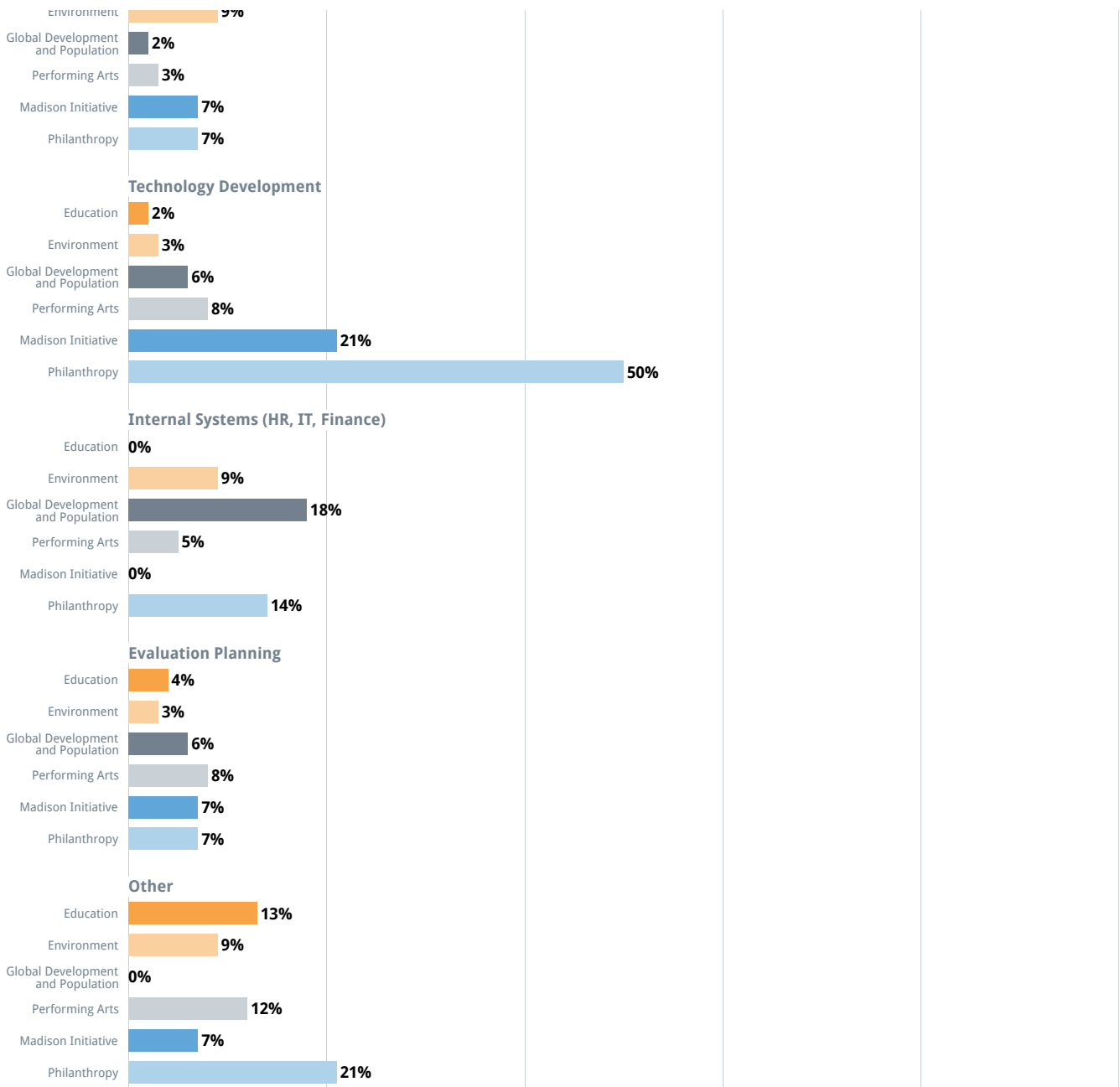
What was the purpose of the Organizational Effectiveness capacity building grant? (please check all that apply)

■ Hewlett 2018 ■ Hewlett 2015 ■ Hewlett 2013



What was the purpose of the Organizational Effectiveness capacity building grant? (please check all that apply) - By Subgroup





Full Cost Questions

(Only of grantees that received program/project support.)

These last few questions ask about the extent to which your grant covered the actual costs of the associated program/project.

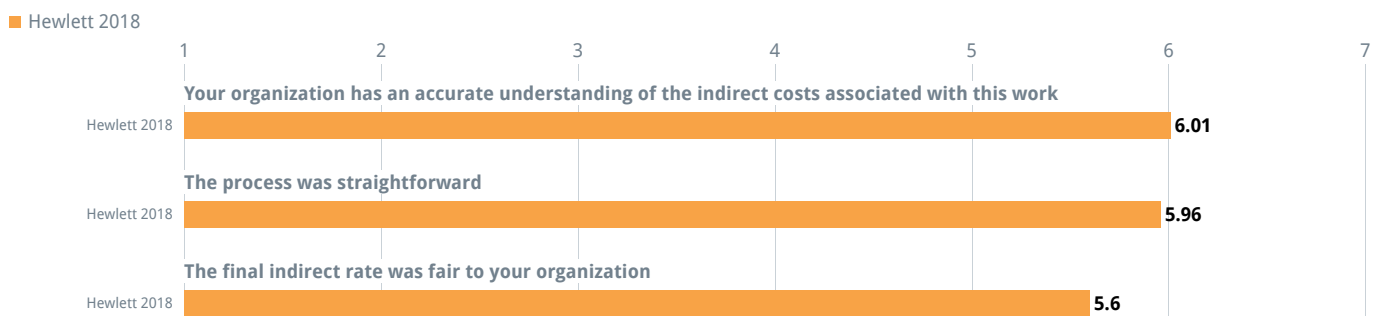
- **Direct costs** are the costs to execute the project itself.
- **Indirect costs** are the organizational costs associated with executing the project but not directly used in the project (e.g., a proportional share of rent, a proportional share of finance staff salary).
- **Indirect cost rate** is a percentage applied to direct costs in budgeting to estimate indirect costs.
- If your program is supported by **multiple funders**, think about the proportion of costs that this grant represents within the total funding received from all funders.

Which best describes the process used to set an indirect cost rate for this project?	Hewlett 2018
We provided an indirect rate, which the Foundation accepted	53%
The Foundation provided an indirect rate, without opportunity for discussion	12%
We settled on an indirect rate in discussion with Foundation staff	12%
In determining grant amount, we did not specifically address indirect costs	23%

Which best describes the process used to set an indirect cost rate for this project? (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
We provided an indirect rate, which the Foundation accepted	46%	60%	60%	63%	43%	44%
The Foundation provided an indirect rate, without opportunity for discussion	18%	7%	15%	7%	5%	11%
We settled on an indirect rate in discussion with Foundation staff	14%	12%	12%	4%	19%	0%
In determining grant amount, we did not specifically address indirect costs	23%	21%	13%	26%	33%	44%

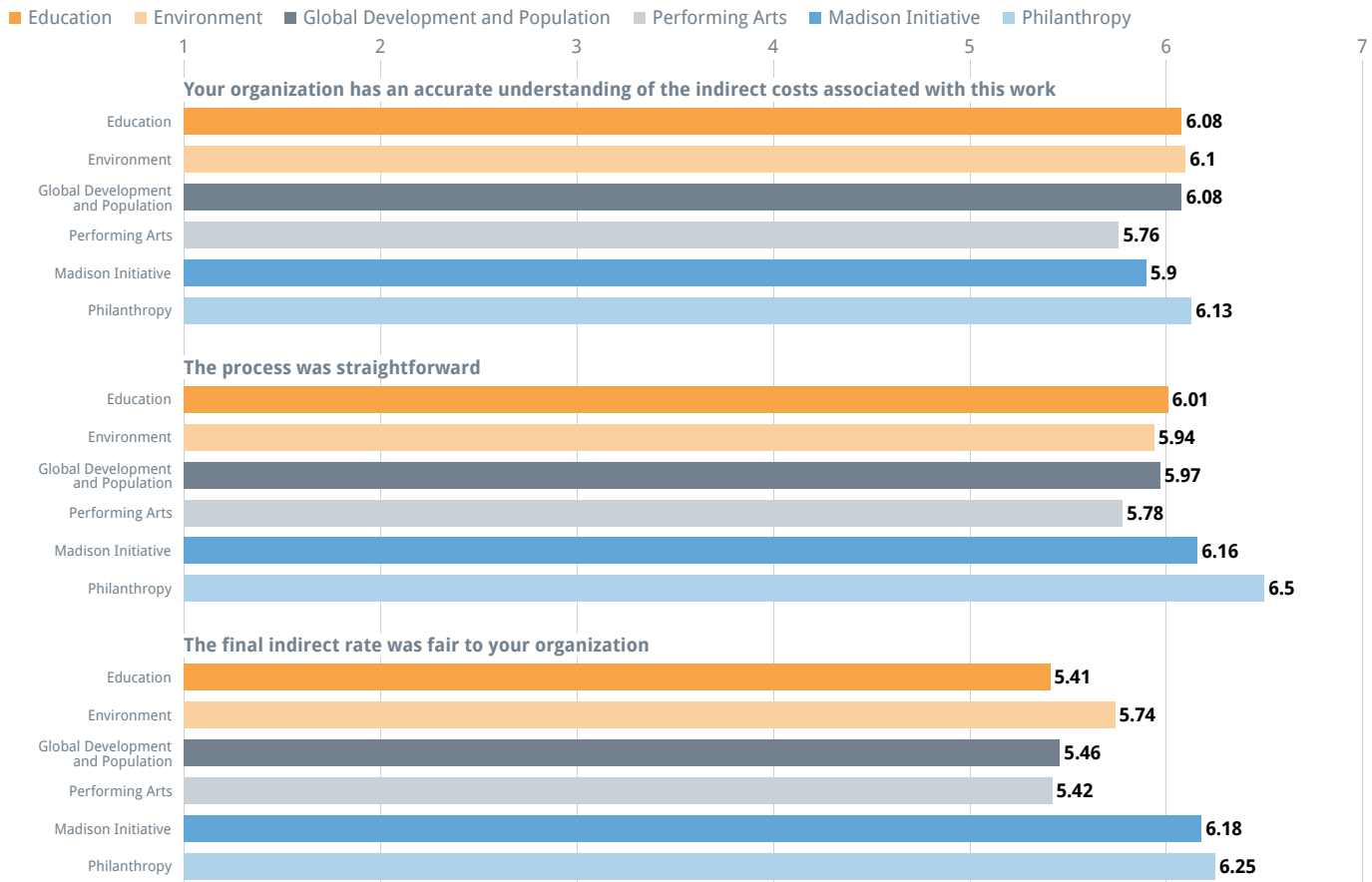
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set?

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



How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? - By Subgroup

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



To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	Hewlett 2018
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	9%
The grant covered direct and indirect costs, but no more.	47%
The grant covered the direct costs of the work, but not all indirect costs.	34%
This grant did not cover even the direct costs of the work.	11%

To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)? (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	6%	6%	9%	11%	16%	29%
The grant covered direct and indirect costs, but no more.	43%	46%	53%	41%	37%	43%
The grant covered the direct costs of the work, but not all indirect costs.	43%	29%	34%	37%	32%	14%
This grant did not cover even the direct costs of the work.	7%	19%	5%	11%	16%	14%

Funder-Grantee Relationships

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.”

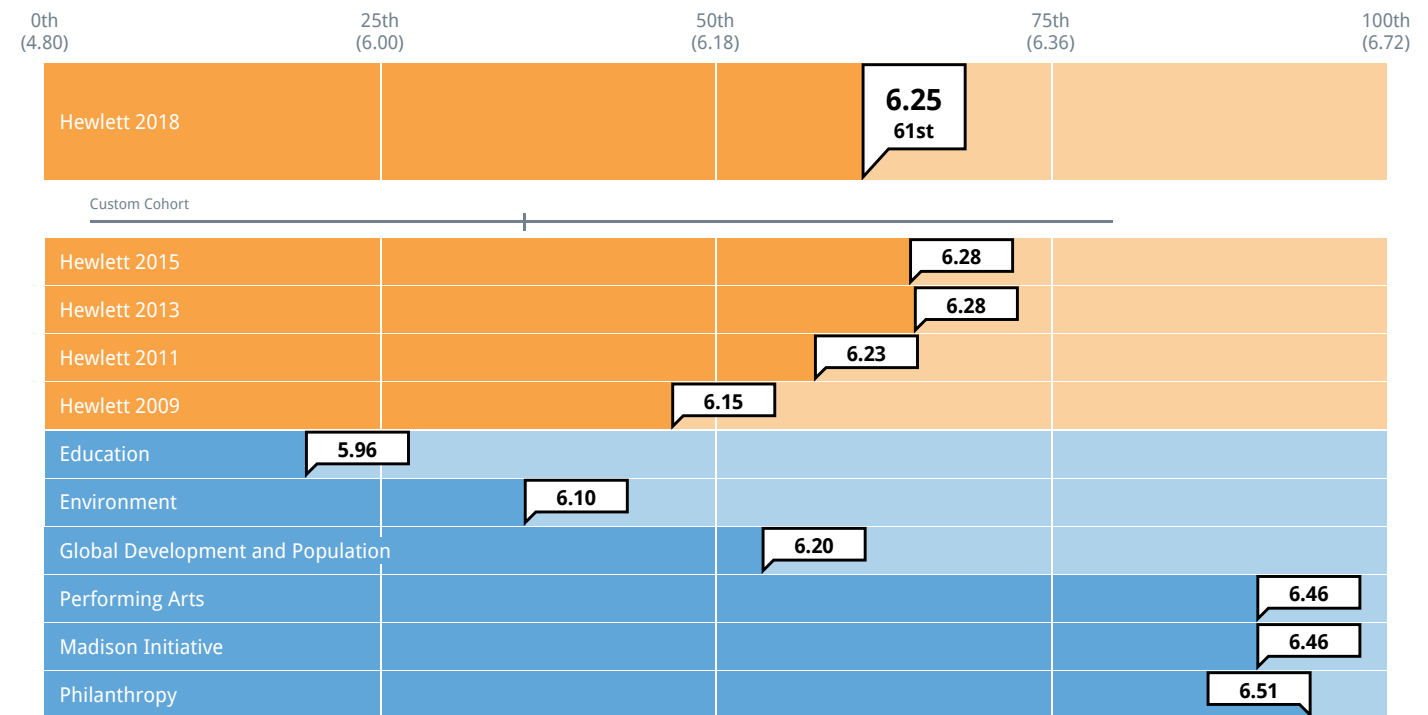
Strong relationships with grantees are crucial to high-performing funders. In fact, it is those relationships that most strongly predict grantees’ perceptions of their funder’s impact on their fields, communities, and organizations.

The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by Hewlett
2. Comfort approaching Hewlett if a problem arises
3. Responsiveness of Hewlett staff
4. Clarity of communication of Hewlett’s goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Cohort: Custom Cohort

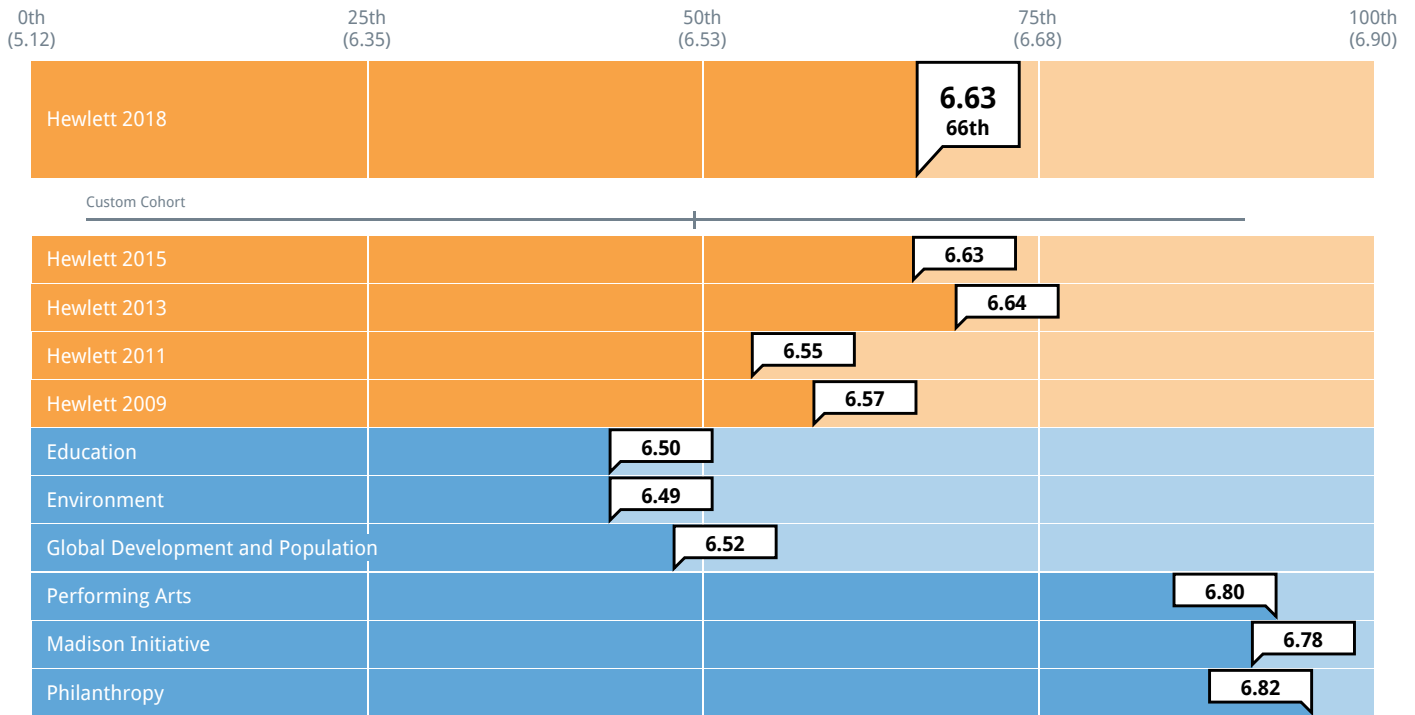
Past results: On Off

Subgroup: Program Area

Quality of Interactions

Overall, how fairly did the Hewlett Foundation treat you?

1 = Not at all fairly 7 = Extremely fairly



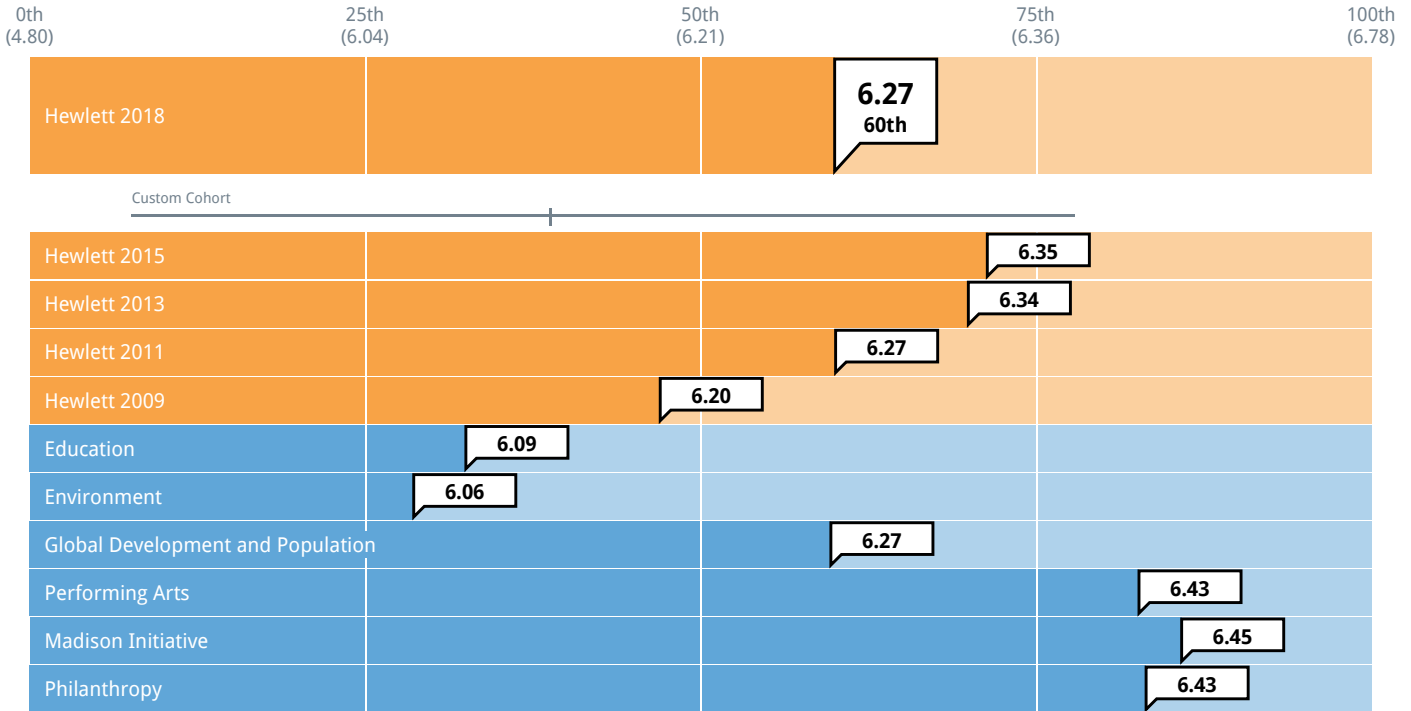
Cohort:

Past results: On Off

Subgroup:

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

1 = Not at all comfortable 7 = Extremely comfortable



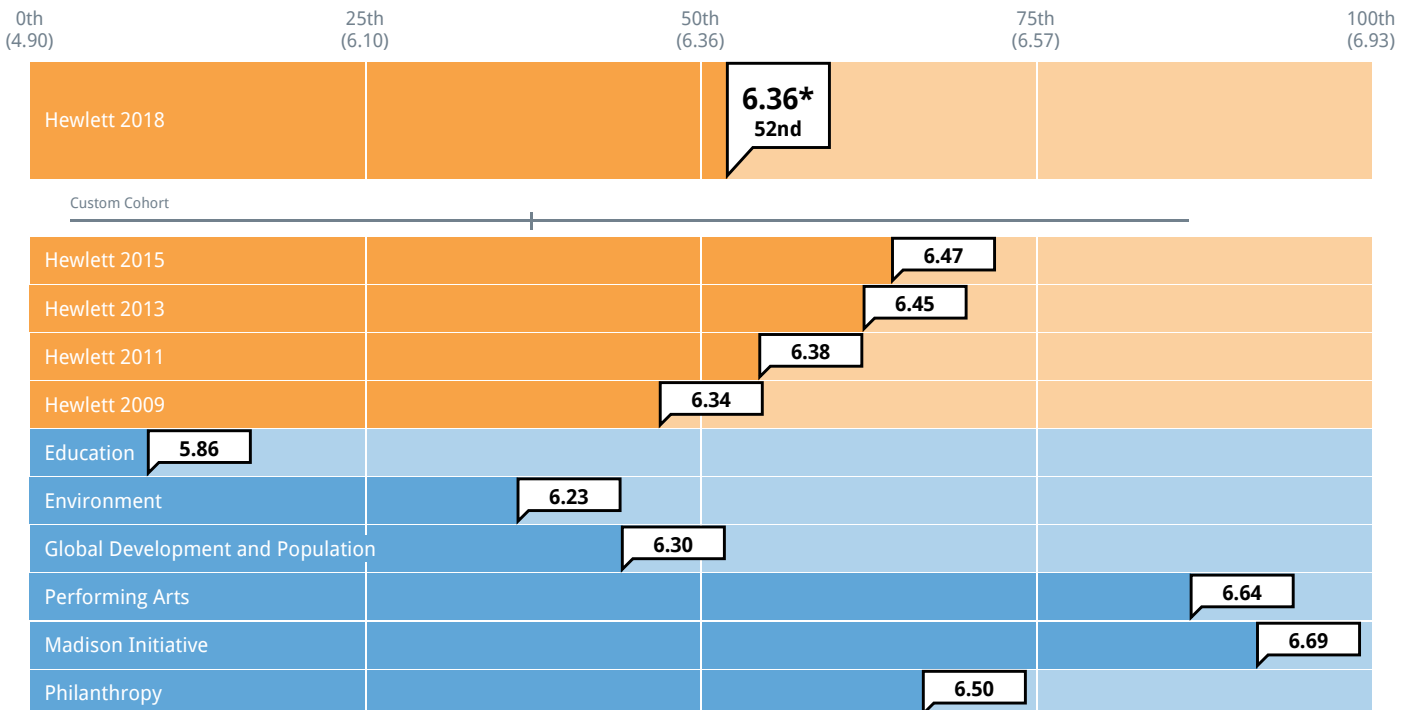
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

Overall, how responsive was Hewlett Foundation staff?

1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

Timeliness of Response

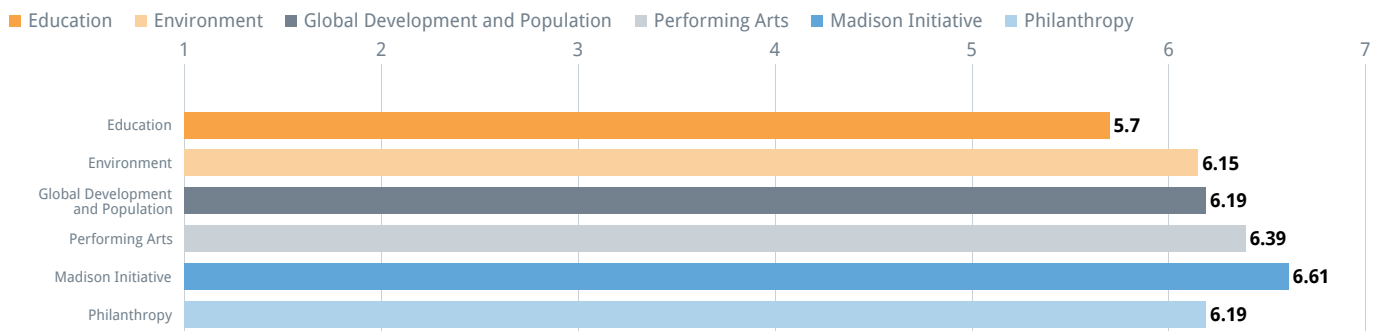
Please think about the most recent time that you reached out to a Hewlett Program Officer with a question. How timely was their response to that question?

1 = Not at all timely 7 = Extremely timely



Please think about the most recent time that you reached out to a Hewlett Program Officer with a question. How timely was their response to that question? - By Subgroup

1 = Not at all timely 7 = Extremely timely



Interaction Patterns

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

Frequency of Contact with Program Officer	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Weekly or more often	1%	1%	2%	1%	2%	3%	2%
A few times a month	7%	9%	8%	12%	11%	11%	13%
Monthly	16%	18%	17%	15%	13%	15%	18%
Once every few months	65%	63%	64%	57%	57%	53%	54%
Yearly or less often	12%	10%	9%	15%	16%	18%	12%

Frequency of Contact with Program Officer (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Weekly or more often	0%	2%		0%	0%	3%
A few times a month	9%	14%		3%	15%	6%
Monthly	16%	20%		17%	28%	3%
Once every few months	64%	56%		73%	53%	80%
Yearly or less often	11%	8%		7%	3%	9%

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

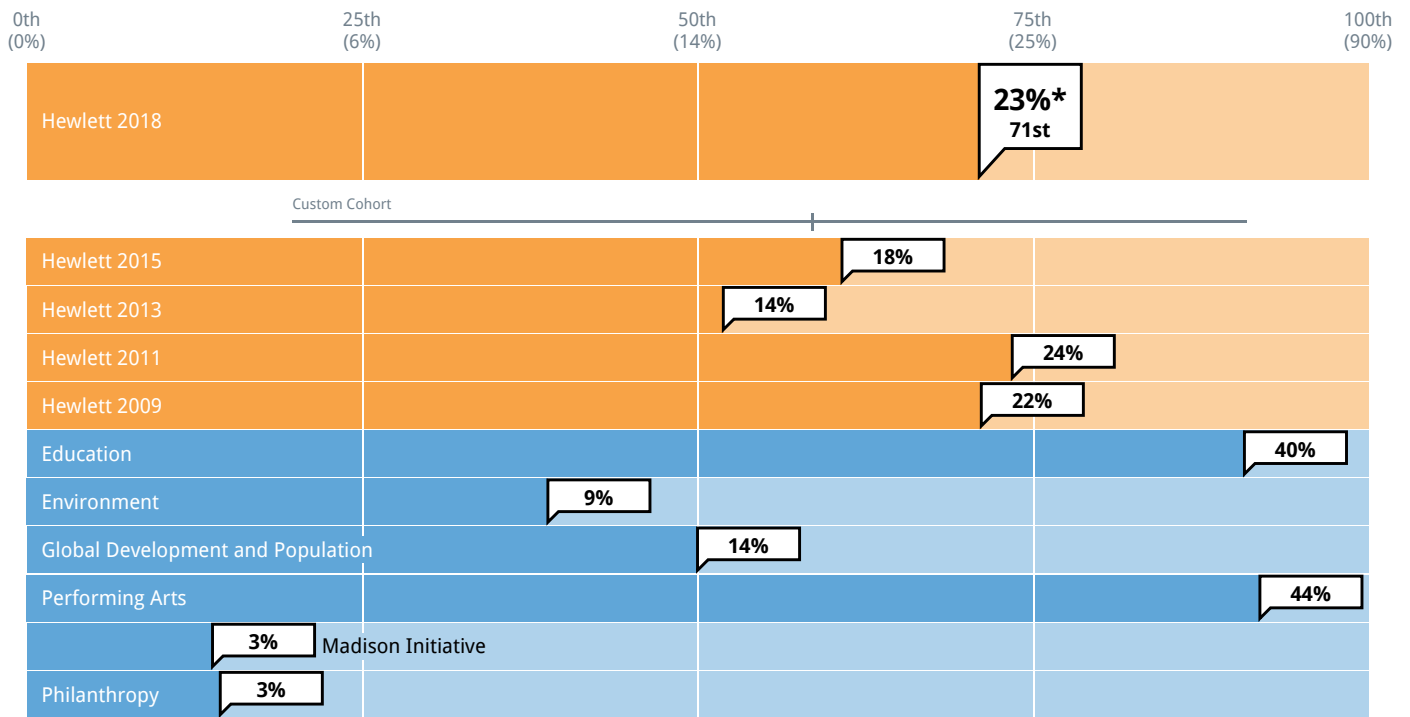
Initiation of Contact with Program Officer	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Program Officer	11%	11%	11%	10%	9%	15%	12%
Both of equal frequency	52%	59%	58%	61%	51%	50%	50%
Grantee	37%	31%	31%	29%	40%	35%	38%

Initiation of Contact with Program Officer (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Program Officer	15%	7%		10%	8%	15%
Both of equal frequency	51%	47%		54%	66%	71%
Grantee	34%	45%		37%	25%	15%

Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



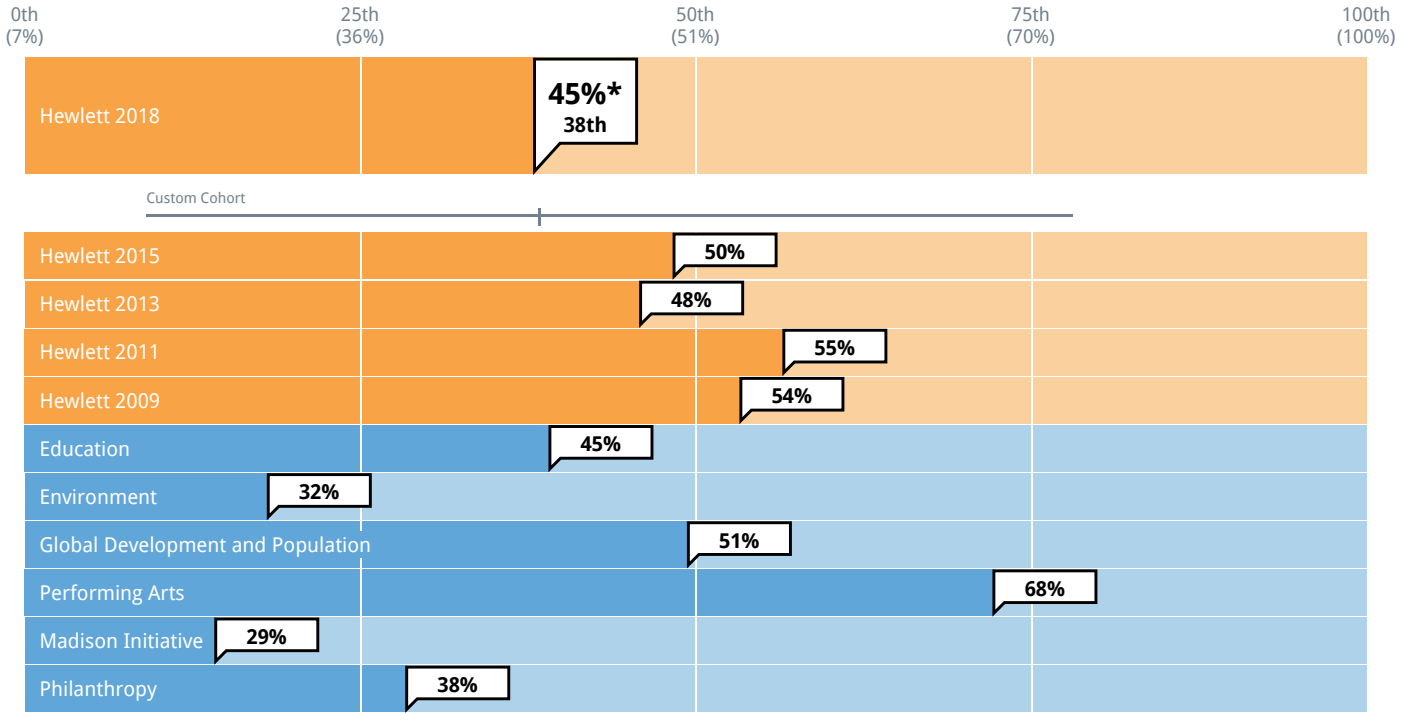
Cohort:

Past results: On Off

Subgroup:

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort ▼

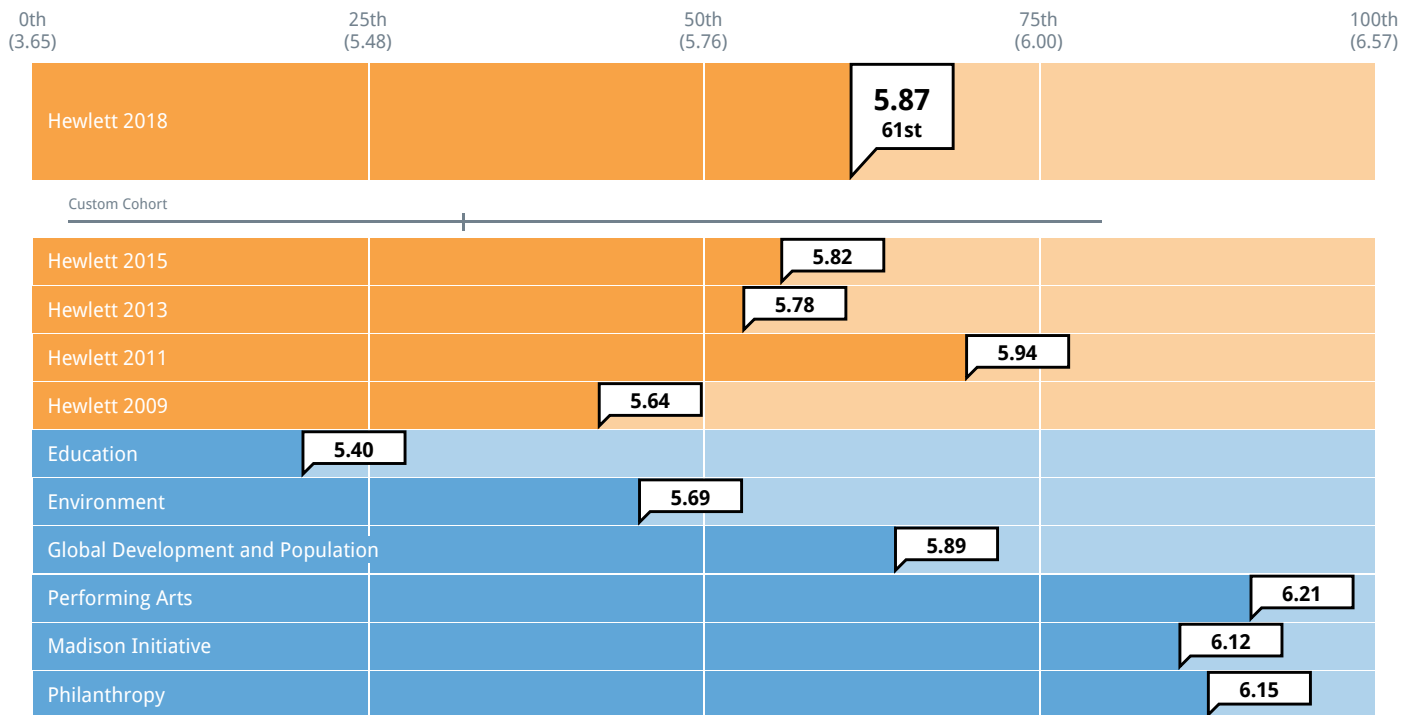
Past results: On Off

Subgroup: Program Area ▼

Foundation Communication

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

1 = Not at all clearly 7 = Extremely clearly



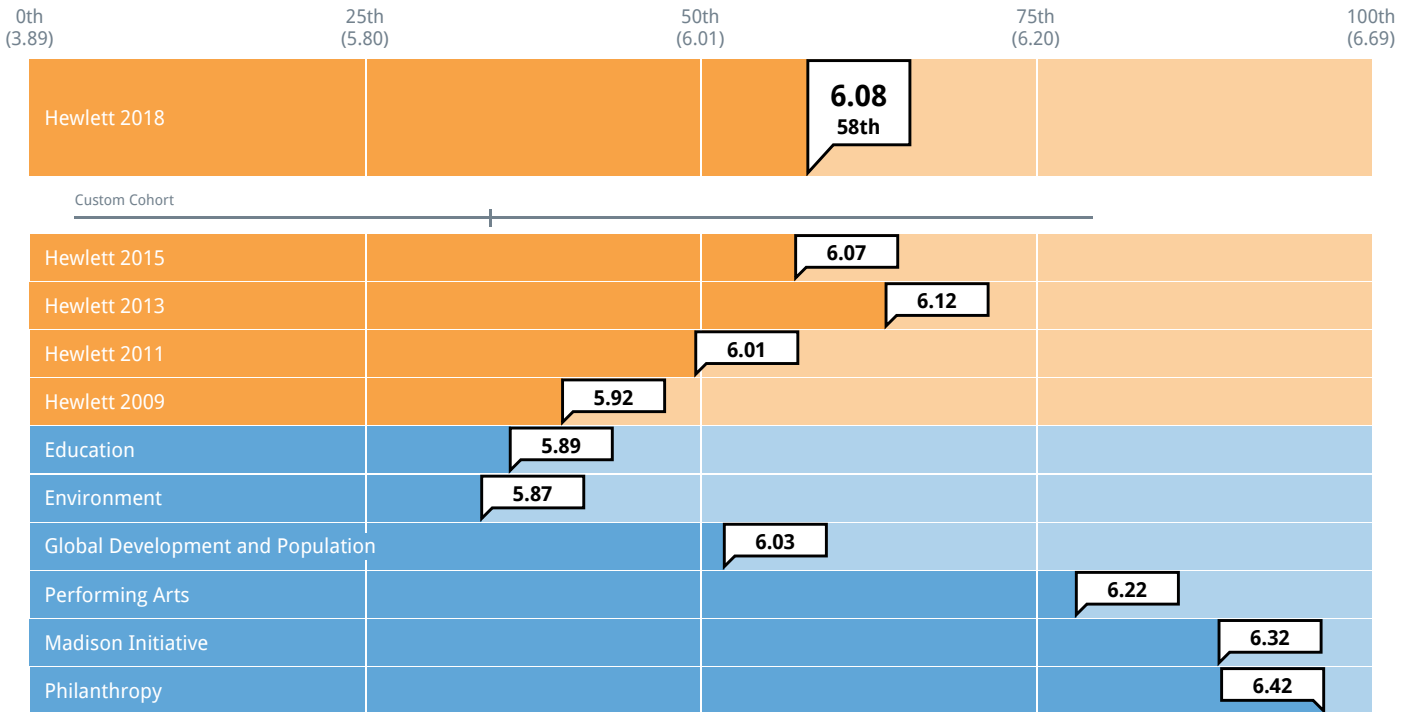
Cohort:

Past results: On Off

Subgroup:

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

1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort

Past results: On Off

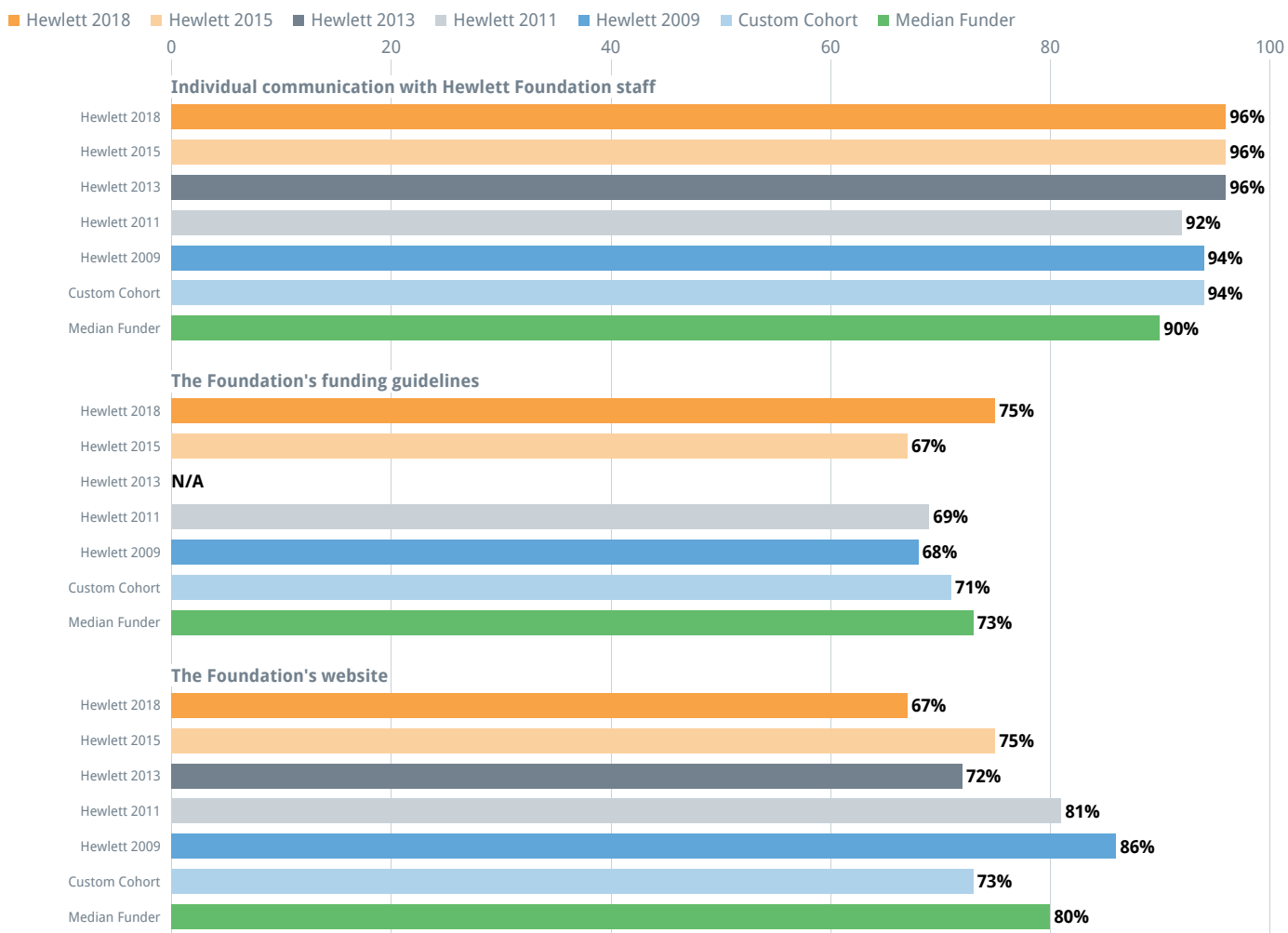
Subgroup: Program Area

Communication Resources

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

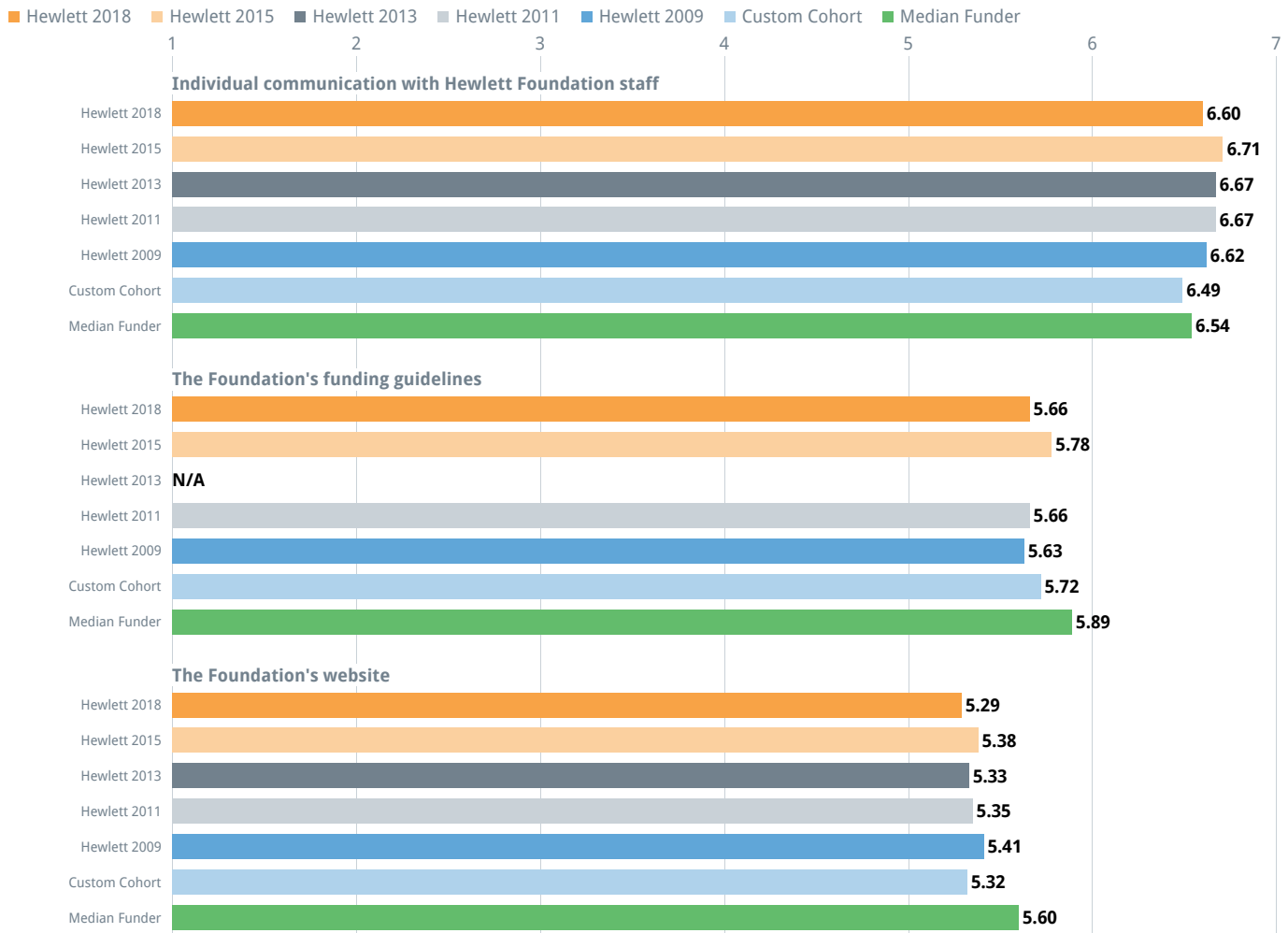
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources



Helpfulness of Communication Resources

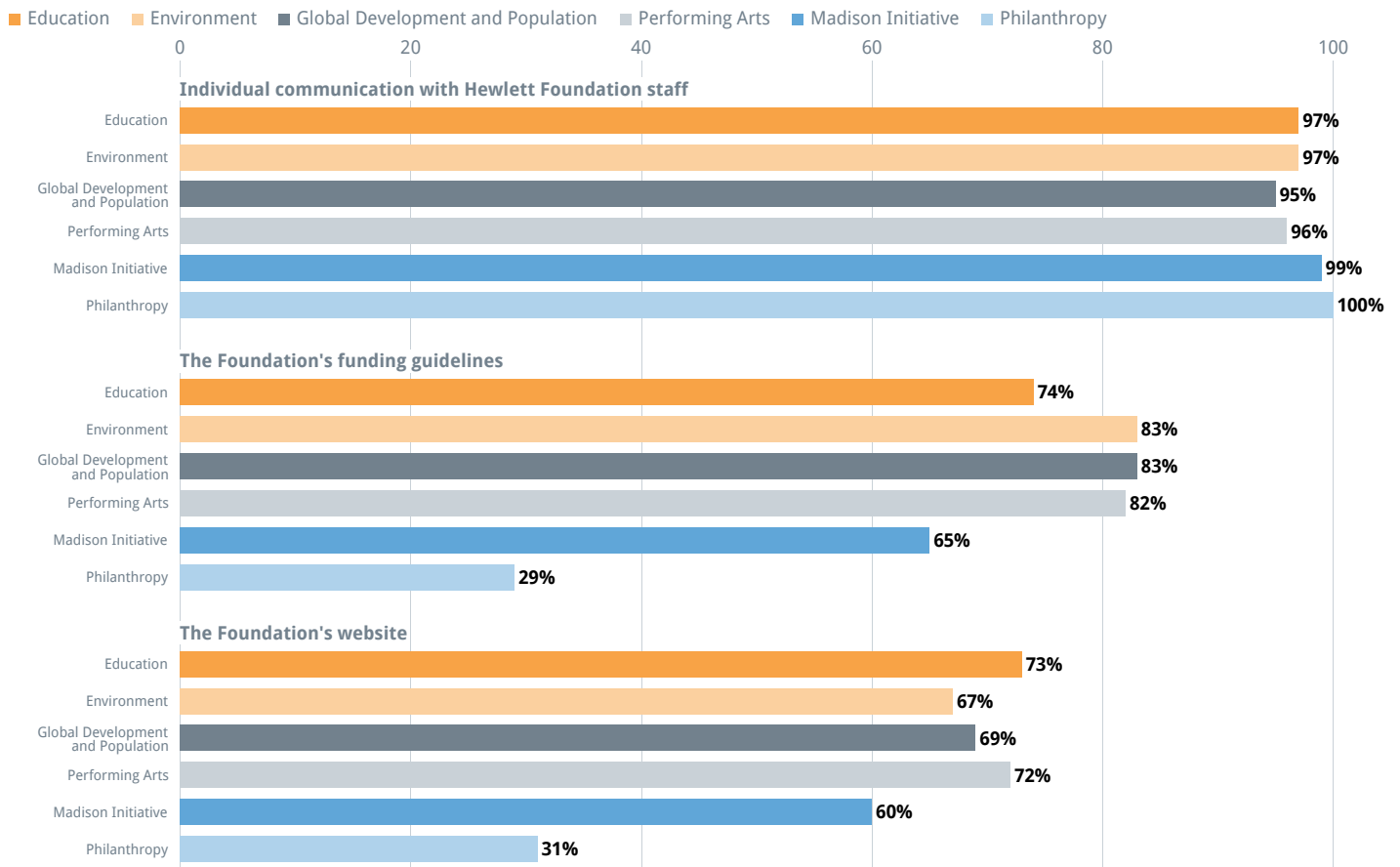
1 = Not at all helpful 7 = Extremely helpful



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

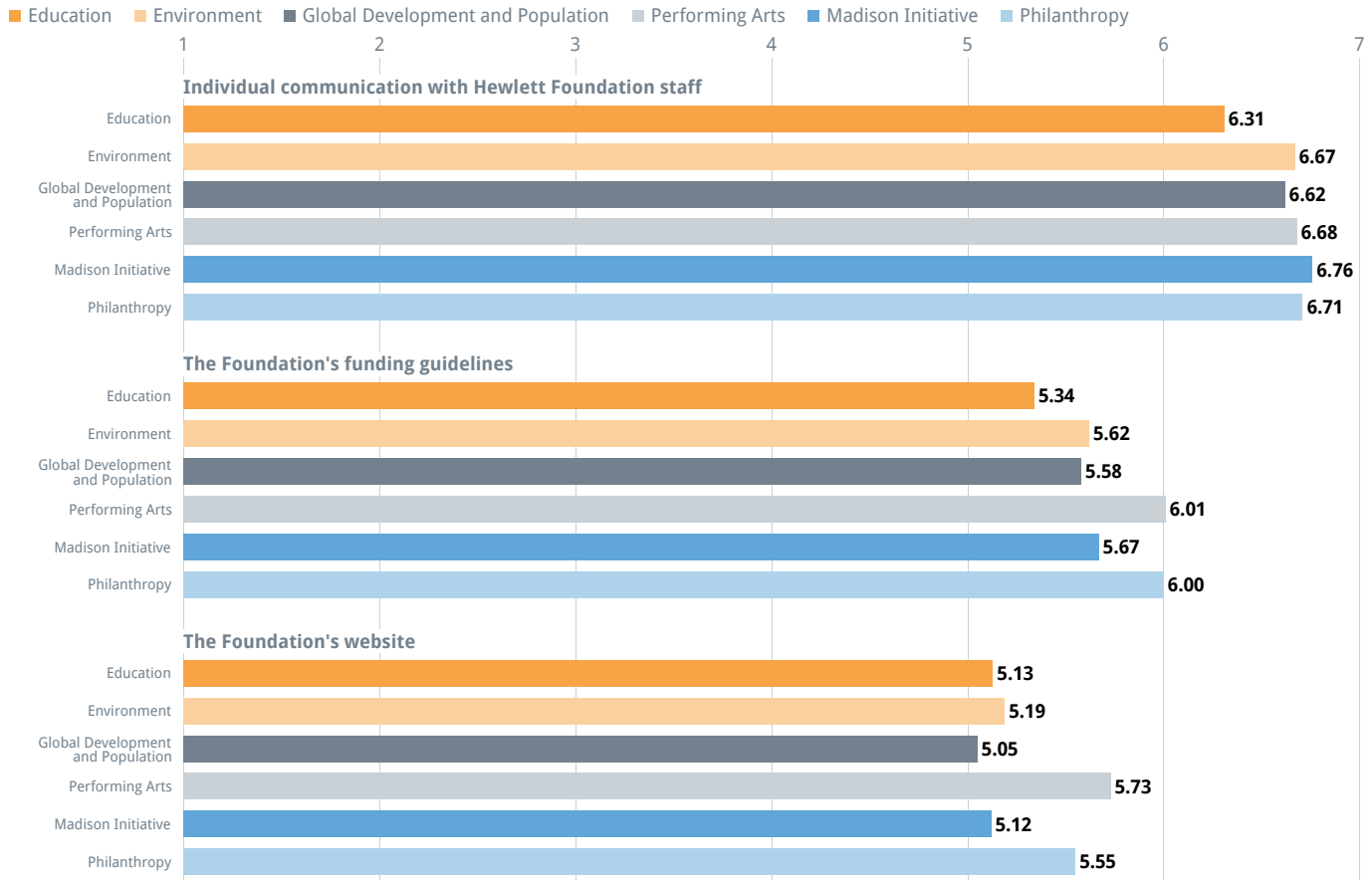
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - By Subgroup



Helpfulness of Communication Resources - By Subgroup

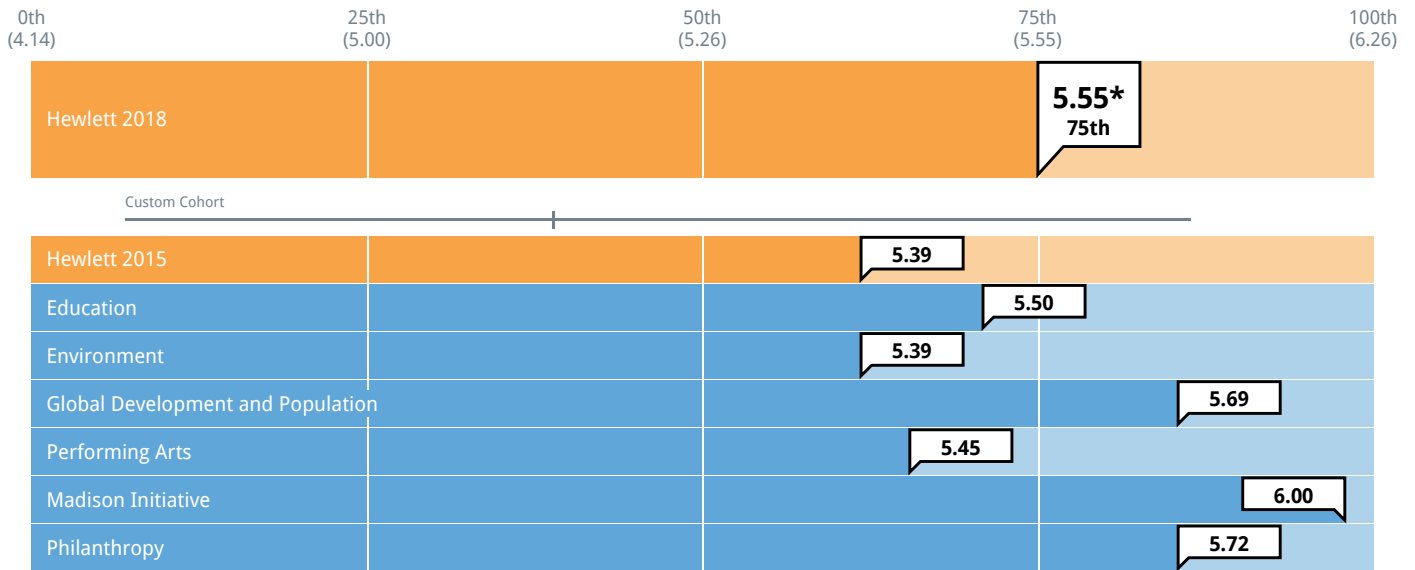
1 = Not at all helpful 7 = Extremely helpful



Openness

To what extent is the Hewlett Foundation open to ideas from grantees about its strategy?

1 = Not at all 7 = To a great extent



Cohort:

Past results: On Off

Subgroup:

Top Predictors of Relationships

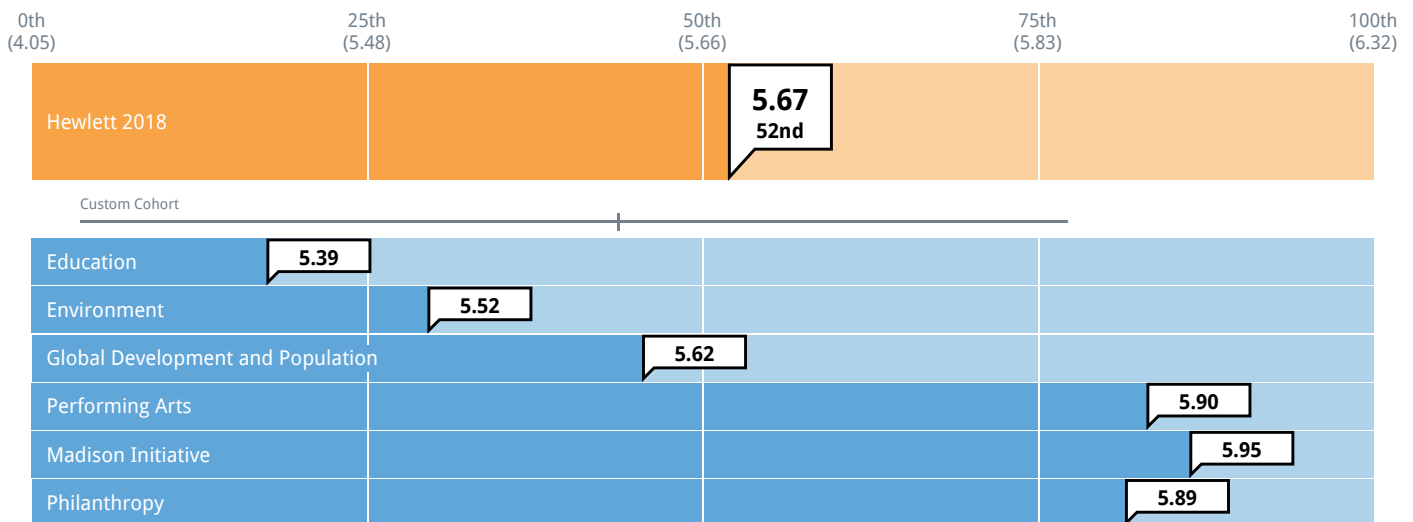
CEP's research has shown that strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

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

Understanding Measure

1 = Very negative 7 = Very positive



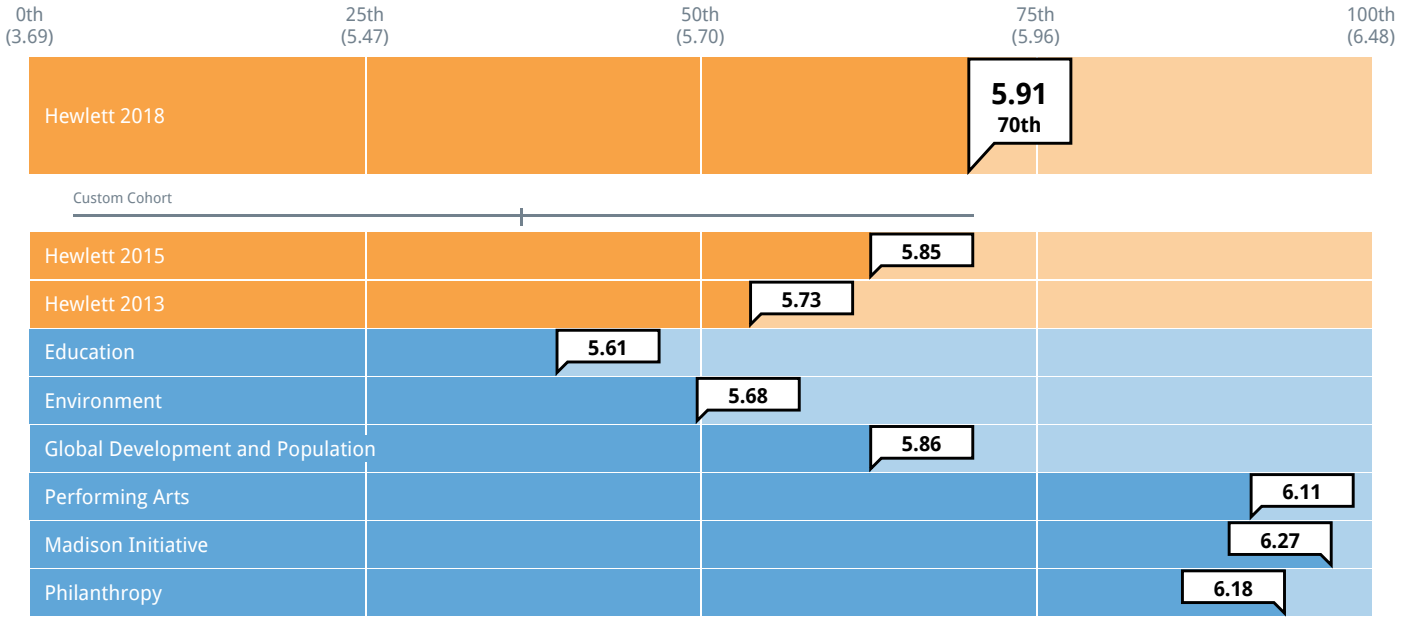
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

Overall, how transparent is the Hewlett Foundation with your organization?

1 = Not at all transparent 7 = Extremely transparent



Cohort: ▼

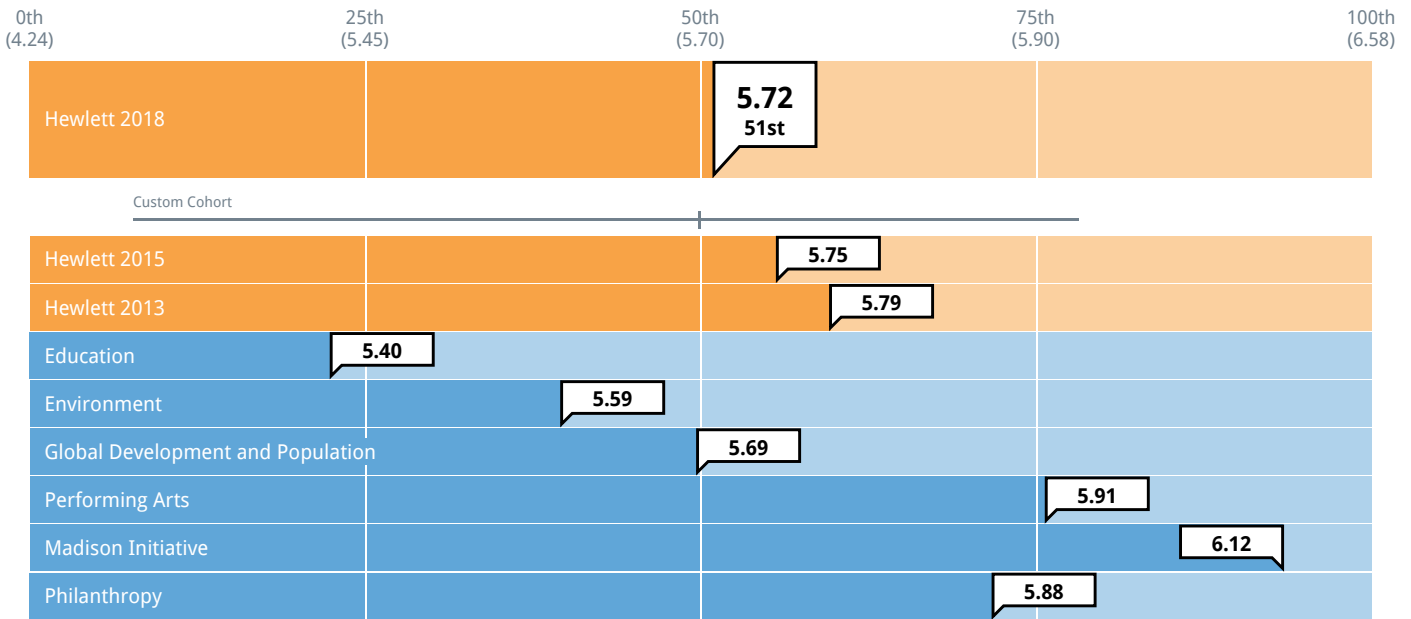
Past results: On Off

Subgroup: ▼

Beneficiary and Contextual Understanding

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

1 = Limited understanding 7 = Thorough understanding

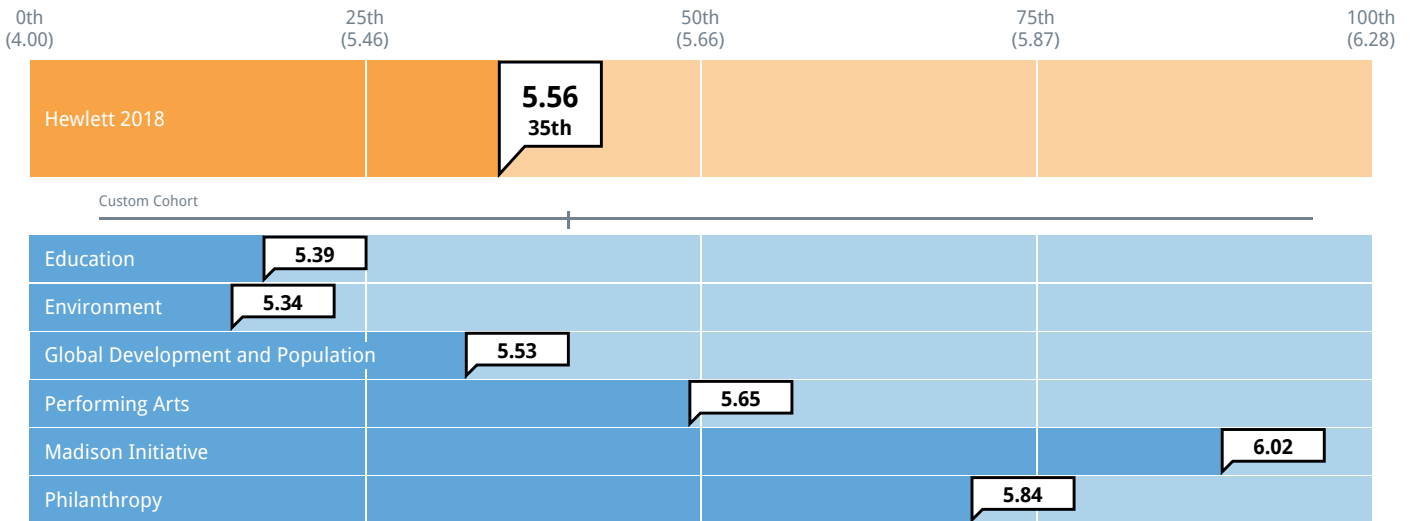


Cohort: Past results: On Off Subgroup:

In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, or participants.

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

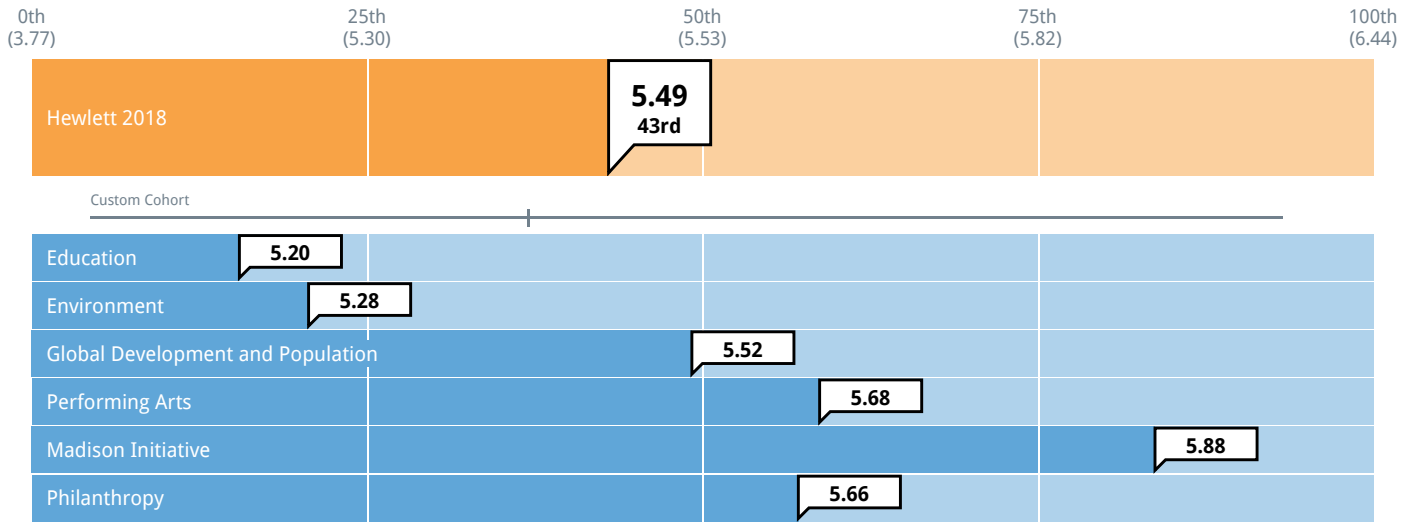
1 = Limited understanding 7 = Thorough understanding



Cohort: Past results: On Off Subgroup:

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

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort ▼

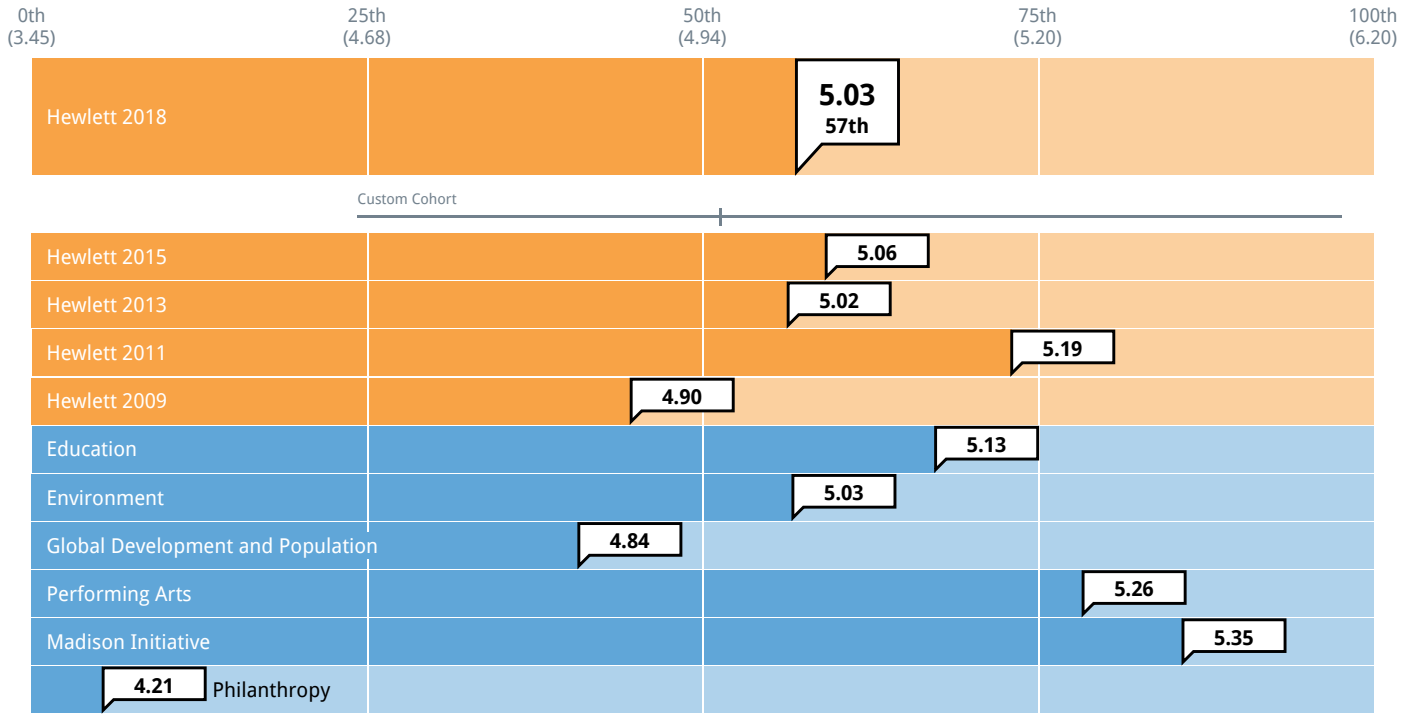
Past results: On Off

Subgroup: Program Area ▼

Grant Processes

How helpful was participating in the Hewlett Foundation's selection process in strengthening the organization/program funded by the grant?

1 = Not at all helpful 7 = Extremely helpful



Cohort: Custom Cohort ▼

Past results: On Off

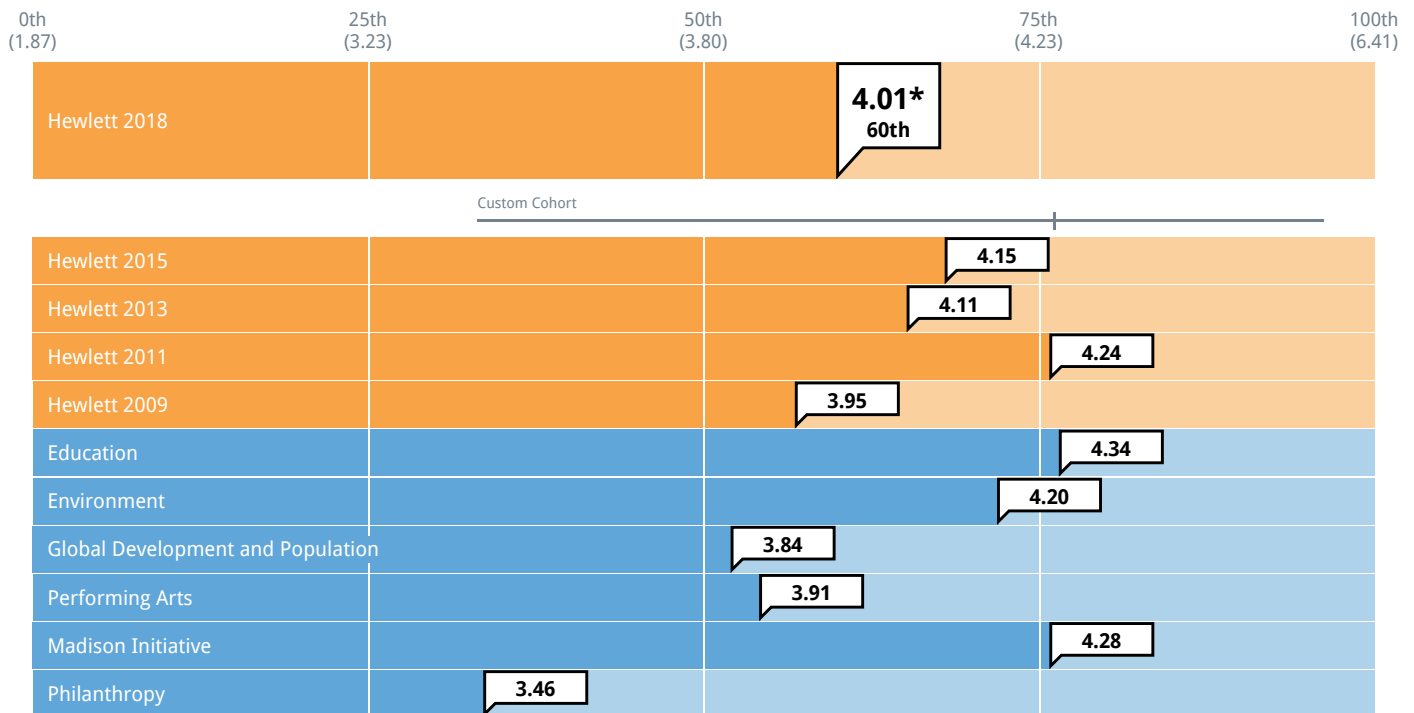
Subgroup: Program Area ▼

Selection Process

Did you submit a proposal for this grant?	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Submitted a Proposal	96%	98%	97%	96%	97%	94%	96%
Did Not Submit a Proposal	4%	2%	3%	4%	3%	6%	4%

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

1 = No involvement 7 = Substantial involvement



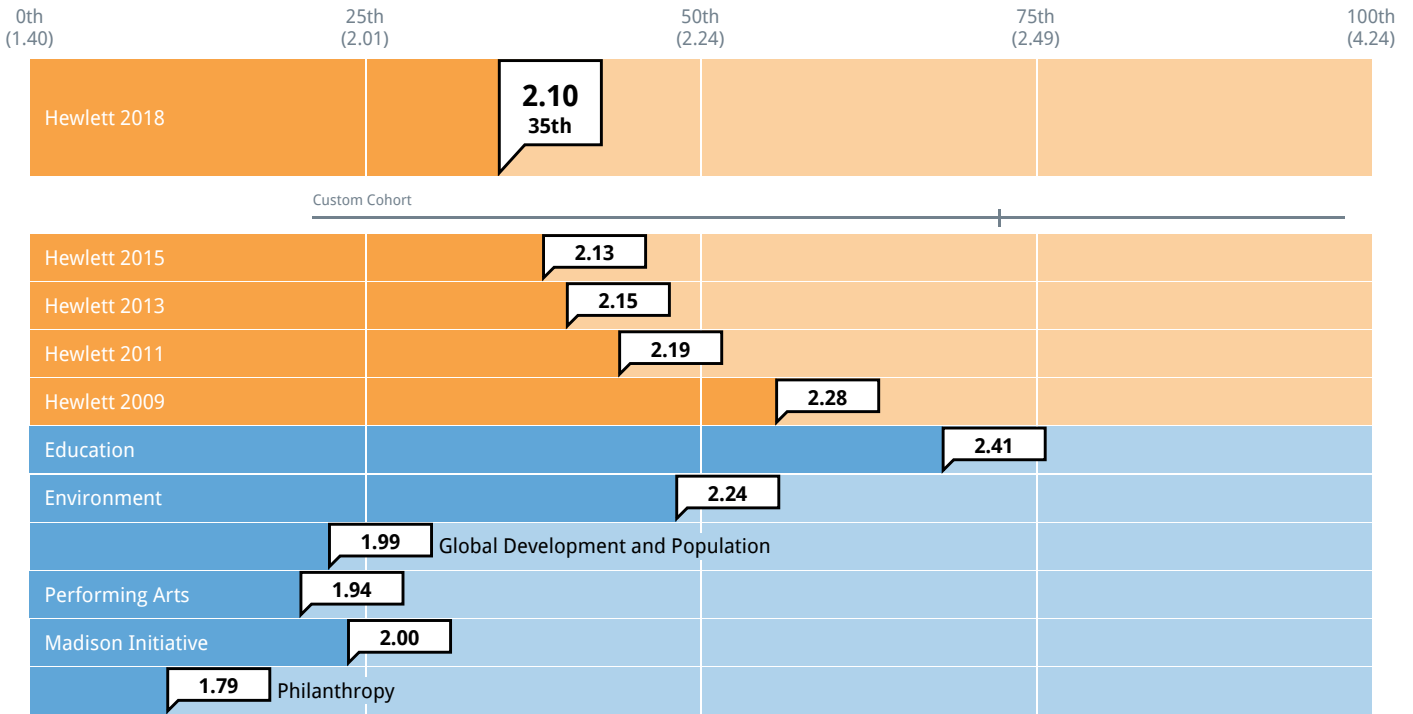
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

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

1 = No pressure 7 = Significant pressure



Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

Time Between Submission and Clear Commitment

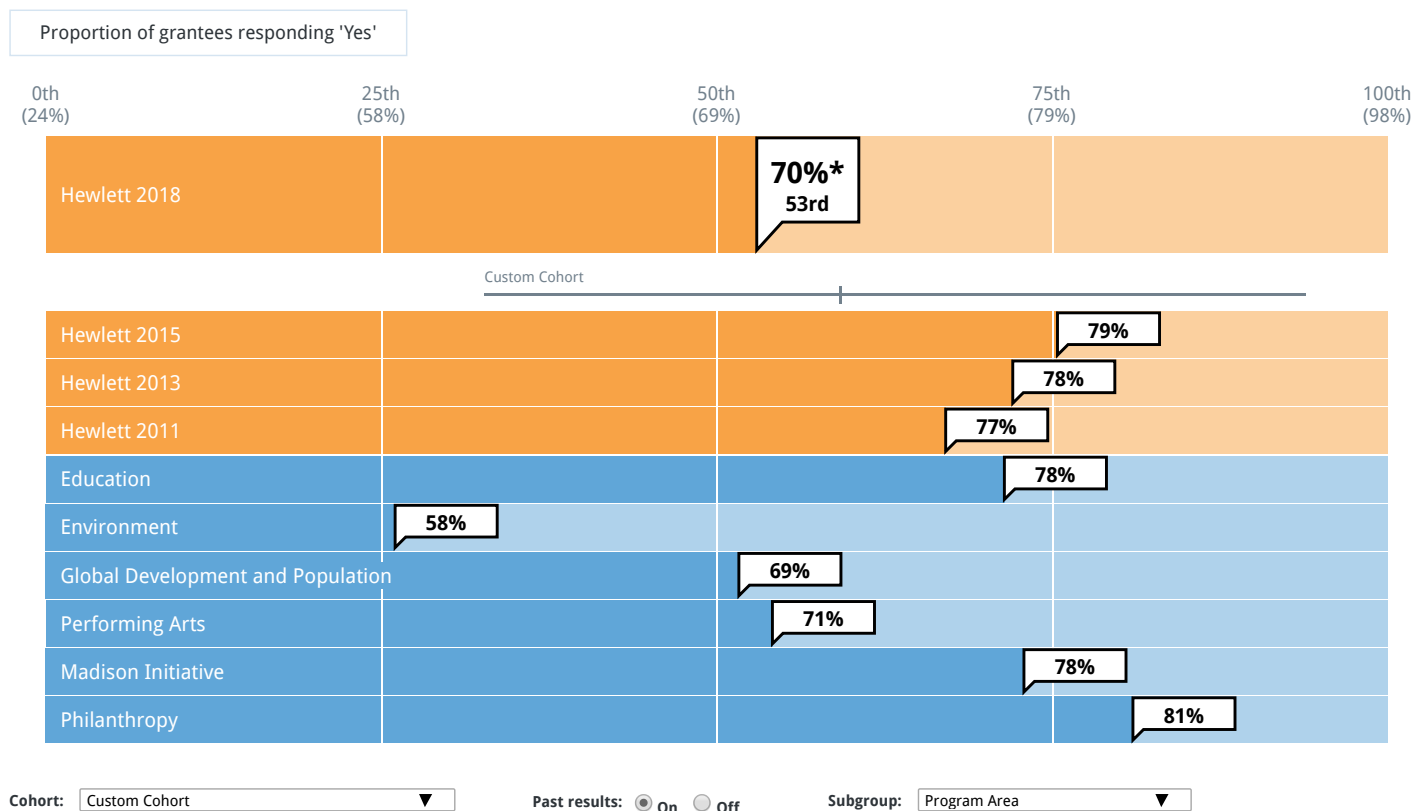
“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Less than 1 month	13%	6%	8%	5%	5%	6%	7%
1 - 3 months	65%	64%	62%	50%	47%	56%	51%
4 - 6 months	19%	24%	26%	39%	41%	29%	28%
7 - 9 months	2%	3%	2%	4%	5%	5%	7%
10 - 12 months	0%	1%	1%	2%	2%	2%	3%
More than 12 months	1%	1%	0%	1%	1%	2%	3%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Less than 1 month	13%	21%	13%	5%	16%	18%
1 - 3 months	57%	65%	71%	60%	71%	77%
4 - 6 months	28%	11%	12%	30%	11%	5%
7 - 9 months	3%	2%	3%	3%	2%	0%
10 - 12 months	0%	1%	0%	1%	0%	0%
More than 12 months	0%	1%	1%	1%	0%	0%

Reporting and Evaluation Process

At any point during the application or the grant period, did the Hewlett Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?



The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

Participation in Reporting and/or Evaluation Processes	Hewlett 2018	Average Funder	Custom Cohort
Participated in a reporting process only	62%	56%	63%
Participated in an evaluation process only	1%	1%	1%
Participated in both a reporting and an evaluation process	25%	32%	26%
Participated in neither a reporting nor an evaluation process	12%	12%	10%

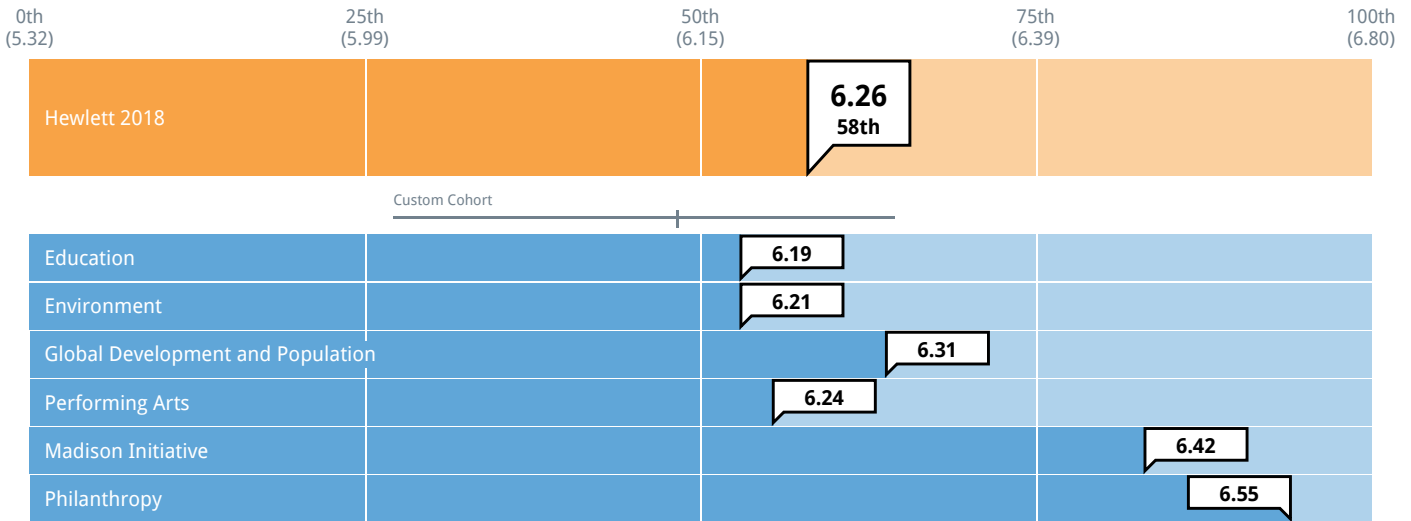
Participation in Reporting and/or Evaluation Processes (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Participated in a reporting process only	66%	59%	62%	62%	54%	74%
Participated in an evaluation process only	1%	1%	0%	0%	0%	0%
Participated in both a reporting and an evaluation process	25%	24%	24%	33%	28%	17%
Participated in neither a reporting nor an evaluation process	9%	15%	14%	5%	18%	9%

Reporting Process

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

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

1 = Not at all 7 = To a great extent



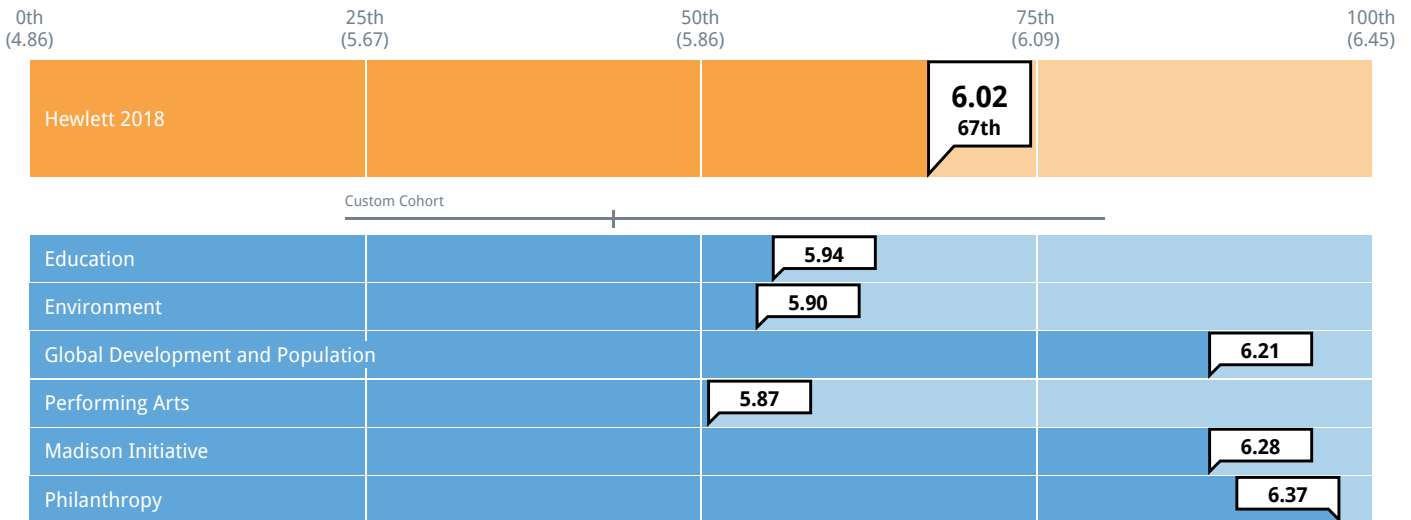
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

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

1 = Not at all 7 = To a great extent



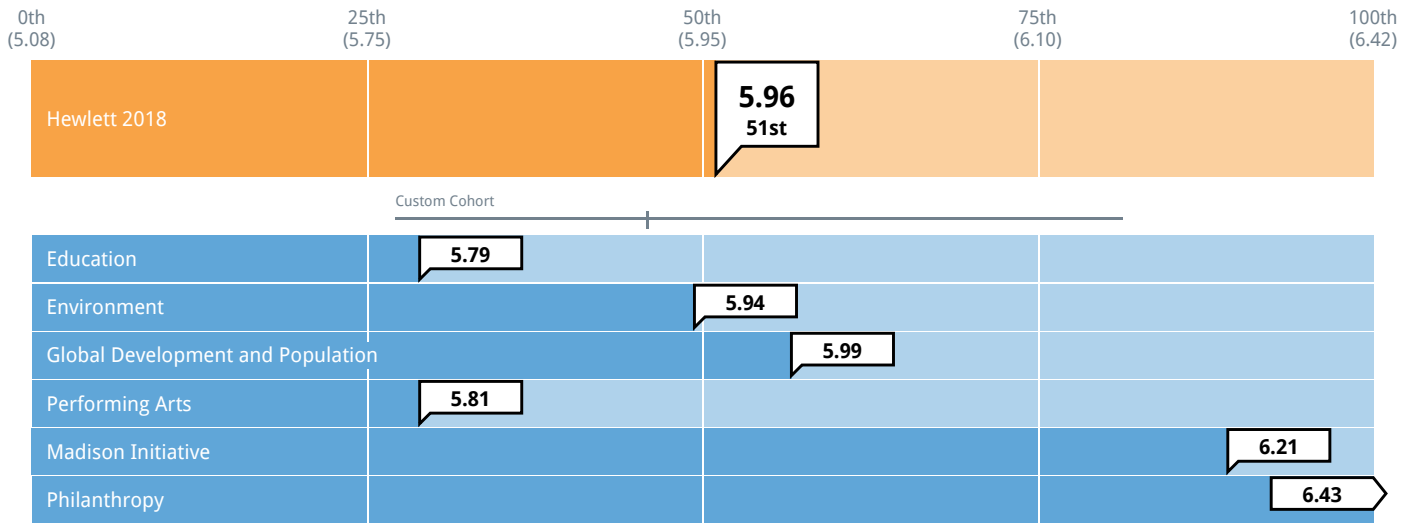
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

To what extent was the Hewlett Foundation's reporting process aligned appropriately to the timing of your work?

1 = Not at all 7 = To a great extent



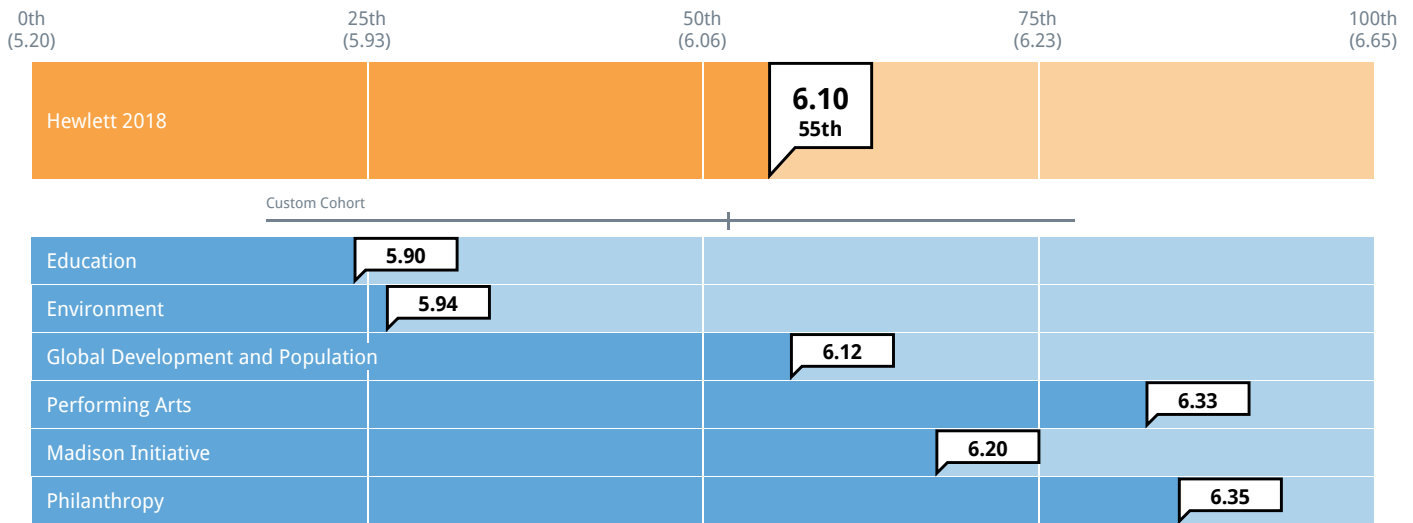
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

To what extent was the Hewlett Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

1 = Not at all 7 = To a great extent



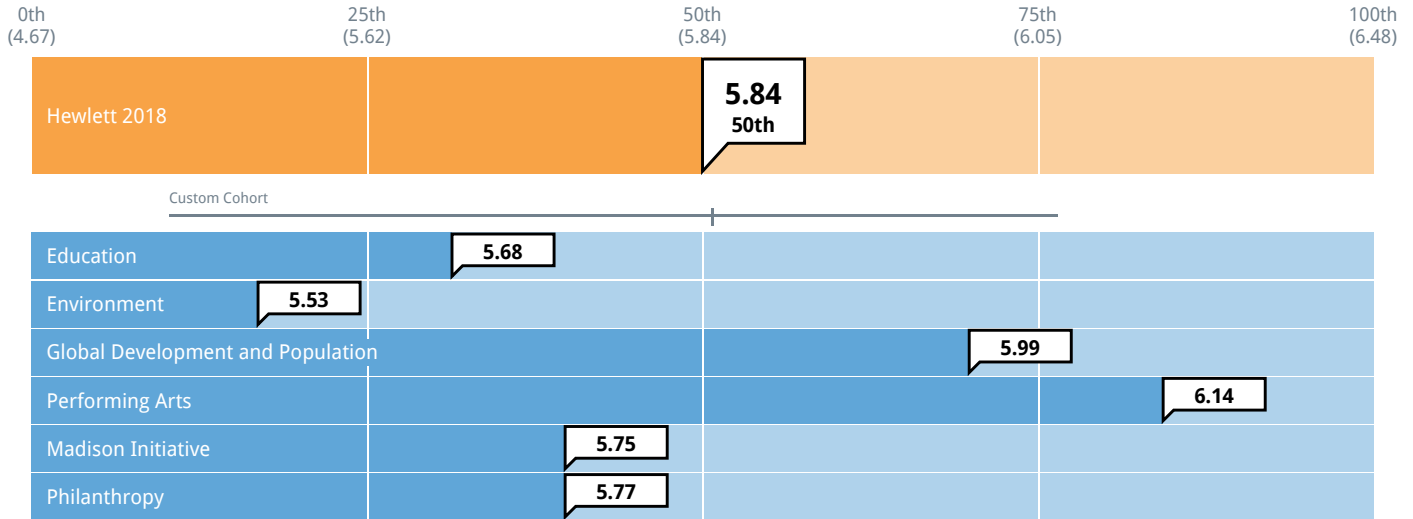
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

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

1 = Not at all 7 = To a great extent



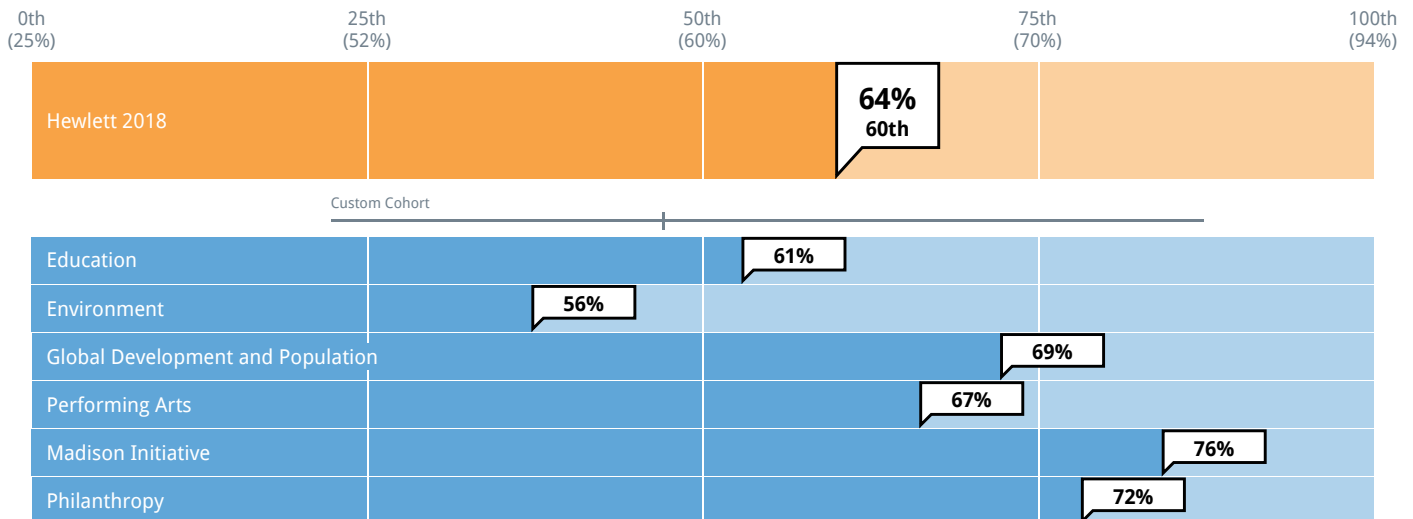
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

At any point have you had a substantive discussion with the Hewlett Foundation about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

Evaluation Process

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

"Who was primarily responsible for carrying out the evaluation?"	Hewlett 2018	Average Funder	Custom Cohort
Evaluation staff at the Hewlett Foundation	16%	21%	20%
Evaluation staff at your organization	37%	51%	38%
External evaluator, chosen by the Hewlett Foundation	31%	14%	27%
External evaluator, chosen by your organization	16%	14%	15%

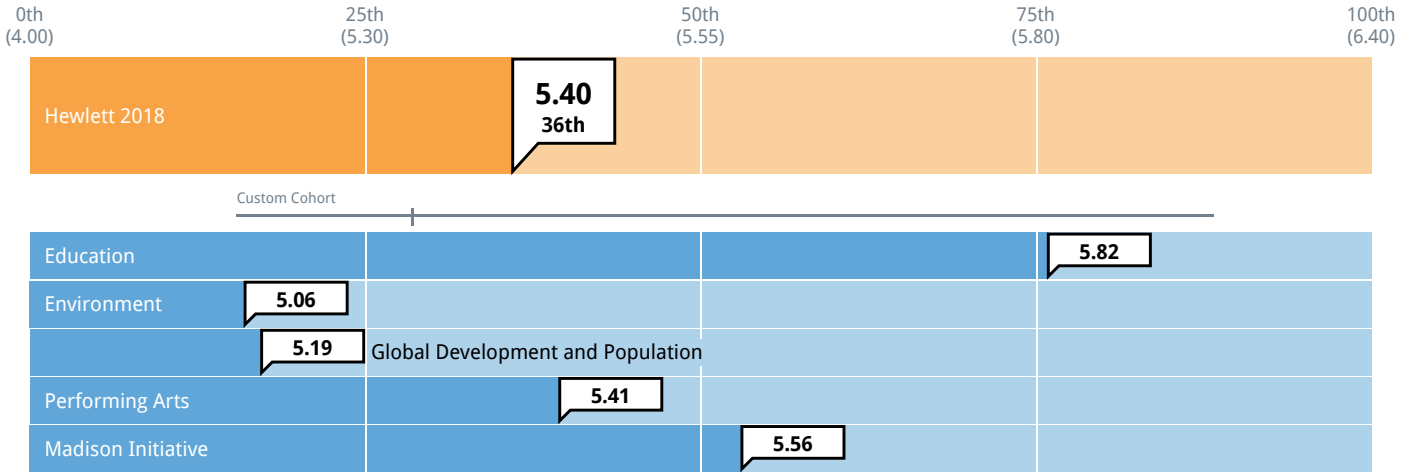
"Who was primarily responsible for carrying out the evaluation?" (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Evaluation staff at the Hewlett Foundation	13%	13%	5%	24%	38%	17%
Evaluation staff at your organization	29%	26%	22%	55%	31%	50%
External evaluator, chosen by the Hewlett Foundation	29%	52%	41%	22%	25%	33%
External evaluator, chosen by your organization	29%	9%	32%	0%	6%	0%

"Did the Hewlett Foundation provide financial support for the evaluation?"	Hewlett 2018	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by the Hewlett Foundation	47%	34%	48%
Yes, the evaluation's costs were partially funded by the Hewlett Foundation	12%	17%	18%
No, the evaluation's costs were not funded by the Hewlett Foundation	41%	49%	34%

"Did the Hewlett Foundation provide financial support for the evaluation?" (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Yes, the evaluation's costs were fully funded by the Hewlett Foundation	72%	61%	49%	28%	44%	N/A
Yes, the evaluation's costs were partially funded by the Hewlett Foundation	8%	0%	24%	9%	6%	N/A
No, the evaluation's costs were not funded by the Hewlett Foundation	20%	39%	27%	63%	50%	N/A

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

1 = Not at all 7 = To a great extent



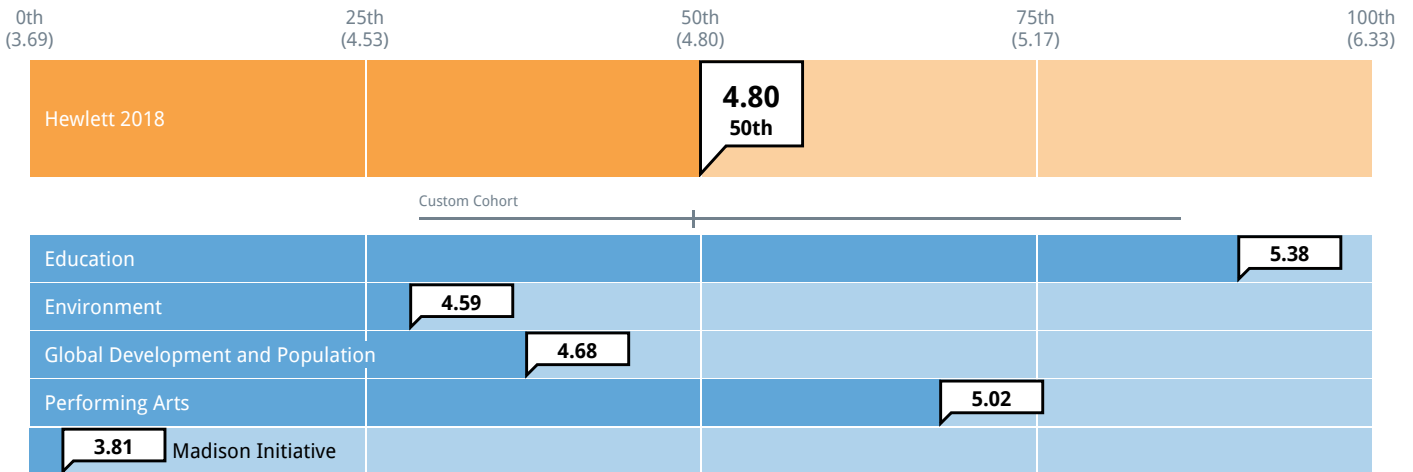
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

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

1 = Not at all 7 = To a great extent



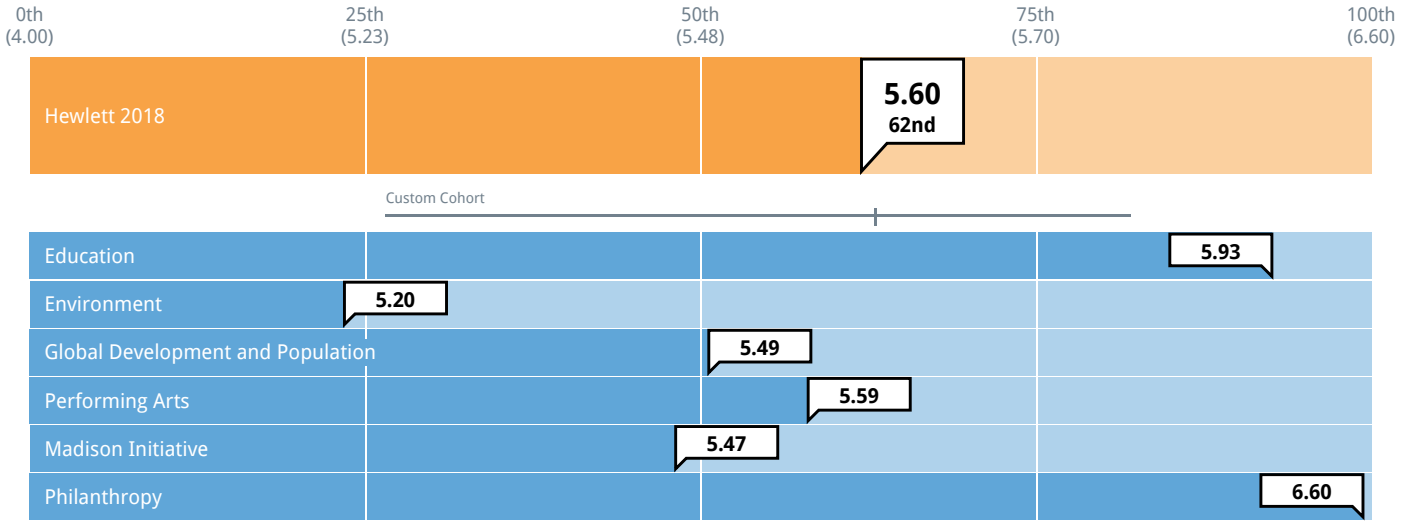
Cohort: Custom Cohort

Past results: On Off

Subgroup: Program Area

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

1 = Not at all 7 = To a great extent



Cohort:

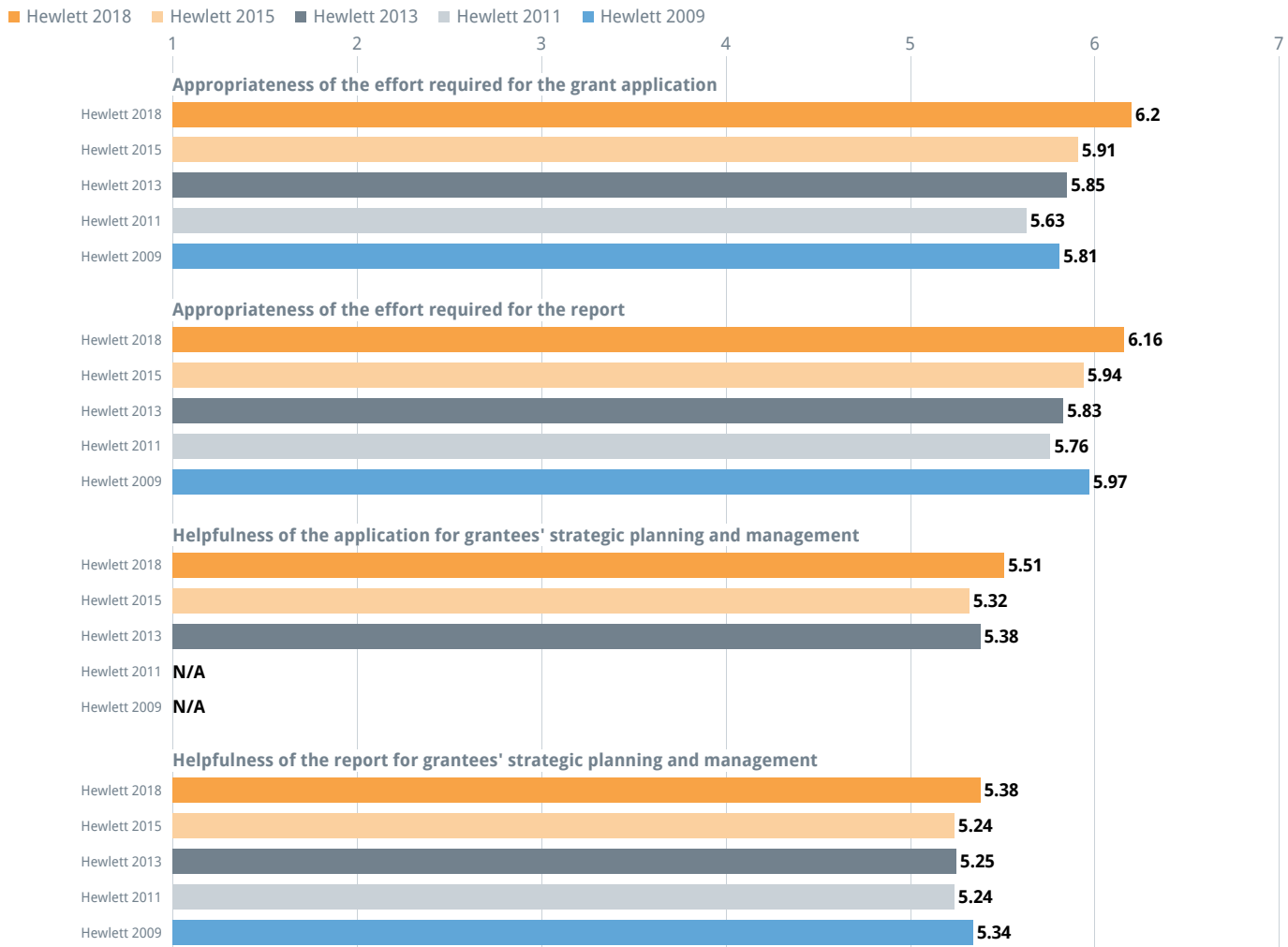
Past results: On Off

Subgroup:

Additional Questions Related to Grant Processes

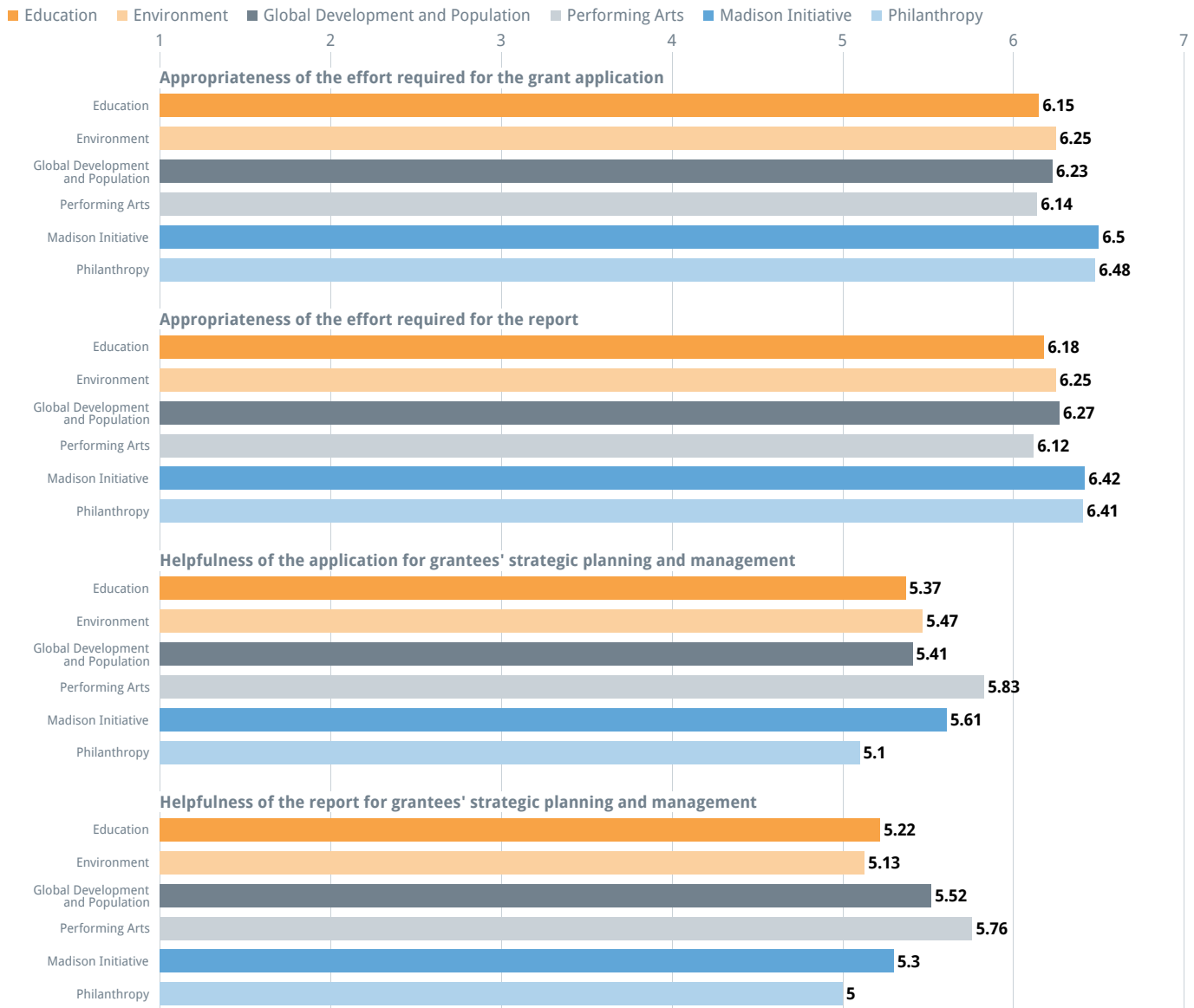
How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements.

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



How strongly do you agree or disagree with the following statements about your experience with Hewlett's application and reporting requirements. - By Subgroup

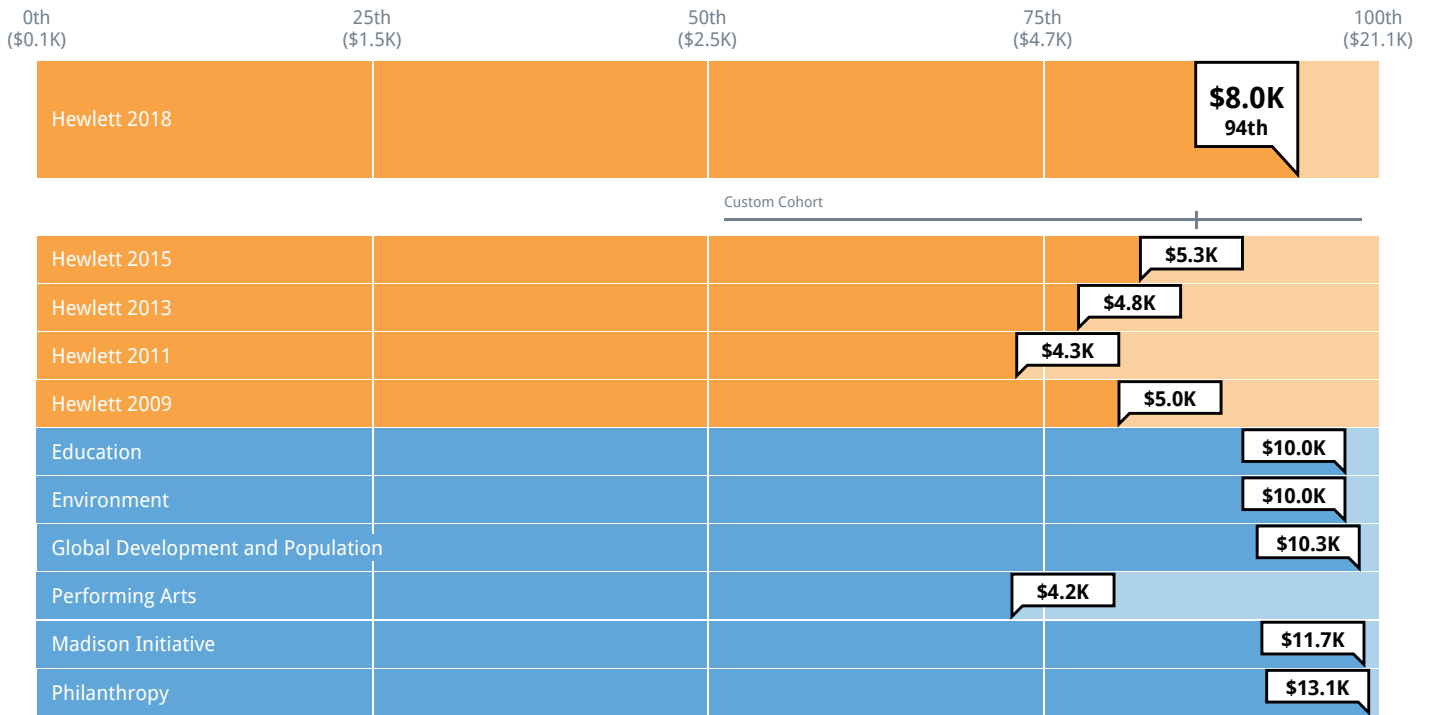
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

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

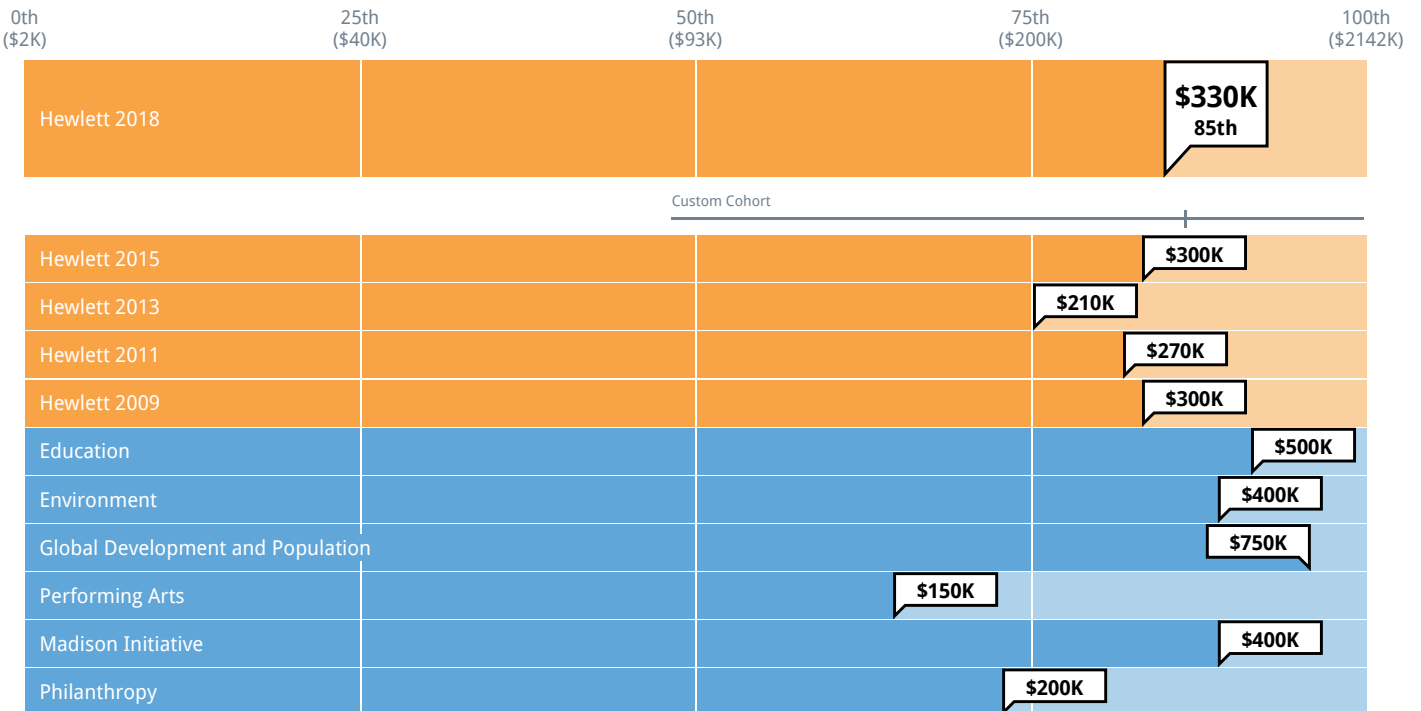


Cohort:

Past results: On Off

Subgroup:

Median Grant Size

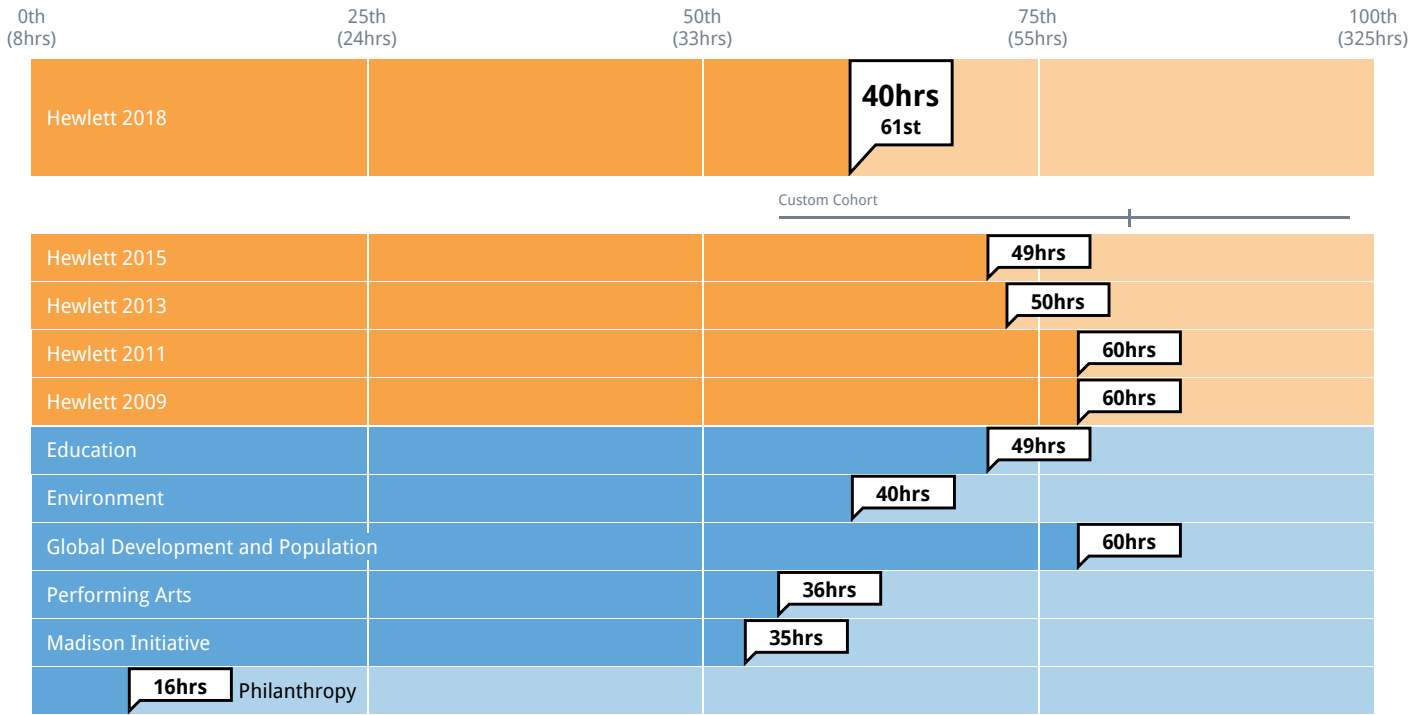


Cohort:

Past results: On Off

Subgroup:

Median hours spent by grantees on funder requirements over grant lifetime



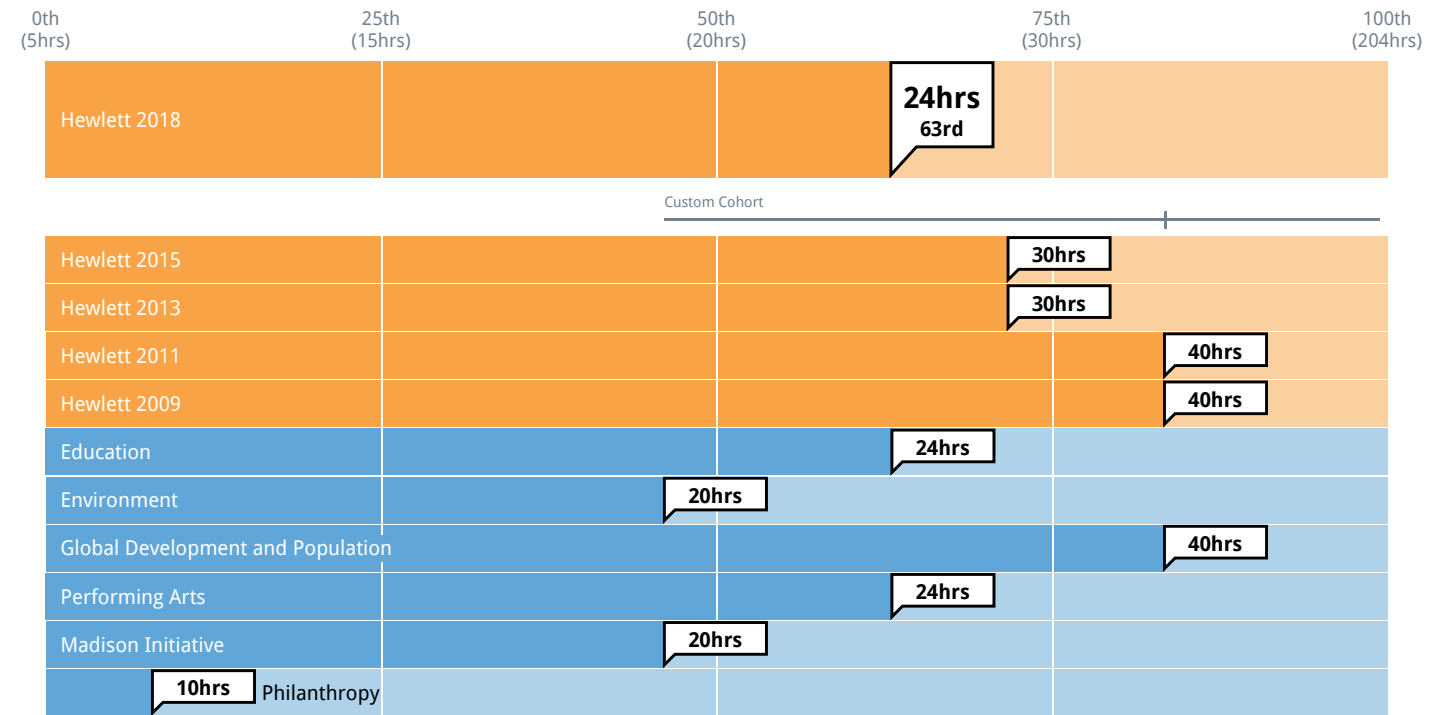
Cohort: Custom Cohort ▼

Past results: On Off

Subgroup: Program Area ▼

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process



Cohort:

Past results: On Off

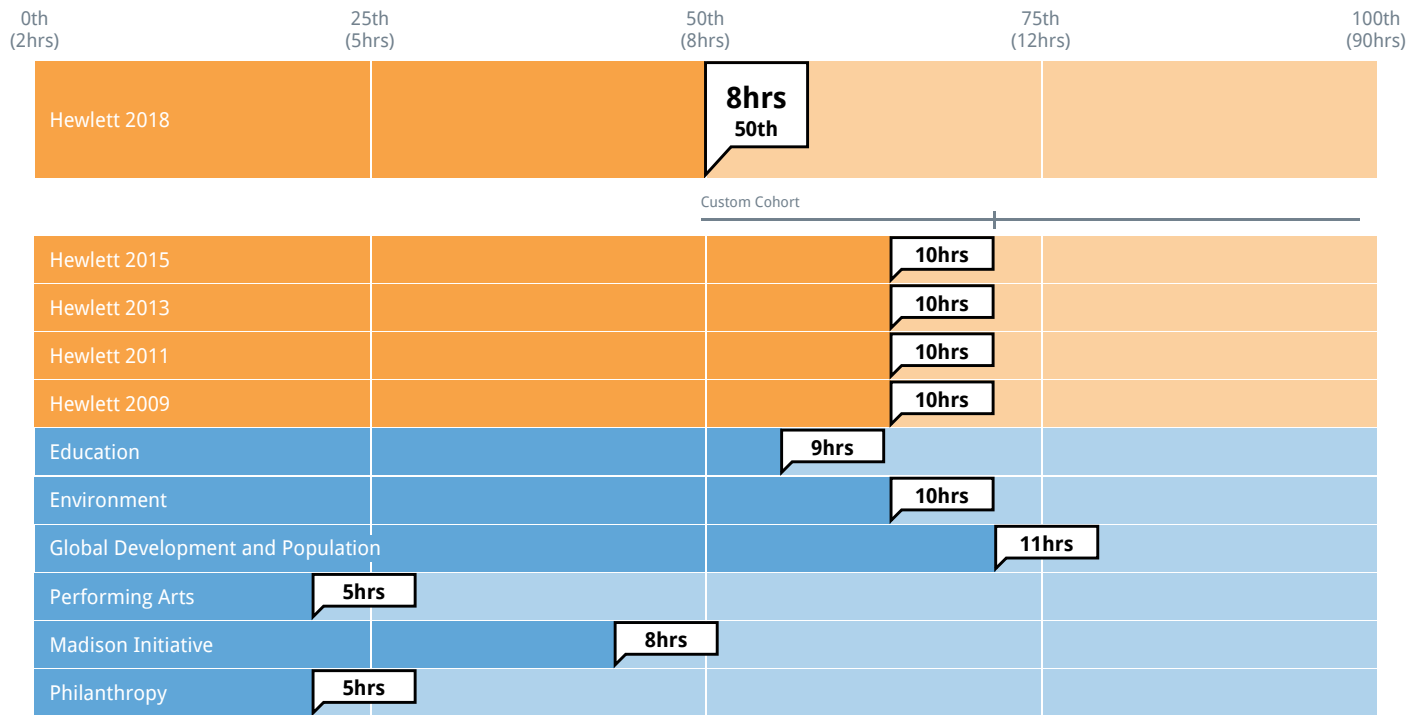
Subgroup:

Time Spent On Proposal And Selection Process	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 to 9 hours	13%	9%	8%	6%	7%	20%	8%
10 to 19 hours	21%	19%	17%	13%	13%	21%	12%
20 to 29 hours	21%	18%	21%	17%	17%	18%	15%
30 to 39 hours	10%	10%	11%	10%	12%	8%	9%
40 to 49 hours	13%	18%	15%	18%	18%	12%	16%
50 to 99 hours	13%	15%	19%	22%	19%	11%	18%
100 to 199 hours	7%	8%	7%	9%	11%	6%	15%
200+ hours	3%	4%	3%	5%	3%	4%	8%

Time Spent On Proposal And Selection Process (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
1 to 9 hours	10%	11%	8%	13%	14%	43%
10 to 19 hours	16%	23%	17%	25%	30%	21%
20 to 29 hours	27%	24%	16%	20%	16%	25%
30 to 39 hours	9%	10%	8%	16%	11%	11%
40 to 49 hours	12%	14%	13%	14%	13%	0%
50 to 99 hours	13%	15%	17%	10%	14%	0%
100 to 199 hours	10%	3%	13%	3%	2%	0%
200+ hours	2%	0%	8%	0%	0%	0%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year



Cohort:

Past results: On Off

Subgroup:

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 to 9 hours	54%	46%	44%	43%	43%	52%	40%
10 to 19 hours	22%	21%	25%	25%	27%	20%	23%
20 to 29 hours	13%	14%	14%	13%	13%	11%	14%
30 to 39 hours	3%	4%	4%	5%	5%	4%	5%
40 to 49 hours	3%	6%	4%	5%	4%	4%	5%
50 to 99 hours	3%	5%	6%	6%	5%	5%	7%
100+ hours	2%	4%	2%	3%	3%	5%	6%

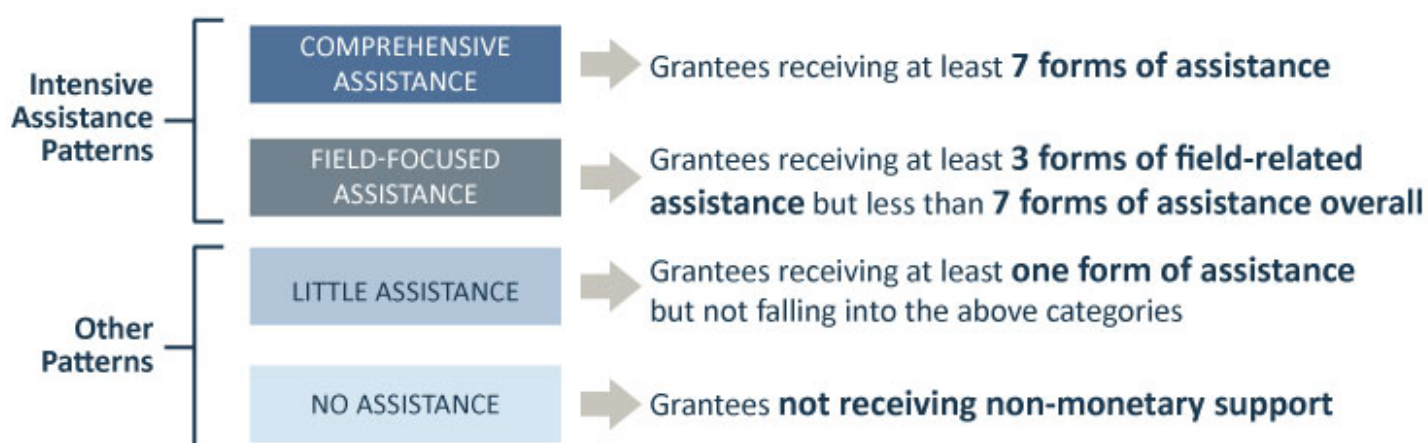
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
1 to 9 hours	52%	41%	40%	75%	62%	78%
10 to 19 hours	21%	24%	27%	17%	16%	11%
20 to 29 hours	18%	20%	13%	7%	10%	4%
30 to 39 hours	5%	3%	4%	0%	6%	0%
40 to 49 hours	1%	6%	5%	1%	2%	4%
50 to 99 hours	2%	4%	6%	0%	4%	4%
100+ hours	2%	2%	5%	1%	0%	0%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following fourteen types of assistance provided directly or paid for by Hewlett.

Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Hewlett facilities
	Provided seminars/forums/convenings	Staff/management training

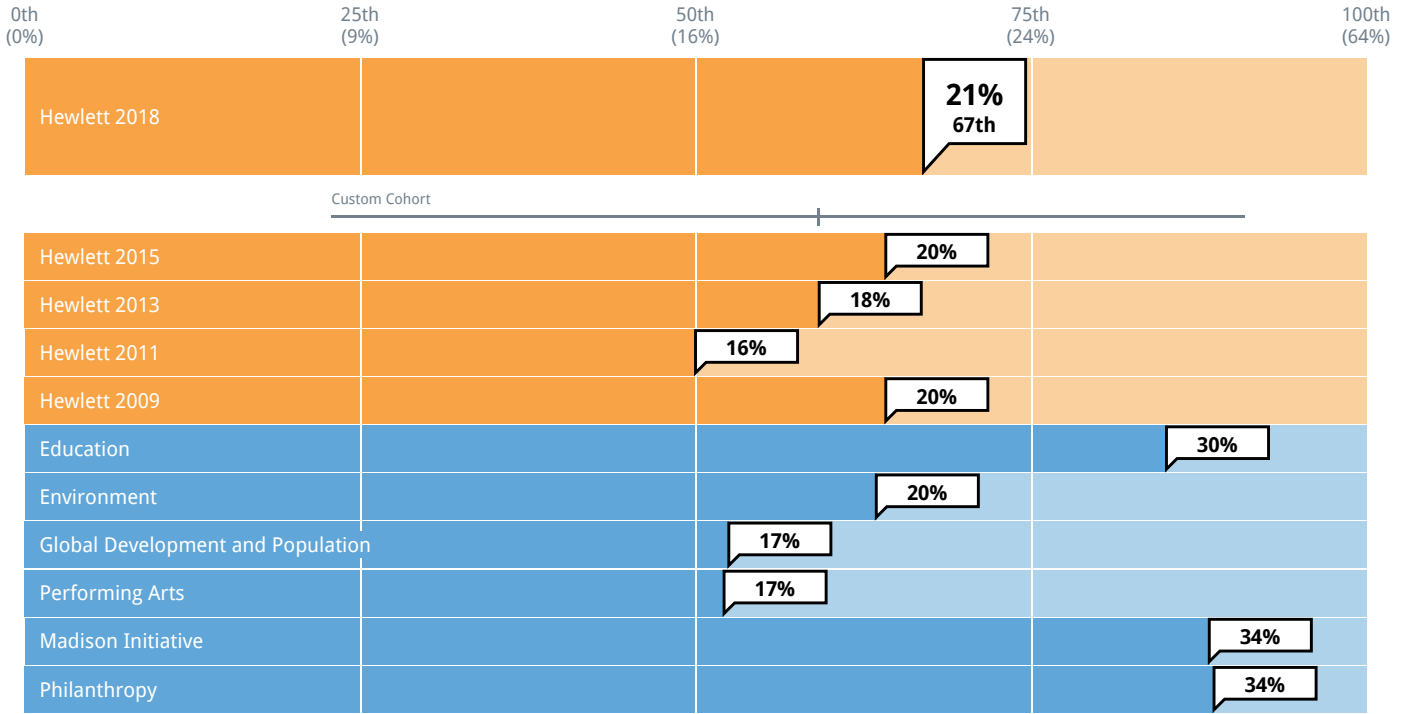
Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have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



Non-Monetary Assistance Patterns	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Comprehensive	4%	5%	6%	5%	4%	7%	5%
Field-focused	17%	15%	12%	12%	16%	11%	15%
Little	42%	44%	44%	46%	39%	40%	41%
None	37%	36%	37%	37%	41%	42%	40%

Non-Monetary Assistance Patterns (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Comprehensive	5%	2%	4%	4%	4%	9%
Field-focused	25%	17%	13%	13%	29%	26%
Little	43%	44%	46%	39%	40%	40%
None	27%	37%	37%	44%	26%	26%

Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

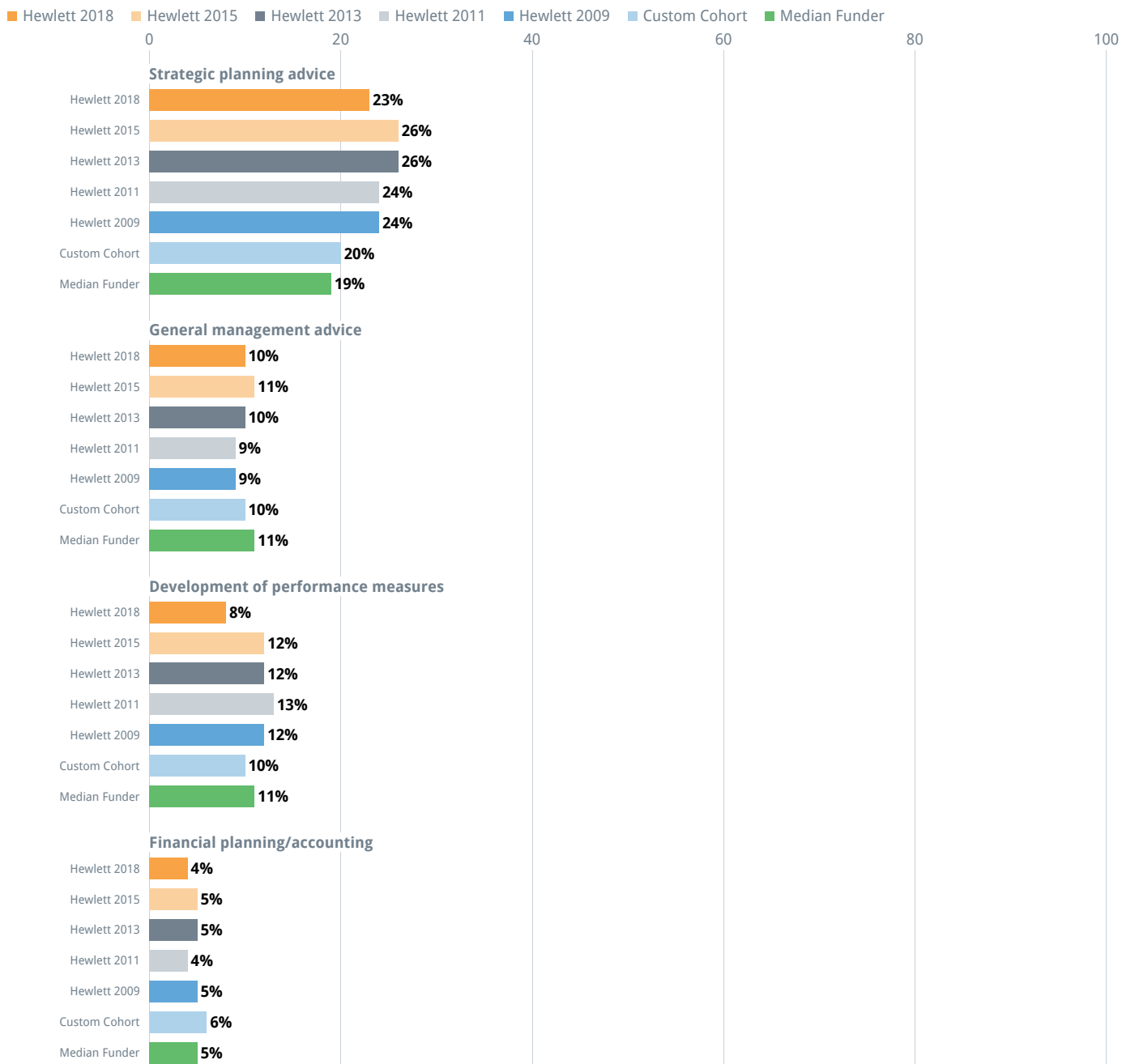
Past results: On Off

Subgroup:

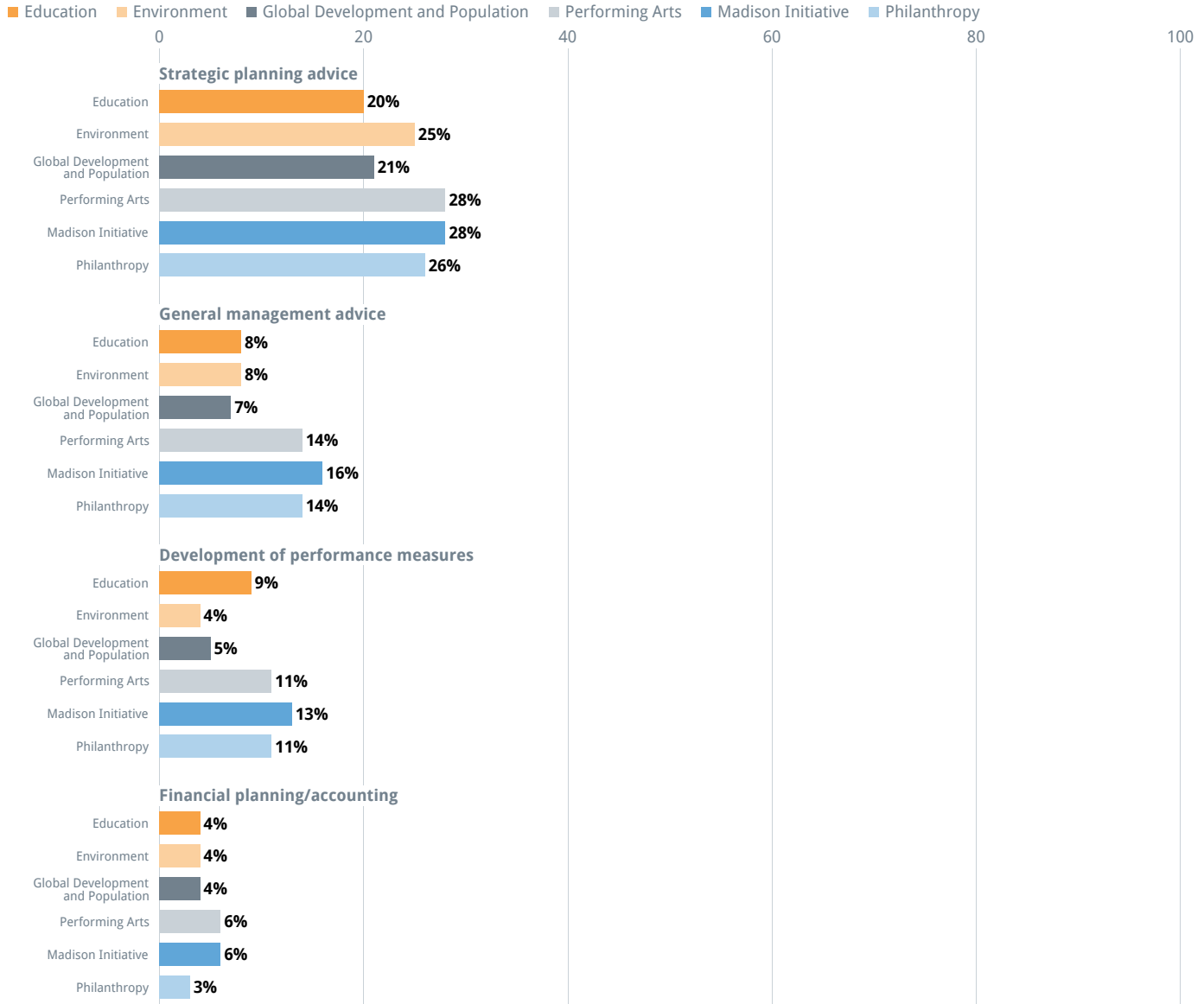
Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance



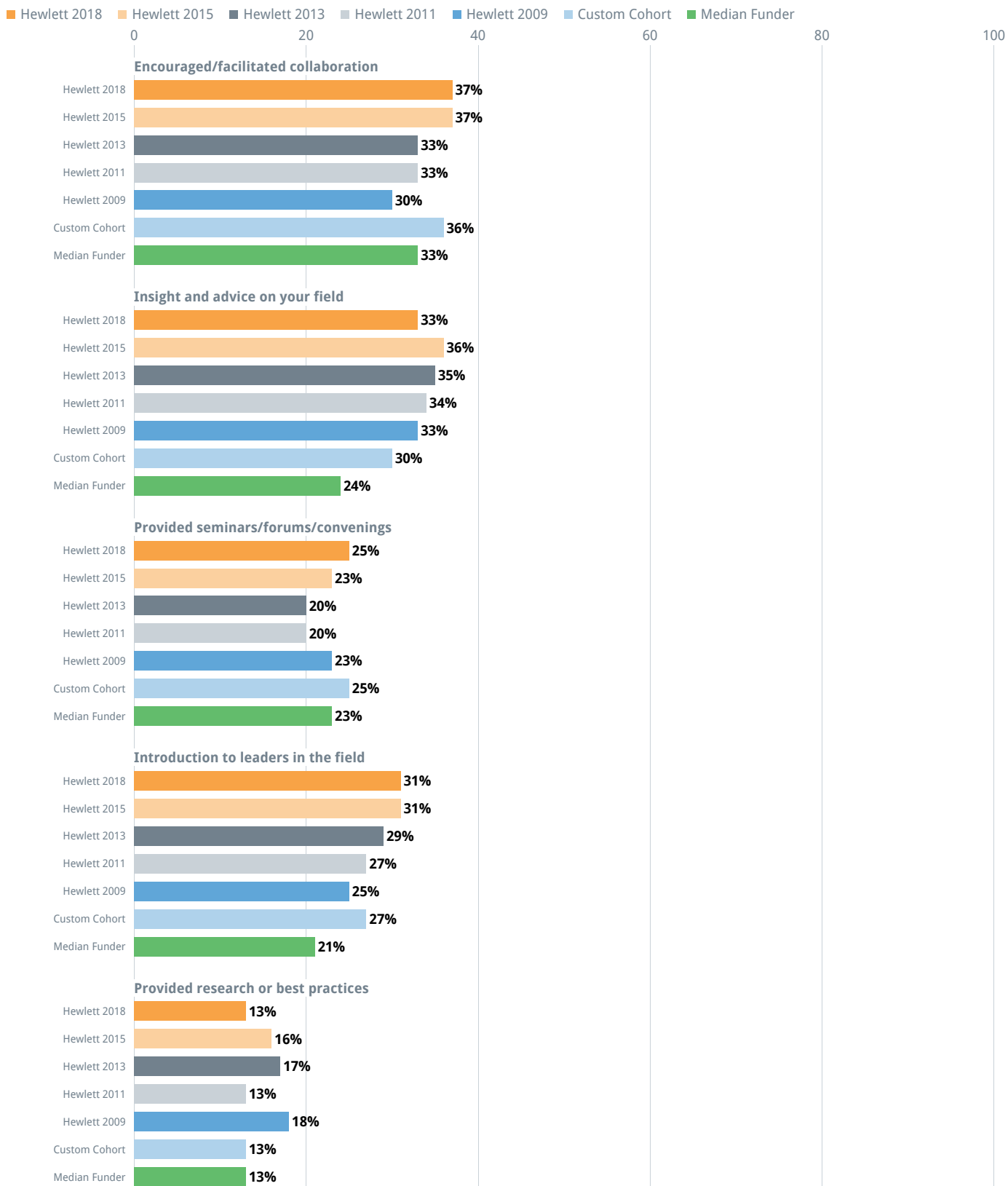
Percentage of Grantees that Received Management Assistance - By Subgroup



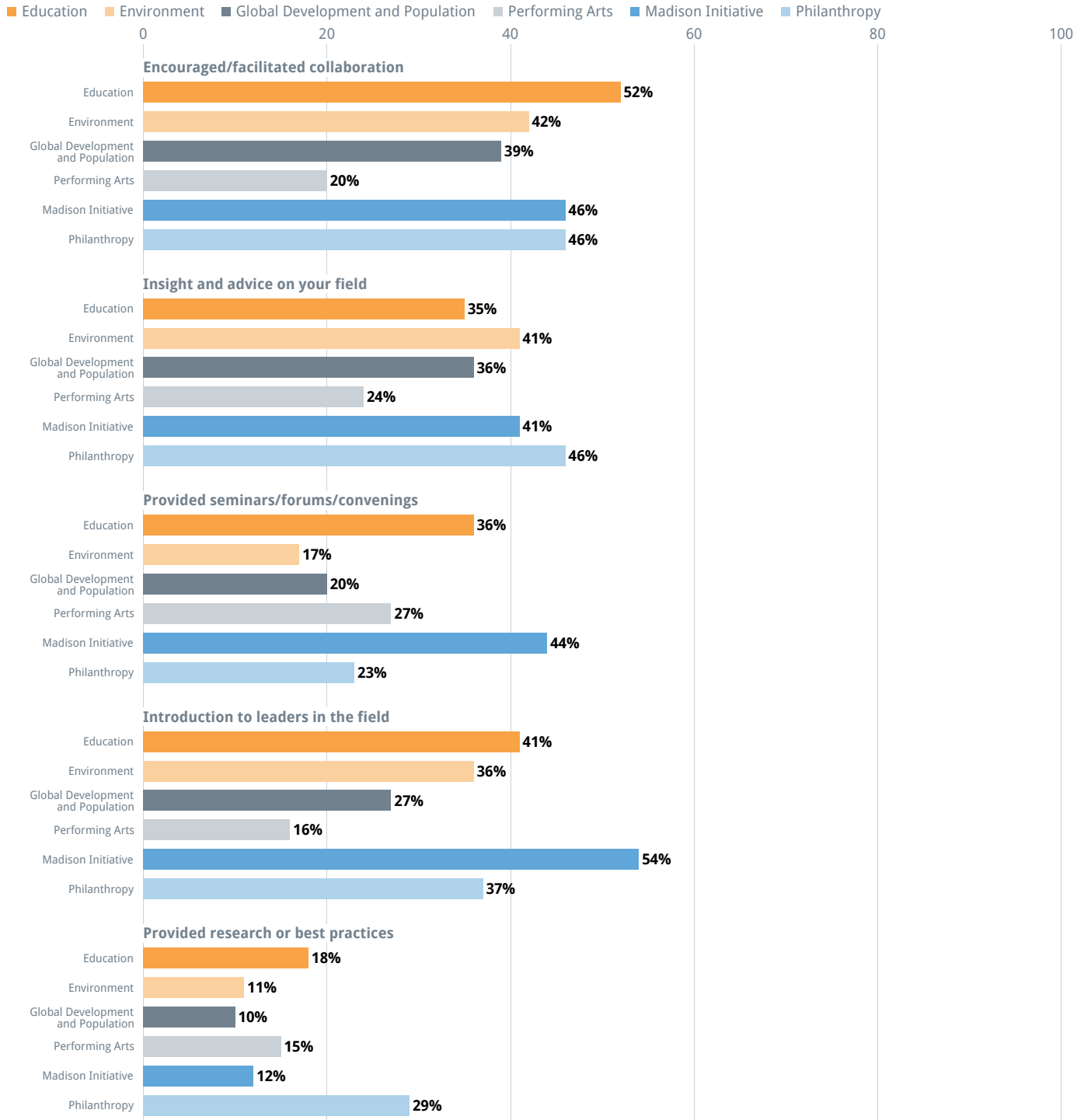
Field-Related Assistance Activities

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

Percentage of Grantees that Received Field-Related Assistance



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



Other Assistance Activities

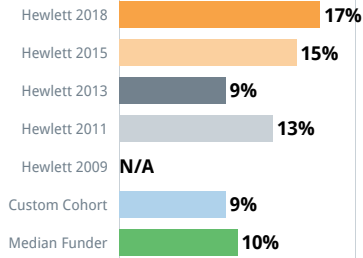
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Hewlett) associated with this funding."

| Percentage of Grantees that Received Other Assistance

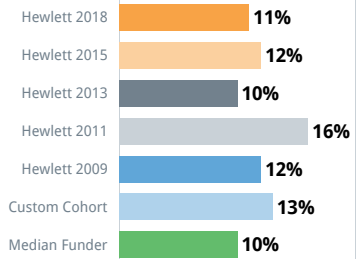
■ Hewlett 2018
 ■ Hewlett 2015
 ■ Hewlett 2013
 ■ Hewlett 2011
 ■ Hewlett 2009
 ■ Custom Cohort
 ■ Median Funder

0 20 40 60 80 100

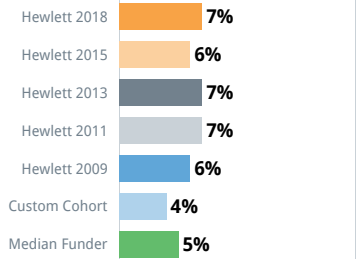
Assistance securing funding from other sources



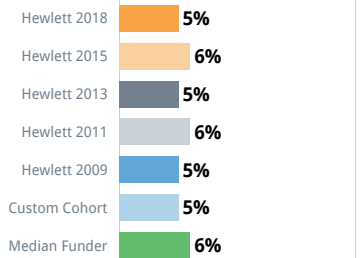
Communications/marketing/publicity assistance



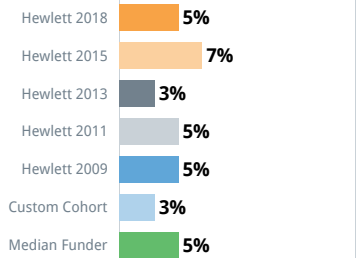
Board development/governance assistance



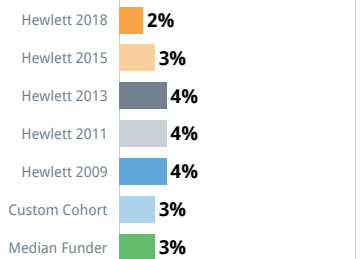
Use of the Hewlett Foundation's facilities



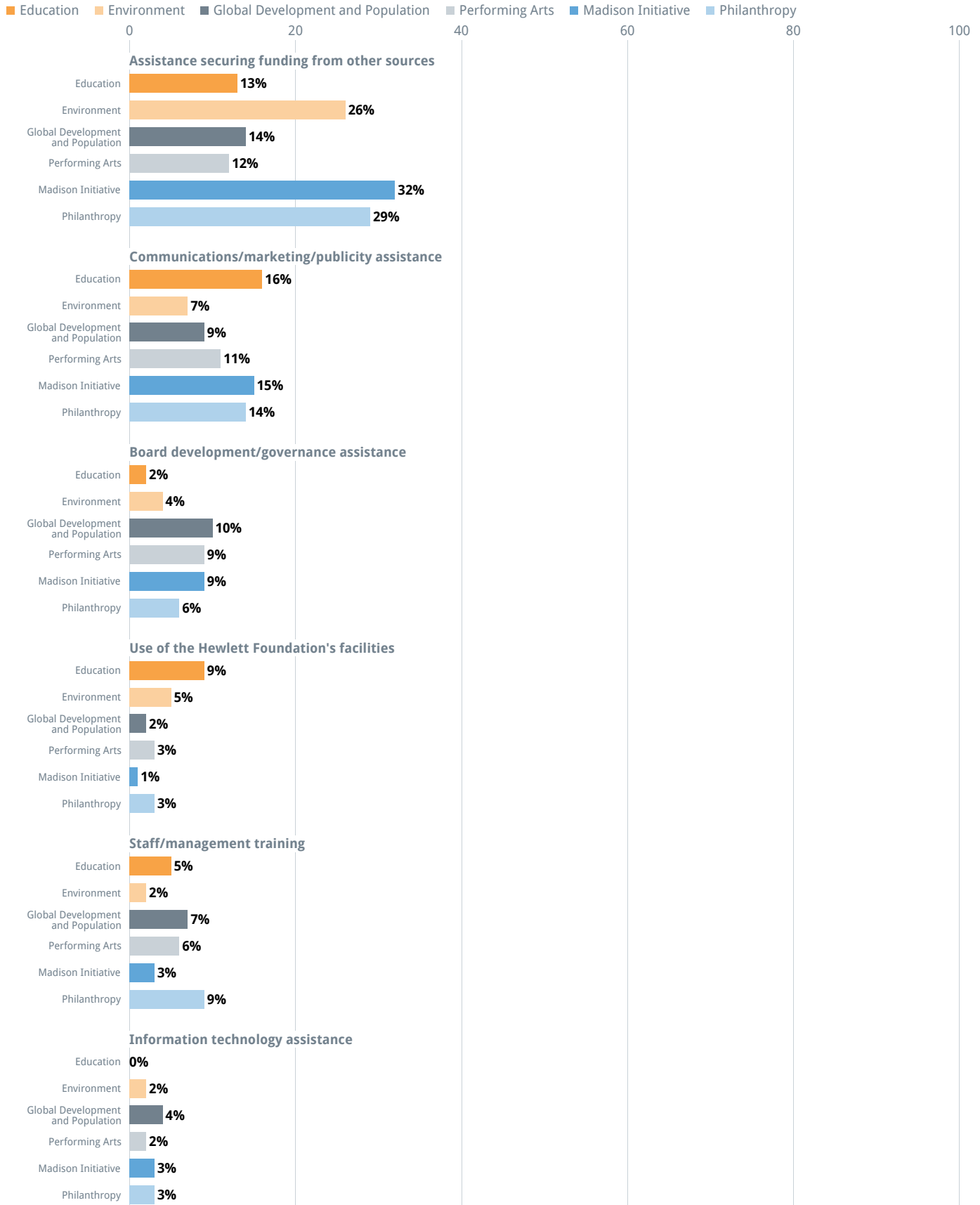
Staff/management training



Information technology assistance



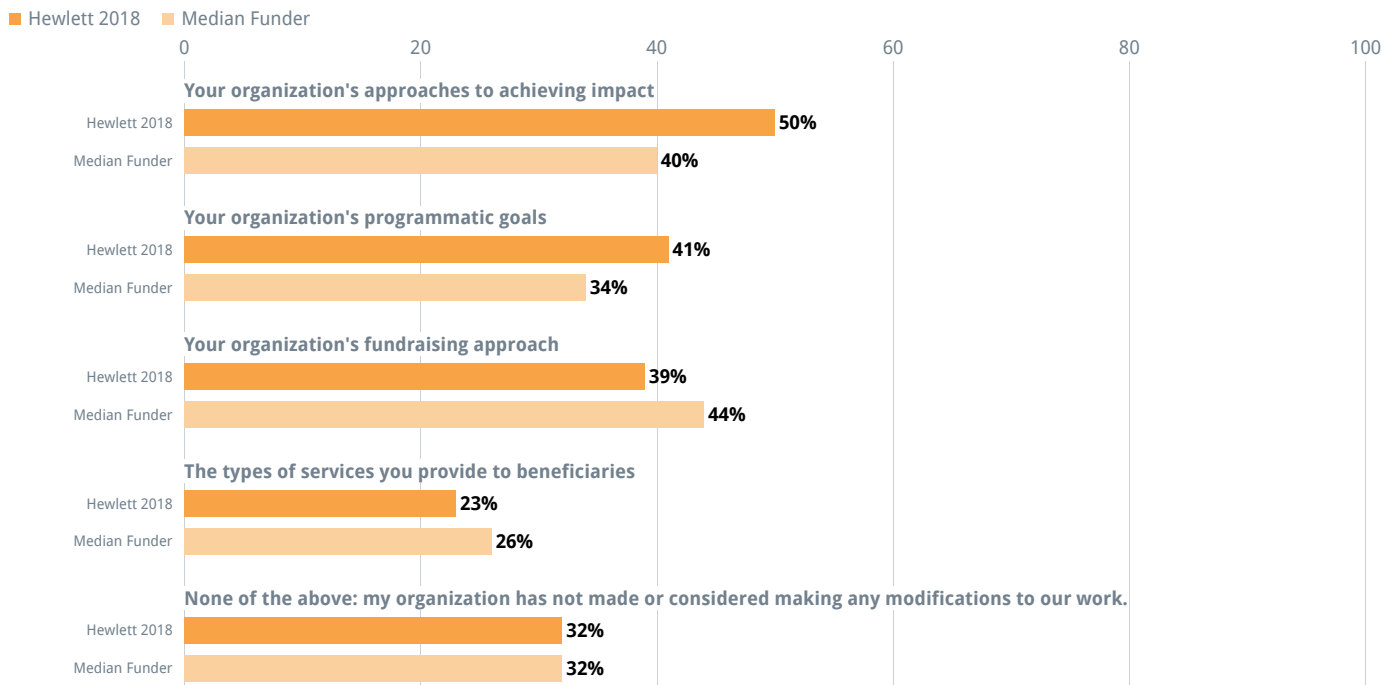
Percentage of Grantees that Received Other Assistance - By Subgroup



Response to 2016 Elections

(These questions were asked of all Hewlett grantees, including international grantees.)

Has your organization modified or made plans to modify its work in any of the following areas as a result of the changing U.S. political landscape? (Please check all that apply)



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work	Hewlett 2018	Average Funder
Increasing emphasis	43%	41%
No change in emphasis	55%	57%
Decreasing emphasis	2%	2%

Policy/advocacy work	Hewlett 2018	Average Funder
Increasing emphasis	63%	70%
No change in emphasis	34%	28%
Decreasing emphasis	3%	1%

Collaboration with other nonprofit organizations	Hewlett 2018	Average Funder
Increasing emphasis	73%	74%
No change in emphasis	27%	26%
Decreasing emphasis	0%	0%

Collaboration with other sectors	Hewlett 2018	Average Funder
Increasing emphasis	68%	70%
No change in emphasis	31%	30%
Decreasing emphasis	1%	0%

Local community engagement efforts	Hewlett 2018	Average Funder
Increasing emphasis	71%	75%
No change in emphasis	28%	24%
Decreasing emphasis	1%	1%

Collecting input from your beneficiaries	Hewlett 2018	Average Funder
Increasing emphasis	53%	60%
No change in emphasis	46%	40%
Decreasing emphasis	0%	0%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations	Hewlett 2018	Average Funder
Generally positive impact	25%	19%
No impact/Neutral	50%	62%
Generally negative impact	25%	19%

Ability to raise funds from other sources (e.g., public funders, individual donors)	Hewlett 2018	Average Funder
Generally positive impact	27%	22%
No impact/Neutral	47%	47%
Generally negative impact	25%	30%

"Have you received any of the following communications from the Hewlett Foundation related to the changing U.S. political landscape?"

Public communication from the Hewlett Foundation (e.g., blog post, mass email, newsletter)	Hewlett 2018	Average Funder
Yes	63%	37%
No, and I would like to receive this communication	30%	45%
No, and I don't think this communication would be helpful	7%	18%

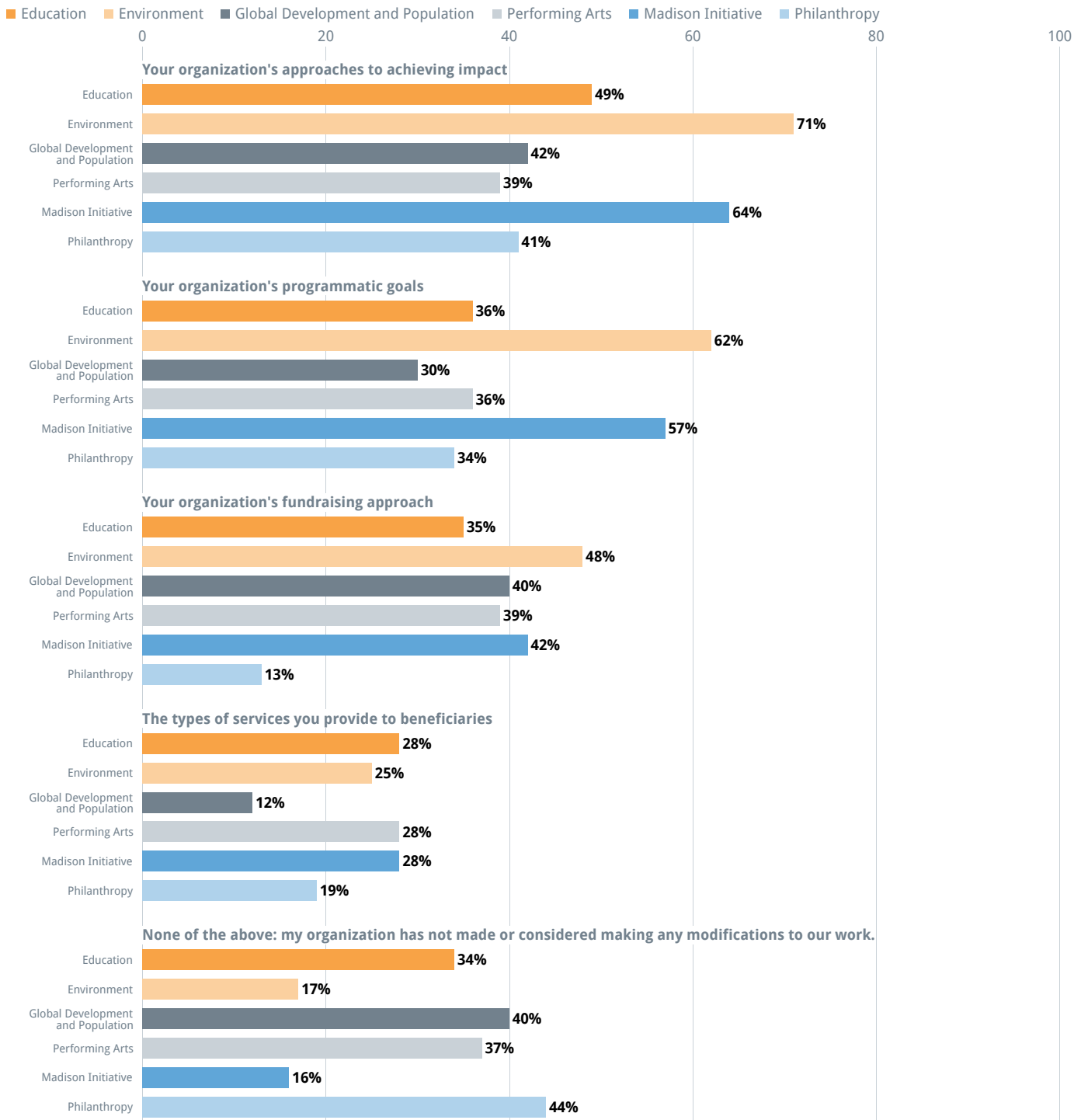
Communication with your program officer about your organization's work	Hewlett 2018	Average Funder
Yes	45%	33%
No, and I would like to receive this communication	39%	48%
No, and I don't think this communication would be helpful	16%	19%

Communication with your program officer about the Hewlett Foundation's work	Hewlett 2018	Average Funder
Yes	51%	32%
No, and I would like to receive this communication	41%	55%
No, and I don't think this communication would be helpful	8%	13%

Response to 2016 Elections - By Subgroup

(These questions were asked of all Hewlett grantees, including international grantees.)

Has your organization modified or made plans to modify its work in any of the following areas as a result of the changing U.S. political landscape? (Please check all that apply) - By Subgroup



(If grantees indicated making at least one modification above)

"In response to the changing U.S. political landscape, is your organization changing or planning to change the emphasis of its work in the following areas:"

Direct service work (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	53%	35%	34%	49%	31%	17%
No change in emphasis	47%	62%	63%	50%	65%	83%
Decreasing emphasis	0%	3%	3%	1%	4%	0%

Policy/advocacy work (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	56%	62%	63%	60%	63%	92%
No change in emphasis	36%	35%	35%	40%	37%	8%
Decreasing emphasis	8%	3%	2%	0%	0%	0%

Collaboration with other nonprofit organizations (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	70%	69%	75%	78%	75%	88%
No change in emphasis	29%	31%	25%	22%	25%	12%
Decreasing emphasis	1%	0%	0%	0%	0%	0%

Collaboration with other sectors (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	59%	78%	75%	67%	63%	56%
No change in emphasis	40%	22%	25%	32%	35%	44%
Decreasing emphasis	1%	0%	0%	1%	2%	0%

Local community engagement efforts (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	64%	69%	69%	87%	64%	70%
No change in emphasis	33%	31%	31%	13%	36%	30%
Decreasing emphasis	3%	0%	0%	0%	0%	0%

Collecting input from your beneficiaries (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Increasing emphasis	53%	41%	49%	68%	58%	44%
No change in emphasis	46%	59%	51%	32%	42%	56%
Decreasing emphasis	1%	0%	0%	0%	0%	0%

"Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of your work?"

Ability to raise funds from foundations (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Generally positive impact	14%	36%	23%	14%	50%	19%
No impact/Neutral	59%	42%	51%	58%	22%	73%
Generally negative impact	27%	22%	26%	29%	28%	8%

Ability to raise funds from other sources (e.g., public funders, individual donors) (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Generally positive impact	11%	42%	28%	20%	42%	13%
No impact/Neutral	62%	42%	40%	46%	30%	79%
Generally negative impact	27%	16%	32%	34%	28%	8%

"Have you received any of the following communications from the Hewlett Foundation related to the changing U.S. political landscape?"

Public communication from the Hewlett Foundation (e.g., blog post, mass email, newsletter) (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Yes	53%	70%	59%	65%	80%	60%
No, and I would like to receive this communication	40%	28%	32%	29%	15%	28%
No, and I don't think this communication would be helpful	8%	2%	8%	5%	5%	12%

Communication with your program officer about your organization's work (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Yes	44%	65%	49%	23%	76%	43%
No, and I would like to receive this communication	43%	26%	38%	56%	16%	24%
No, and I don't think this communication would be helpful	14%	9%	13%	21%	9%	33%

Communication with your program officer about the Hewlett Foundation's work (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Yes	49%	67%	50%	32%	81%	32%
No, and I would like to receive this communication	43%	30%	42%	61%	12%	48%
No, and I don't think this communication would be helpful	8%	3%	8%	7%	7%	20%

Grantees' Open-Ended Comments

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

1. "Please comment on the quality of Hewlett's processes, interactions, and communications. Your answer will help us better understand what it is like to work with Hewlett."
2. "Please comment on the impact Hewlett is having on your field, community, or organization. Your answer will help us to better understand the nature of Hewlett's impact."
3. "What specific improvements would you suggest that would make Hewlett a better funder?"

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of Hewlett's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

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

Positivity of Comments about the Quality of the Hewlett Foundation's Processes, Interactions, and Communications	Hewlett 2018	Hewlett 2015	Average Funder	Custom Cohort
Positive comment	76%	82%	71%	70%
Comment with at least one constructive theme	24%	18%	27%	30%

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. A random sample of these suggestions were categorized by CEP and grouped into the topics below. CEP conducted a random sample of these suggestions, stratified by program area to ensure representation across groups.

Overall, CEP coded a total of 254 grantee comments. Of these 254, 182 grantees provided 280 distinct suggestions and 72 grantees did not provide constructive feedback. These suggestions were thematically categorized by CEP and grouped into the topics below. All proportions quoted are with respect to the 182 distinct coded suggestions.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Non-monetary Assistance	28%
Quality of Interactions	18%
Grantmaking Characteristics	14%
Proposal and Selection Process	9%
Field Impact and Understanding	7%
Impact on and Understanding of Grantee Organizations	6%
Communications	5%
Reporting and Evaluation Process	5%
Diversity, Equity, and Inclusion	2%
Strategy	2%
Community Impact and Understanding	2%
Other	1%

Selected Comments

Non-monetary Assistance (28% N=66)

- Support collaborating with other grantee organizations (N = 25)
 - "Hewlett's guidance in the management and field arenas helped us to better understand current opportunities and what others in the field are doing, which allowed us to better plan our work.... Expanding this guidance to include a window into the Hewlett grantee network would offer the opportunity for even better collaboration, and may lead to the support of new partners.... "
 - "...Quickly figure out what different organizations are working on, and how to most effectively connect with them on those issues.... I certainly think some of my time at the meetings should be spent meeting new people who are unrelated to my work, but it would be good to have some time connecting with folks who are doing work in my space but with whom I do not yet have a deep relationship...."
 - "...I wonder if the Foundation may consider bringing together grantees from different portfolios for cross-discipline learning.... Perhaps program officers could spend a bit of time discussing how their respective grantees might benefit by strategizing with others who come from different areas of expertise/practice areas.... This could be in-person for the first meeting and then perhaps a video call three times a year to follow up.... "
- Assistance securing partnerships from other funders (N = 16)
 - "Provide introductions to other funders or spaces for networking with other funders."
 - "Introductions (as opposed to suggestions) to other funders. Clarity on the relationship between the Hewlett Foundation and regional funders they support and how to approach those funders."
 - "Organizing opportunities for grantees to meet each other and exchange ideas is excellent. Where Hewlett could improve is helping introduce organizations to like-minded foundations that might support our work. Without a personal introduction, it is very difficult to get a foot in the door with funders..... "
- Foundation-hosted convenings (N = 15)
 - "...Because of its size and infrastructure, the Foundation has a convening capacity that, in our experience, it does not apply, that may serve to strengthen relationships and connectivity among grantees doing intersecting or complementary work."
 - "The scheduled convening was great! I would love more of those types of gatherings (if even online) throughout the process."
 - "...Attending a day-long conference for grantees...I think in commemoration of the 50th anniversary of Hewlett...was a great opportunity to be in a room with grantees from all sectors.... Hearing from different sectors, watching Hewlett staff in action, was a re-charge and reminder of the broad eco-system that Hewlett (and others) are playing a role in sustaining. Selfishly, that would be a remarkable service to offer on a regular basis."
- Provision of capacity-building assistance (N = 7)
 - "...Of equal importance to the funding would be easy access to what they have observed in the field as best practices and ways that organizations...have addressed issues and challenges. They have access and insight that none of us will ever be able to duplicate."
 - "...It would be of great benefit to know more about strategies that have worked for the Foundation's own grantmaking, like design thinking. Although we understand budgetary restrictions, it could be interesting to explore new Foundation lines of work like the "thinking beyond neoliberalism" or "new ideas on economic policymaking" that are relevant not only in the US."
- Other (N = 3)

Quality of Interactions (18% N=43)

- Increased frequency of interactions with grantees (N = 10)
 - "...One consideration is an increase of face-to-face meetings and/or opportunities for deeper dialogue. The Foundation could be an incredible resource with its 3,000-mile-above view of the field, to those of us working in the grass."
 - "If anything, perhaps slightly more frequent check-ins, maybe 2 months apart, but that is a minor tweak to a wonderful process."
 - "It would be good to have a regular communication (maybe every 2 months) with the program officer to provide updates and to seek advice."
- Provision of site visits (N = 10)
 - "It would be wonderful if the Foundation/staff were able to see the work of those it funds. I realize that this is an enormous task but could affect a deeper understanding of the grantees' work"
 - "More site visits and informed discussion with Board Members."
 - "An occasional site visit or check-in phone call would be one way to continue to build our relationship with Hewlett Foundation."
- Size of staff and staff workloads (N = 9)
 - "Processes at times are byzantine and it seems that staff is hugely busy . . . some attempts at telephone communication need to be put off for days.... "
 - "While the Hewlett staff is always top-notch, it is limited by how few there are. I think that the program staff could be safely expanded to broaden its reach and at the same time take some pressure off the current staff. Other than that I can't think of any thing else."
- Program staff turnover or contact changes (N = 8)
 - "Transition to new program officer could have been a bit clearer."
 - "A little clarity on succession planning would be great (our Program Officer is transitioning out and we have yet to know who the replacement will be). "
- Staff responsiveness (N = 5)
 - "Responding to grantees' questions and communications would be helpful."
 - "The only thing that is frustrating about the Foundation is how hard it is to get a response on setting up a meeting. In-person meetings are such a plus but usually we don't find out until the last minute whether we have a meeting, making trip planning challenging."
- Other (N = 1)

Grantmaking Characteristics (14% N=33)

- Type of funding (N = 17)
 - "...We appreciate The Foundation's willingness to provide general operating support and would encourage more of those grants in the future. We appreciate the catalyzing impact of the grant we received."
 - "Like most organizations, we favor multi-year, general operating grants, so to the degree that Hewlett can do so with organizations that have a strong track record, that will a) support us better and b) create capacity...."
 - "...As we wish with all foundations, it would be great to have access to more general support grants. As a policy organization, general support grants allow us to be responsive to emerging issues instead of having to wait to receive funding to address an area of need."
- Length of grants (N = 7)
 - "Some policies can take literally decades to transform. Hewlett funding with medium and longer term commitments could help both the Foundation and its grantees better carry out their goals for policy change and implementation and see them to fruition."
 - "Provide longer-term grants (3-5) years to allow organizations to adequately invest capacity, build teams and sustain portfolios of work."
- Size of grants (N = 5)
 - "Continue making larger grants, i.e., \$50K, multi-year commitments..."
 - "Continue to consider slight increases in funding over time to take into account inflation/growth of programs (already doing a pretty good job of this)"
- Other (N = 4)

Proposal and Selection Process (9% N=20)

- Communications about the selection process (N = 10)
 - "It would be helpful to gain clarity earlier in the calendar year on likely funding levels for the following year, or to understand better the reasons behind the length of the process."
 - "Some of the actual grant application documents are difficult to understand. Hewlett seems to be searching for something but they are not explicit as to what this is or why they need it. The budget form is awful."
 - "We'd welcome even more honesty about future funding challenges and possibilities.... It's clear how to meet official grant agreement/proposal expectations; it's less clear how to meet the less formal expectations of specific program officers."
- Streamline the selection process (N = 5)
 - "Better align proposal template with the templates of other major foundations in a more standard format...proposal budgeting and reporting by Hewlett grant, rather than by total project budget."
 - "As far as being a better funder, it would be nice if the application process was easier in some ways.... The Hewlett Foundation proposal process required the creation of work models that no other funder of our organization has asked for."
- Other (N = 5)

Field Impact and Understanding (7% N=16)

- New approaches and efforts in specific fields (N = 7)
 - "To continue to look at ways they can support the space and living crisis/issues that are now such a part of the Bay Area -- it would be great to see the Foundation look at purchasing live work space that can be used for the performing arts community. "
 - "In the education sector, Hewlett Foundation could look at the role of OER and deep learning in addressing the Sustainable Development Goals particularly SDG4 and support projects.... In the next phase [of OER], the focus should shift to the impact of the intervention on the learners and on the education system. Issues such as equality and equity should receive major emphasis."
- Advance knowledge in grantees' fields (N = 5)
 - "Also it would be a good idea that the Hewlett Foundation promote the exchange of fieldwork experiences, directly in field."
 - "Better inform and engage students, families and community leaders in taking deeper learning to scale with a particular emphasis on equity, diversity and inclusion dynamics (particularly in often overlooked rural places)."
- Other (N = 4)

Impact on and Understanding of Grantee Organizations (6% N=15)

- Understanding of grantees' organizations (N = 9)
 - "Our impression was that the Foundation tended to put grantees in siloes in terms of their capabilities and not be aware of broader areas where we could be active."
 - "There can be a feeling that institutions receiving grants somehow get pigeon-holed as a particular type of institution linked to a particular programmatic grant. Ensuring that staff see the institutions they support holistically is important."
- Change orientation to/from a specific organization (N = 6)
 - "...We are concerned what the overall trend toward consolidation behind a few big initiatives in the philanthropic sector signifies for more technical or "wonkish" - but nonetheless vitally important - long-term efforts that are even more difficult to pitch to non-subject matter experts. Hopefully the Foundation will continue to leave room for these types of projects...and be available as an advocate with other potential funders as needed."
 - "Specific to the Climate & Energy field, provide more and larger direct grant to NGOs rather than funneling through intermediaries (e.g., ClimateWorks, Energy Foundation) where these larger sources of funds are broken down into very small piecemeal grants, watering down the potential for impact at scale."

Communications (5% N=12)

- Communications about the Foundation's strategy (N = 7)
 - "Otherwise, I would benefit from hearing more about the strategic thinking within Hewlett, trends and emerging themes. It is rare for an implementing organization to have such field wide perspectives."
 - "Clarity and consistency across leadership, senior management, board, and program staff as transition is taking place will help."
- Other (N = 5)

Reporting and Evaluation Process (5% N=11)

- Streamline the reporting and evaluation process (N = 7)
 - "Also, change up the grant forms. Using the same chart year after year does provide some continuity, but when you achieve a goal partway through a grant cycle, it doesn't give you any space to list a new goal. Or if your goal has changed, there's not enough space to make that clear."
 - "The reporting system, while improved this year, is still fairly burdensome.... The time-frames and the data we collect does not necessarily match up with what Hewlett asks, so it can be a struggle to get what they want since we don't always have it.... It might be helpful to note at the beginning of the grant term what data they are looking for, and then be able to suggest collection methods/tools if the grantee does not already collect the requested data."
- Other (N = 4)

Diversity, Equity, and Inclusion (2% N=5)

- Diversity, Equity, and Inclusion (N = 5)
 - "Please require that all grantees' Sr. Management attend Equity, Diversity & Inclusion training by a qualified organization which Hewlett has vetted as an expert in the field, rather than allowing organizations to hire their own consultants."
 - "I am very glad to see that the Hewlett foundation has developed such a strong commitment to equity, diversity, and inclusion in recent years. I've gotten the impression that Hewlett is adamantly trying to integrate these goals into their own work place and internal culture, but I would love to see even more indication of these goals being incorporated into their grantmaking."

Strategy (2% N=5)

- Executing strategic goals (N = 5)
 - "Needs to translate the \$600M strategy refresh that the board approved into grants to the field immediately. Has taken far too long already and grantees are struggling for support."
 - "...Hewlett seems to know where it needs to go, but can't find a way to move there with any sense of urgency.... The Foundation needs more ability to put additional resources where they are needed, rather than having budgets locked...in advance, and it needs to empower program officers to make those decisions rather than having everything subject to a political veto at the board."

Community Impact and Understanding (2% N=4)

- Other (N = 4)

Other (1% N=3)

- Other (N = 3)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Average grant length	2.5 years	2.5 years	2.4 years	2.6 years	2.4 years	2.2 years	2.5 years

Length of Grant Awarded	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 year	21%	24%	26%	21%	19%	44%	22%
2 years	35%	33%	32%	36%	35%	25%	33%
3 years	38%	36%	34%	36%	40%	19%	28%
4 years	3%	2%	2%	3%	3%	4%	7%
5 or more years	4%	5%	5%	4%	3%	8%	10%

Type of Grant Awarded	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Program / Project Support	48%	51%	55%	51%	53%	65%	74%
General Operating / Core Support	48%	44%	40%	43%	43%	22%	16%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	0%	1%	5%	2%
Technical Assistance / Capacity Building	1%	2%	3%	4%	2%	4%	3%
Scholarship / Fellowship	1%	2%	1%	1%	1%	2%	3%
Event / Sponsorship Funding	1%	1%	1%	1%	0%	2%	2%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Average grant length	2.6 years	1.8 years	2.7 years	3.3 years	2.2 years	2.2 years

Length of Grant Awarded (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
1 year	16%	40%	10%	7%	15%	27%
2 years	35%	49%	45%	9%	49%	27%
3 years	42%	7%	33%	79%	30%	45%
4 years	5%	1%	4%	1%	6%	0%
5 or more years	3%	2%	8%	4%	0%	0%

Type of Grant Awarded (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Program / Project Support	74%	60%	54%	17%	40%	29%
General Operating / Core Support	20%	39%	42%	80%	60%	66%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	1%	0%	0%
Technical Assistance / Capacity Building	2%	0%	2%	1%	0%	3%
Scholarship / Fellowship	3%	0%	1%	0%	0%	3%
Event / Sponsorship Funding	1%	2%	1%	1%	0%	0%

Grant Size

Grant Amount Awarded	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Median grant size	\$330K	\$300K	\$210K	\$270.1K	\$300K	\$93K	\$350K

Grant Amount Awarded	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Less than \$10K	0%	1%	1%	0%	0%	9%	1%
\$10K - \$24K	0%	1%	2%	2%	1%	12%	2%
\$25K - \$49K	3%	4%	6%	6%	3%	13%	4%
\$50K - \$99K	9%	11%	13%	13%	10%	15%	8%
\$100K - \$149K	8%	10%	12%	11%	10%	10%	7%
\$150K - \$299K	23%	22%	22%	20%	24%	16%	19%
\$300K - \$499K	17%	17%	15%	15%	17%	9%	16%
\$500K - \$999K	21%	16%	14%	16%	16%	8%	18%
\$1MM and above	18%	17%	15%	18%	17%	9%	27%

Median Percent of Budget Funded by Grant (Annualized)	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	5%	4%	6%	6%	4%	5%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Median grant size	\$500K	\$400K	\$750K	\$150K	\$400K	\$200K

Grant Amount Awarded (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Less than \$10K	0%	0%	0%	0%	0%	0%
\$10K - \$24K	0%	2%	0%	1%	0%	0%
\$25K - \$49K	2%	1%	1%	4%	3%	0%
\$50K - \$99K	9%	4%	1%	23%	2%	9%
\$100K - \$149K	4%	7%	1%	18%	2%	9%
\$150K - \$299K	16%	19%	9%	33%	31%	44%
\$300K - \$499K	15%	22%	21%	13%	16%	21%
\$500K - \$999K	29%	18%	32%	7%	28%	9%
\$1MM and above	24%	27%	36%	1%	19%	9%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Size of grant relative to size of grantee budget	4%	6%	7%	5%	12%	2%

Grantee Characteristics

Operating Budget of Grantee Organization	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Median Budget	\$3M	\$2.7M	\$2.6M	\$2.1M	\$2M	\$1.5M	\$4.5M

Operating Budget of Grantee Organization	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
<\$100K	1%	1%	1%	2%	1%	8%	3%
\$100K - \$499K	12%	13%	12%	14%	15%	19%	11%
\$500K - \$999K	11%	9%	13%	16%	16%	13%	10%
\$1MM - \$4.9MM	36%	38%	33%	34%	33%	30%	28%
\$5MM - \$24MM	23%	23%	24%	20%	19%	18%	24%
>=\$25MM	17%	16%	16%	15%	15%	11%	24%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy	
Median Budget	\$5.7M	\$4.6M		\$5M	\$1.3M	\$2M	\$4M

Operating Budget of Grantee Organization (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy	
<\$100K	0%	0%		1%	2%	0%	0%
\$100K - \$499K	4%	3%		6%	27%	14%	6%
\$500K - \$999K	3%	6%		12%	13%	17%	6%
\$1MM - \$4.9MM	38%	42%		32%	38%	40%	47%
\$5MM - \$24MM	35%	18%		29%	14%	14%	38%
>=\$25MM	19%	31%		21%	6%	15%	3%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Hewlett Foundation	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Average Funder	Custom Cohort
First grant received from the Hewlett Foundation	24%	20%	16%	20%	29%	35%
Consistent funding in the past	65%	67%	69%	69%	53%	44%
Inconsistent funding in the past	12%	13%	16%	11%	18%	21%

Funding Status and Grantees Previously Declined Funding	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Hewlett Foundation	91%	85%	86%	89%	90%	82%	84%
Percent of grantees previously declined funding by the Hewlett Foundation	21%	18%	23%	19%	24%	30%	22%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Hewlett Foundation (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
First grant received from the Hewlett Foundation	24%	18%	20%	11%	38%	24%
Consistent funding in the past	55%	67%	73%	87%	49%	58%
Inconsistent funding in the past	21%	14%	7%	3%	12%	18%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Education	Environment	Global Development and Population	Performing Arts	Madison Initiative	Philanthropy
Percent of grantees currently receiving funding from the Hewlett Foundation	91%	91%	92%	97%	90%	88%
Percent of grantees previously declined funding by the Hewlett Foundation	34%	28%	11%	19%	15%	17%

Grantee Demographics

Job Title of Respondents	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Executive Director	42%	44%	39%	38%	44%	47%	36%
Other Senior Management	24%	22%	20%	18%	15%	16%	21%
Project Director	14%	14%	16%	16%	16%	13%	21%
Development Director	10%	7%	10%	11%	10%	8%	7%
Other Development Staff	10%	7%	8%	9%	9%	7%	6%
Volunteer	0%	0%	0%	0%	0%	1%	0%
Other	0%	6%	8%	7%	7%	8%	8%

Gender of Respondents	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Female	58%	55%	55%	54%	54%	62%	54%
Male	39%	42%	41%	44%	43%	35%	43%
Prefer to self-identify	1%	0%	0%	0%	0%	0%	0%
Prefer not to say	3%	3%	4%	2%	3%	3%	3%

Race/Ethnicity of Respondents	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
African-American/Black	5%	5%	5%	4%	6%	7%	7%
American Indian/Alaskan Native	0%	0%	0%	0%	0%	1%	1%
Asian (incl. Indian subcontinent)	6%	8%	7%	8%	6%	4%	5%
Caucasian/White	79%	75%	75%	77%	75%	80%	76%
Hispanic/Latino	4%	7%	5%	5%	8%	5%	5%
Multi-racial	4%	4%	4%	3%	1%	3%	4%
Pacific Islander	0%	0%	0%	0%	0%	0%	0%
Race/Ethnicity not included above	2%	2%	3%	3%	4%	1%	2%

Funder Characteristics

Financial Information	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Total assets	\$9888.9M	\$9042.5M	\$7740M	\$7377.4M	\$7802.8M	\$227.6M	\$6178.2M
Total giving	\$431.2M	\$434.2M	\$380.9M	\$358.1M	\$380.8M	\$16.3M	\$222.5M

Funder Staffing	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Total staff (FTEs)	122	112	108	102	105	15	104
Percent of staff who are program staff	44%	42%	45%	45%	51%	41%	41%

Grantmaking Processes	Hewlett 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Proportion of grants that are proactive	90%	99%	99%	99%	N/A	44%	90%
Proportion of grantmaking dollars that are proactive	95%	99%	99%	99%	75%	60%	95%

Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select “don’t know” or “not applicable” if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Hewlett’s grantee survey was 826.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	794
How well does the Foundation understand the field in which you work?	803
To what extent has the Foundation advanced the state of knowledge in your field?	702
To what extent has the Foundation affected public policy in your field?	579
Overall, how would you rate the Foundation's impact on your local community?	553
How well does the Foundation understand the local community in which you work?	571
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	762
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	777
How well does the Foundation understand your organization's strategy and goals?	790
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	781
Who most frequently initiated the contact you had with your program officer during this grant?	826
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	761
Has your main contact at the Foundation changed in the past six months?	803
Did you submit a proposal to the Foundation for this grant?	815
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	778
How involved was Foundation staff in the development of your grant proposal?	774
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	708
Have you ever been declined funding from the Foundation?	633
Are you currently receiving funding from the Foundation?	814
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	802
How well does the Foundation understand your intended beneficiaries' needs?	731
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	734
Have you participated in a reporting or evaluation process?	796
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	618
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	669
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	668
To what extent was the Foundation's reporting process...Straightforward?	678
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	672
Did the Foundation provide financial support for the evaluation?	158
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	163
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	156
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	159
Funder-Grantee Relationships Summary Measure	762
Understanding Measure	694

From which Hewlett program area did you receive this grant?	784
Who is/was your main contact at Hewlett for this grant?	805
Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett?	761
What was the purpose of the Organizational Effectiveness capacity building grant?	245
Helpfulness of the application for grantees' strategic planning and management	786
Appropriateness of the effort required for the grant application	788
Helpfulness of the report for grantees' strategic planning and management	741
Appropriateness of the effort required for the report	738
Please think about the most recent time that you reached out to a Hewlett Program Officer with a question. How timely was their response to that question?	779
The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion: In your programmatic work	638
The Foundation demonstrates a strong understanding of your organization's needs related to building greater diversity, equity, and inclusion: In your internal operations	631
Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of its work? Ability to raise funds from foundations	629
Has the changing U.S. political landscape had any impact on your organization's ability to raise funds in support of its work? Ability to raise funds from other sources (e.g., public funders, individual donors)	626
Have you received any of the following communications from the Foundation related to the changing U.S. political landscape? Public communication from the Foundation (e.g., blog post, mass email, newsletter)	617
Have you received any of the following communications from the Foundation related to the changing U.S. political landscape? Communication with your program officer about your organization's work	621
Have you received any of the following communications from the Foundation related to the changing U.S. political landscape? Communication with your program officer about the Foundation's work	626
Which best describes the process used to set an indirect cost rate for this project?	322
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? The final indirect rate was fair to your organization	285
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? The process was straightforward	277
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? Your organization has an accurate understanding of the indirect costs associated with this work	306
To what extent did the grant cover the costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	337

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

Contact Information

Kevin Bolduc, Vice President - Assessment and Advisory Services
(617) 492-0800 ext. 202
kevinb@cep.org

Stephanie Moline Benoit, Manager
(415) 391-3070 ext. 161
stephanieb@cep.org

Cathy Zhang, Analyst
(415) 391-3070 ext. 126
cathyz@cep.org



THE CENTER FOR
EFFECTIVE PHILANTHROPY

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

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

cep.org