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# GRANTEE PERCEPTION REPORT®

## PROGRAM AREA REPORT

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PREPARED FOR

### **Madison Initiative**

The William and Flora Hewlett Foundation

MAY 2018



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

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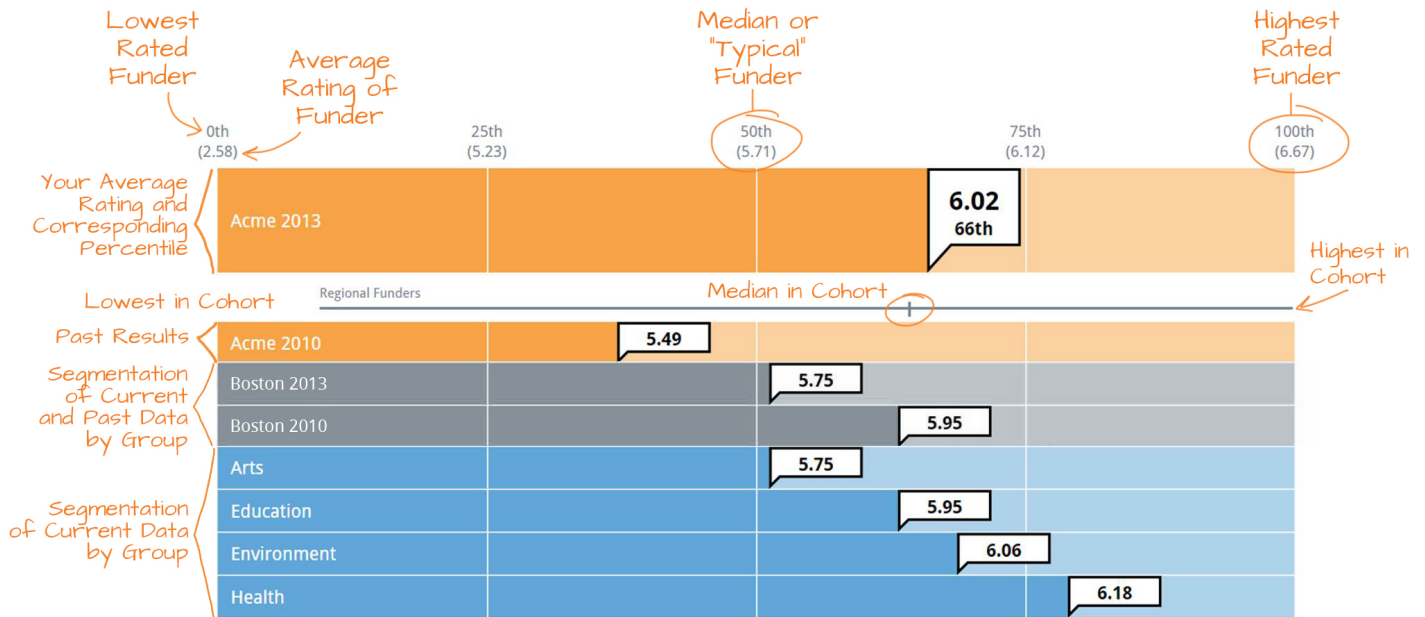
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[cep.org](http://cep.org)

The online version of this report can be accessed at [cep.surveymresults.org](http://cep.surveymresults.org).

## Interpreting Your Charts

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



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

### STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



## Key Ratings Summary

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

Key Measures

Trend Data

Average Rating

Percentile Rank

**Field Impact**

Impact on Grantees' Fields



5.89



**Community Impact**

Impact on Grantees' Communities



4.24



**Organizational Impact**

Impact on Grantees' Organizations

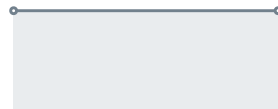


6.52



**Relationships**

Strength of Relationships with Grantees



6.46

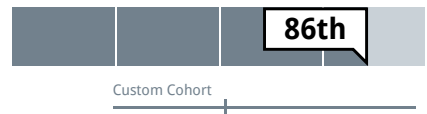


**Selection Process**

Helpfulness of the Selection Process



5.35



## 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

Madison Initiative Trend	Number of Responses
Madison Initiative 2018	68
Madison Initiative 2015	39

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. An N/A or missing chart indicates that your grantees did not receive a question or did not answer a question.

## Methodology

Grantees were categorized into their respective program based on their survey responses. In the survey, they were asked to select the program from which they received the grant they were considering while responding.

## Primary Contacts

Grantees were asked to list their primary grant contact in the survey. Below are primary contacts who were named by five or more Madison Initiative grantees.

Primary Contact	Number of Responses
Daniel Stid	24
Jean Bordewich	27
Kelly Born	15

## 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

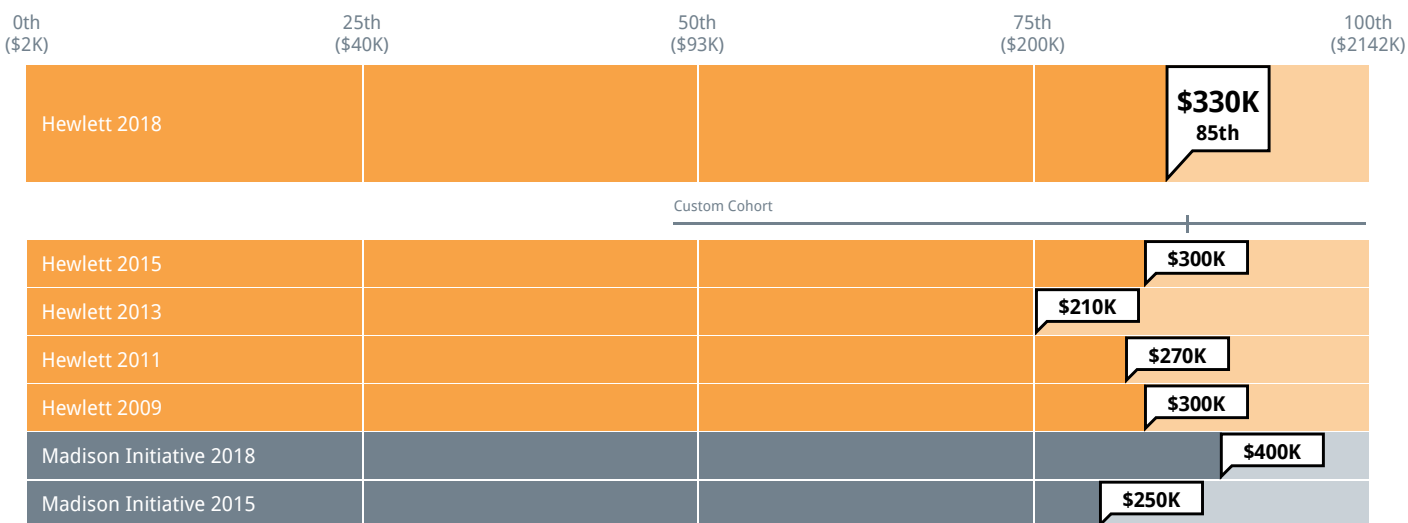
## Other Cohorts

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

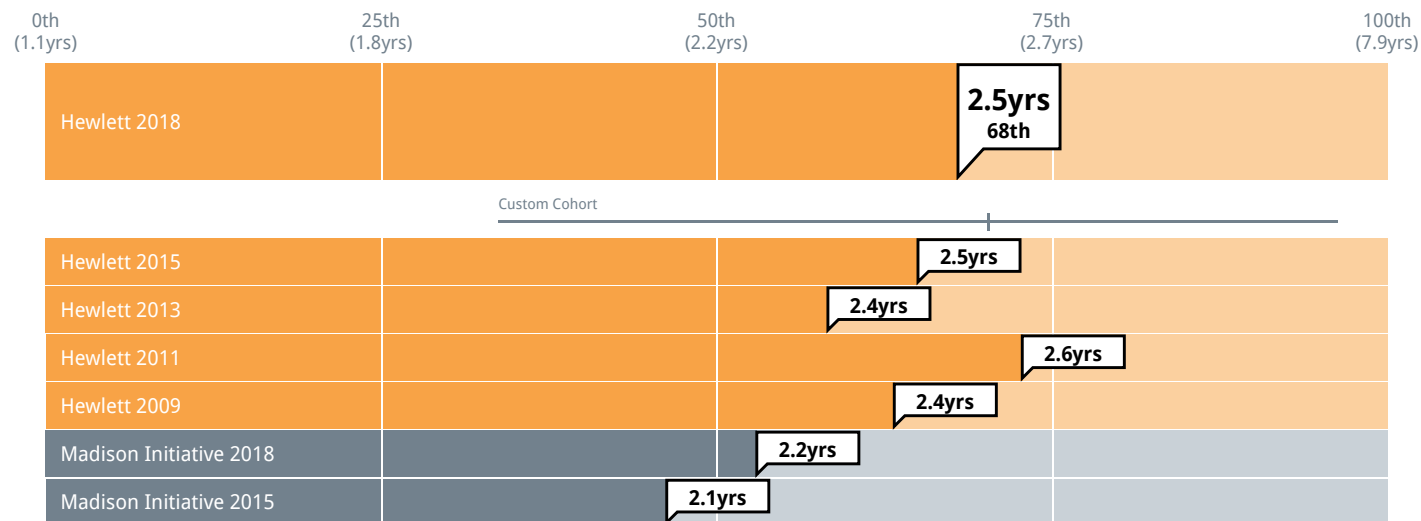


Cohort:

Past results:  On  Off

Subgroup:

### Average Grant Length



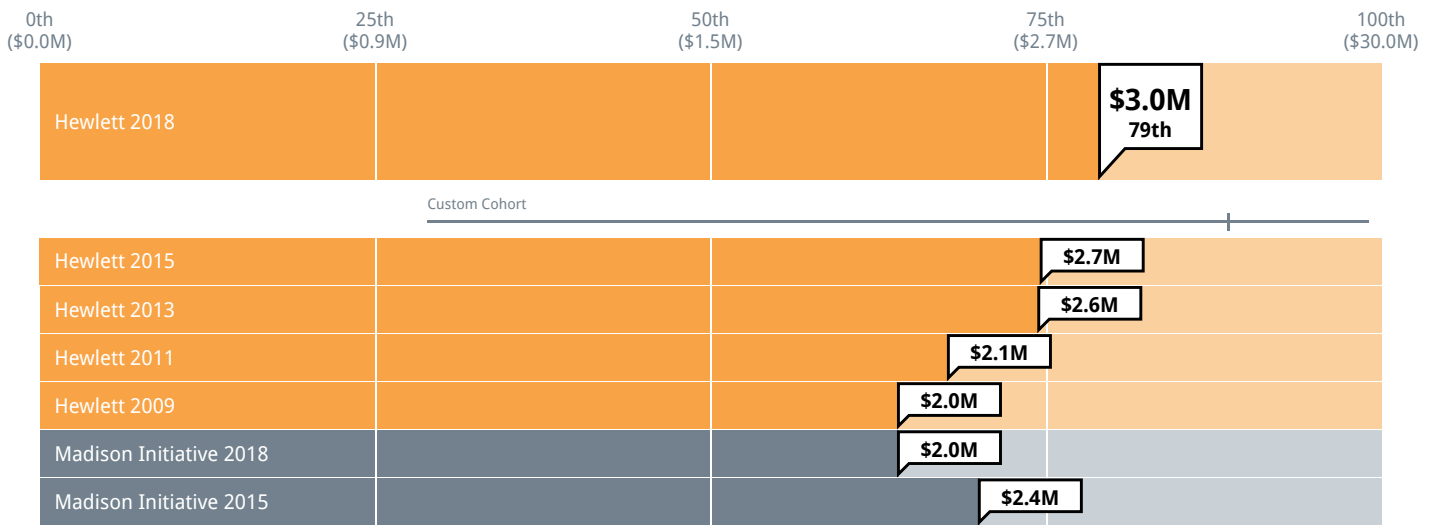
Cohort:

Past results:  On  Off

Subgroup:



### Median Organizational Budget



Cohort:

Past results:  On  Off

Subgroup:

Type of Support	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	48%	60%	44%	40%	43%	43%	22%	16%
Percent of grantees receiving program/project support	48%	40%	51%	55%	51%	53%	65%	74%
Percent of grantees receiving other types of support	4%	0%	5%	5%	7%	4%	14%	10%

Type of Support (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Percent of grantees receiving general operating/core support	48%	60%	31%
Percent of grantees receiving program/project support	48%	40%	59%
Percent of grantees receiving other types of support	4%	0%	10%

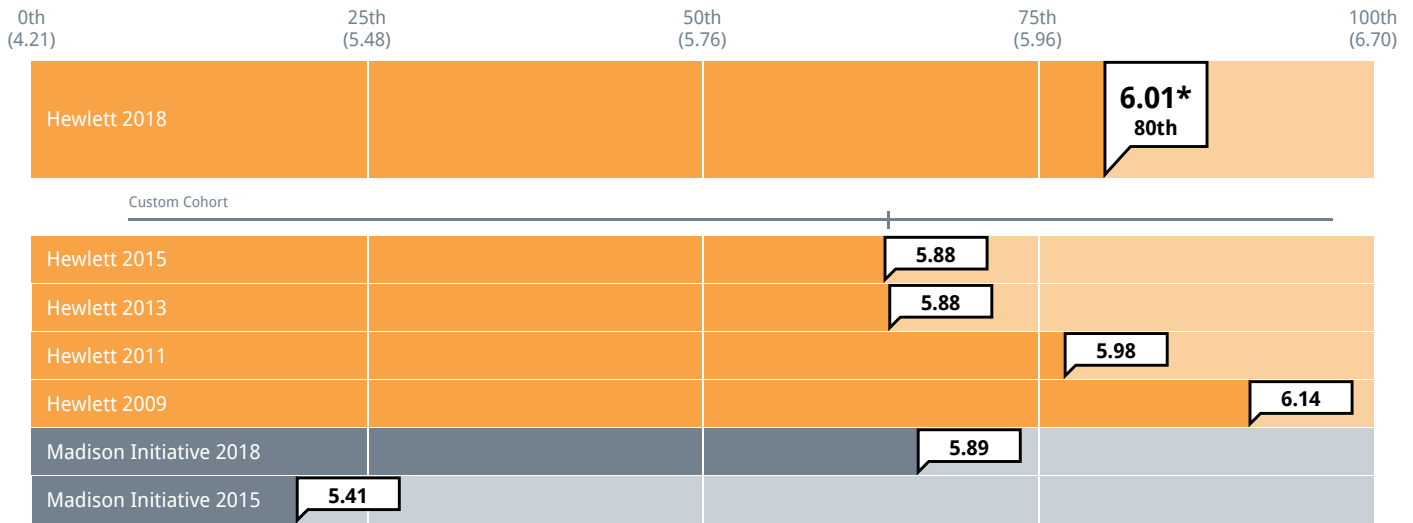
Grant History	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Average Funder	Custom Cohort
Percentage of first-time grants	24%	38%	20%	16%	20%	29%	35%

Grant History (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Percentage of first-time grants	24%	38%	66%

## 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



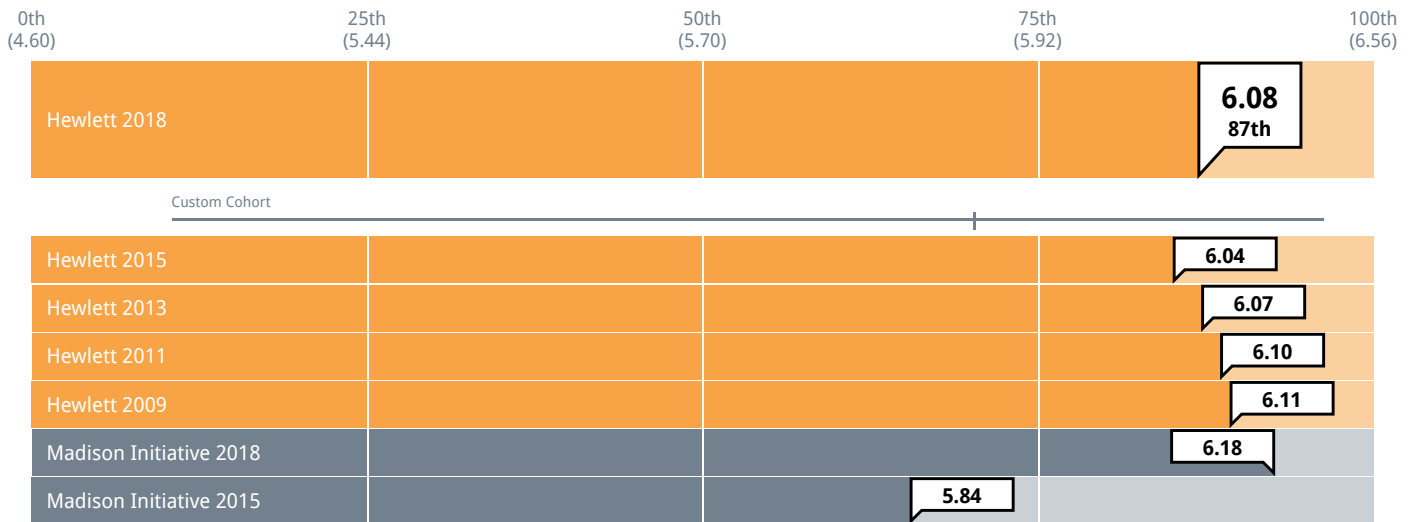
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

### 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: Custom Cohort

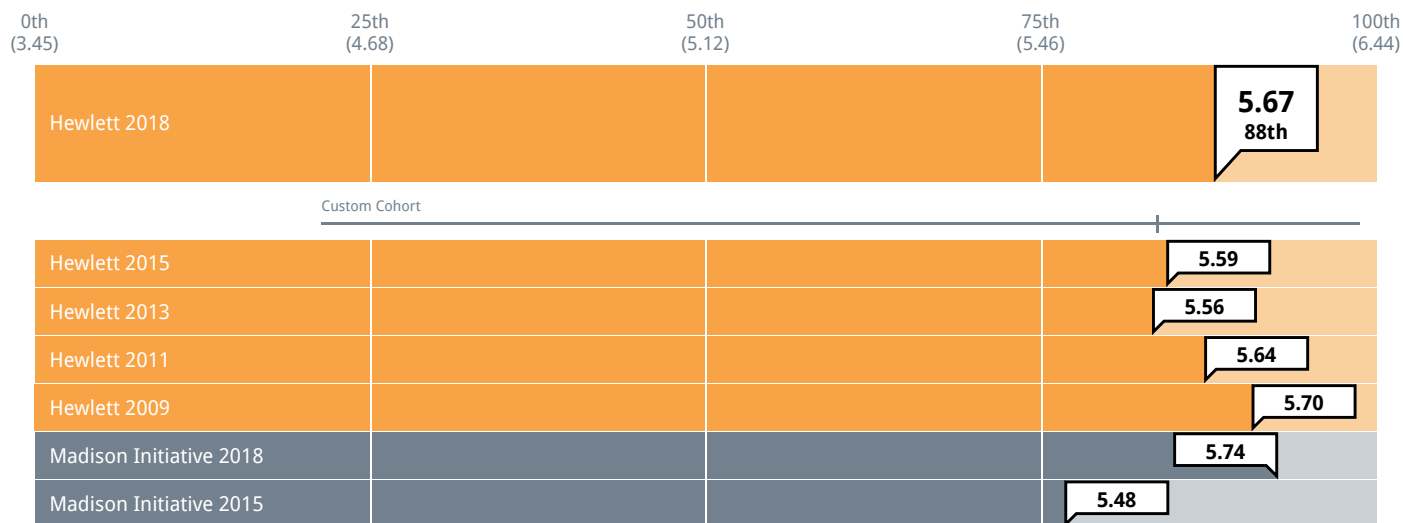
Past results:  On  Off

Subgroup: None

## Advancing Knowledge and Public Policy

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

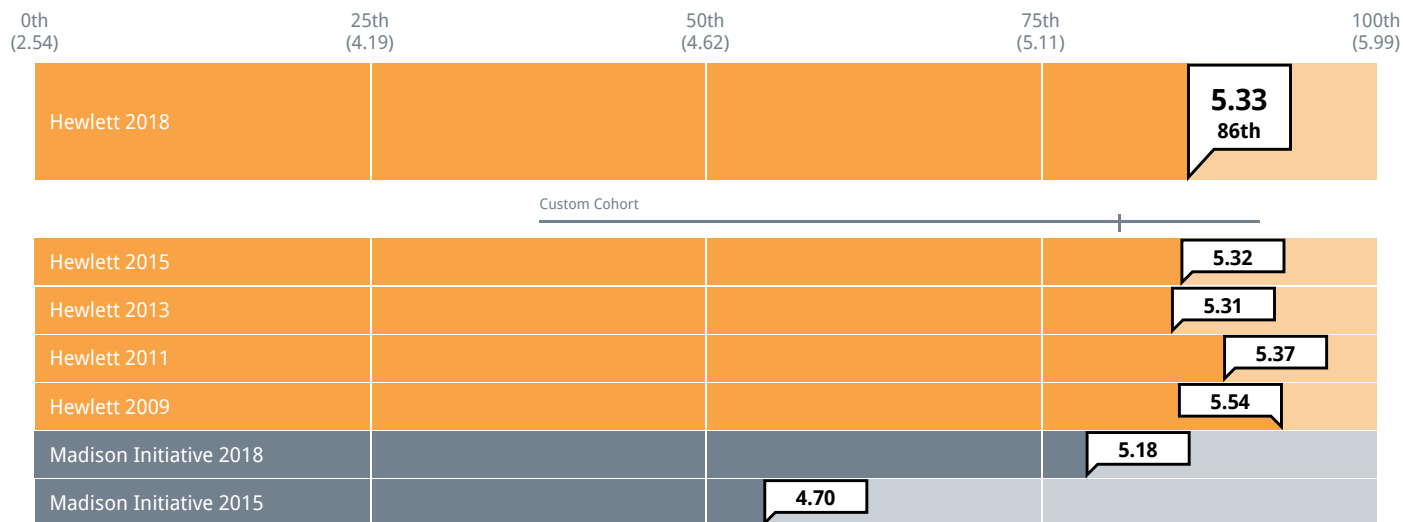
1 = Not at all    7 = Leads the field to new thinking and practice



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

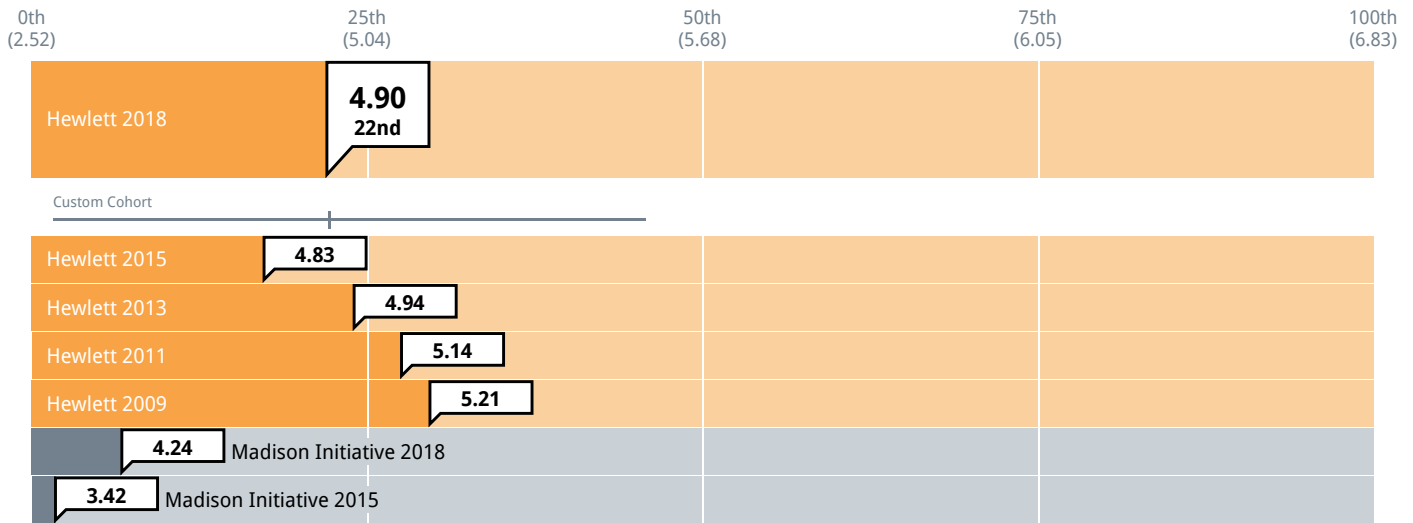


Cohort:  Past results:  On  Off Subgroup:

## 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



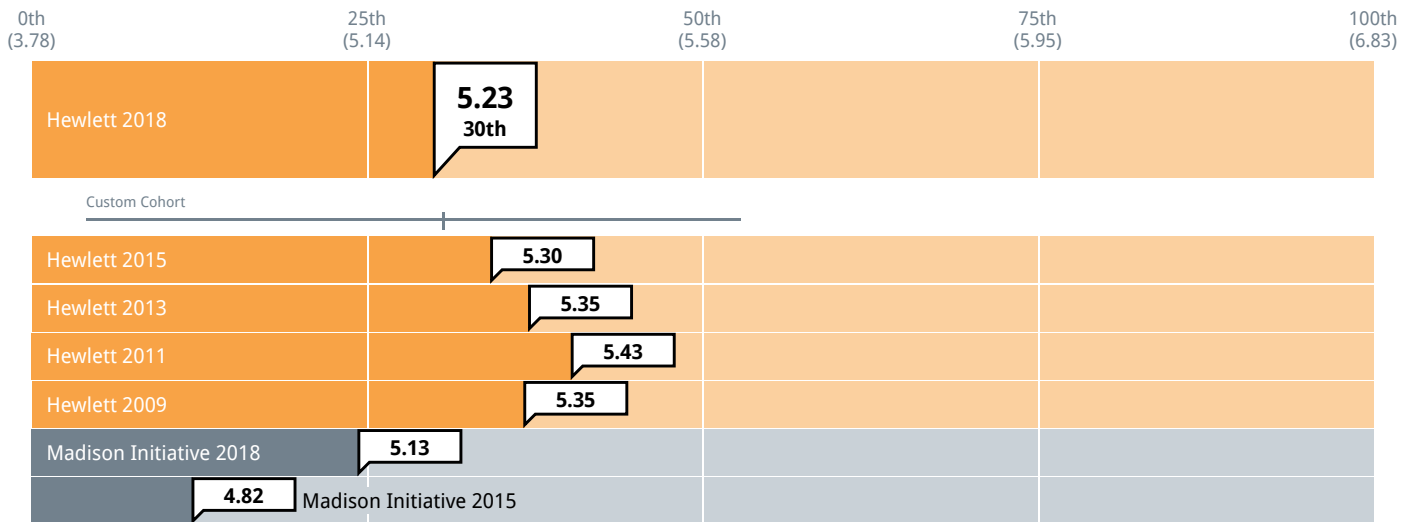
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

### 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: Custom Cohort

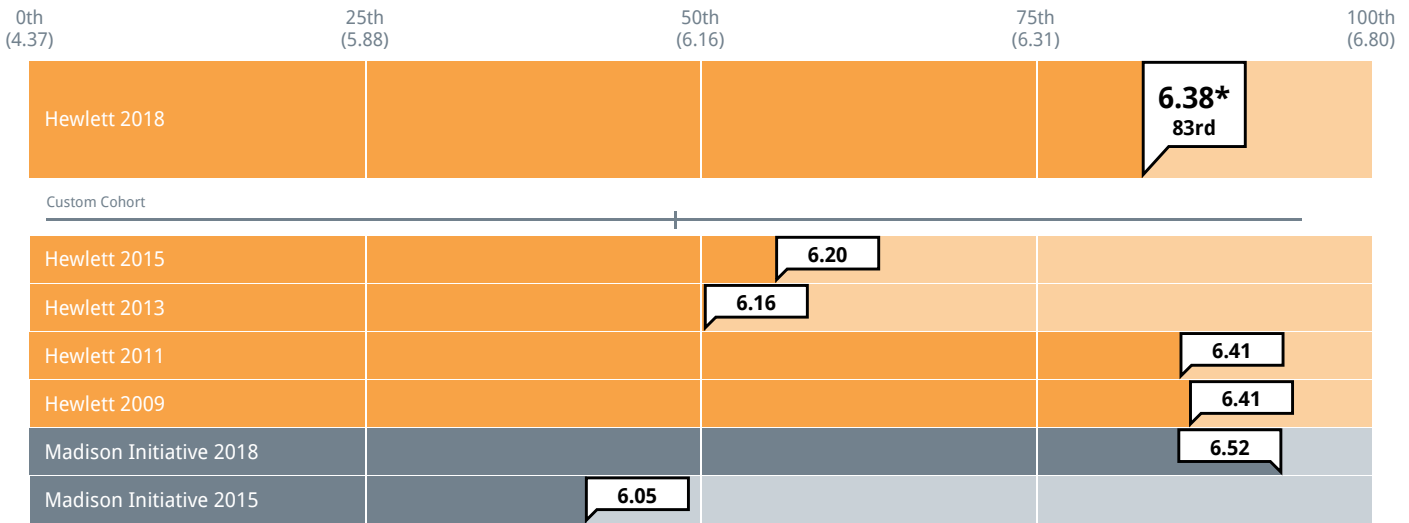
Past results:  On  Off

Subgroup: None

## 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



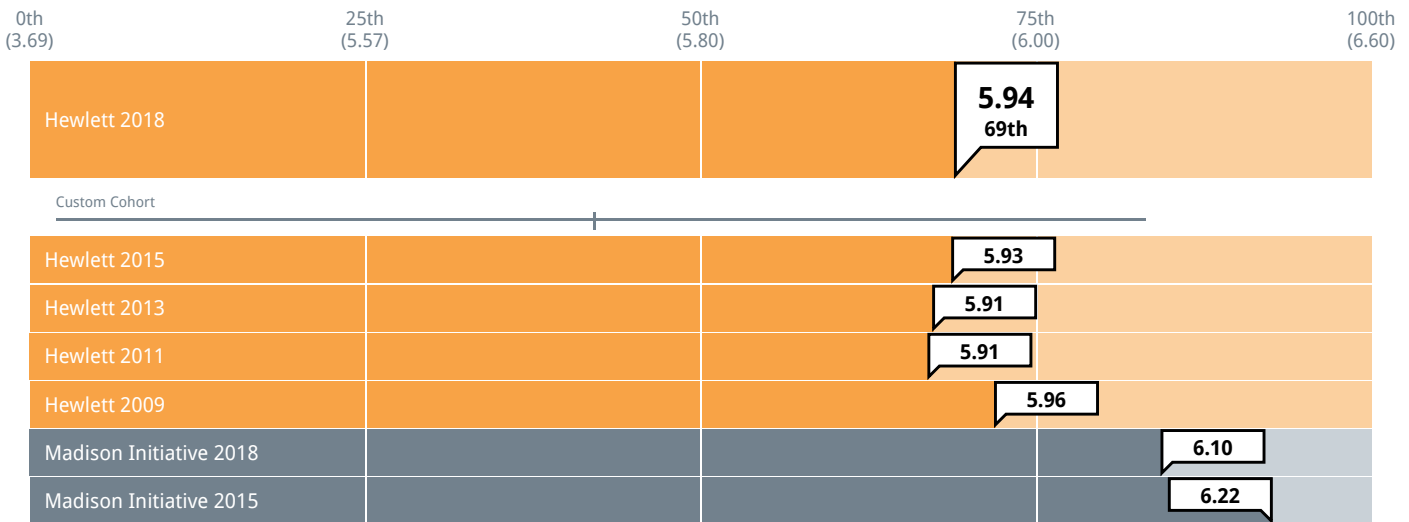
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

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

1 = Limited understanding    7 = Thorough understanding



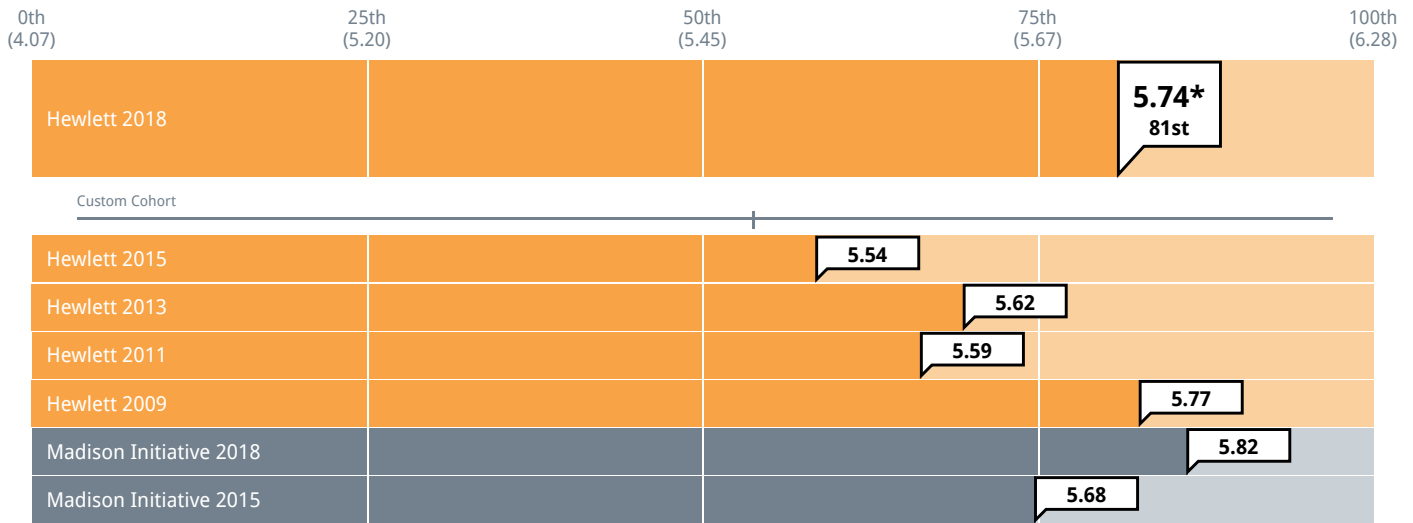
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

### 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

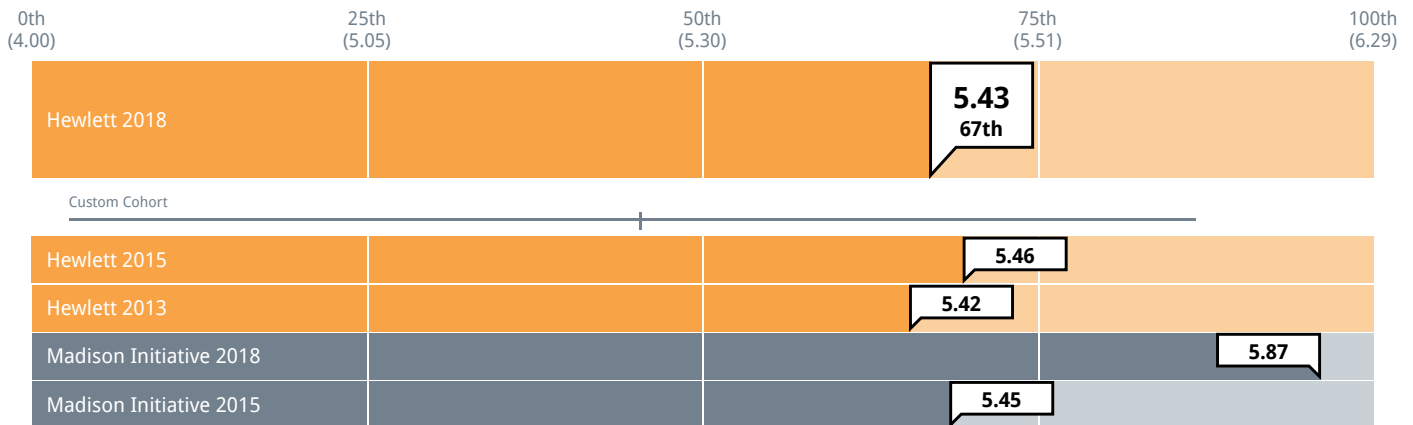
Past results:  On  Off

Subgroup: None

### 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

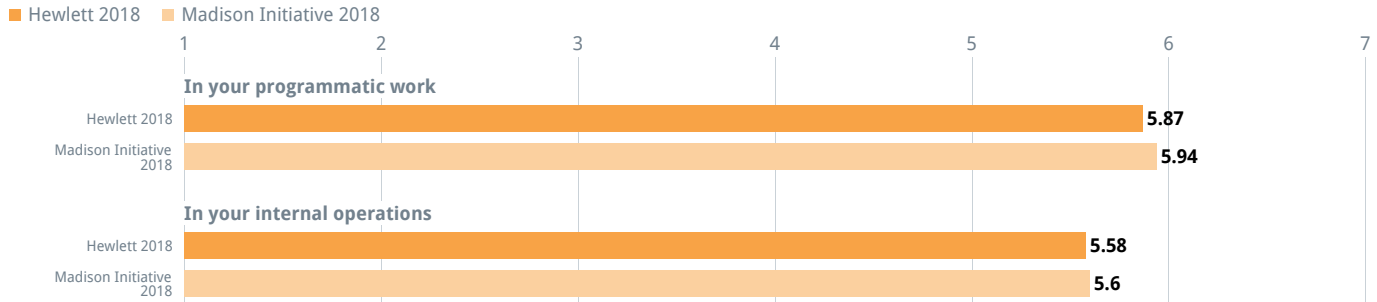
Past results:  On  Off

Subgroup: None

## 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:  
- Program Data

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



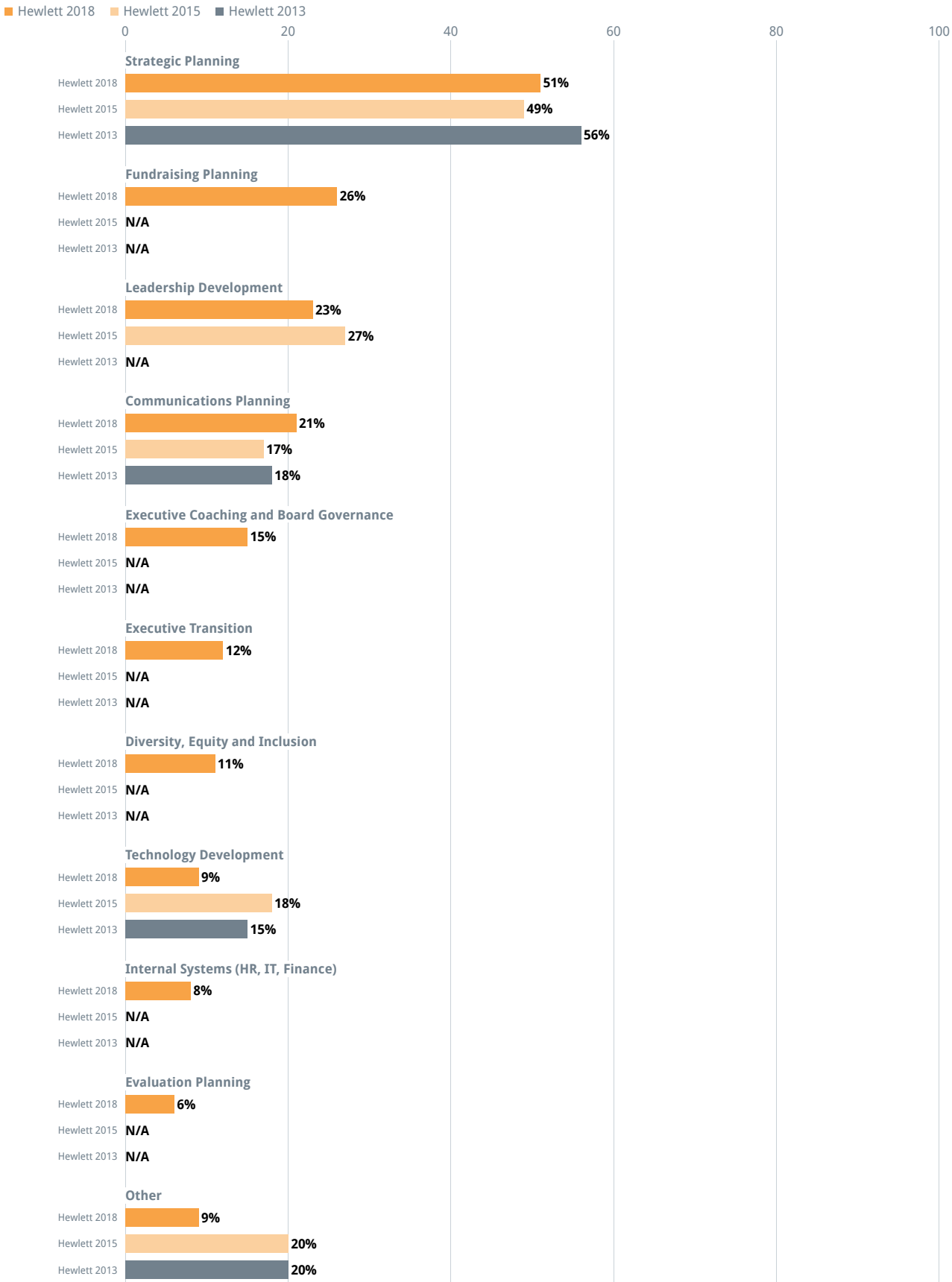


## OE Grants

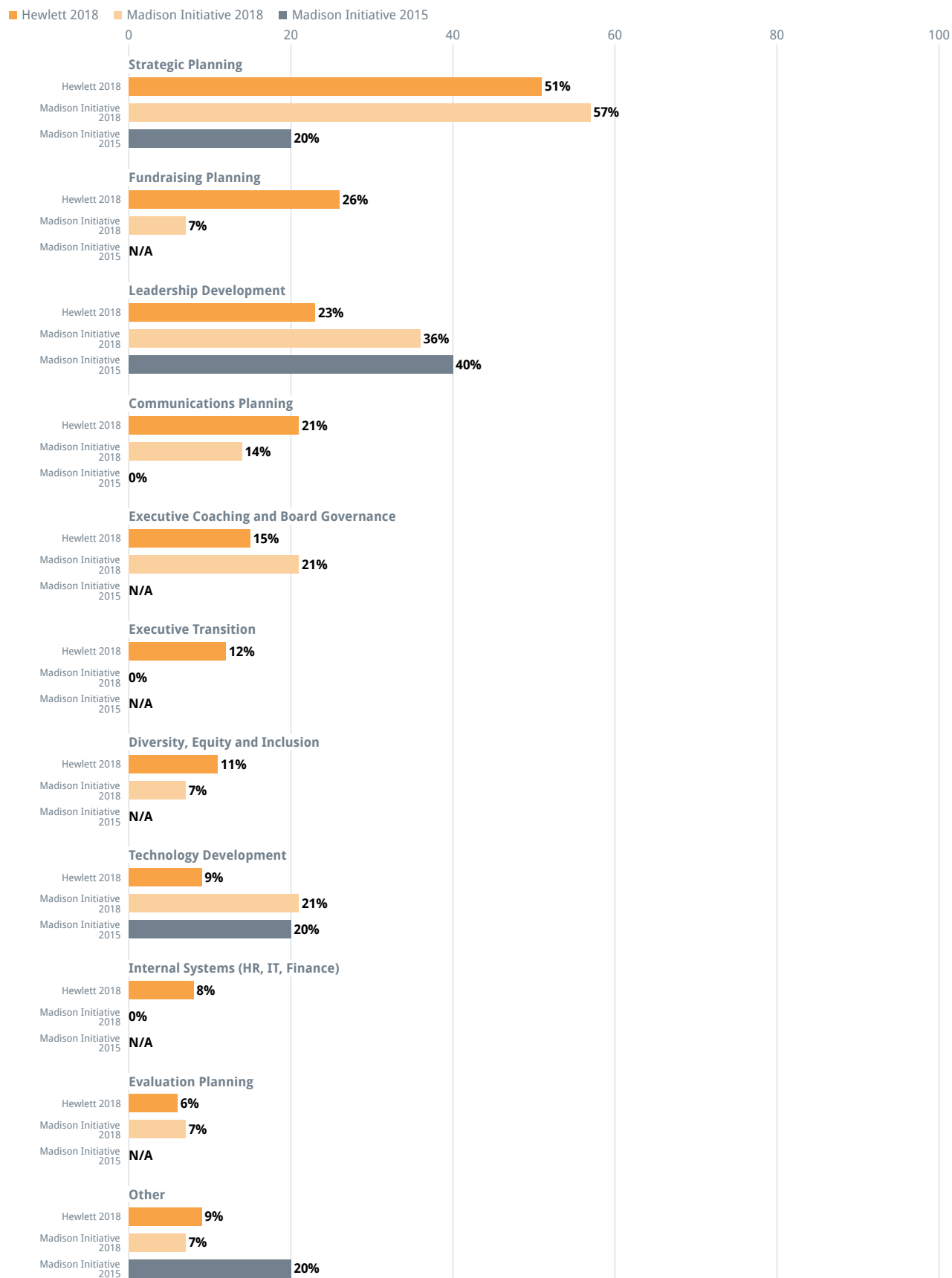
Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett?	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009
No	68%	78%	69%	74%	77%	80%
Yes	32%	22%	31%	26%	23%	20%

Have you received a supplemental Organizational Effectiveness capacity building grant in addition to your primary grant from Hewlett? (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
No	68%	78%	86%
Yes	32%	22%	14%

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



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



## Full Cost Questions

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

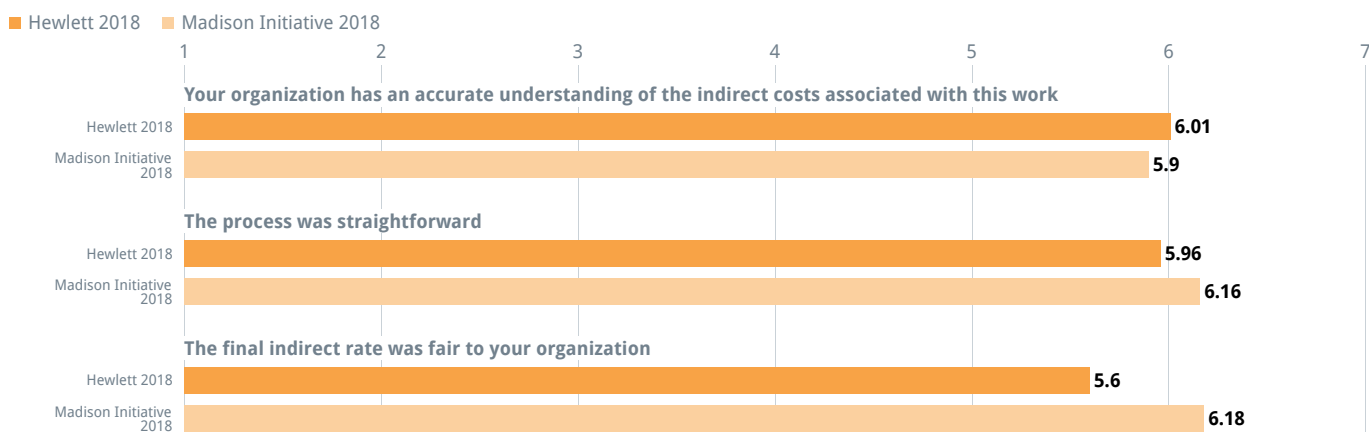
These last few questions ask about the extent to which your grant covered the actual costs of the associated program/project.

- 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	Madison Initiative 2018
We provided an indirect rate, which the Foundation accepted	53%	43%
The Foundation provided an indirect rate, without opportunity for discussion	12%	5%
We settled on an indirect rate in discussion with Foundation staff	12%	19%
In determining grant amount, we did not specifically address indirect costs	23%	33%

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

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	Madison Initiative 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%	16%
The grant covered direct and indirect costs, but no more.	47%	37%
The grant covered the direct costs of the work, but not all indirect costs.	34%	32%
This grant did not cover even the direct costs of the work.	11%	16%

# 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.”

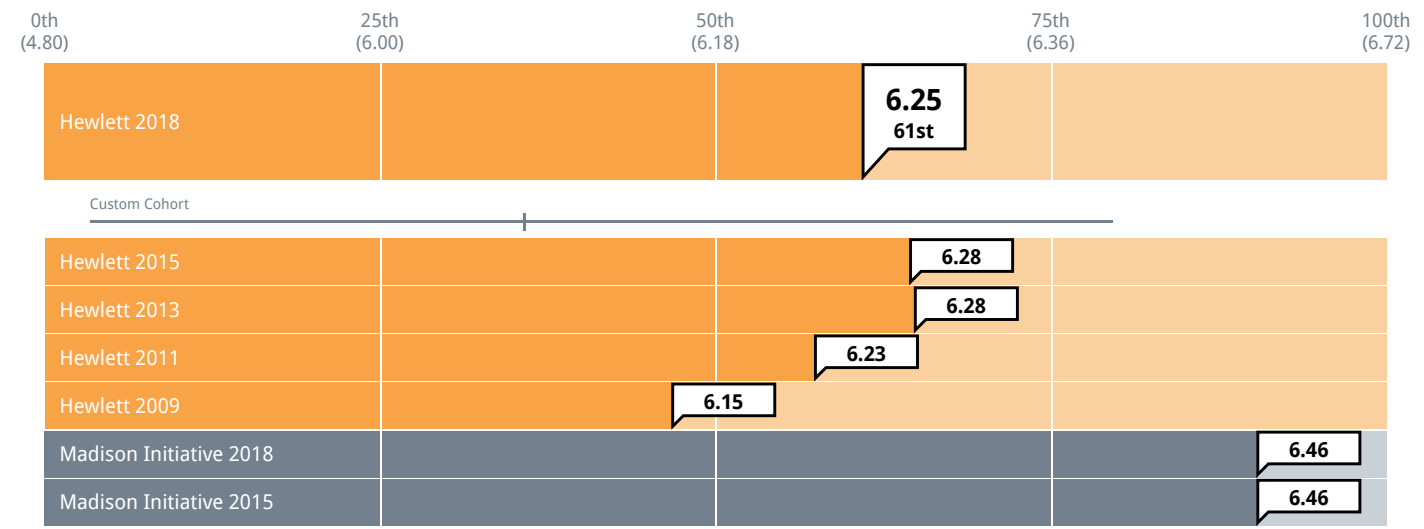
Strong relationships with grantees are crucial to high-performing funders. In fact, it is those relationships that most strongly predict grantees’ perceptions of their funder’s impact on their fields, communities, and organizations.

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:

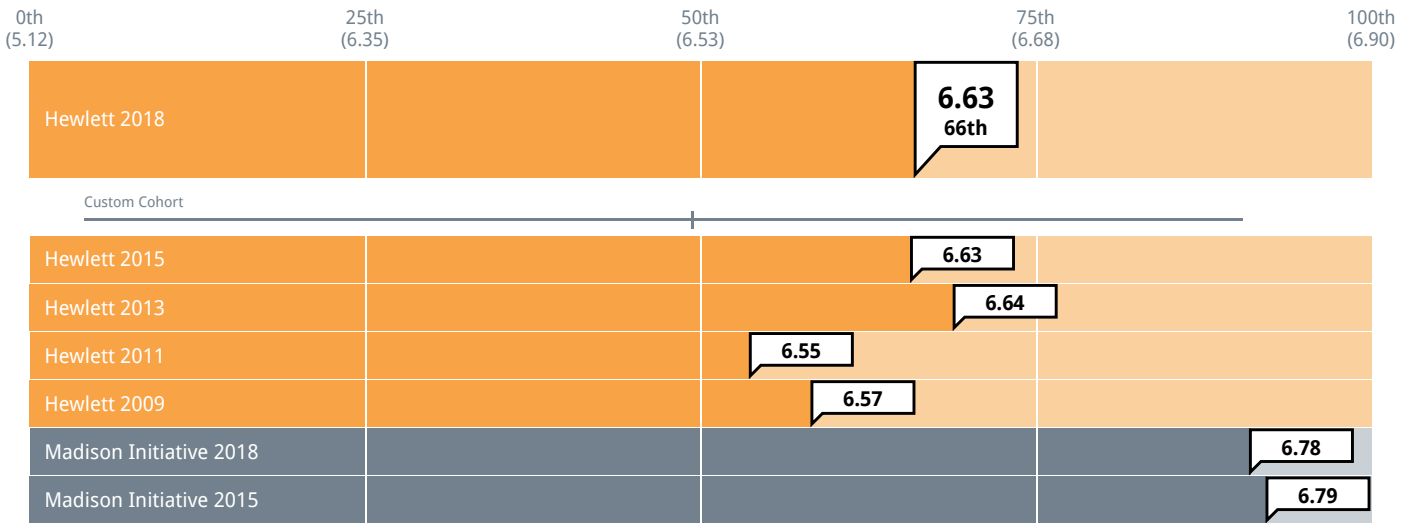
Past results:  On  Off

Subgroup:

## Quality of Interactions

### Overall, how fairly did the Hewlett Foundation treat you?

1 = Not at all fairly    7 = Extremely fairly



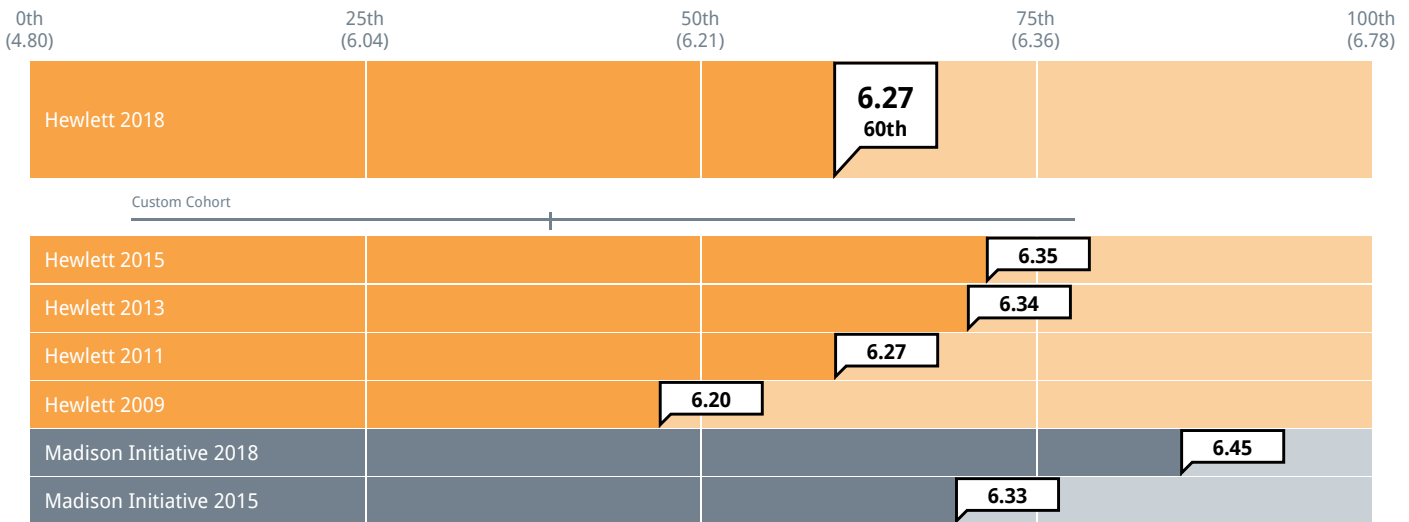
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

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

1 = Not at all comfortable    7 = Extremely comfortable



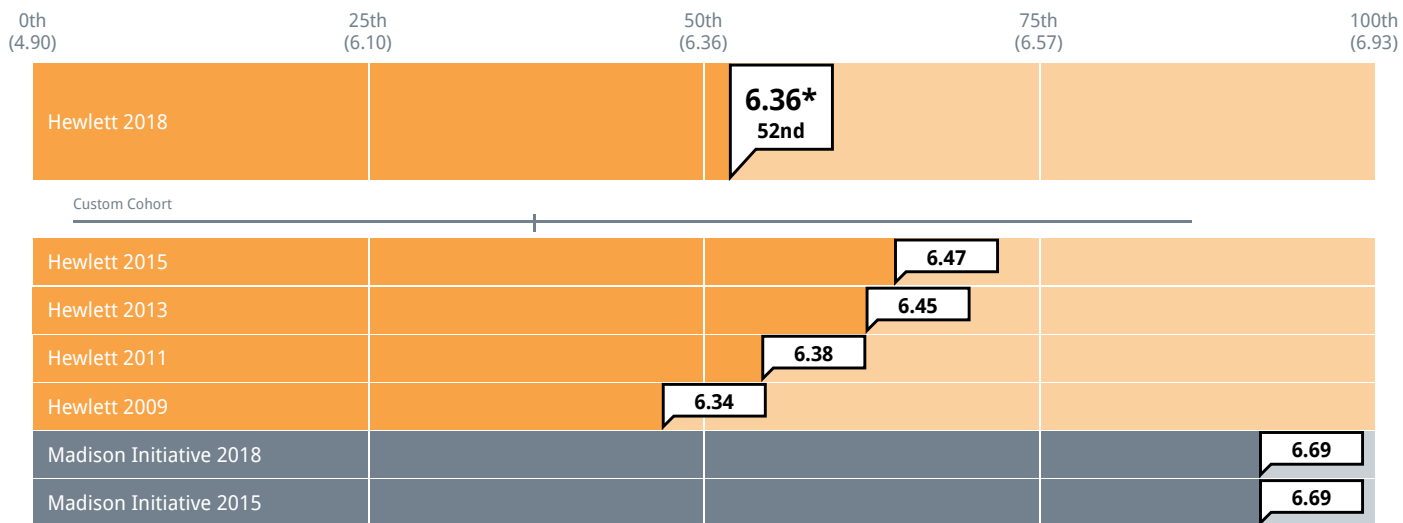
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

### Overall, how responsive was Hewlett Foundation staff?

1 = Not at all responsive    7 = Extremely responsive



Cohort:

Past results:  On  Off

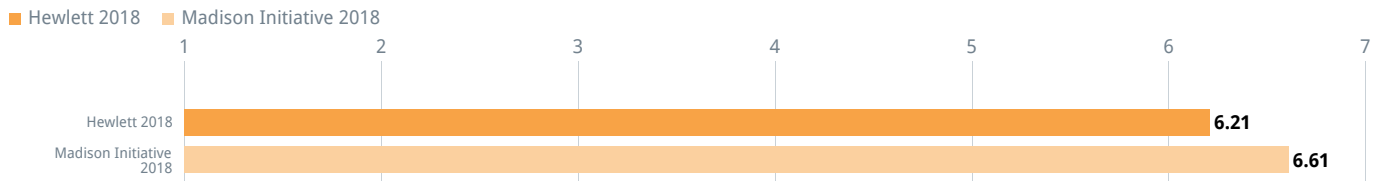
Subgroup:



## 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? - Program Data

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	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Weekly or more often	1%	1%	1%	2%	1%	2%	3%	2%
A few times a month	7%	15%	9%	8%	12%	11%	11%	13%
Monthly	16%	28%	18%	17%	15%	13%	15%	18%
Once every few months	65%	53%	63%	64%	57%	57%	53%	54%
Yearly or less often	12%	3%	10%	9%	15%	16%	18%	12%

Frequency of Contact with Program Officer (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Weekly or more often	1%	1%	0%
A few times a month	7%	15%	10%
Monthly	16%	28%	26%
Once every few months	65%	53%	64%
Yearly or less often	12%	3%	0%

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

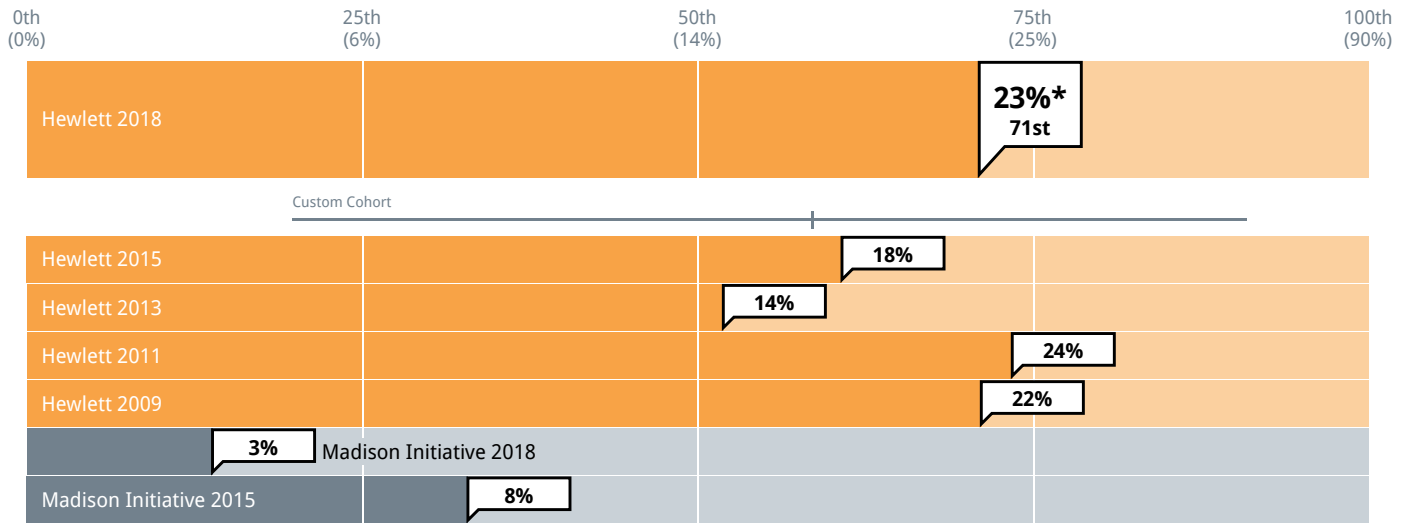
Initiation of Contact with Program Officer	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Program Officer	11%	9%	11%	11%	10%	9%	15%	12%
Both of equal frequency	52%	66%	59%	58%	61%	51%	50%	50%
Grantee	37%	25%	31%	31%	29%	40%	35%	38%

Initiation of Contact with Program Officer (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Program Officer	11%	9%	14%
Both of equal frequency	52%	66%	70%
Grantee	37%	25%	16%

## Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



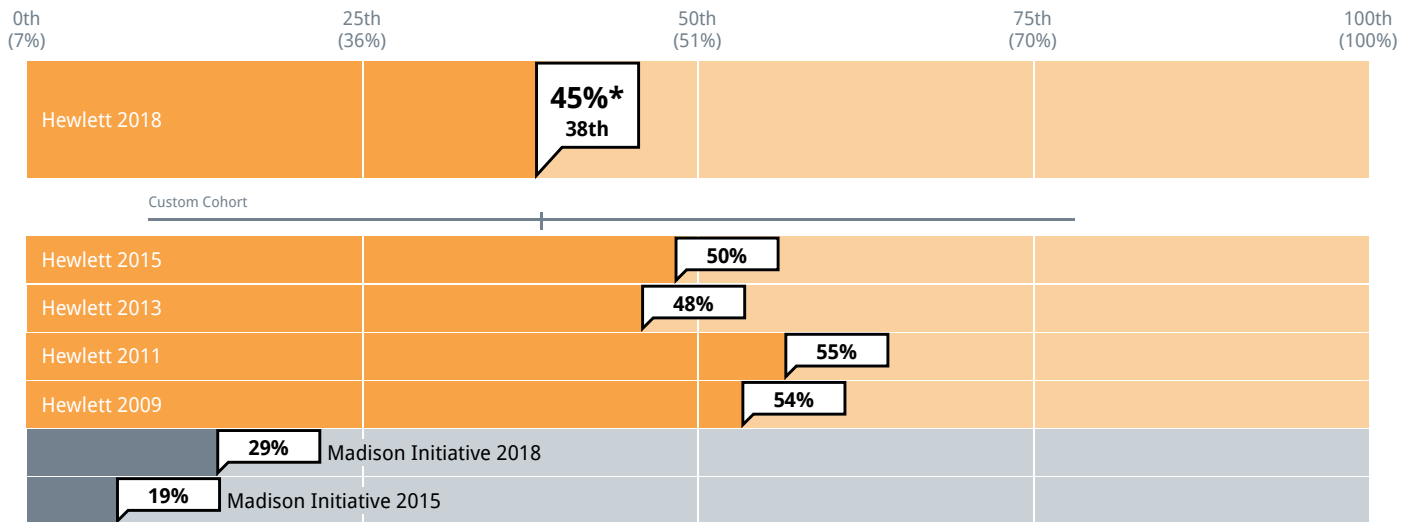
Cohort: Custom Cohort

Past results:  On  Off

Subgroup: None

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort

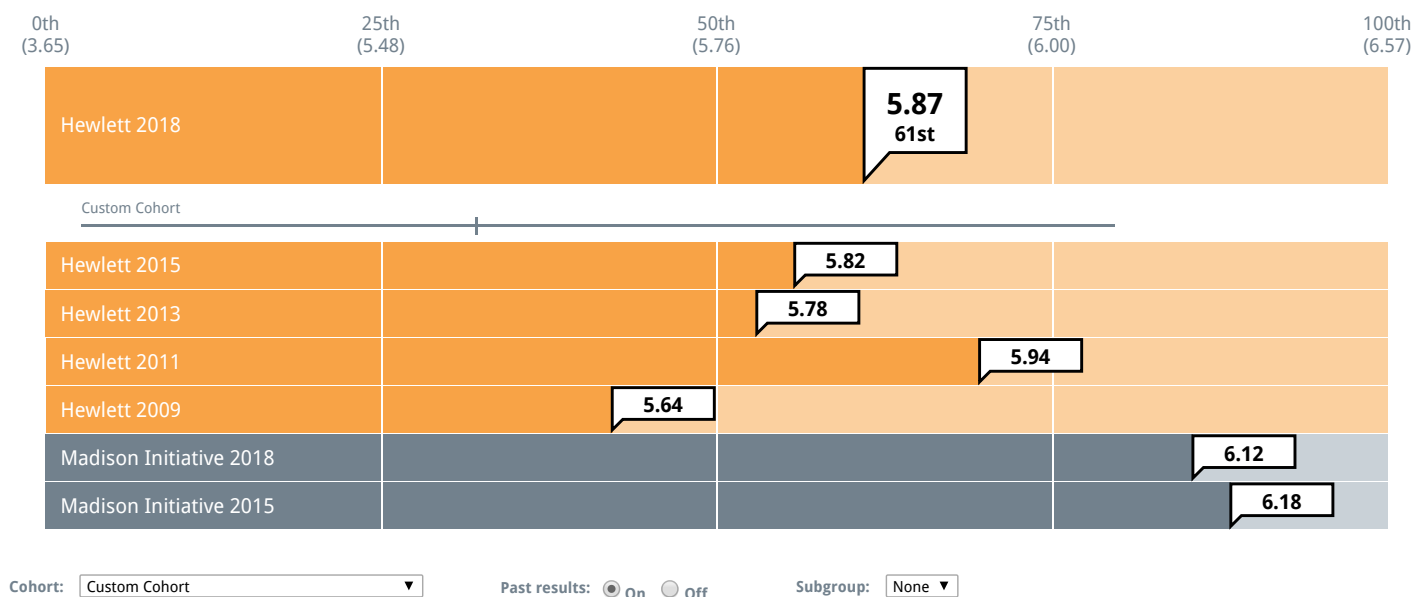
Past results:  On  Off

Subgroup: None

## Foundation Communication

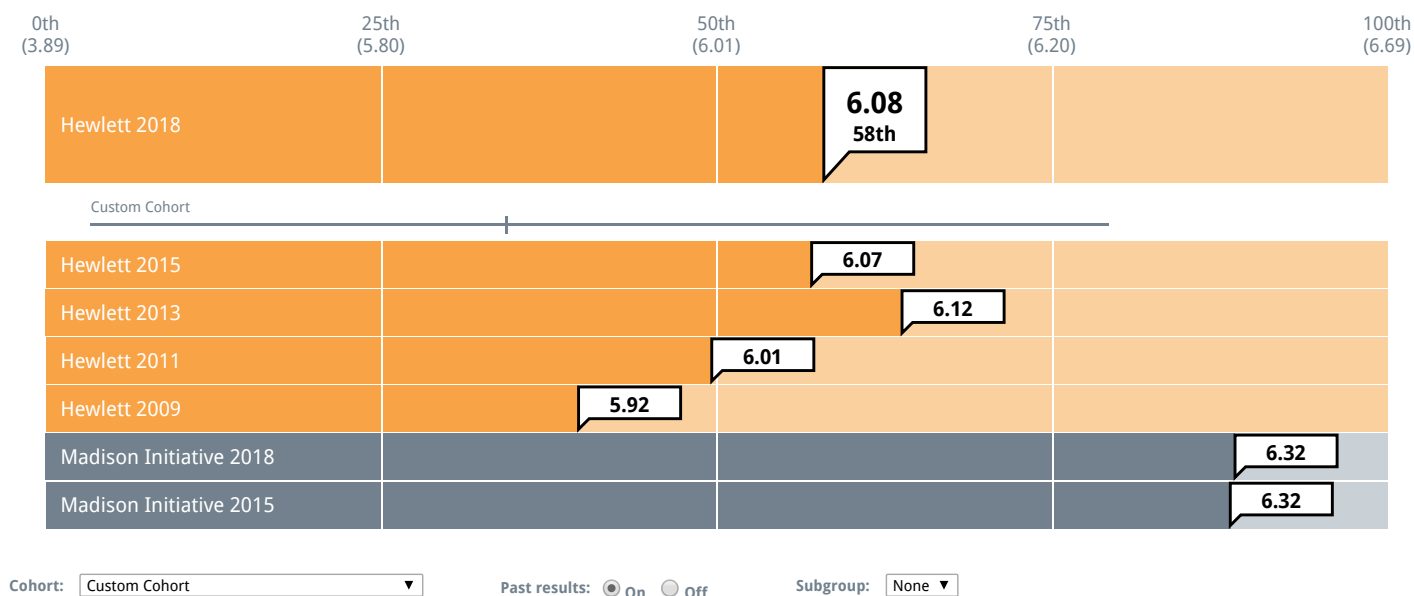
### How clearly has the Hewlett Foundation communicated its goals and strategy to you?

1 = Not at all clearly    7 = Extremely clearly



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

1 = Not at all consistent    7 = Completely consistent

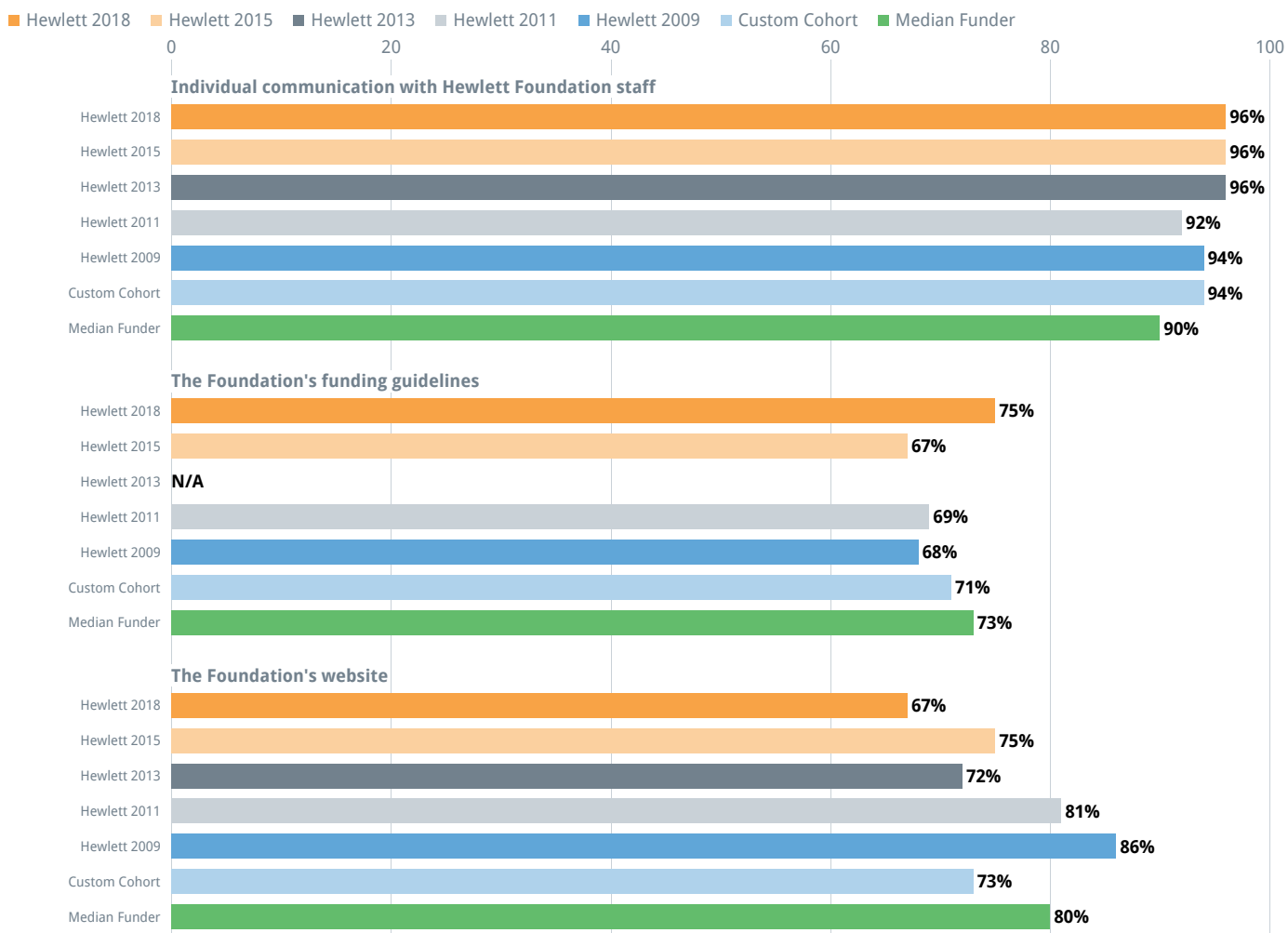


## Communication Resources

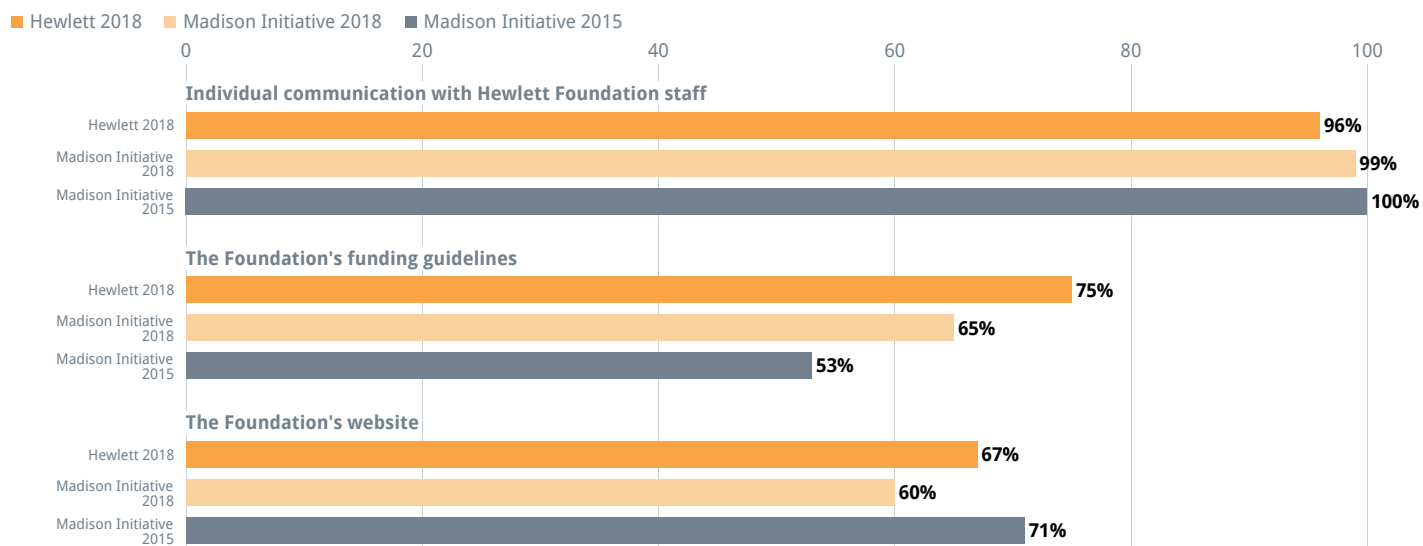
Grantees were asked whether they used each of the following communications resources from Hewlett and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

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

### Usage of Communication Resources

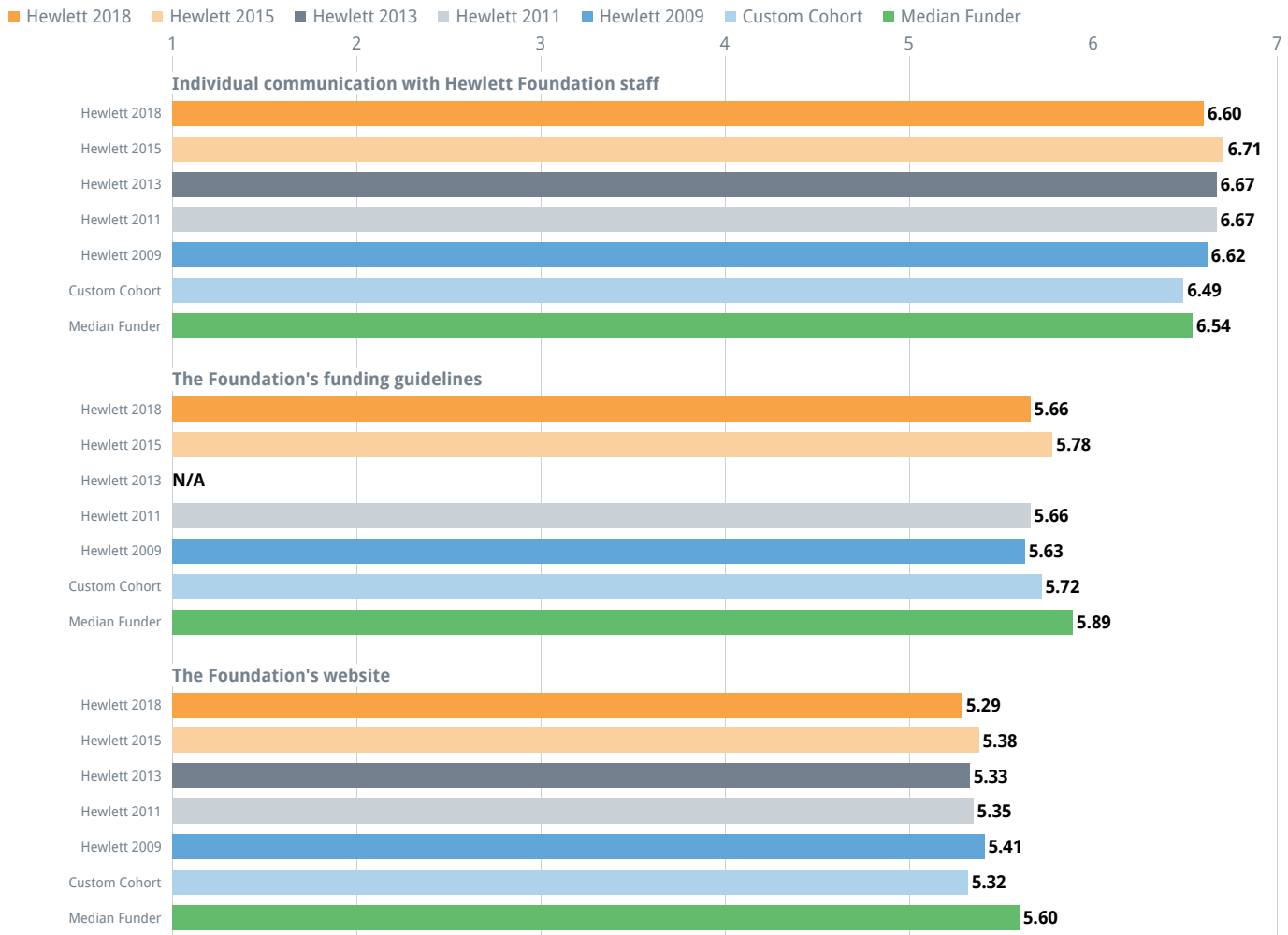


### Usage of Communication Resources - Program Data



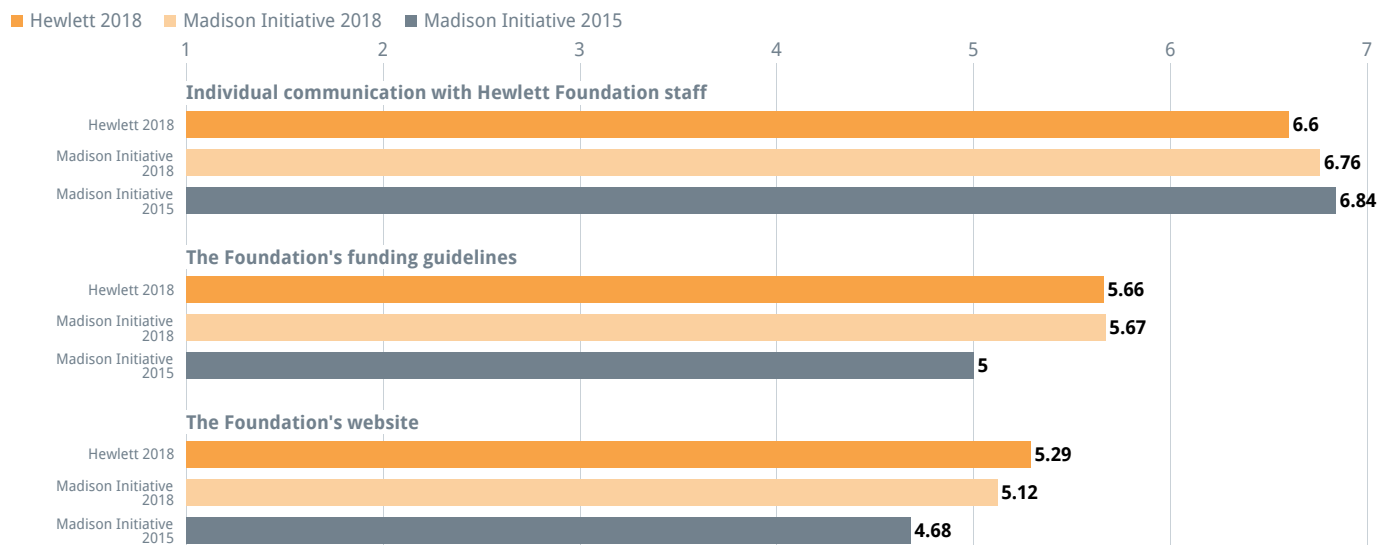
## Helpfulness of Communication Resources

1 = Not at all helpful    7 = Extremely helpful



## Helpfulness of Communication Resources - Program Data

1 = Not at all helpful 7 = Extremely helpful

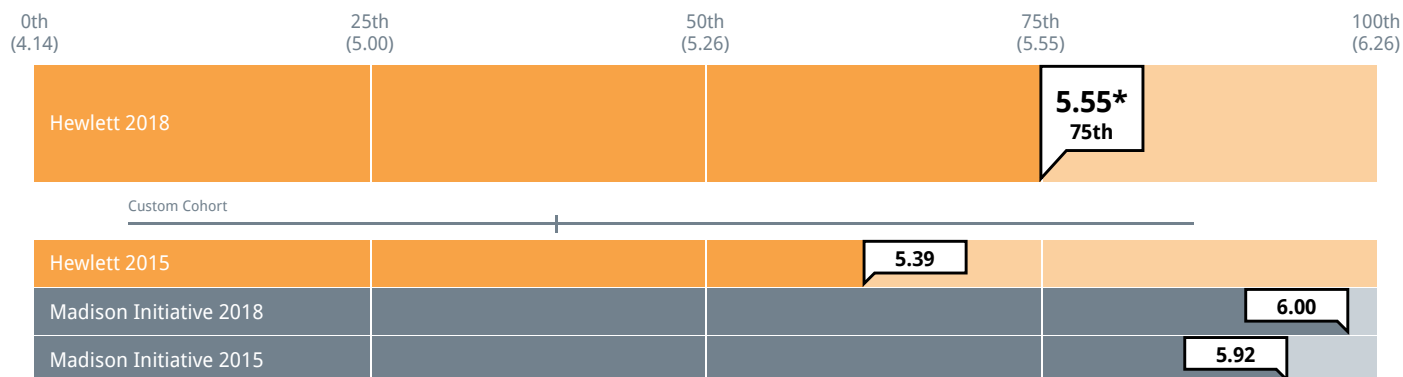




# Openness

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

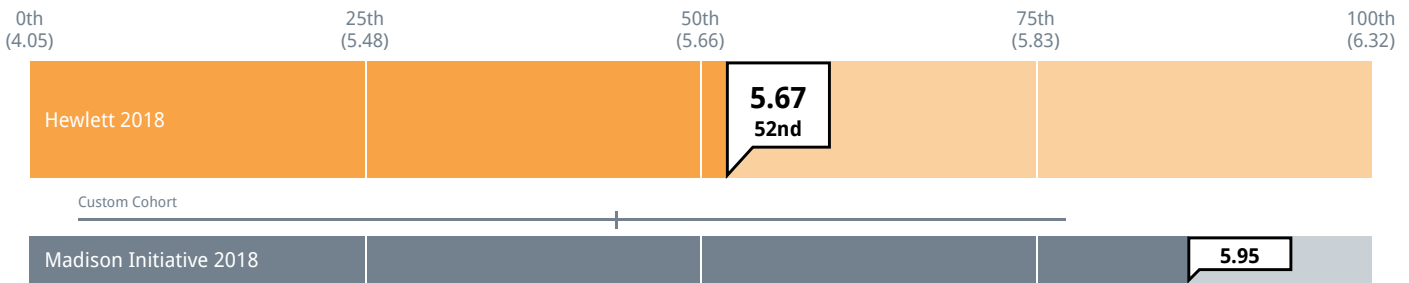
CEP's research has shown that strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

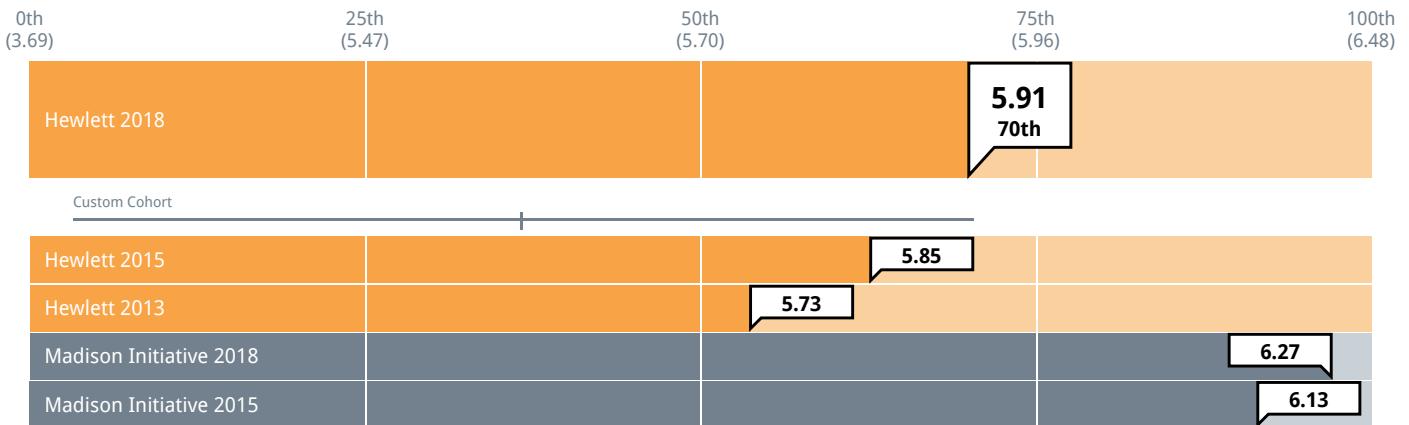
1 = Very negative 7 = Very positive



Cohort: Custom Cohort Past results:  On  Off Subgroup: None

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

1 = Not at all transparent 7 = Extremely transparent

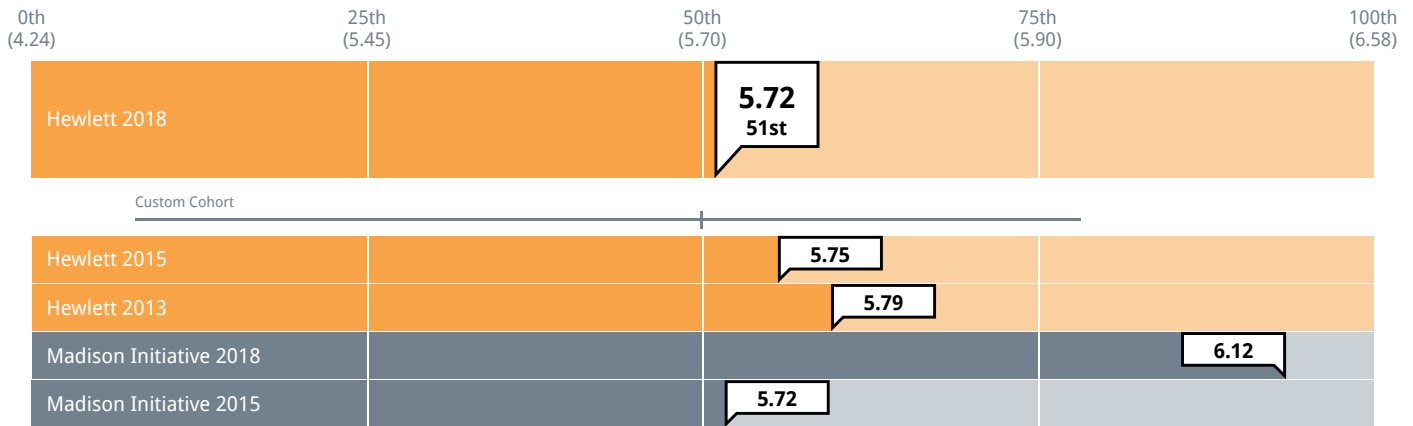


Cohort: Custom Cohort Past results:  On  Off Subgroup: None

## 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

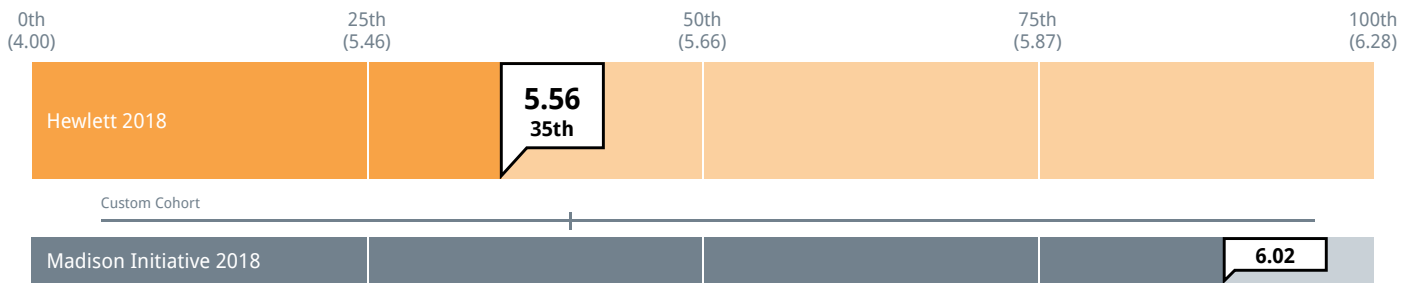


Cohort:  Past results:  On  Off Subgroup:

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?

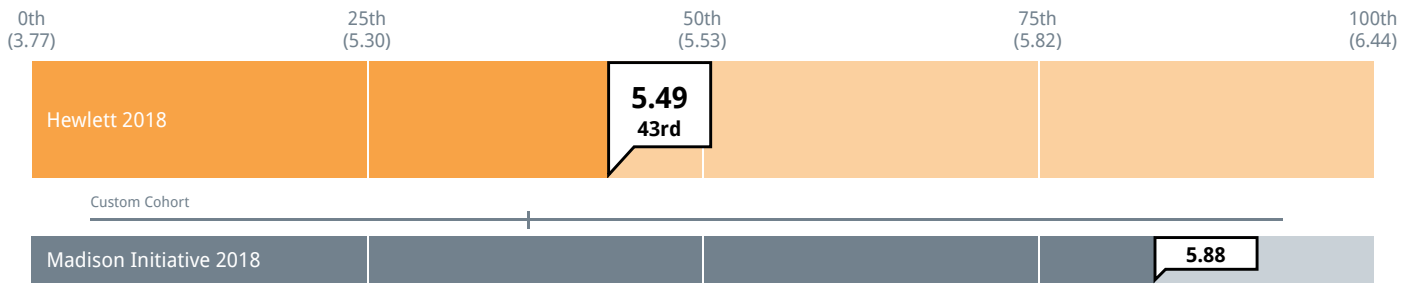
1 = Limited understanding    7 = Thorough understanding



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

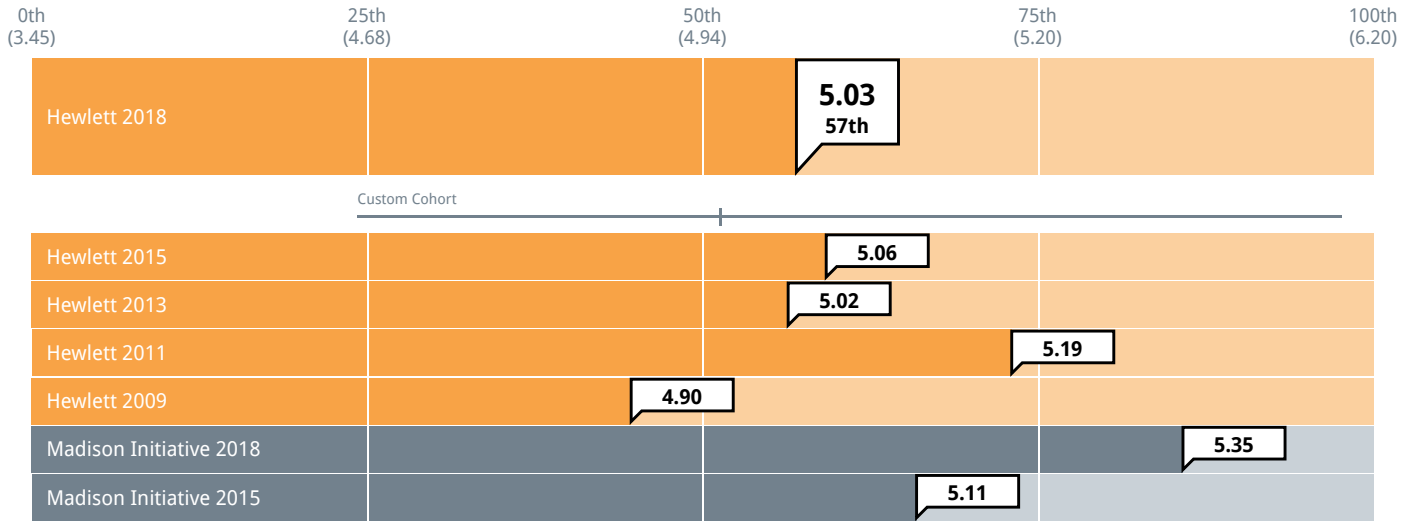
Past results:  On  Off

Subgroup: None

## 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:

Past results:  On  Off

Subgroup:

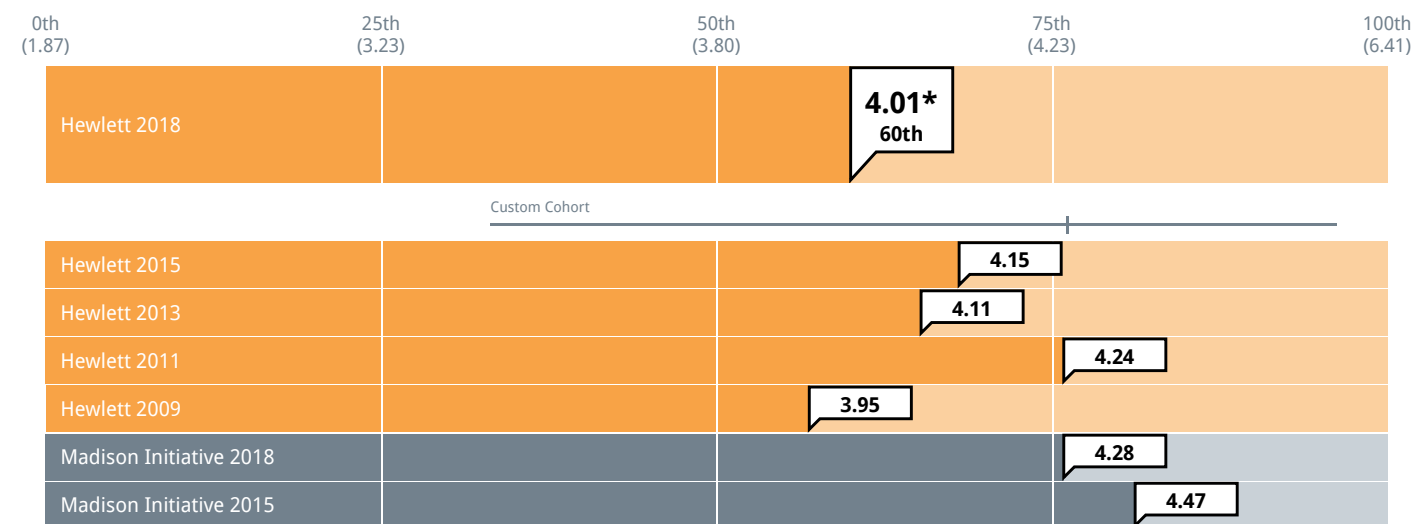
## Selection Process

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

Did you submit a proposal for this grant? (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Submitted a Proposal	96%	97%	100%
Did Not Submit a Proposal	4%	3%	0%

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

1 = No involvement    7 = Substantial involvement



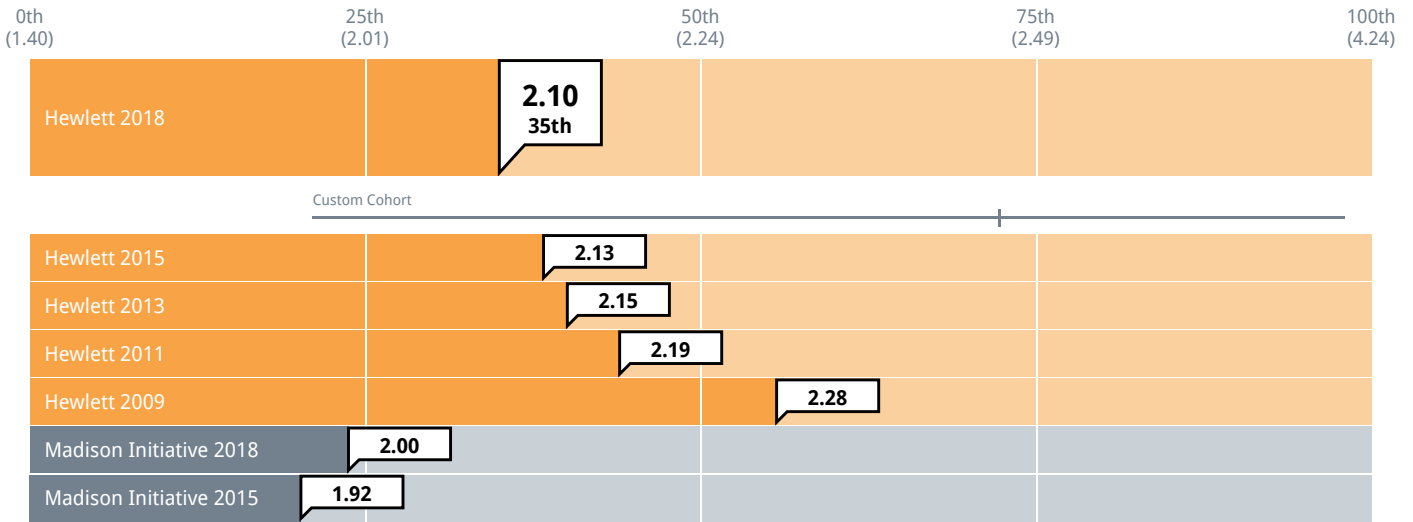
Cohort:

Past results:  On  Off

Subgroup:

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: None

## Time Between Submission and Clear Commitment

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

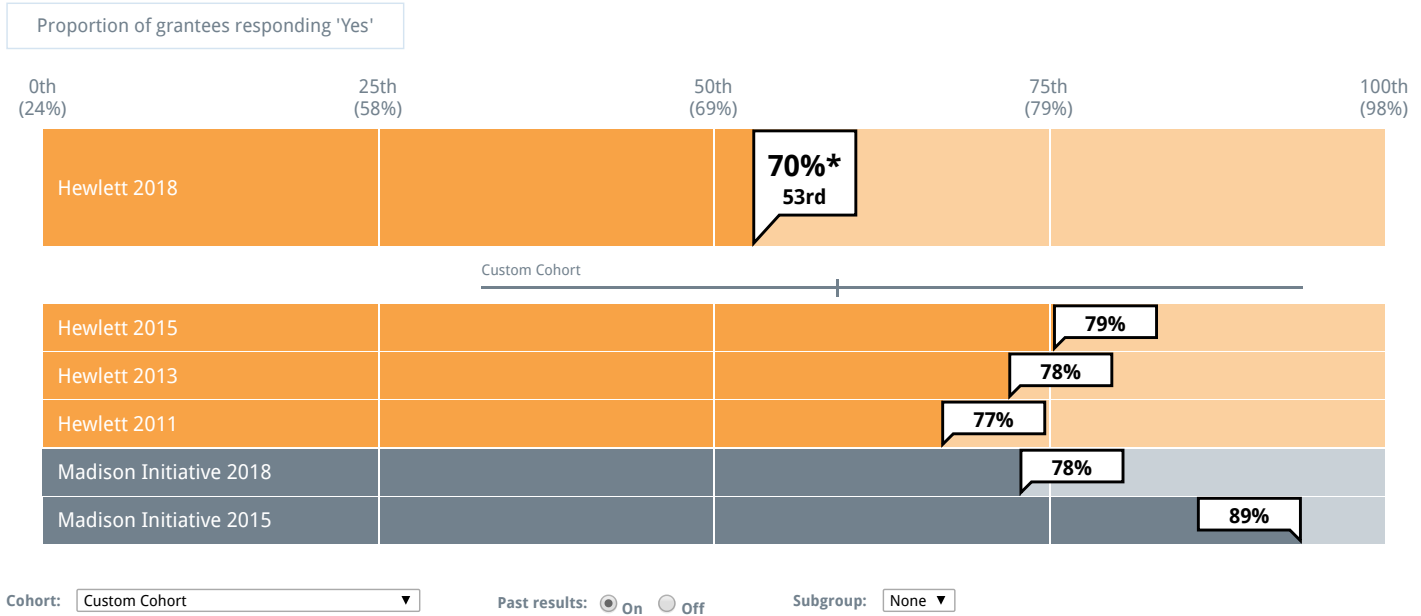
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Less than 1 month	13%	16%	6%	8%	5%	5%	6%	7%
1 - 3 months	65%	71%	64%	62%	50%	47%	56%	51%
4 - 6 months	19%	11%	24%	26%	39%	41%	29%	28%
7 - 9 months	2%	2%	3%	2%	4%	5%	5%	7%
10 - 12 months	0%	0%	1%	1%	2%	2%	2%	3%
More than 12 months	1%	0%	1%	0%	1%	1%	2%	3%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Less than 1 month	13%	16%	16%
1 - 3 months	65%	71%	62%
4 - 6 months	19%	11%	16%
7 - 9 months	2%	2%	5%
10 - 12 months	0%	0%	0%
More than 12 months	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.

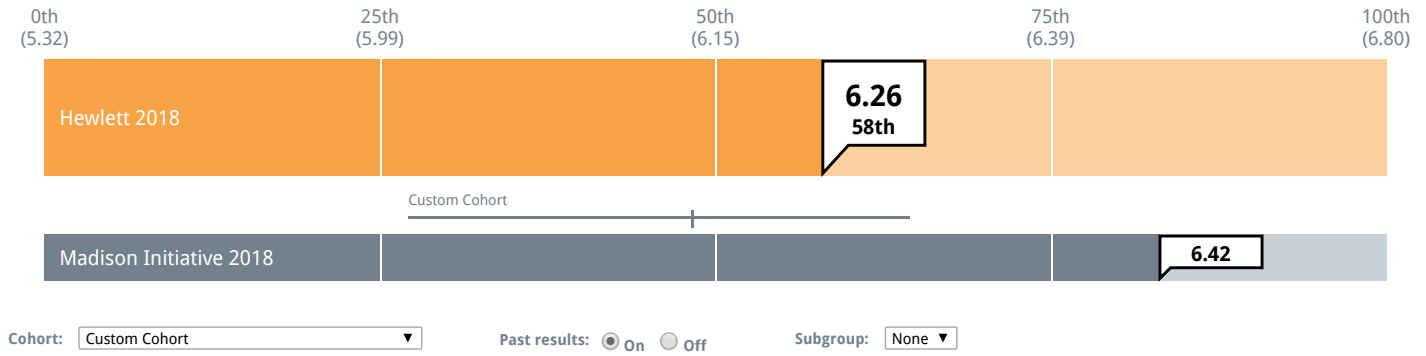
Participation in Reporting and/or Evaluation Processes	Hewlett 2018	Madison Initiative 2018	Average Funder	Custom Cohort
Participated in a reporting process only	62%	54%	56%	63%
Participated in an evaluation process only	1%	0%	1%	1%
Participated in both a reporting and an evaluation process	25%	28%	32%	26%
Participated in neither a reporting nor an evaluation process	12%	18%	12%	10%

## 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.

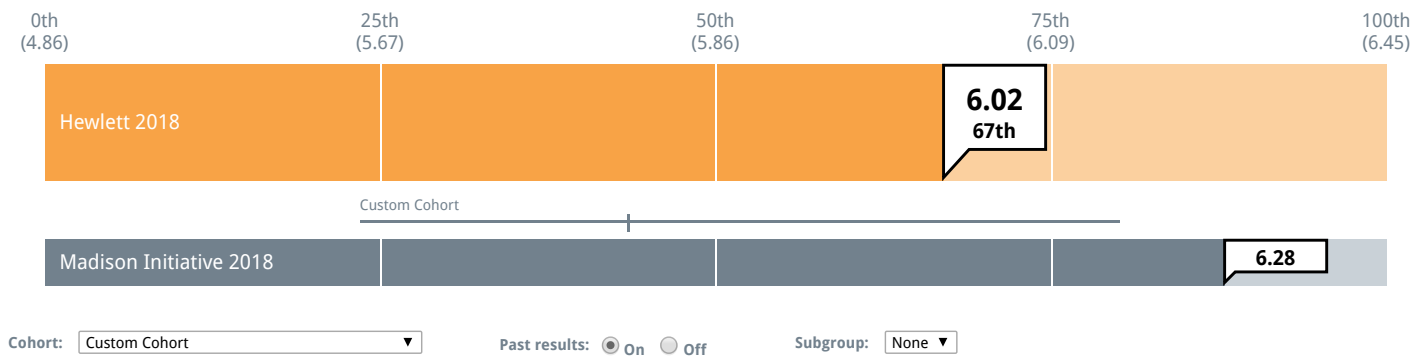
### To what extent was the Hewlett Foundation's reporting process straightforward?

1 = Not at all    7 = To a great extent



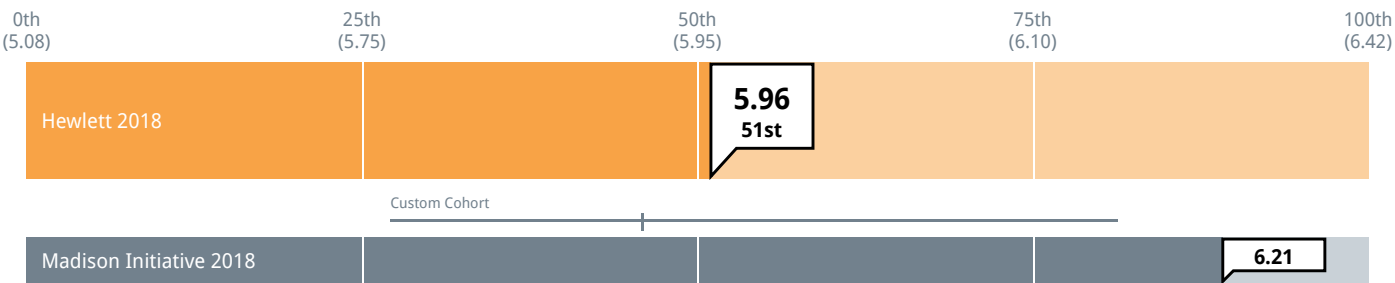
### To what extent was the Hewlett Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all    7 = To a great extent



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

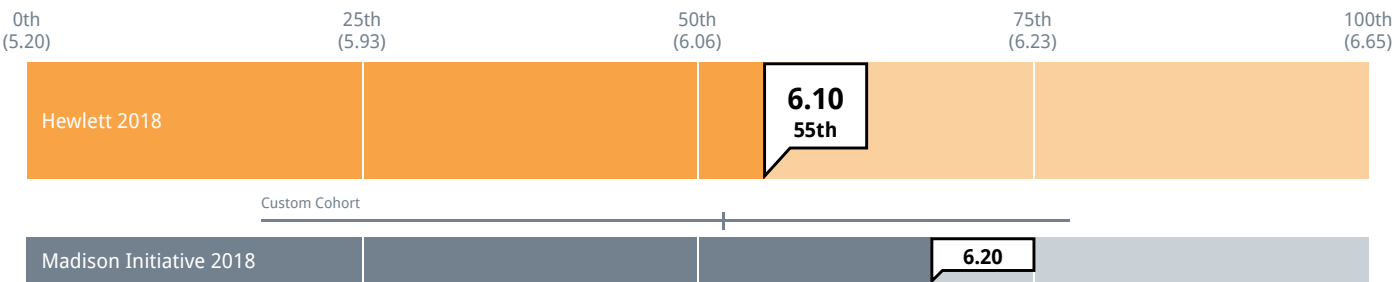
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results:  On  Off    Subgroup: None

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

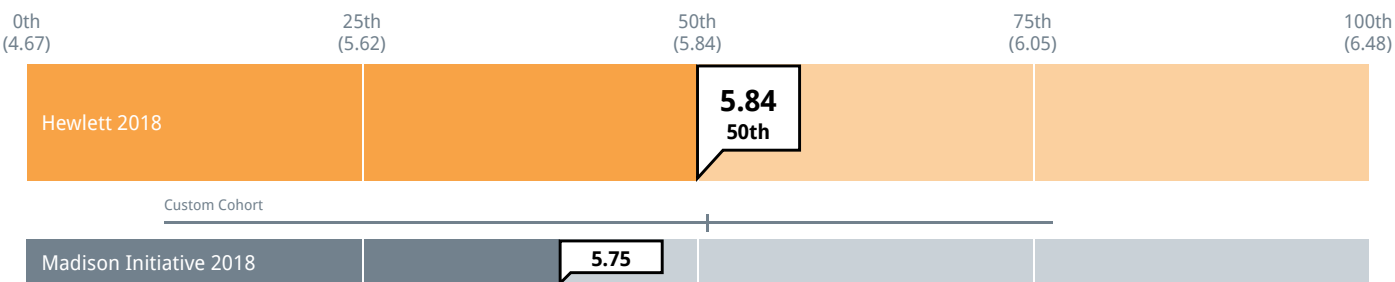
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results:  On  Off    Subgroup: None

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

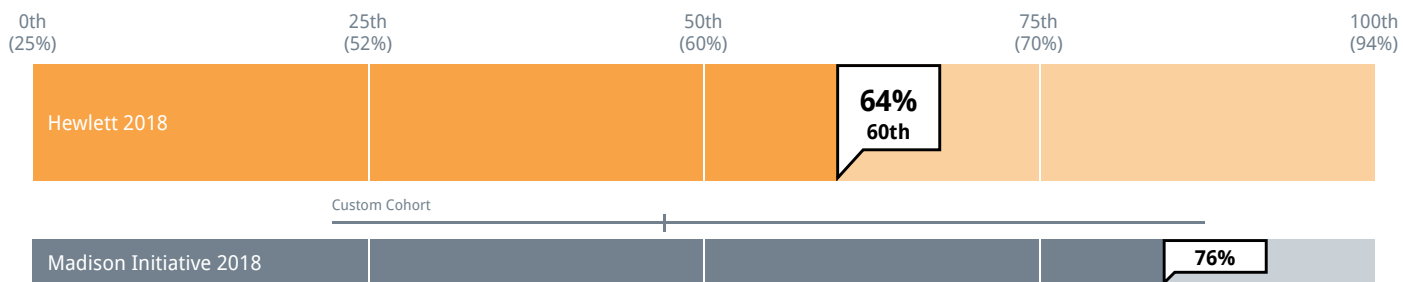
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results:  On  Off    Subgroup: None

**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:

Past results:  On  Off

Subgroup:

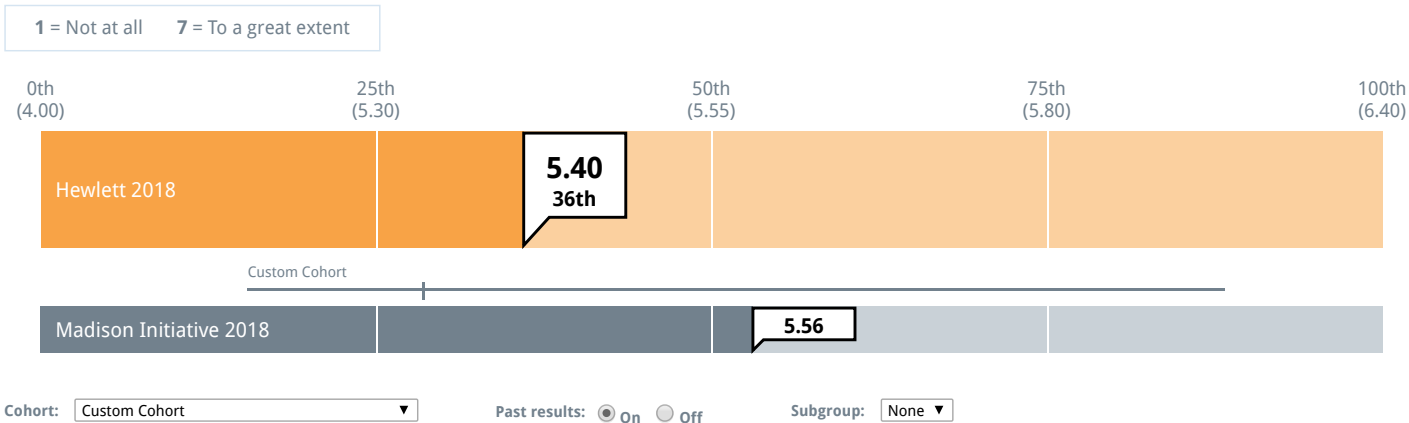
## Evaluation Process

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.

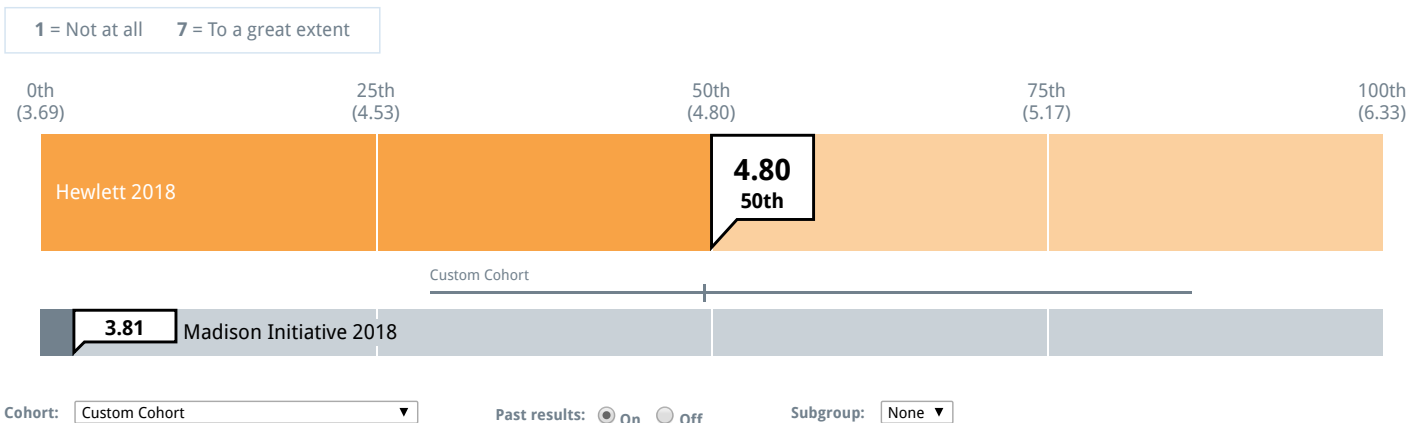
"Who was primarily responsible for carrying out the evaluation?"	Hewlett 2018	Madison Initiative 2018	Average Funder	Custom Cohort
Evaluation staff at the Hewlett Foundation	16%	38%	21%	20%
Evaluation staff at your organization	37%	31%	51%	38%
External evaluator, chosen by the Hewlett Foundation	31%	25%	14%	27%
External evaluator, chosen by your organization	16%	6%	14%	15%

"Did the Hewlett Foundation provide financial support for the evaluation?"	Hewlett 2018	Madison Initiative 2018	Average Funder	Custom Cohort
Yes, the evaluation's costs were fully funded by the Hewlett Foundation	47%	44%	34%	48%
Yes, the evaluation's costs were partially funded by the Hewlett Foundation	12%	6%	17%	18%
No, the evaluation's costs were not funded by the Hewlett Foundation	41%	50%	49%	34%

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

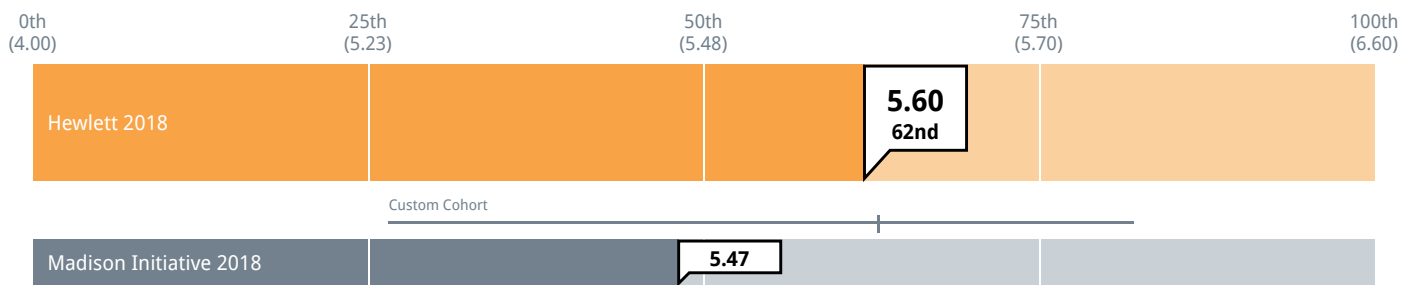


### To what extent did the evaluation result in your organization making changes to the work that was evaluated?



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

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort

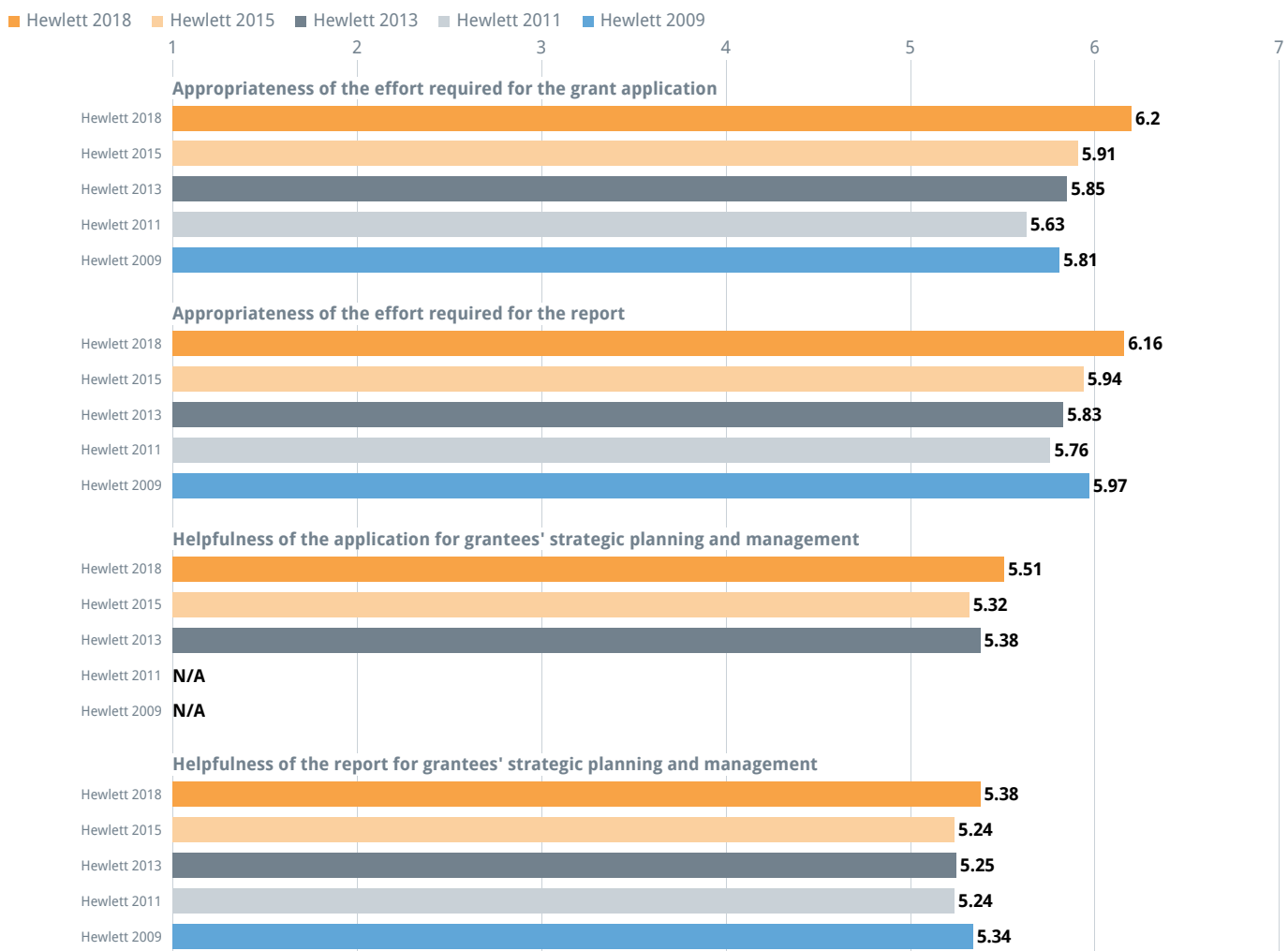
Past results:  On  Off

Subgroup: None

## 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.

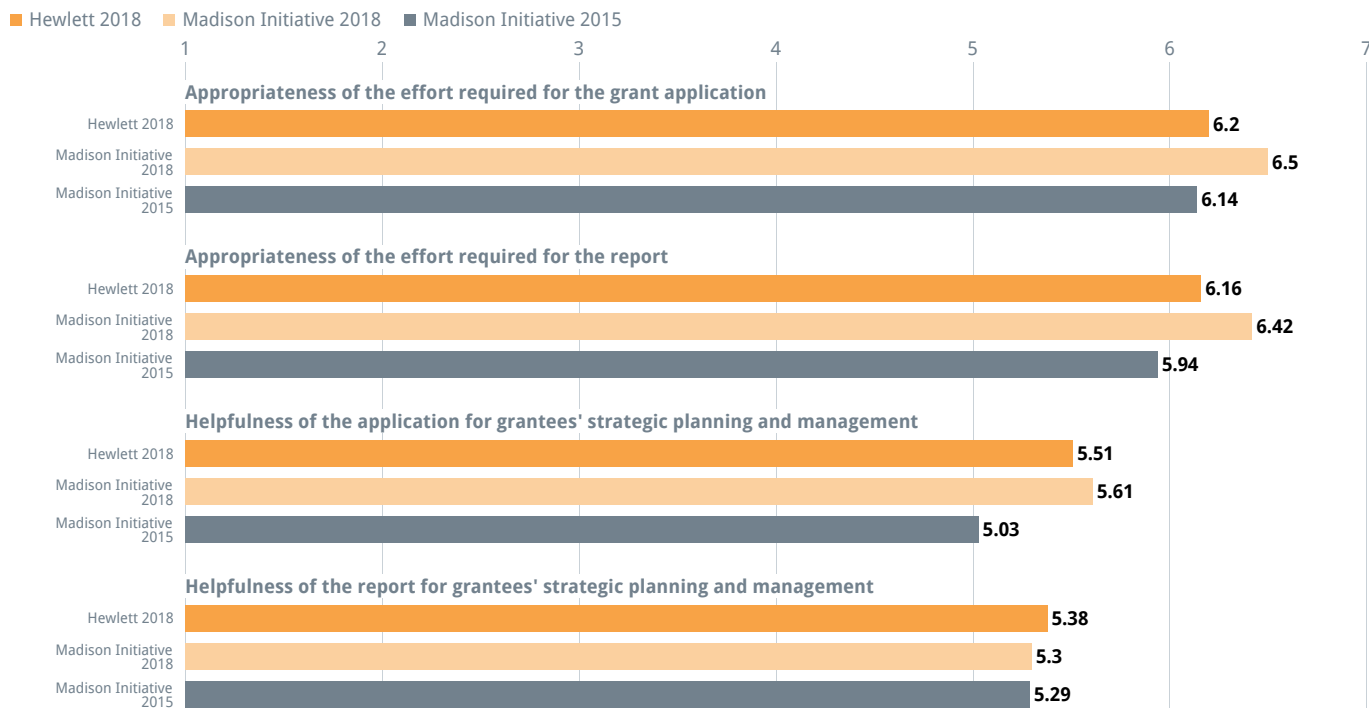
1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree





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

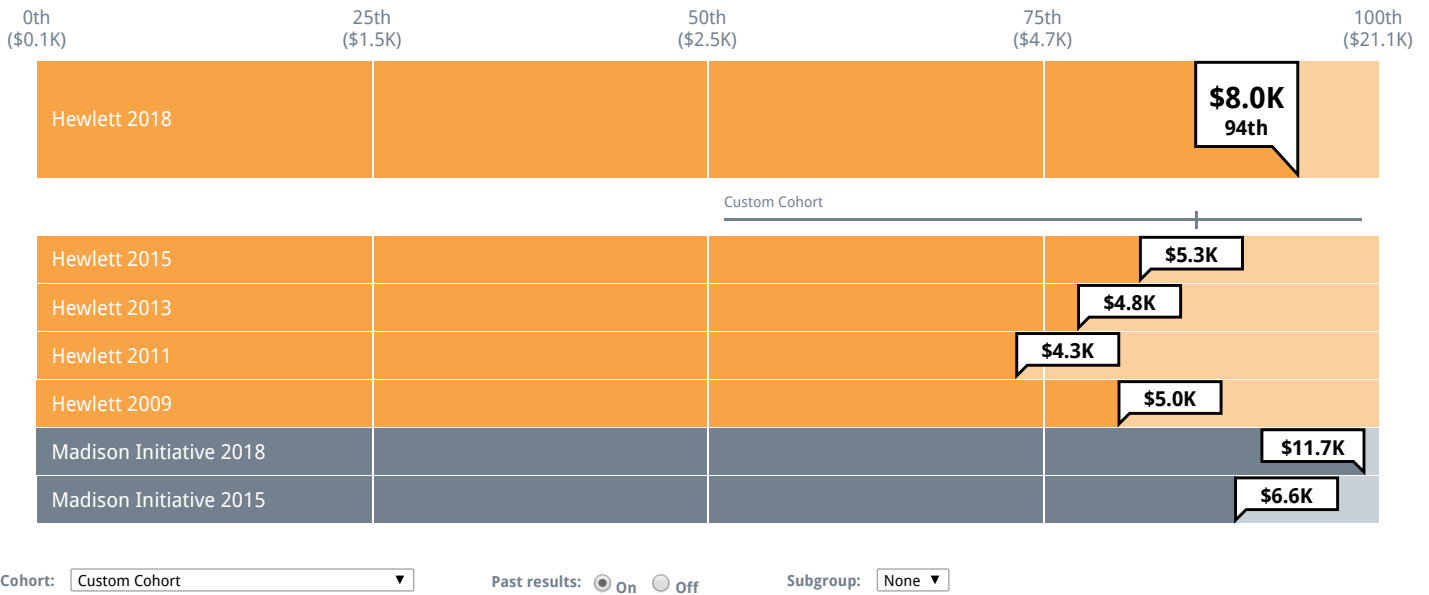
1 = Strongly disagree    4 = Neither agree nor disagree    7 = Strongly agree



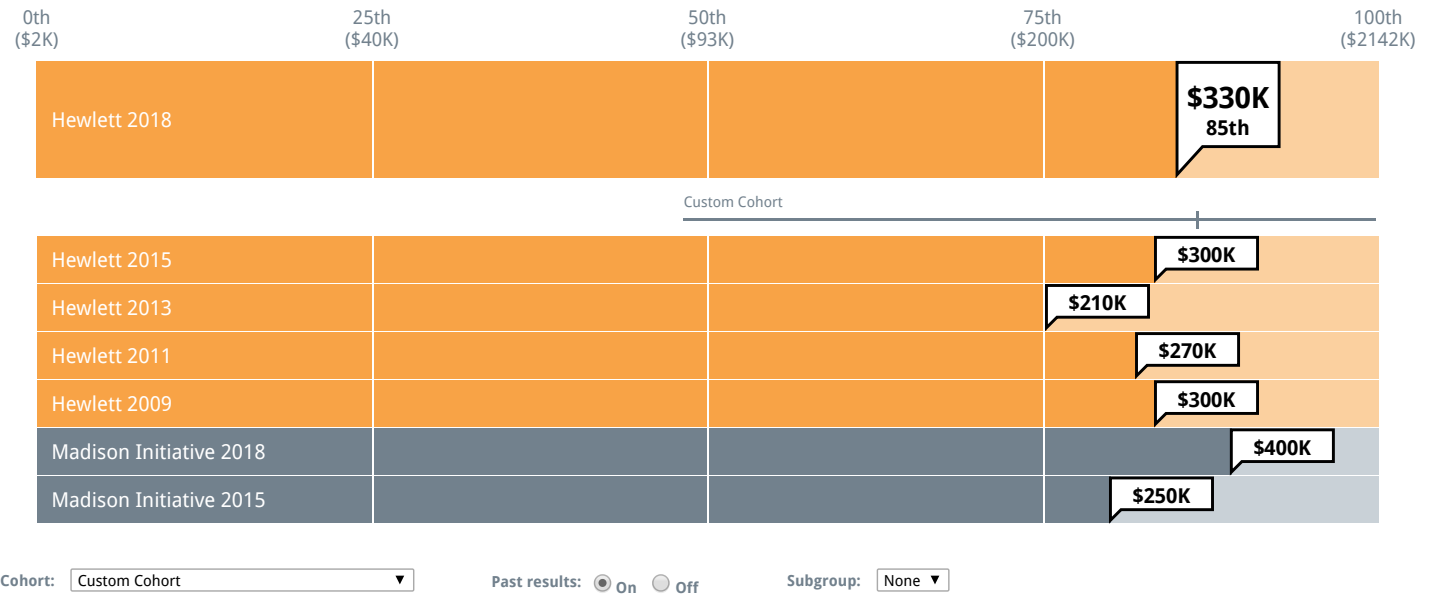
## Dollar Return and Time Spent on Processes

### Dollar Return: Median grant dollars awarded per process hour required

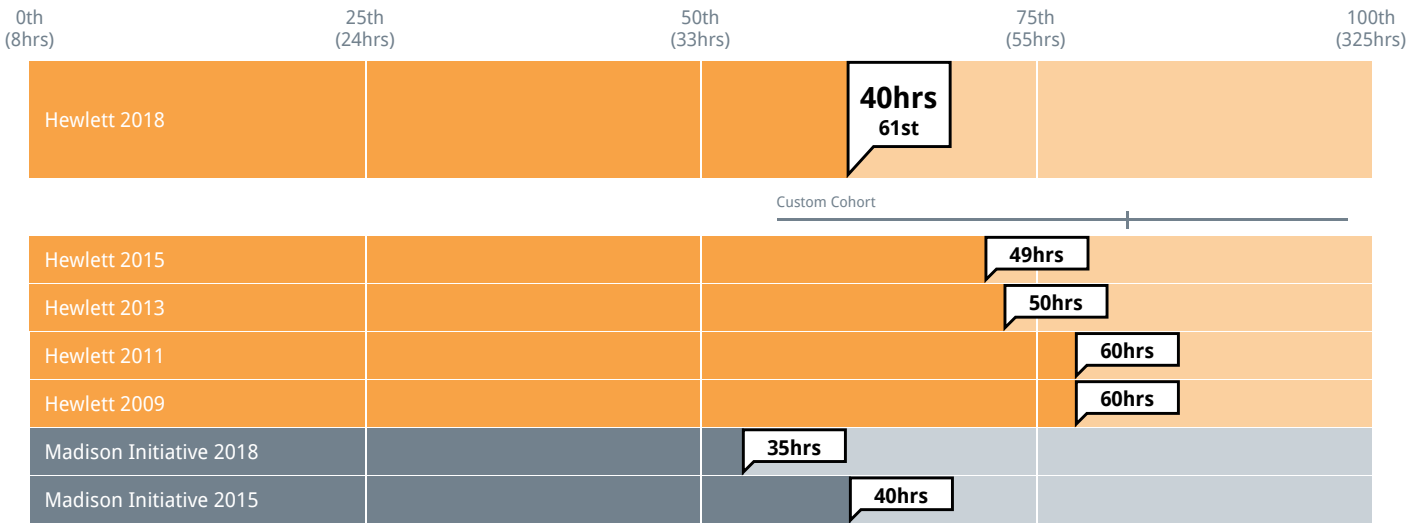
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



### Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



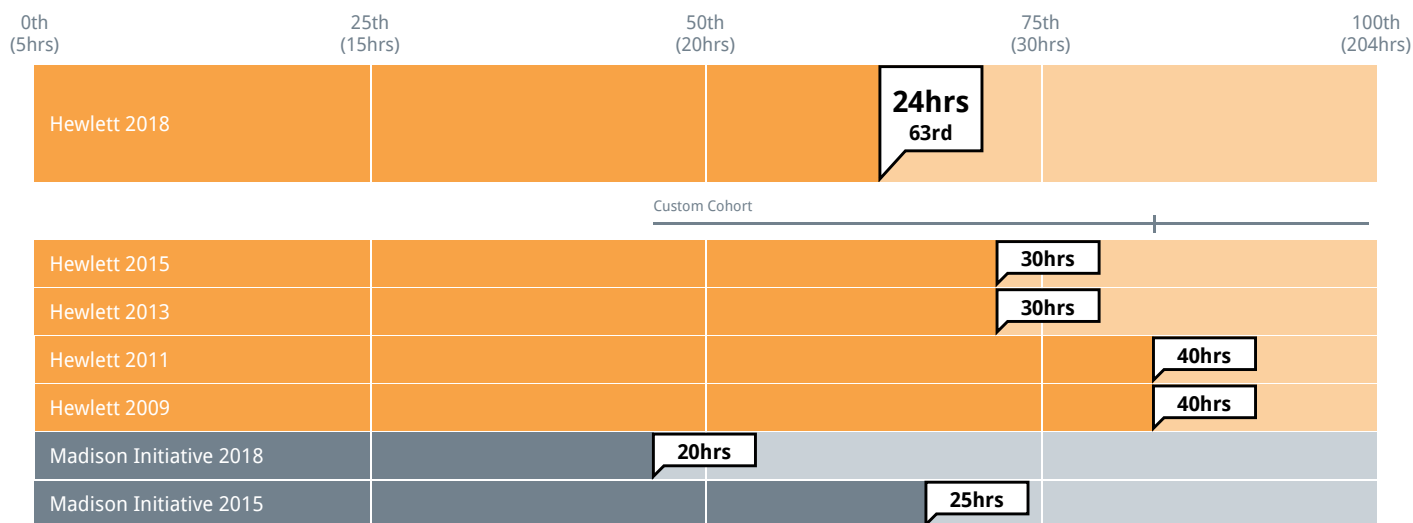
Cohort:

Past results:  On  Off

Subgroup:

# Time Spent on Selection Process

## Median Hours Spent on Proposal and Selection Process



Cohort:

Past results:  On  Off

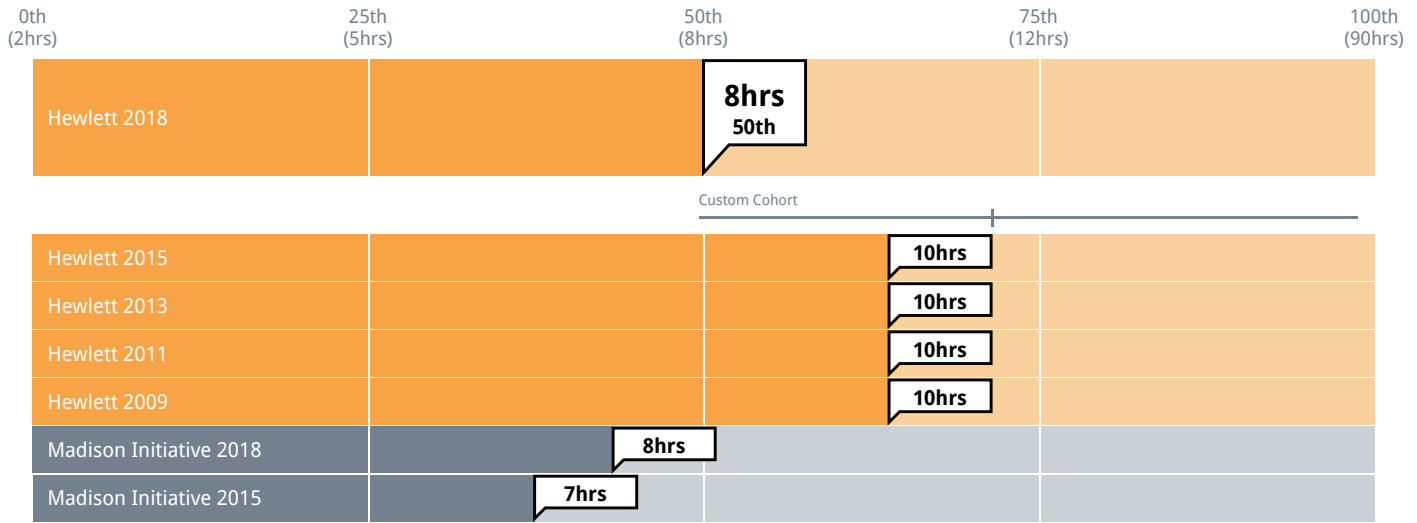
Subgroup:

Time Spent On Proposal And Selection Process	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 to 9 hours	13%	14%	9%	8%	6%	7%	20%	8%
10 to 19 hours	21%	30%	19%	17%	13%	13%	21%	12%
20 to 29 hours	21%	16%	18%	21%	17%	17%	18%	15%
30 to 39 hours	10%	11%	10%	11%	10%	12%	8%	9%
40 to 49 hours	13%	13%	18%	15%	18%	18%	12%	16%
50 to 99 hours	13%	14%	15%	19%	22%	19%	11%	18%
100 to 199 hours	7%	2%	8%	7%	9%	11%	6%	15%
200+ hours	3%	0%	4%	3%	5%	3%	4%	8%

Time Spent On Proposal And Selection Process (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
1 to 9 hours	13%	14%	11%
10 to 19 hours	21%	30%	26%
20 to 29 hours	21%	16%	14%
30 to 39 hours	10%	11%	11%
40 to 49 hours	13%	13%	17%
50 to 99 hours	13%	14%	9%
100 to 199 hours	7%	2%	11%
200+ hours	3%	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	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 to 9 hours	54%	62%	46%	44%	43%	43%	52%	40%
10 to 19 hours	22%	16%	21%	25%	25%	27%	20%	23%
20 to 29 hours	13%	10%	14%	14%	13%	13%	11%	14%
30 to 39 hours	3%	6%	4%	4%	5%	5%	4%	5%
40 to 49 hours	3%	2%	6%	4%	5%	4%	4%	5%
50 to 99 hours	3%	4%	5%	6%	6%	5%	5%	7%
100+ hours	2%	0%	4%	2%	3%	3%	5%	6%

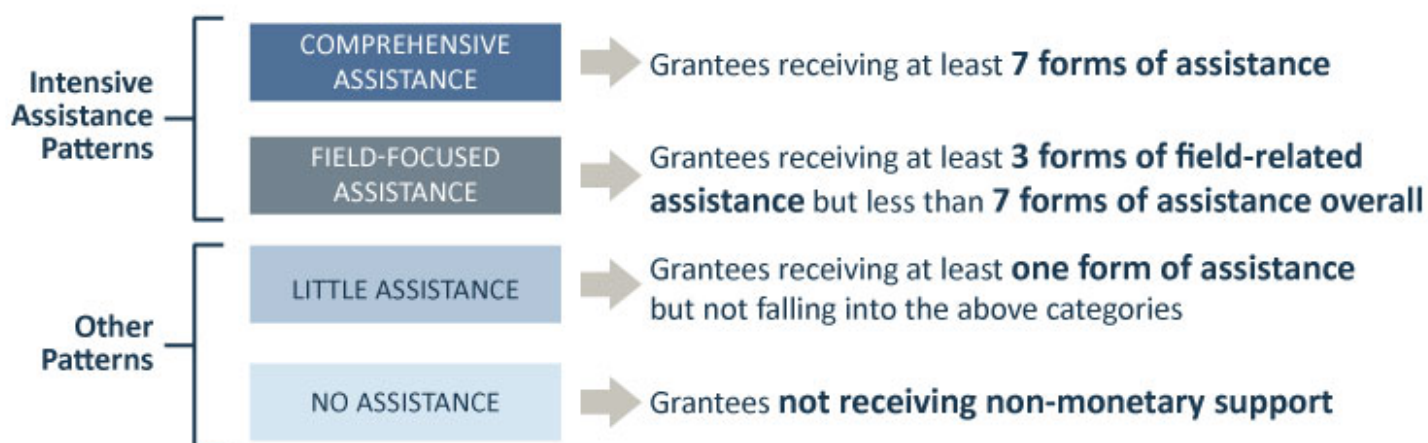
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
1 to 9 hours	54%	62%	63%
10 to 19 hours	22%	16%	15%
20 to 29 hours	13%	10%	4%
30 to 39 hours	3%	6%	0%
40 to 49 hours	3%	2%	7%
50 to 99 hours	3%	4%	7%
100+ hours	2%	0%	4%

## 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.

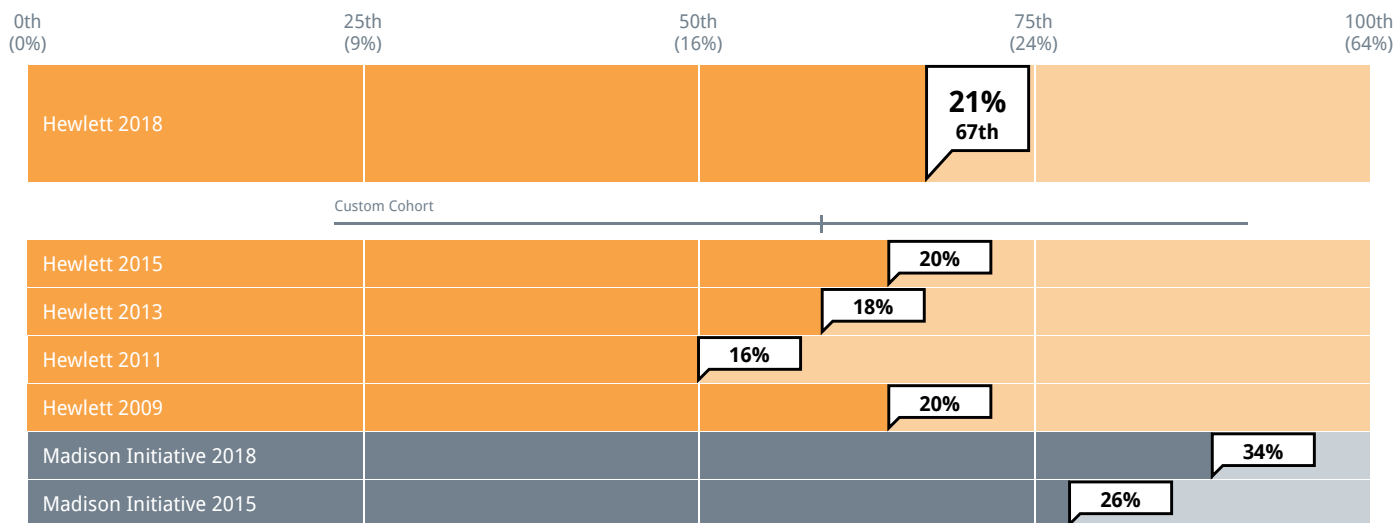


Non-Monetary Assistance Patterns	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Comprehensive	4%	4%	5%	6%	5%	4%	7%	5%
Field-focused	17%	29%	15%	12%	12%	16%	11%	15%
Little	42%	40%	44%	44%	46%	39%	40%	41%
None	37%	26%	36%	37%	37%	41%	42%	40%

Non-Monetary Assistance Patterns (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Comprehensive	4%	4%	3%
Field-focused	17%	29%	23%
Little	42%	40%	33%
None	37%	26%	41%



### Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

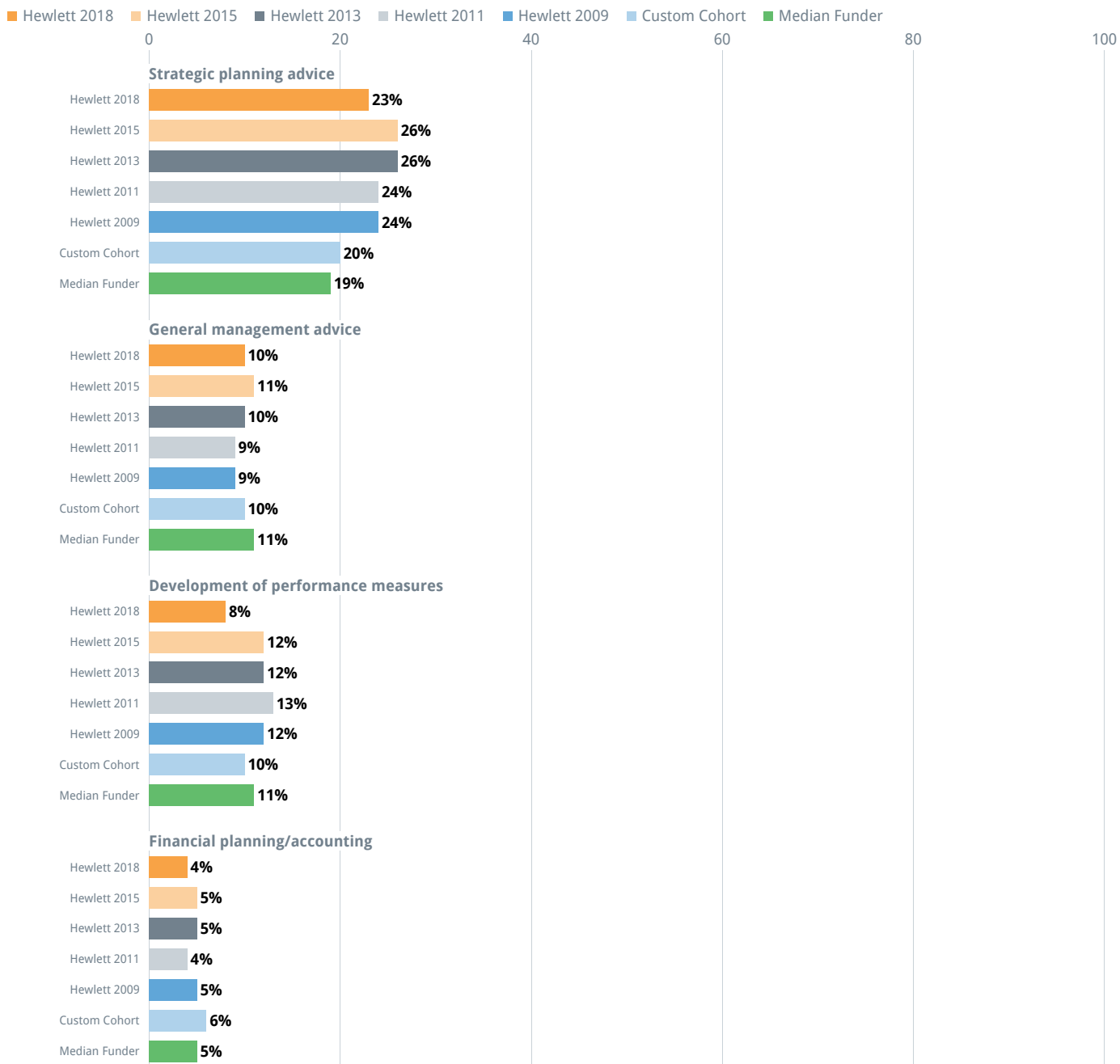
Past results:  On  Off

Subgroup:

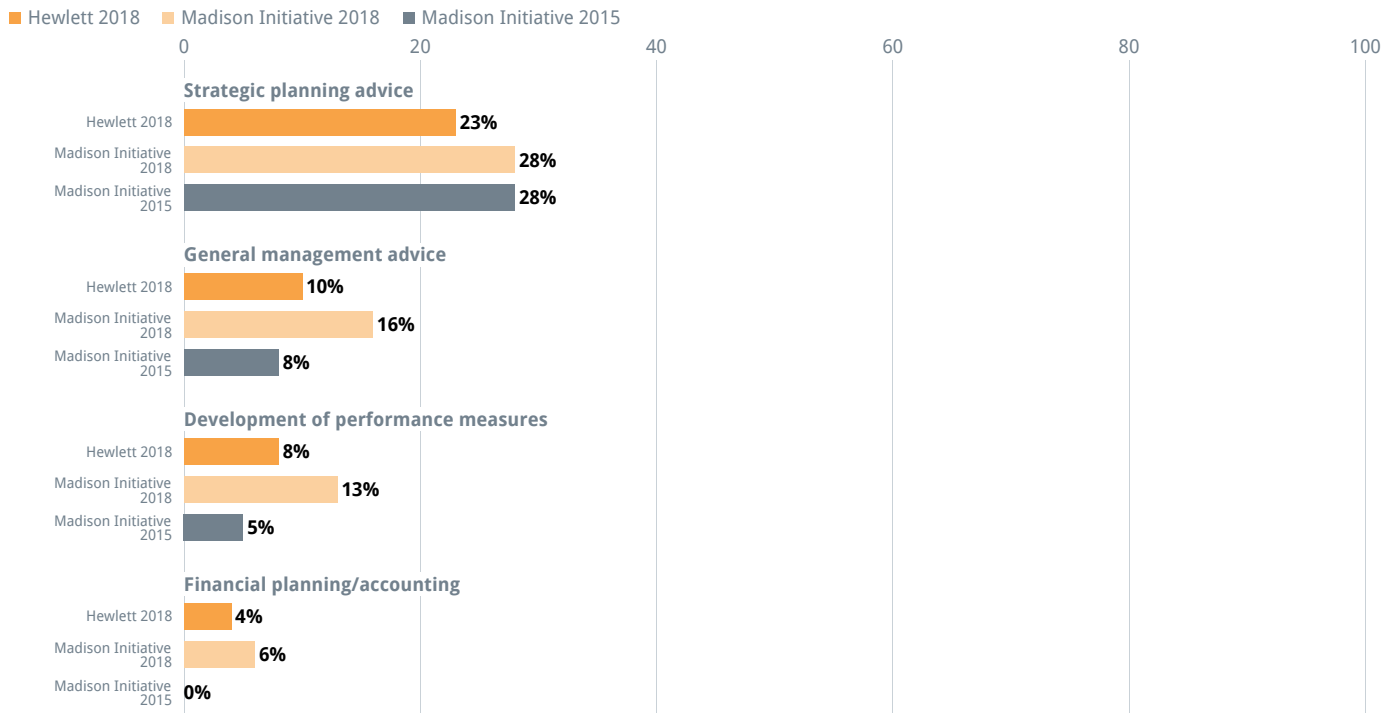
## Management Assistance Activities

"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



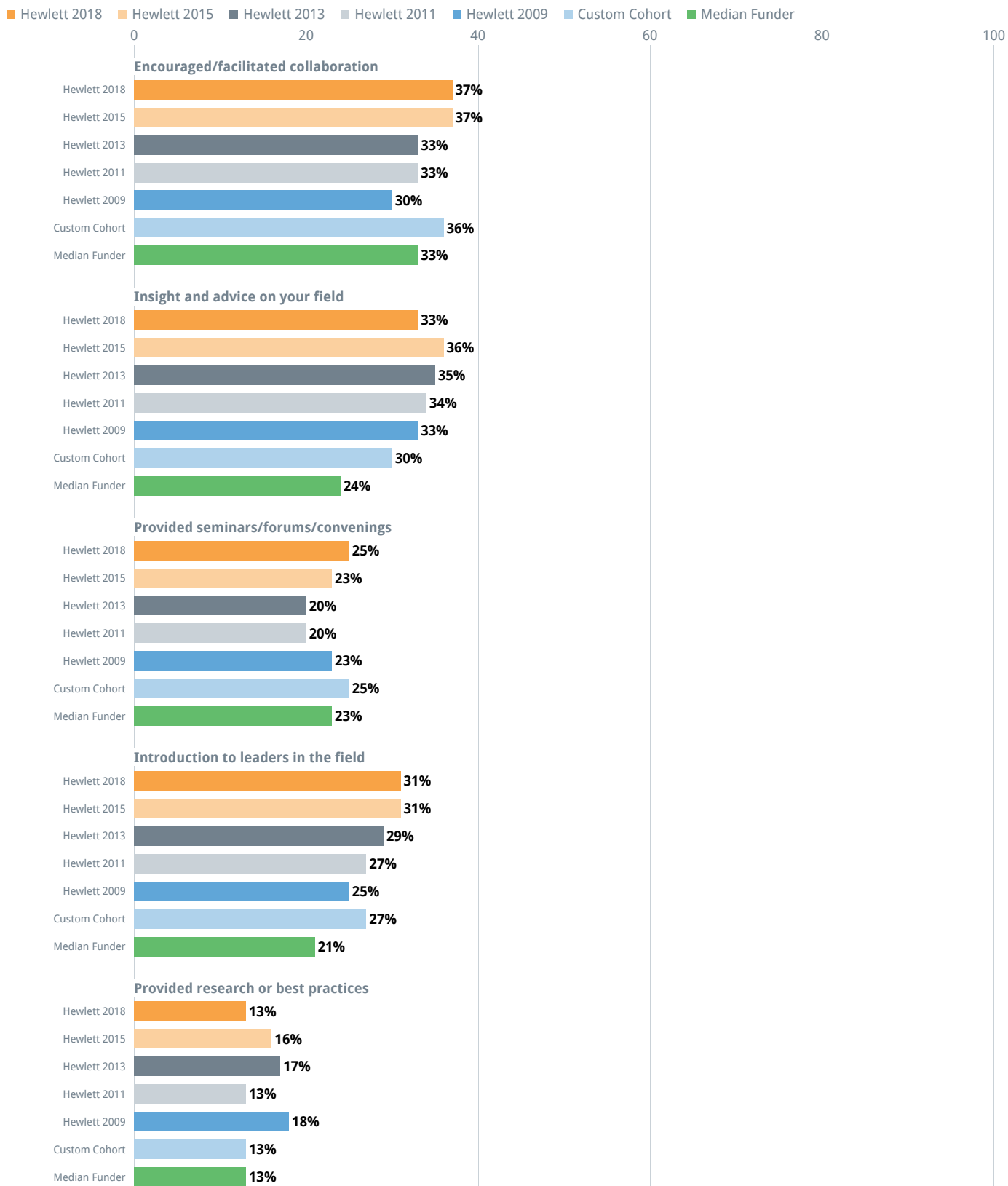
Percentage of Grantees that Received Management Assistance - By Primary Segmentation



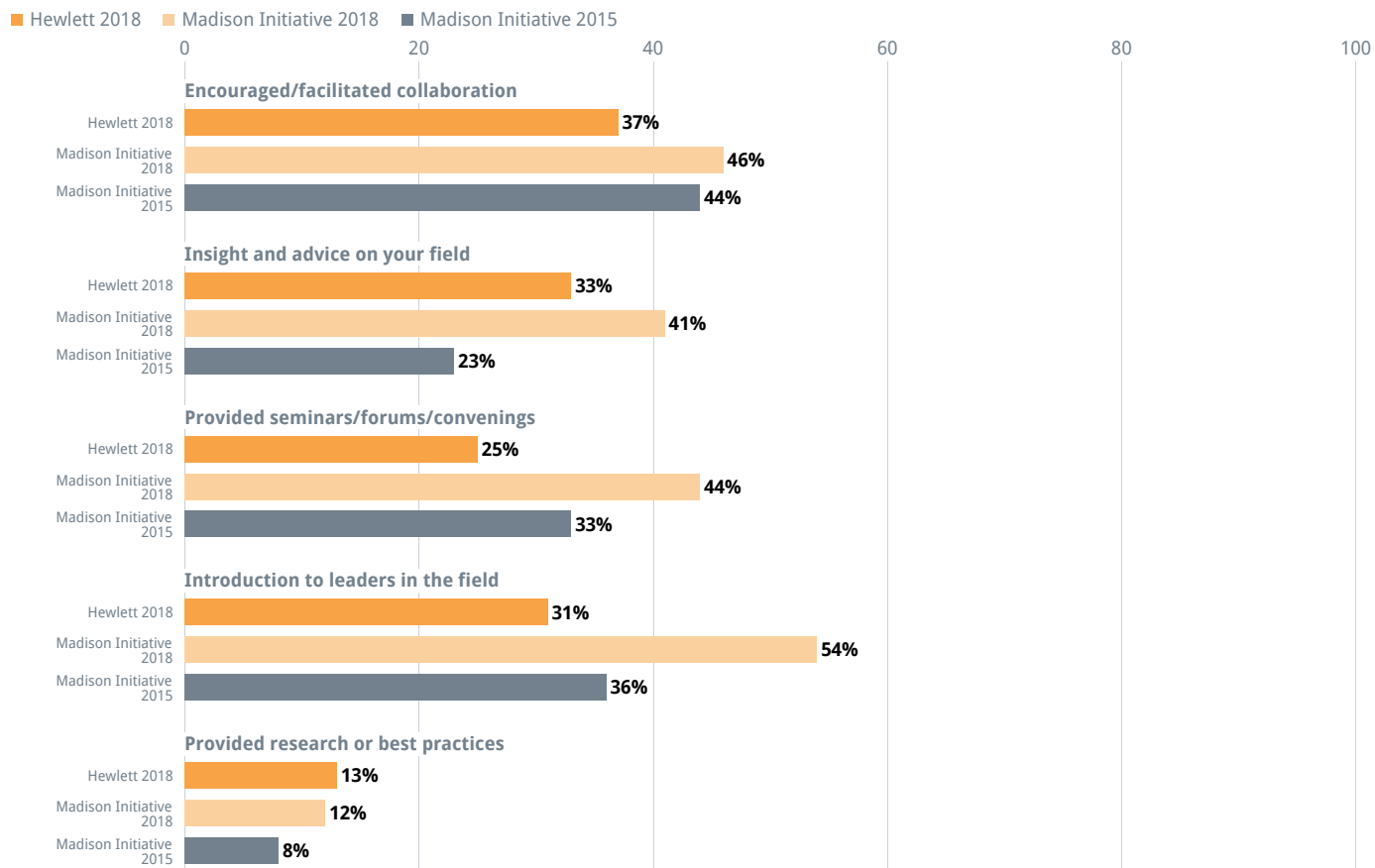
## Field-Related Assistance Activities

"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



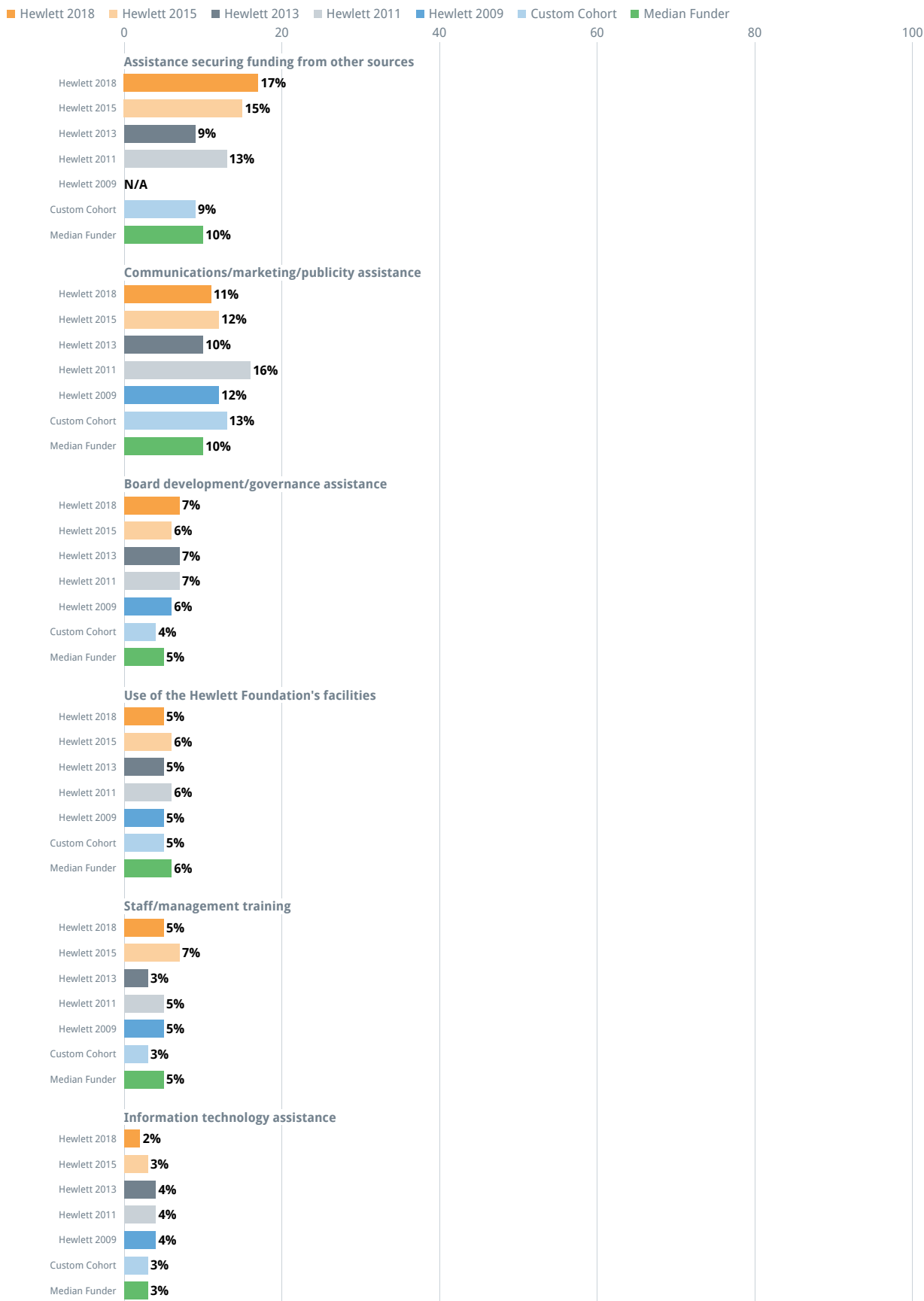
Percentage of Grantees that Received Field-Related Assistance - By Primary Segmentation



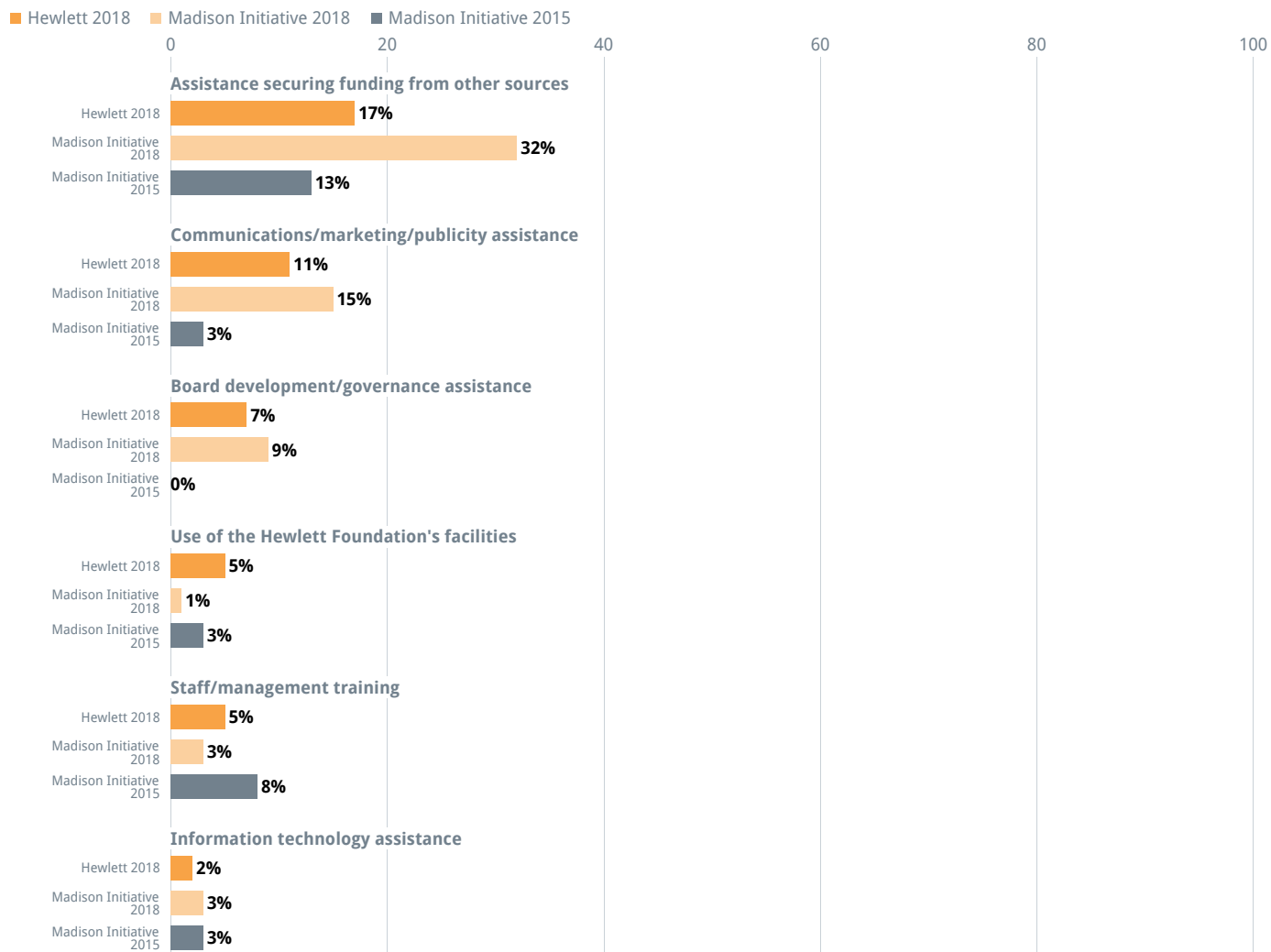
## Other Assistance Activities

"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



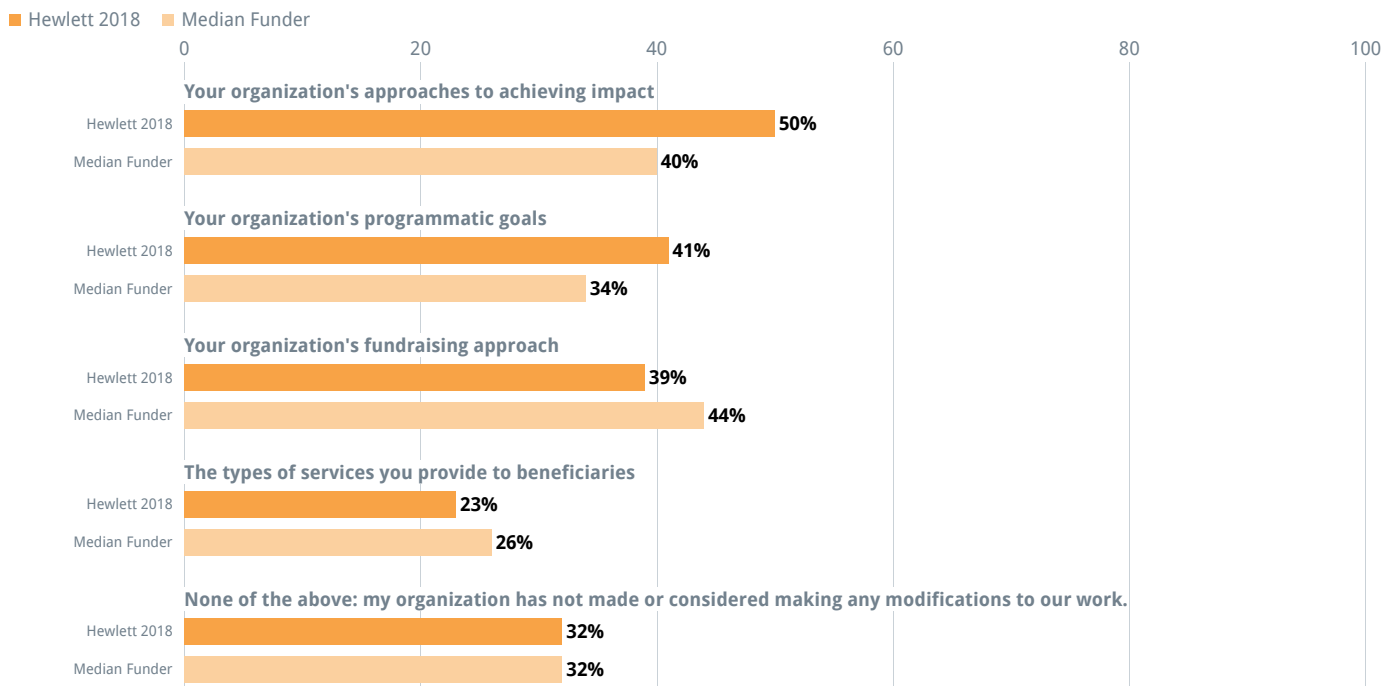
Percentage of Grantees that Received Other Assistance - Program Data



## Response to 2016 Elections

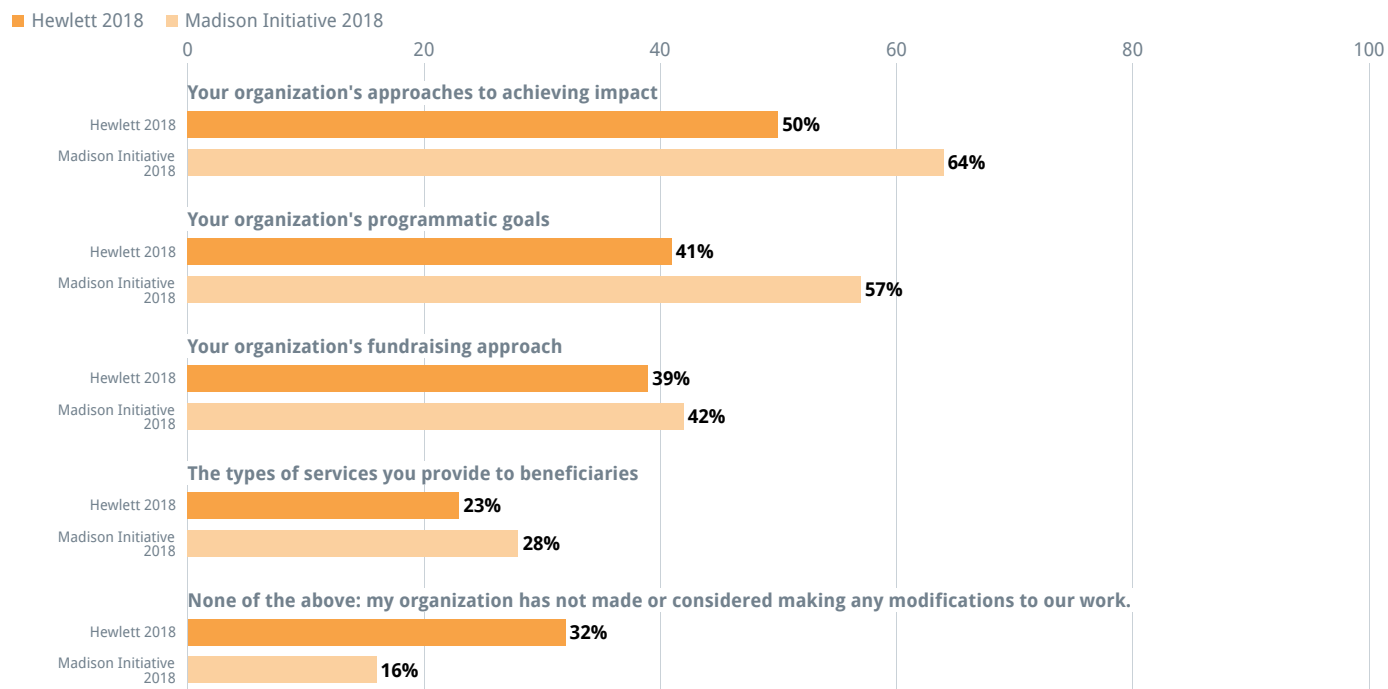
(These questions were asked of all Hewlett grantees, including international grantees.)

**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)**





**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 Primary Segmentation**



(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	Madison Initiative 2018	Average Funder
Increasing emphasis	43%	31%	41%
No change in emphasis	55%	65%	57%
Decreasing emphasis	2%	4%	2%

Policy/advocacy work	Hewlett 2018	Madison Initiative 2018	Average Funder
Increasing emphasis	63%	63%	70%
No change in emphasis	34%	37%	28%
Decreasing emphasis	3%	0%	1%

Collaboration with other nonprofit organizations	Hewlett 2018	Madison Initiative 2018	Average Funder
Increasing emphasis	73%	75%	74%
No change in emphasis	27%	25%	26%
Decreasing emphasis	0%	0%	0%

Collaboration with other sectors	Hewlett 2018	Madison Initiative 2018	Average Funder
Increasing emphasis	68%	63%	70%
No change in emphasis	31%	35%	30%
Decreasing emphasis	1%	2%	0%

Local community engagement efforts	Hewlett 2018	Madison Initiative 2018	Average Funder
Increasing emphasis	71%	64%	75%
No change in emphasis	28%	36%	24%
Decreasing emphasis	1%	0%	1%

Collecting input from your beneficiaries	Hewlett 2018	Madison Initiative 2018	Average Funder
Increasing emphasis	53%	58%	60%
No change in emphasis	46%	42%	40%
Decreasing emphasis	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	Hewlett 2018	Madison Initiative 2018	Average Funder
Generally positive impact	25%	50%	19%
No impact/Neutral	50%	22%	62%
Generally negative impact	25%	28%	19%

Ability to raise funds from other sources (e.g., public funders, individual donors)	Hewlett 2018	Madison Initiative 2018	Average Funder
Generally positive impact	27%	42%	22%
No impact/Neutral	47%	30%	47%
Generally negative impact	25%	28%	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	Madison Initiative 2018	Average Funder
Yes	63%	80%	37%
No, and I would like to receive this communication	30%	15%	45%
No, and I don't think this communication would be helpful	7%	5%	18%

Communication with your program officer about your organization's work	Hewlett 2018	Madison Initiative 2018	Average Funder
Yes	45%	76%	33%
No, and I would like to receive this communication	39%	16%	48%
No, and I don't think this communication would be helpful	16%	9%	19%

Communication with your program officer about the Hewlett Foundation's work	Hewlett 2018	Madison Initiative 2018	Average Funder
Yes	51%	81%	32%
No, and I would like to receive this communication	41%	12%	55%
No, and I don't think this communication would be helpful	8%	7%	13%

## 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	Madison Initiative 2018	Hewlett 2015	Average Funder	Custom Cohort
Positive comment	76%	91%	82%	72%	70%
Comment with at least one constructive theme	24%	9%	18%	27%	30%

Positivity of Comments about the Quality of the Hewlett Foundation's Processes, Interactions, and Communications (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Positive comment	76%	91%	97%
Comment with at least one constructive theme	24%	9%	3%

## Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. A random sample of 254 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.

Among the total grantee suggestions that CEP coded, 10 distinct suggestions were made by grantees in the Madison Initiative. These suggestions were thematically categorized by CEP and grouped into the topics below.

To download the full set of grantees' comments and suggestions, please refer to the "Downloadable Materials" page. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

### Proportion of Grantee Suggestions by Topic - Madison Initiative

Topic of Suggestion	Proportion
Non-monetary Assistance	40%
Proposal and Selection Process	30%
Communications	10%
Quality of Interactions	10%
Other	10%

## Selected Comments

### Selected Grantee Suggestions - Madison Initiative

The below comments represent a randomly selected sample of Madison Initiative grantees' suggestions, which have been coded thematically. The full set of Madison Initiative comments and suggestions can be found in a separate attachment to this report.

#### Non-monetary Assistance (40% N=4)

- Support collaborating with other grantee organizations (N = 3)
  - "Continue to build community and connections between grantees."
  - "I know that communicating with organizations around the country is something the Foundation is trying to facilitate. I think even more of that kind of collaboration would be very helpful."
  - "...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...."
- Assistance securing partnerships from other funders (N = 1)
  - "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...."

#### Proposal and Selection Process (30% N=3)

- Communications about the selection process (N = 1)
  - "We'd welcome even more honesty about future funding challenges and possibilities. If, either at the outset or during a grant, grantee performance is disappointing, we would welcome that feedback...."
- Streamline the selection process (N = 1)
  - "Timeliness of grant process - 8-9 months to negotiate an annual renewal for an existing grantee seems long...."
- Other (N = 1)
  - "Reliability - while we totally appreciate the Foundation's desire and need to say "no" to funding requests, IF a funding commitment is made by a program officer there should be an understanding that the grantee will be relying on and planning around that commitment."

#### Communications (10% N=1)

- Other (N = 1)
  - "Consistency - it is challenging for a grantee to be responsive to the Foundation when the feedback and direction provided changes during the course of the discussions.... "

#### Quality of Interactions (10% N=1)

- Increased frequency of interactions with grantees (N = 1)
  - "If anything, perhaps slightly more frequent check-ins, maybe 2 months apart, but that is a minor tweaks to a wonderful process."

#### Other (10% N=1)

- Other (N = 1)
  - "Perhaps more internal communications between the programs and its staff. We had an instance where one program officer was not aware of the work we were doing that was funded by a different part of the Foundation."



## Contextual Data

### Grantmaking Characteristics

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

Length of Grant Awarded (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Average grant length	2.5 years	2.2 years	2.1 years

Length of Grant Awarded	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
1 year	21%	15%	24%	26%	21%	19%	44%	22%
2 years	35%	49%	33%	32%	36%	35%	25%	33%
3 years	38%	30%	36%	34%	36%	40%	19%	28%
4 years	3%	6%	2%	2%	3%	3%	4%	7%
5 or more years	4%	0%	5%	5%	4%	3%	8%	10%

Length of Grant Awarded (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
1 year	21%	15%	34%
2 years	35%	49%	37%
3 years	38%	30%	26%
4 years	3%	6%	0%
5 or more years	4%	0%	3%

Type of Grant Awarded	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Program / Project Support	48%	40%	51%	55%	51%	53%	65%	74%
General Operating / Core Support	48%	60%	44%	40%	43%	43%	22%	16%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%	0%	0%	1%	5%	2%
Technical Assistance / Capacity Building	1%	0%	2%	3%	4%	2%	4%	3%
Scholarship / Fellowship	1%	0%	2%	1%	1%	1%	2%	3%
Event / Sponsorship Funding	1%	0%	1%	1%	1%	0%	2%	2%

Type of Grant Awarded (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Program / Project Support	48%	40%	59%
General Operating / Core Support	48%	60%	31%
Capital Support: Building / Renovation / Endowment Support / Other	0%	0%	0%
Technical Assistance / Capacity Building	1%	0%	0%
Scholarship / Fellowship	1%	0%	8%
Event / Sponsorship Funding	1%	0%	3%

## Grant Size

Grant Amount Awarded	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Median grant size	\$330K	\$400K	\$300K	\$210K	\$270.1K	\$300K	\$93K	\$350K

Grant Amount Awarded (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Median grant size	\$330K	\$400K	\$250K

Grant Amount Awarded	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Less than \$10K	0%	0%	1%	1%	0%	0%	9%	1%
\$10K - \$24K	0%	0%	1%	2%	2%	1%	12%	2%
\$25K - \$49K	3%	3%	4%	6%	6%	3%	13%	4%
\$50K - \$99K	9%	2%	11%	13%	13%	10%	15%	8%
\$100K - \$149K	8%	2%	10%	12%	11%	10%	10%	7%
\$150K - \$299K	23%	31%	22%	22%	20%	24%	16%	19%
\$300K - \$499K	17%	16%	17%	15%	15%	17%	9%	16%
\$500K - \$999K	21%	28%	16%	14%	16%	16%	8%	18%
\$1MM and above	18%	19%	17%	15%	18%	17%	9%	27%

Grant Amount Awarded (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Less than \$10K	0%	0%	0%
\$10K - \$24K	0%	0%	0%
\$25K - \$49K	3%	3%	3%
\$50K - \$99K	9%	2%	13%
\$100K - \$149K	8%	2%	18%
\$150K - \$299K	23%	31%	18%
\$300K - \$499K	17%	16%	24%
\$500K - \$999K	21%	28%	13%
\$1MM and above	18%	19%	11%

Median Percent of Budget Funded by Grant (Annualized)	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	12%	5%	4%	6%	6%	4%	5%

Median Percent of Budget Funded by Grant (Annualized) (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Size of grant relative to size of grantee budget	6%	12%	4%

## Grantee Characteristics

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

Operating Budget of Grantee Organization (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Median Budget	\$3M	\$2M	\$2.4M

Operating Budget of Grantee Organization	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
<\$100K	1%	0%	1%	1%	2%	1%	8%	3%
\$100K - \$499K	12%	14%	13%	12%	14%	15%	19%	11%
\$500K - \$999K	11%	17%	9%	13%	16%	16%	13%	10%
\$1MM - \$4.9MM	36%	40%	38%	33%	34%	33%	30%	28%
\$5MM - \$24MM	23%	14%	23%	24%	20%	19%	18%	24%
>=\$25MM	17%	15%	16%	16%	15%	15%	11%	24%

Operating Budget of Grantee Organization (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
<\$100K	1%	0%	3%
\$100K - \$499K	12%	14%	0%
\$500K - \$999K	11%	17%	17%
\$1MM - \$4.9MM	36%	40%	40%
\$5MM - \$24MM	23%	14%	17%
>=\$25MM	17%	15%	23%

## Funding Relationship

Pattern of Grantees' Funding Relationship with the Hewlett Foundation	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Average Funder	Custom Cohort
First grant received from the Hewlett Foundation	24%	38%	20%	16%	20%	29%	35%
Consistent funding in the past	65%	49%	67%	69%	69%	53%	44%
Inconsistent funding in the past	12%	12%	13%	16%	11%	18%	21%

Pattern of Grantees' Funding Relationship with the Hewlett Foundation (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
First grant received from the Hewlett Foundation	24%	38%	66%
Consistent funding in the past	65%	49%	11%
Inconsistent funding in the past	12%	12%	23%

Funding Status and Grantees Previously Declined Funding	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Hewlett Foundation	91%	90%	85%	86%	89%	90%	82%	84%
Percent of grantees previously declined funding by the Hewlett Foundation	21%	15%	18%	23%	19%	24%	30%	22%

Funding Status and Grantees Previously Declined Funding (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Percent of grantees currently receiving funding from the Hewlett Foundation	91%	90%	87%
Percent of grantees previously declined funding by the Hewlett Foundation	21%	15%	3%

## Grantee Demographics

Job Title of Respondents	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Executive Director	42%	40%	44%	39%	38%	44%	47%	36%
Other Senior Management	24%	28%	22%	20%	18%	15%	16%	21%
Project Director	14%	20%	14%	16%	16%	16%	13%	21%
Development Director	10%	3%	7%	10%	11%	10%	8%	7%
Other Development Staff	10%	8%	7%	8%	9%	9%	7%	6%
Volunteer	0%	2%	0%	0%	0%	0%	1%	0%
Other	0%	0%	6%	8%	7%	7%	8%	8%

Job Title of Respondents (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Executive Director	42%	40%	36%
Other Senior Management	24%	28%	23%
Project Director	14%	20%	26%
Development Director	10%	3%	8%
Other Development Staff	10%	8%	3%
Volunteer	0%	2%	0%
Other	0%	0%	5%

Gender of Respondents	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
Female	58%	46%	55%	55%	54%	54%	62%	54%
Male	39%	54%	42%	41%	44%	43%	35%	43%
Prefer to self-identify	1%	0%	0%	0%	0%	0%	0%	0%
Prefer not to say	3%	0%	3%	4%	2%	3%	3%	3%

Gender of Respondents (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
Female	58%	46%	38%
Male	39%	54%	56%
Prefer to self-identify	1%	0%	0%
Prefer not to say	3%	0%	5%

Race/Ethnicity of Respondents	Hewlett 2018	Madison Initiative 2018	Hewlett 2015	Hewlett 2013	Hewlett 2011	Hewlett 2009	Average Funder	Custom Cohort
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African-American/Black	5%	2%	5%	5%	4%	6%	7%	7%
American Indian/Alaskan Native	0%	0%	0%	0%	0%	0%	1%	1%
Asian (incl. Indian subcontinent)	6%	2%	8%	7%	8%	6%	4%	5%
Caucasian/White	79%	94%	75%	75%	77%	75%	80%	76%
Hispanic/Latino	4%	0%	7%	5%	5%	8%	5%	5%
Multi-racial	4%	3%	4%	4%	3%	1%	3%	4%
Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0%
Race/Ethnicity not included above	2%	0%	2%	3%	3%	4%	1%	2%

Race/Ethnicity of Respondents (Madison Initiative)	Hewlett 2018	Madison Initiative 2018	Madison Initiative 2015
African-American/Black	5%	2%	0%
American Indian/Alaskan Native	0%	0%	0%
Asian (incl. Indian subcontinent)	6%	2%	0%
Caucasian/White	79%	94%	97%
Hispanic/Latino	4%	0%	0%
Multi-racial	4%	3%	3%
Pacific Islander	0%	0%	0%
Race/Ethnicity not included above	2%	0%	0%



## 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.

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