

Grantee Perception Report[®]

PREPARED FOR

Gordon and Betty Moore Foundation

September 2016



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

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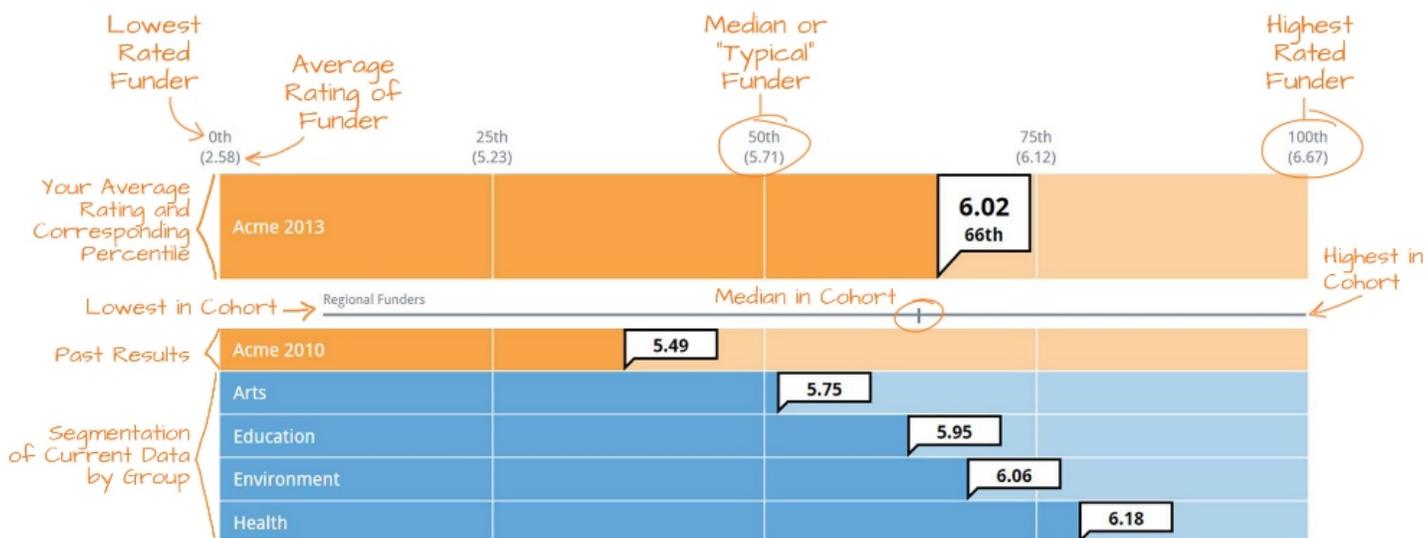
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Gordon and Betty Moore Foundation 2016 Grantee Perception Report

Key Ratings Summary

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

Key Measures

Trend Data

Average Rating

Percentile Rank

Field Impact

Impact on Grantees' Fields



5.96

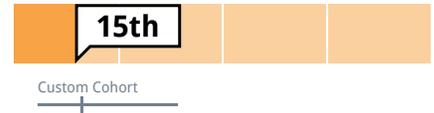


Community Impact

Impact on Grantees' Communities



4.73

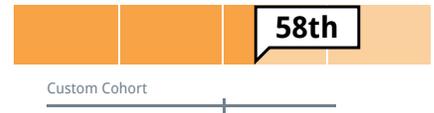


Organizational Impact

Impact on Grantees' Organizations



6.17

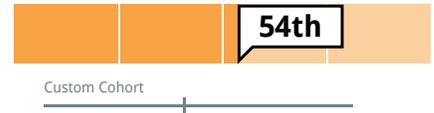


Relationships

Strength of Relationships with Grantees



6.20



Selection Process

Helpfulness of the Selection Process



5.16

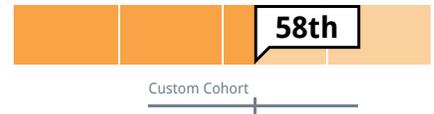


Reporting/Evaluation Process

Helpfulness of the Reporting and Evaluation Process



4.61



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. Only words that were written by grantees at least twice were included in the word cloud below. The color of each word is stylistic and not indicative of its frequency. Twenty grantees described Moore as "generous," 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	Number of Responses Received	Survey Response Rate
Moore 2016	May and June 2016	402	64%
Moore 2014	February and March 2014	316	63%
Moore 2011	September and October 2011	331	65%
Moore 2008	May and June 2008	296	68%
Moore 2004	September and October 2004	56	79%

Survey Year	Year of Active Grants
Moore 2016	2015
Moore 2014	2013
Moore 2011	2010
Moore 2008	2007
Moore 2004	2002 and 2003

Throughout this report, Gordon and Betty Moore Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessments/gpr-apr/>.

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

Comparative Cohorts

Customized Cohort

Moore selected a set of 10 funders to create a smaller comparison group that more closely resembles Moore in scale and scope.

Custom Cohort

Bill & Melinda Gates Foundation
Doris Duke Charitable Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
Oak Foundation
Robert Wood Johnson Foundation
The David and Lucile Packard Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg 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	41	Funders with median grant size of \$20K or less
Large Grant Providers	58	Funders with median grant size of \$200K or more
High Touch Funders	24	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	29	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	52	Funders that make at least 90% of grants proactively
Responsive Grantmakers	54	Funders that make at most 10% of grants proactively
International Funders	39	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	51	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	51	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	128	All private foundations in the GPR dataset
Family Foundations	52	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversation foundations in the GPR dataset
Corporate Foundations	18	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	47	Funders that were established in 2000 or later

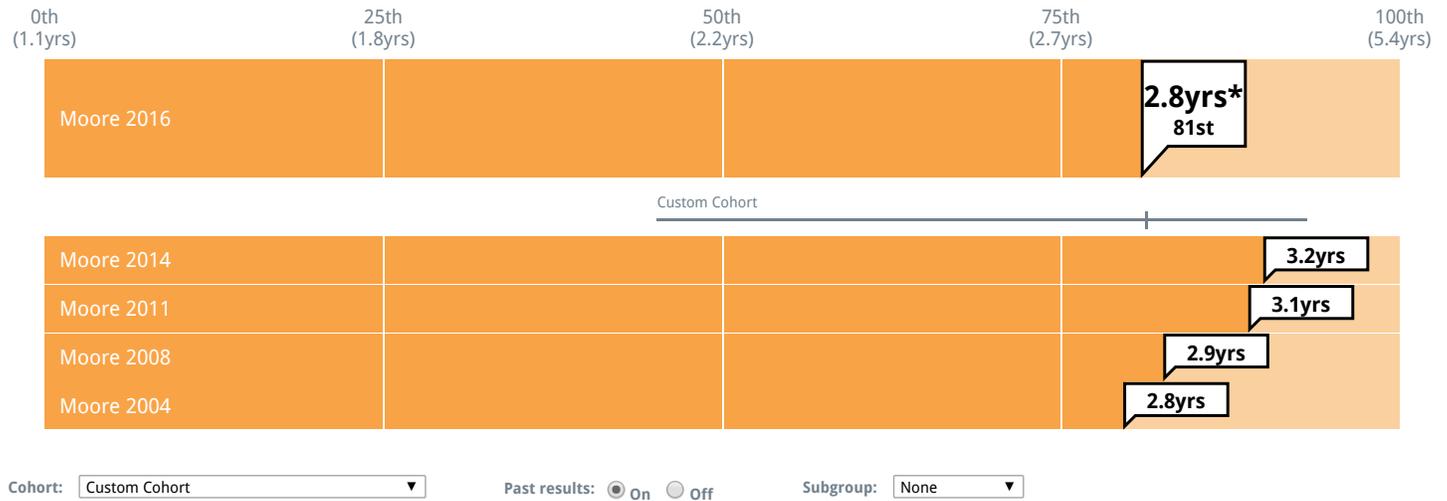
Grantmaking Characteristics

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.

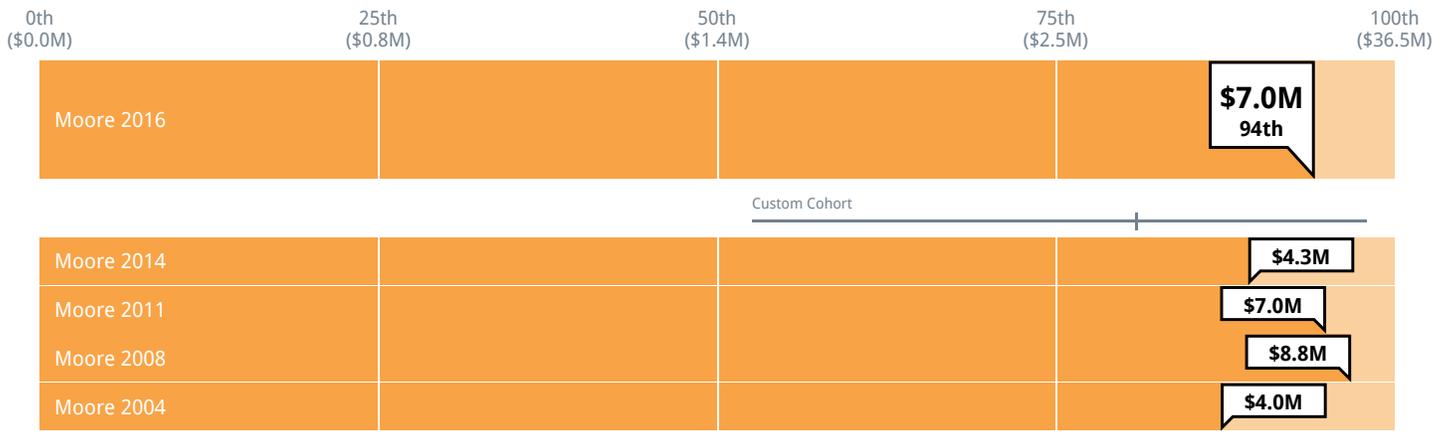
Median Grant Size



Average Grant Length



Typical Organizational Budget



Cohort:

Past results: On Off

Subgroup:

Type of Support (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	5%	5%	2%	2%	20%	17%
Percent of grantees receiving program/project support	89%	86%	89%	87%	64%	73%
Percent of grantees receiving other types of support	6%	9%	8%	11%	15%	10%

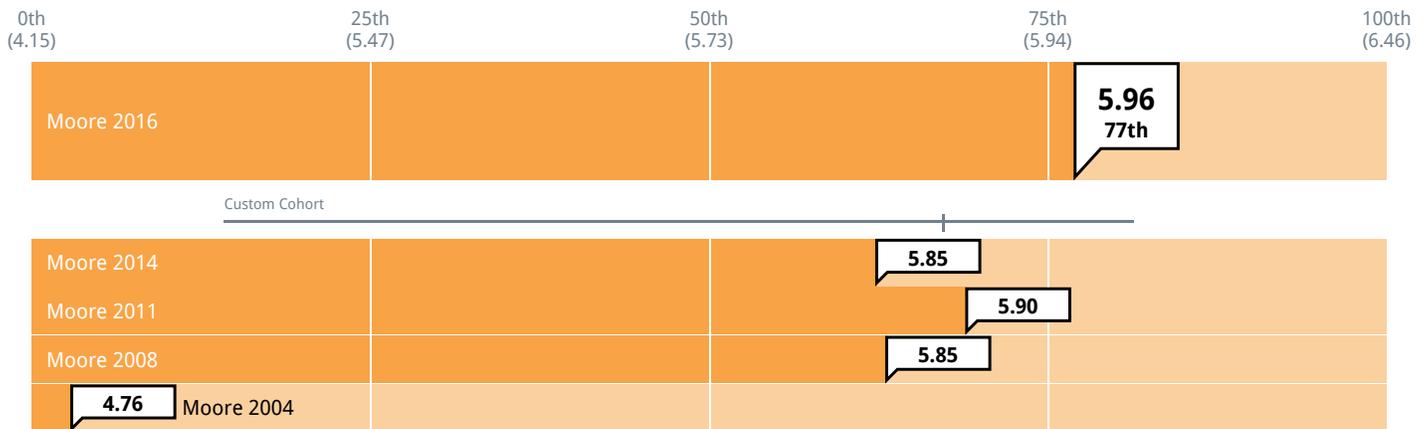
Grant History (Overall)	Moore 2016	Moore 2014	Moore 2011	Average Funder	Custom Cohort
Percentage of first-time grants	31%	30%	29%	29%	31%

Program Staff Load (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$4.8M	\$5.4M	\$6.7M	\$6.4M	\$2.4M	\$2.7M	\$5.8M
Applications per program full-time employee	N/A	6	N/A	3	1	29	16
Active grants per program full-time employee	19	13	15	14	3	34	20

Impact on and Understanding of Grantees' Fields

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

1 = No impact 7 = Significant positive impact



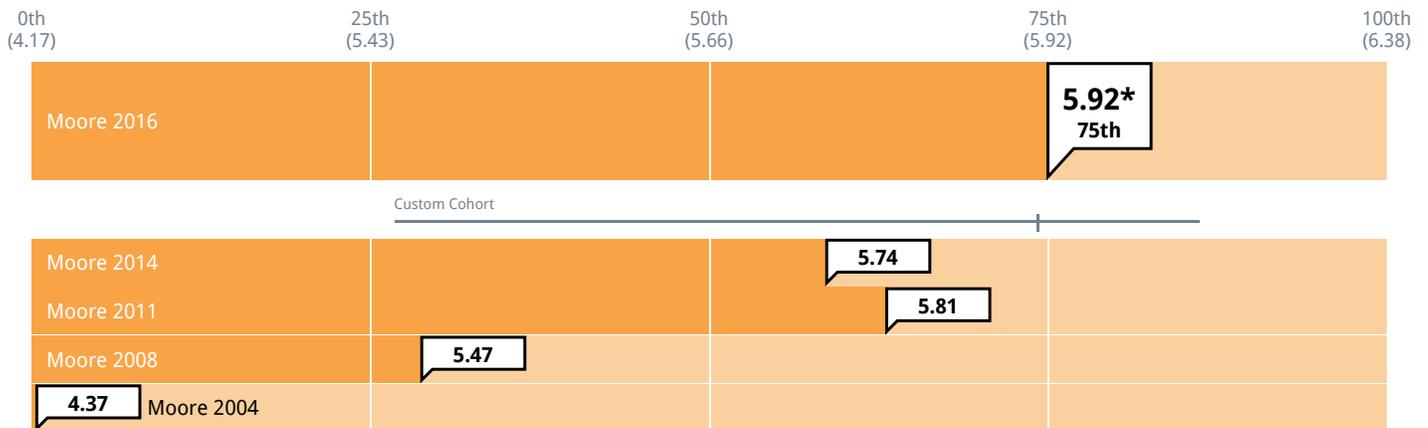
Cohort: Custom Cohort

Past results: On Off

Subgroup: None

"How well does the 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

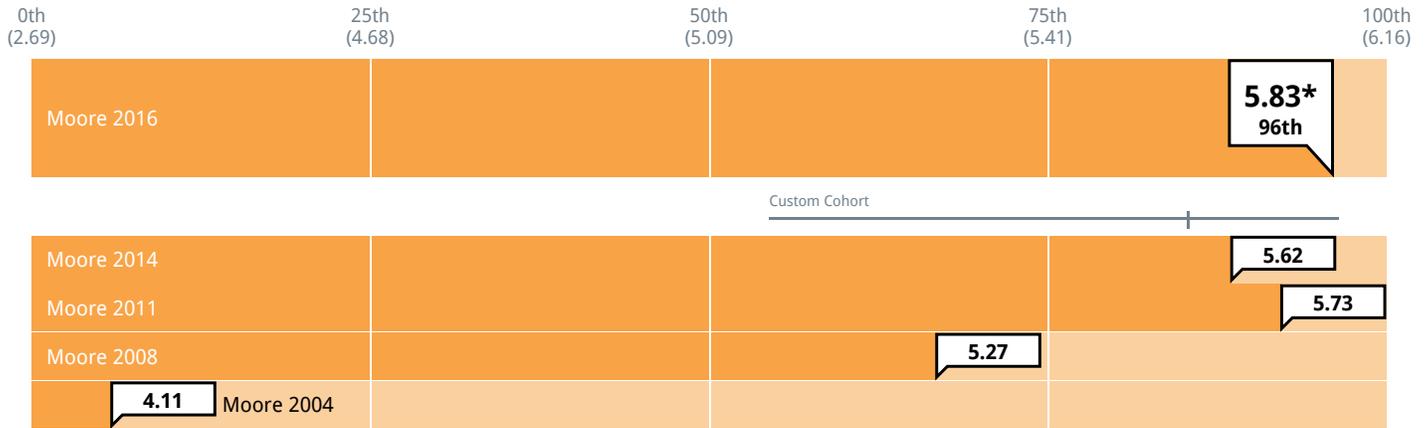
Past results: On Off

Subgroup: None

Advancing Knowledge and Public Policy

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

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



Cohort: Custom Cohort

Past results: On Off

Subgroup: None

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

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



Cohort: Custom Cohort

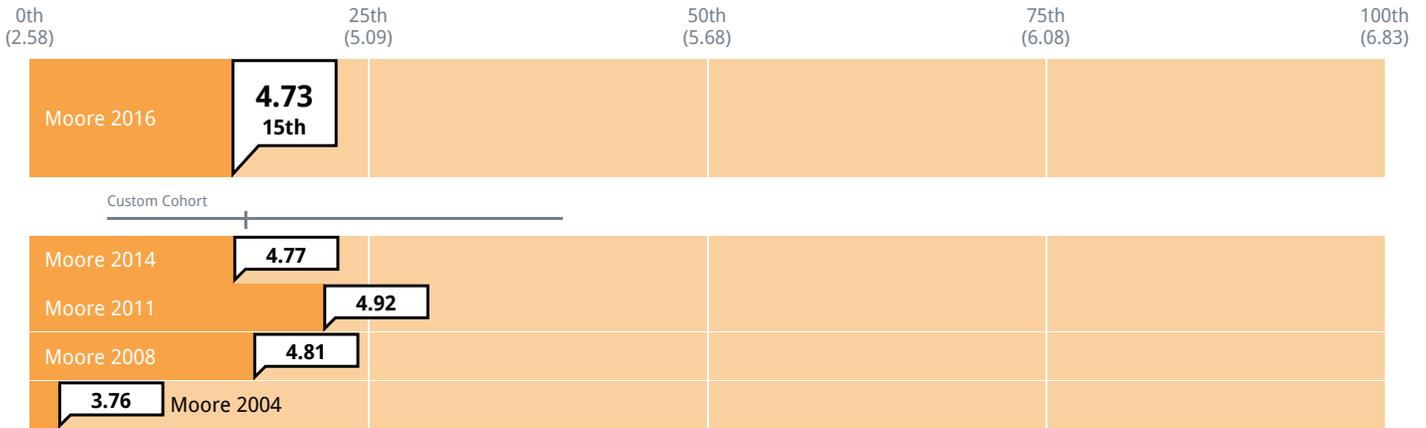
Past results: On Off

Subgroup: None

Impact on and Understanding of Grantees' Local Communities

“Overall, how would you rate the Foundation’s impact on your local community?”

1 = No impact 7 = Significant positive impact



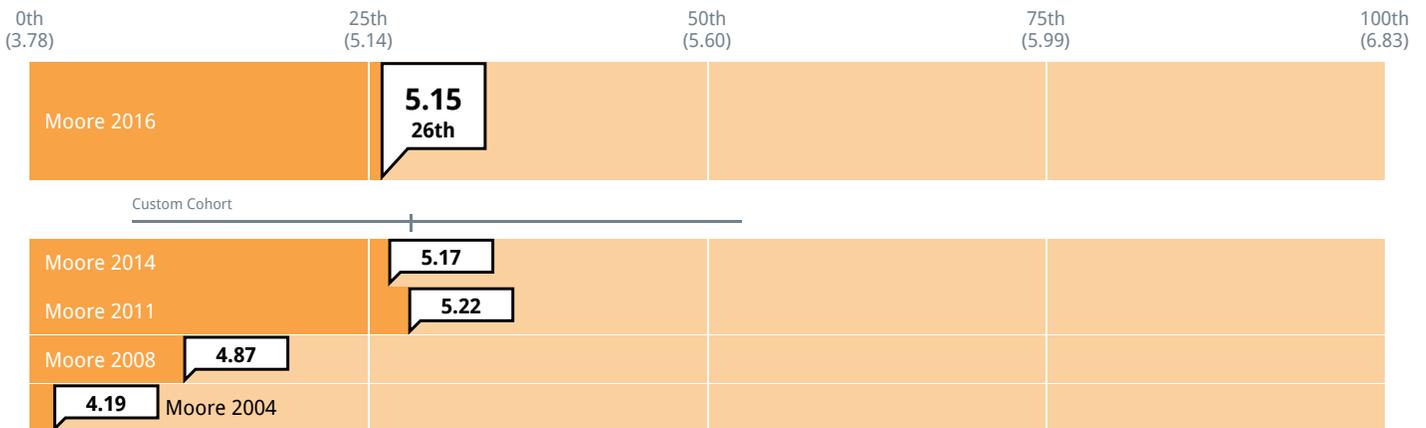
Cohort: Custom Cohort

Past results: On Off

Subgroup: None

“How well does the 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

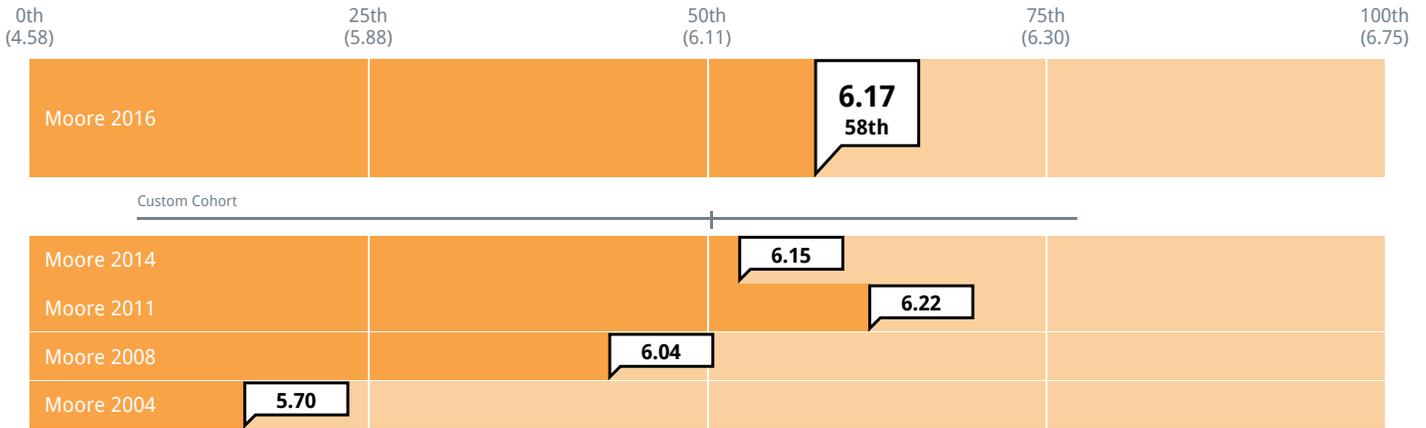
Past results: On Off

Subgroup: None

Impact on and Understanding of Grantees' Organizations

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

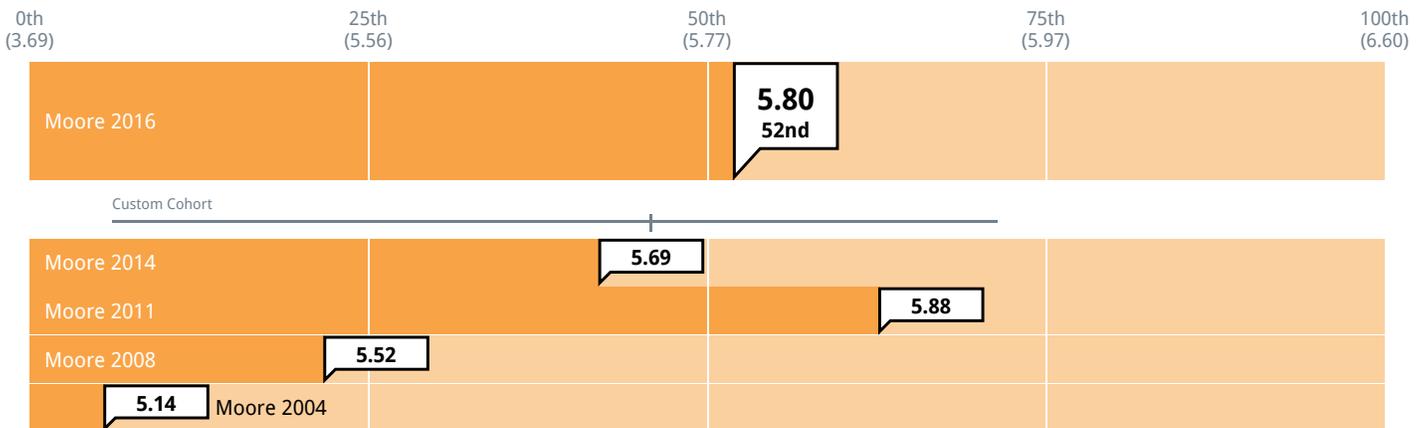
1 = No impact 7 = Significant positive impact



Cohort: Past results: On Off Subgroup:

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

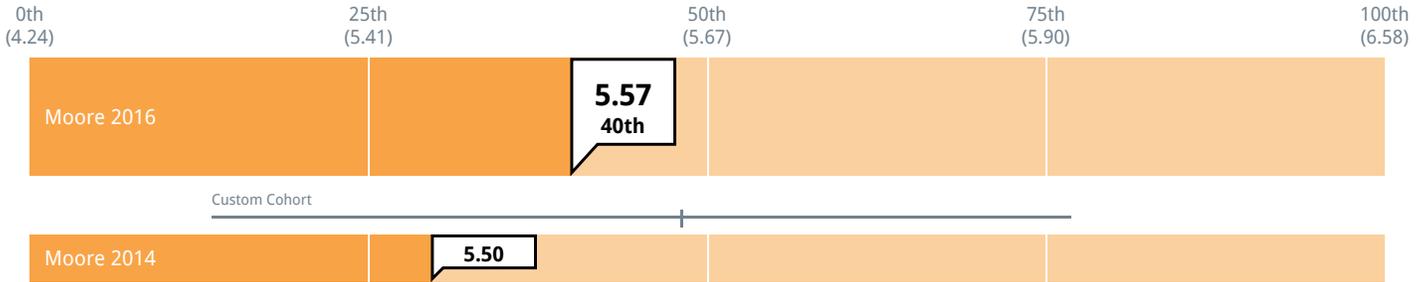
1 = Limited understanding 7 = Thorough understanding



Cohort: Past results: On Off Subgroup:

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

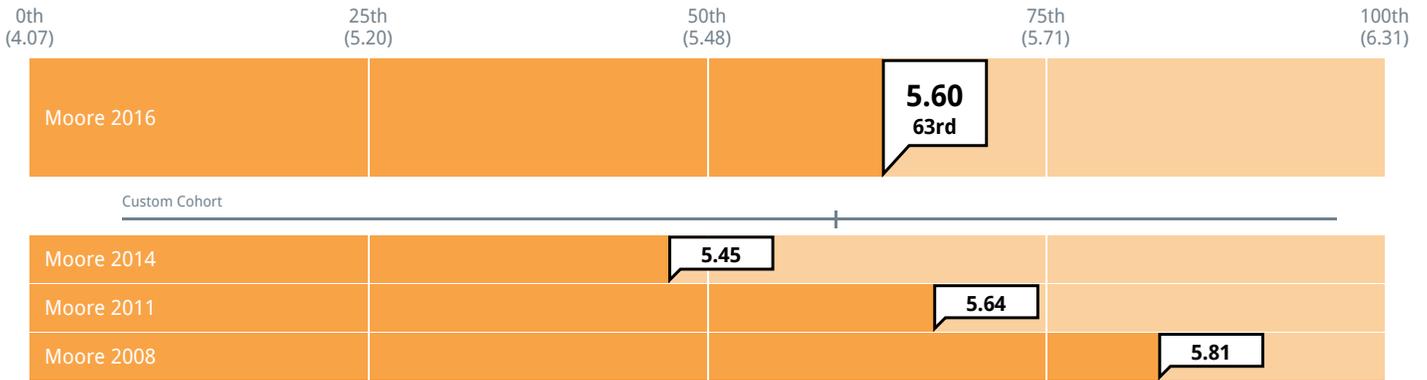
1 = Limited understanding 7 = Thorough understanding



Cohort: Past results: On Off Subgroup:

“How much, if at all, did the 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: Past results: On Off Subgroup:

Effect of Grant on Organization

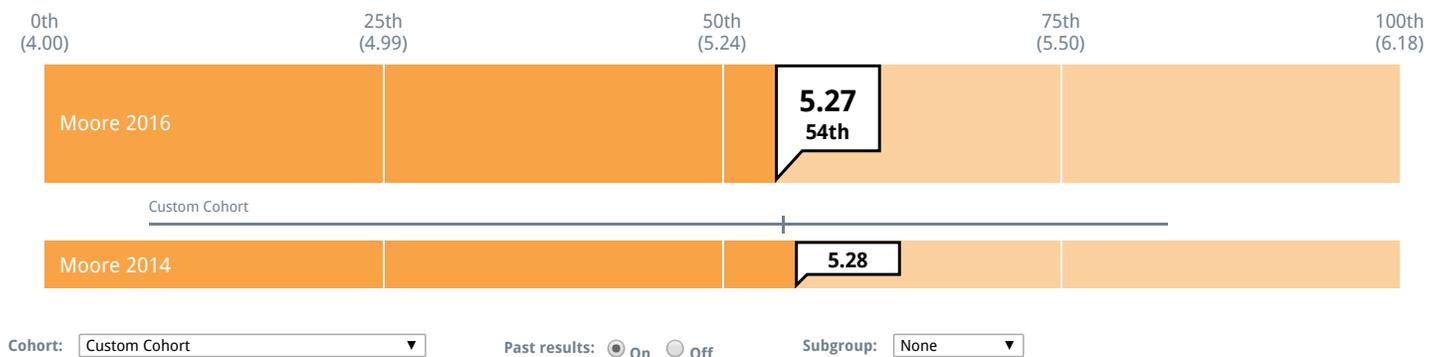
"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

Primary Effect of Grant on Grantee's Organization (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Enhanced Capacity	15%	13%	13%	17%	29%	24%
Expanded Existing Program Work	29%	30%	36%	37%	26%	28%
Maintained Existing Program	13%	15%	8%	8%	20%	14%
Added New Program Work	43%	42%	43%	37%	25%	34%

Grantee Challenges

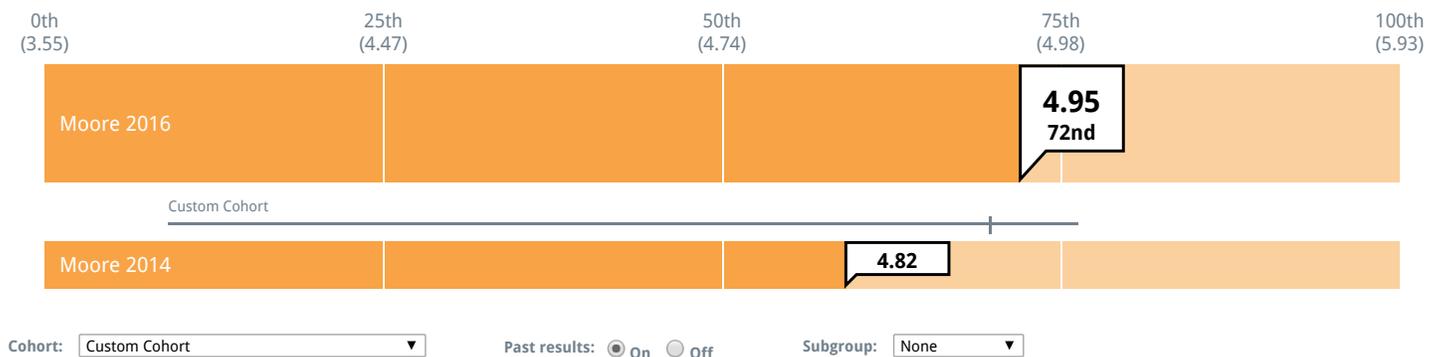
"How aware is the Foundation of the challenges that your organization is facing?"

1 = Not at all aware 7 = Extremely aware



"To what extent does the Foundation take advantage of its various resources to help your organization address its challenges?"

1 = Not at all 7 = To a very great extent



Funder-Grantee Relationships

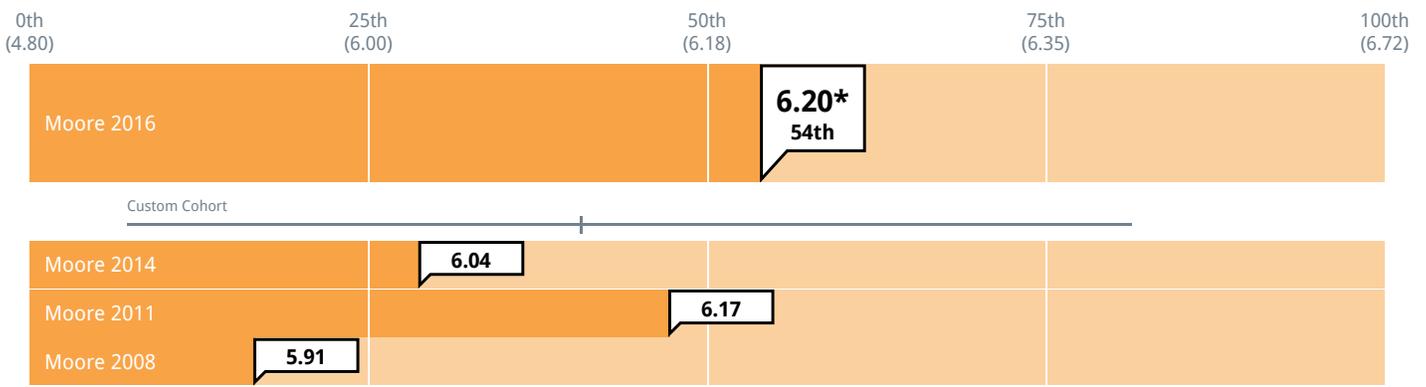
Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as “relationships.” The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation'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

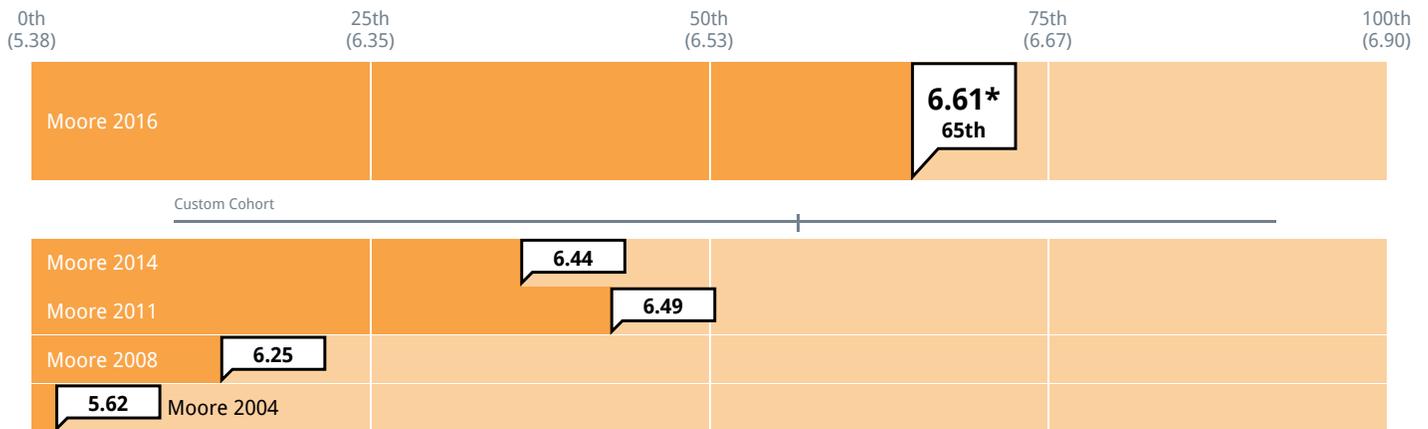
Past results: On Off

Subgroup: None

Quality of Interactions

“Overall, how fairly did the Foundation treat you?”

1 = Not at all fairly 7 = Extremely fairly



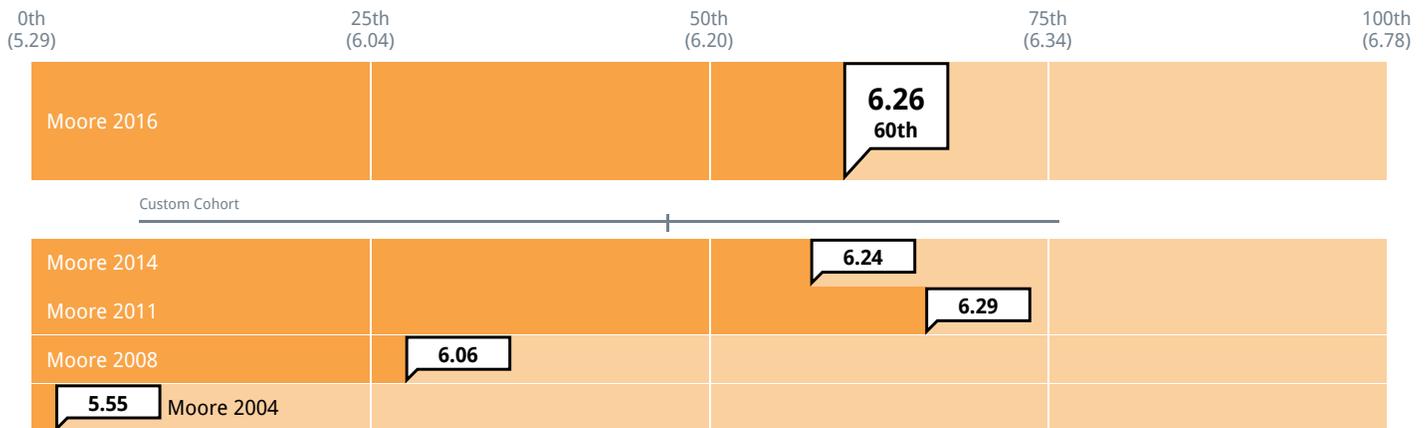
Cohort: Custom Cohort

Past results: On Off

Subgroup: None

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

1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort

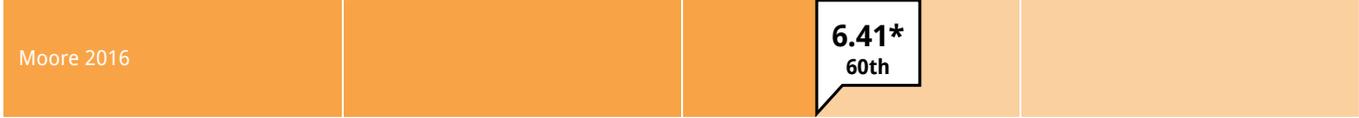
Past results: On Off

Subgroup: None

“Overall, how responsive was the Foundation staff?”

1 = Not at all responsive 7 = Extremely responsive

0th (4.90) 25th (6.10) 50th (6.35) 75th (6.53) 100th (6.89)



Custom Cohort



Cohort:

Past results: On Off

Subgroup:

Interaction Patterns

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

Frequency of Contact with Program Officer (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Weekly or more often	2%	4%	4%	7%	7%	3%	3%
A few times a month	13%	17%	21%	19%	13%	11%	13%
Monthly	21%	19%	27%	28%	21%	15%	20%
Once every few months	56%	52%	41%	39%	50%	52%	55%
Yearly or less often	8%	8%	7%	7%	9%	20%	9%

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

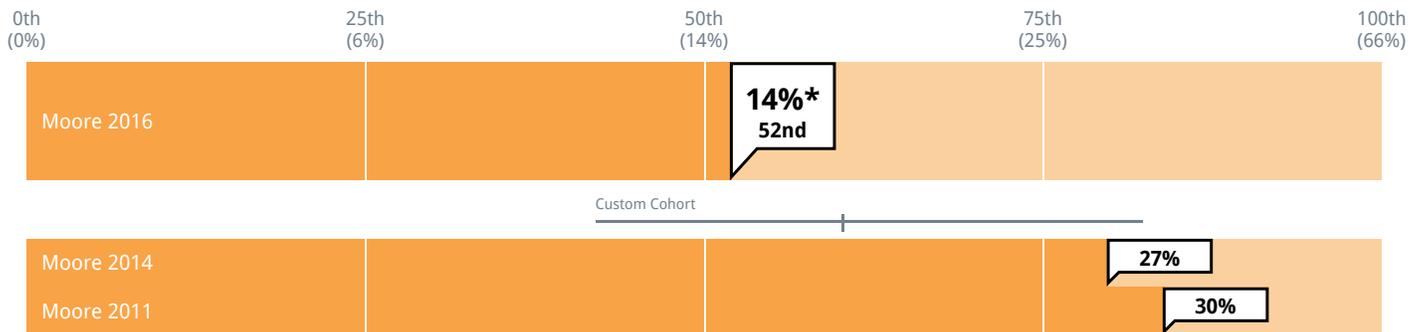
Initiation of Contact with Program Officer (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Program Officer	18%	14%	16%	14%	15%	13%
Both of equal frequency	59%	57%	67%	58%	49%	56%
Grantee	23%	29%	18%	28%	36%	31%

Behind the numbers: Grantees who report initiating contact with their program officers most often rate significantly lower for the quality of their relationships with the Foundation.

Contact Change and Site Visits

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

Proportion of grantees responding 'Yes'



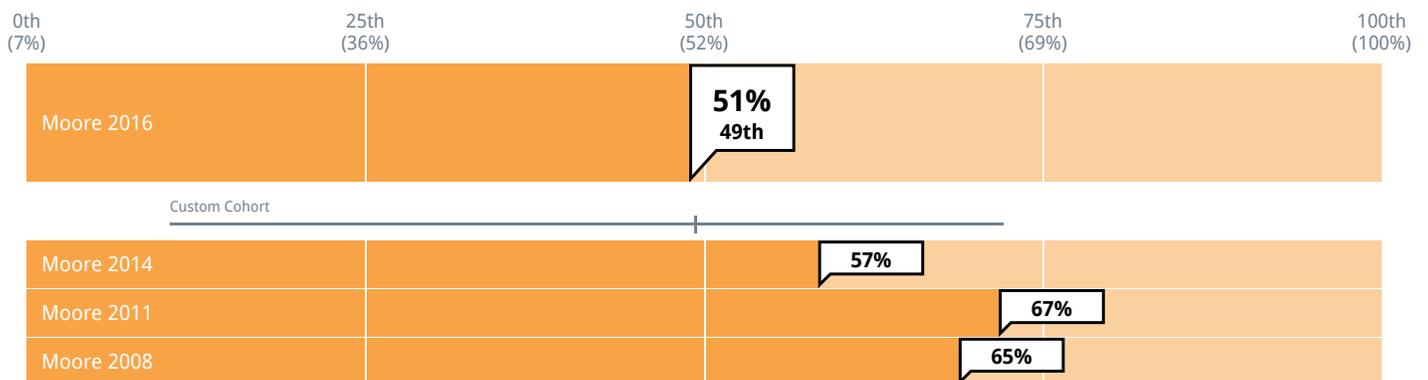
Cohort:

Past results: On Off

Subgroup:

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

Proportion of grantees responding 'Yes'



Cohort:

Past results: On Off

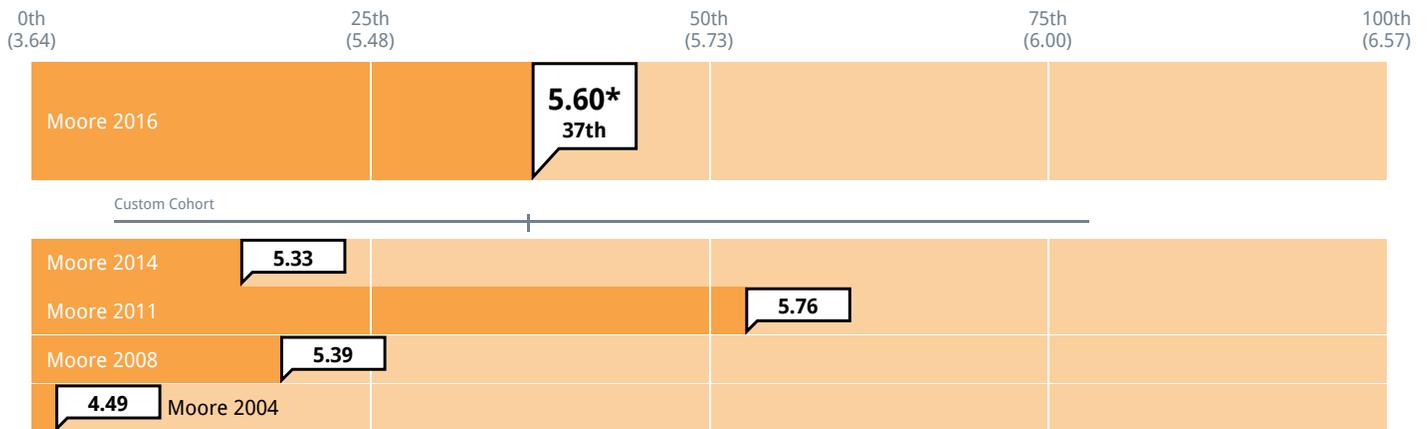
Subgroup:

Behind the numbers: Grantees who report receiving a site visit rate the Foundation significantly more positively on several measures including the quality of their relationships with the Foundation.

Foundation Communication

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

1 = Not at all clearly 7 = Extremely clearly



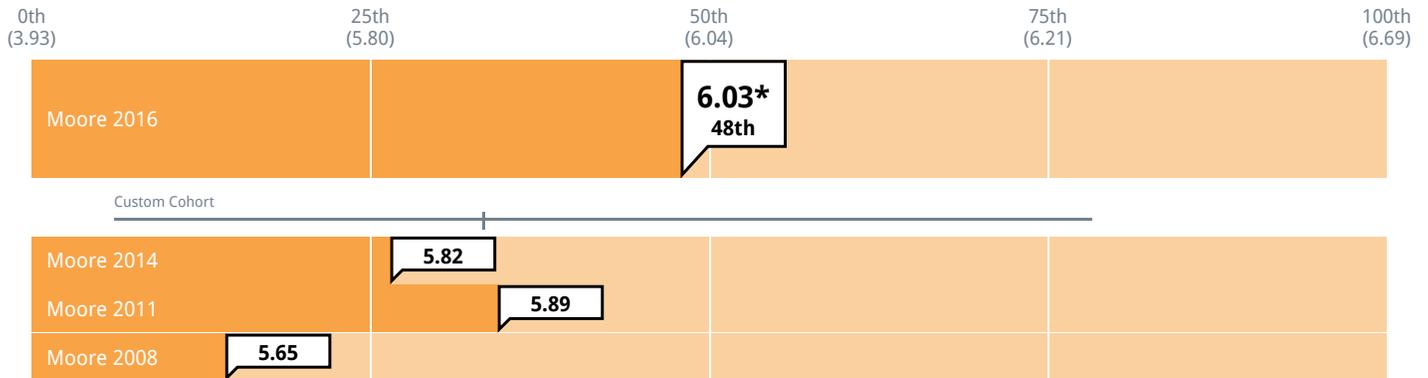
Cohort: Custom Cohort

Past results: On Off

Subgroup: None

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

1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort

Past results: On Off

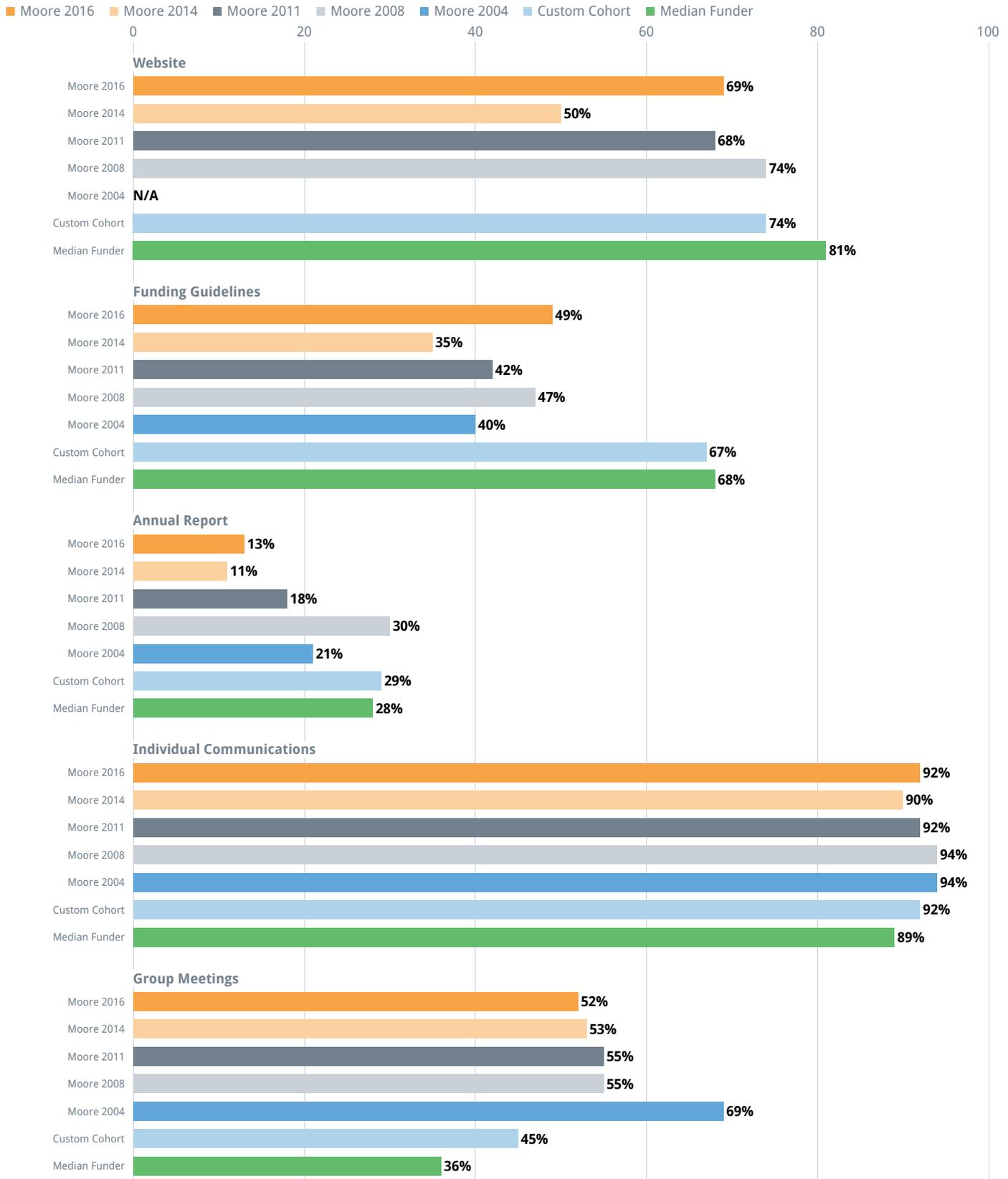
Subgroup: None

Communication Resources

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

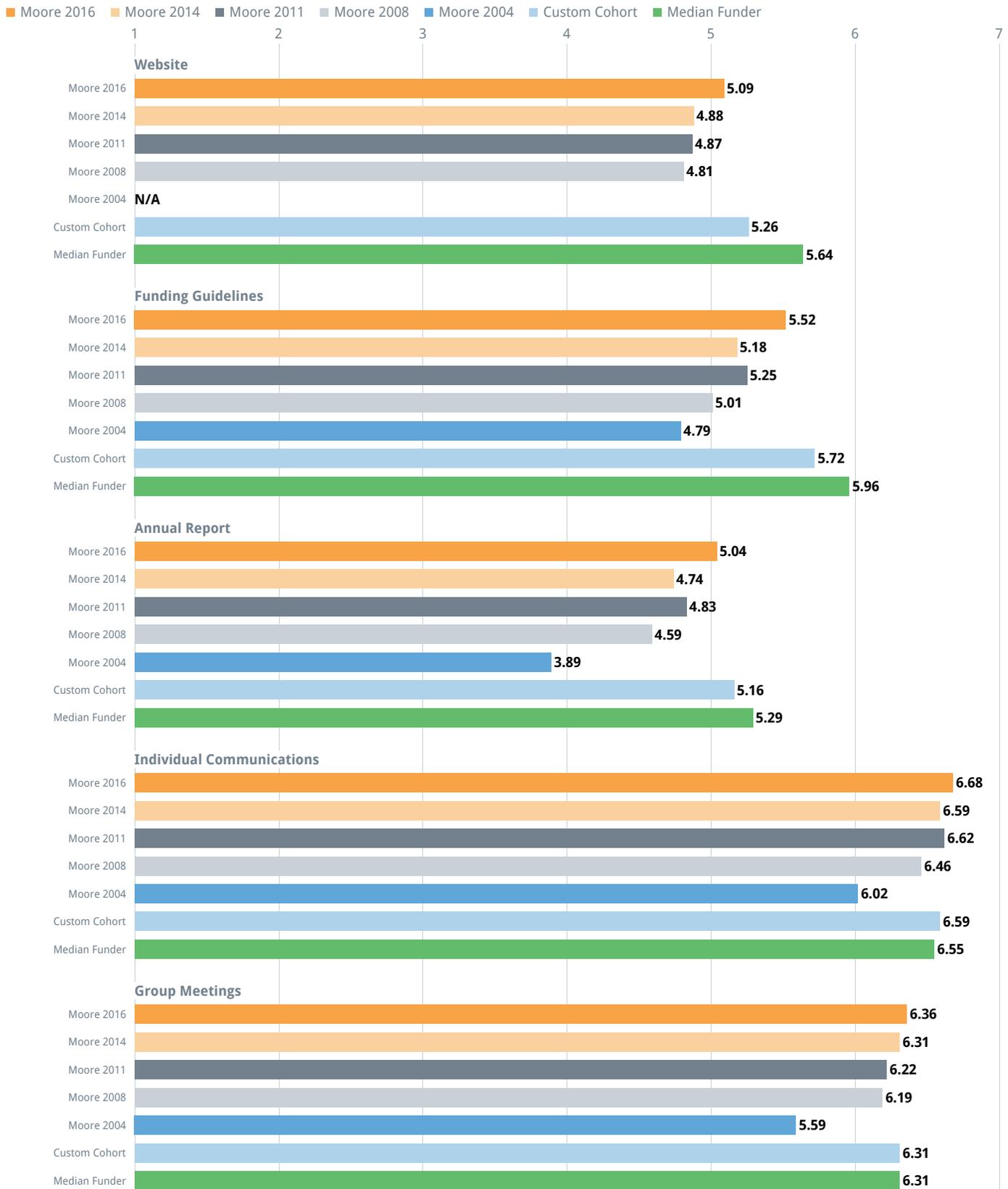
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

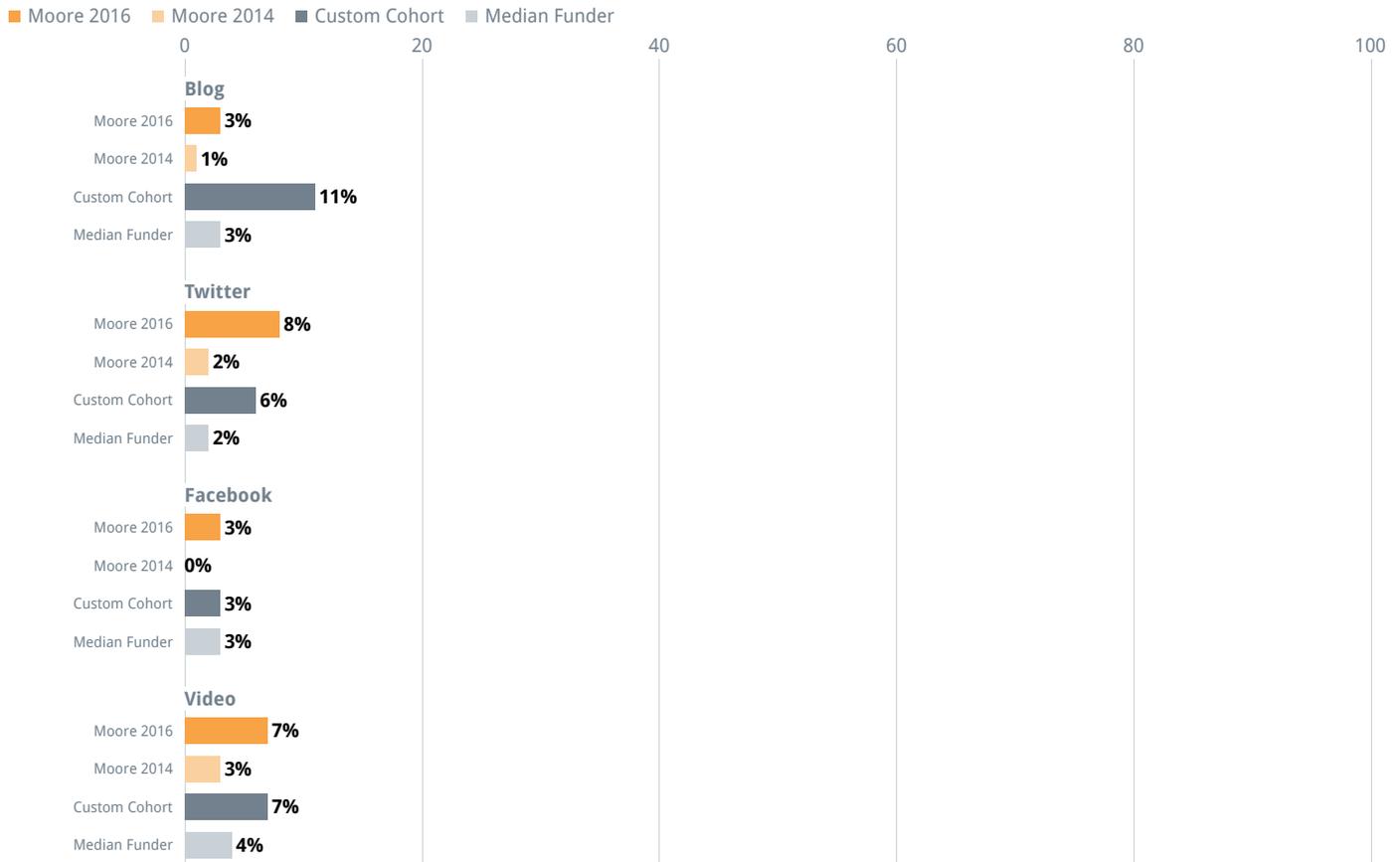
Helpfulness of Communication Resources - Overall



Social Media

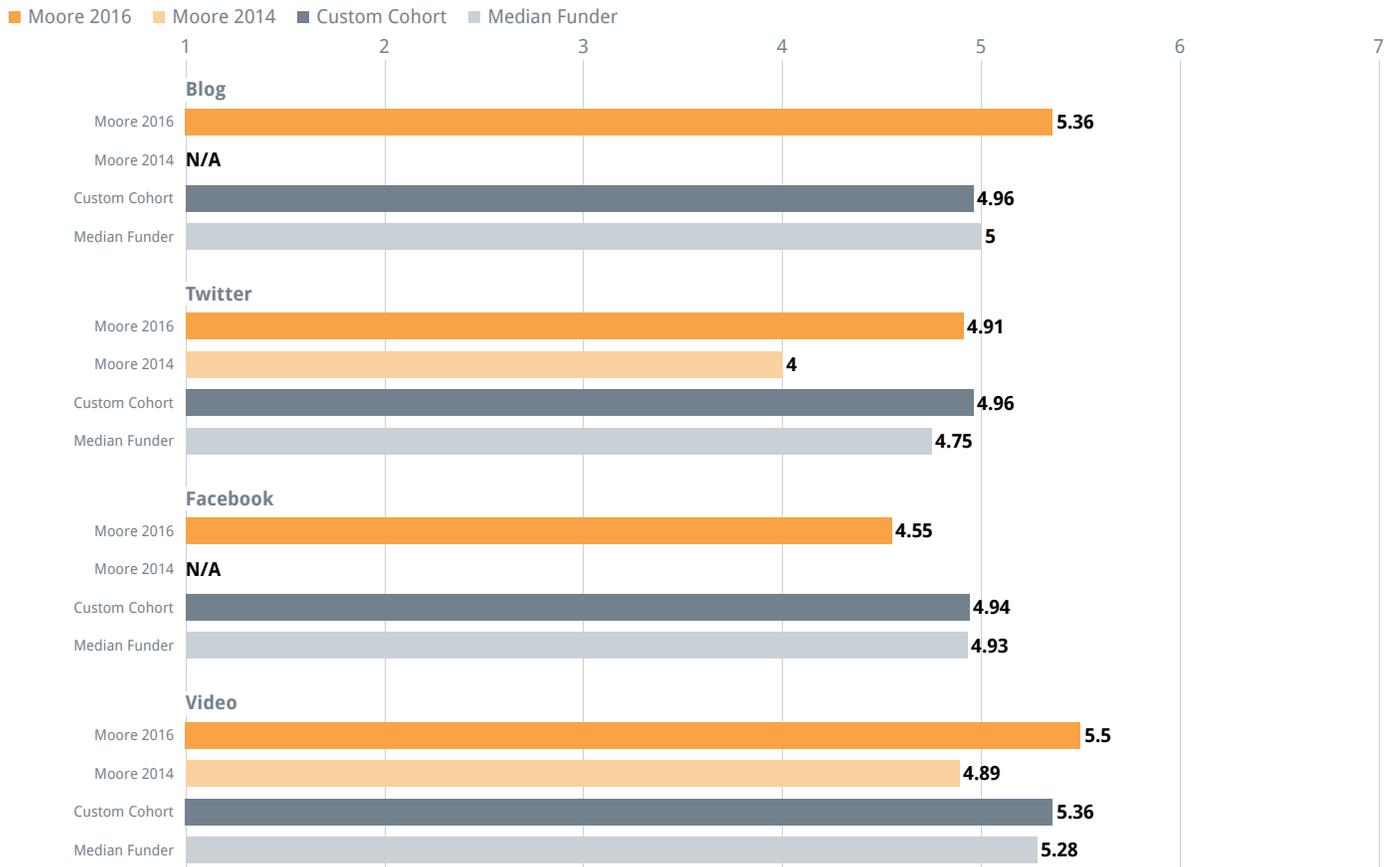
Grantees were asked whether they used each of the following communications resources from Moore and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Social Media Resources - Overall



The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

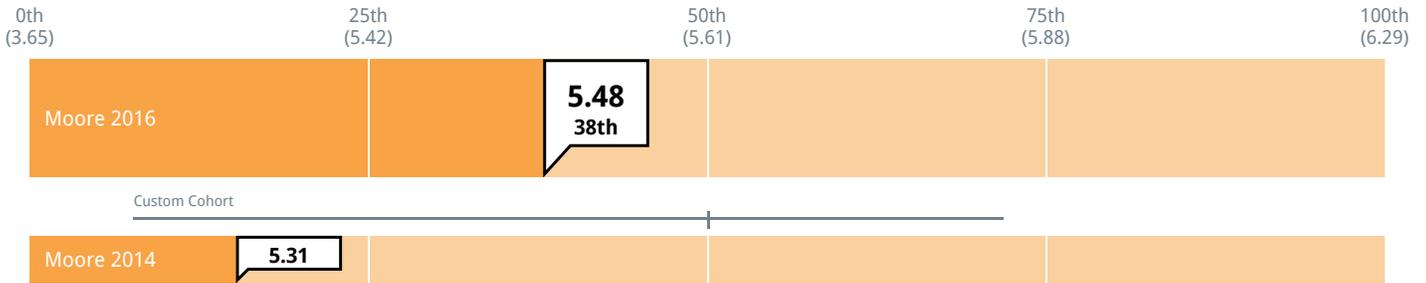
Helpfulness of Social Media Resources - Overall



Funder Transparency

"Overall how transparent is the Foundation with your organization?"

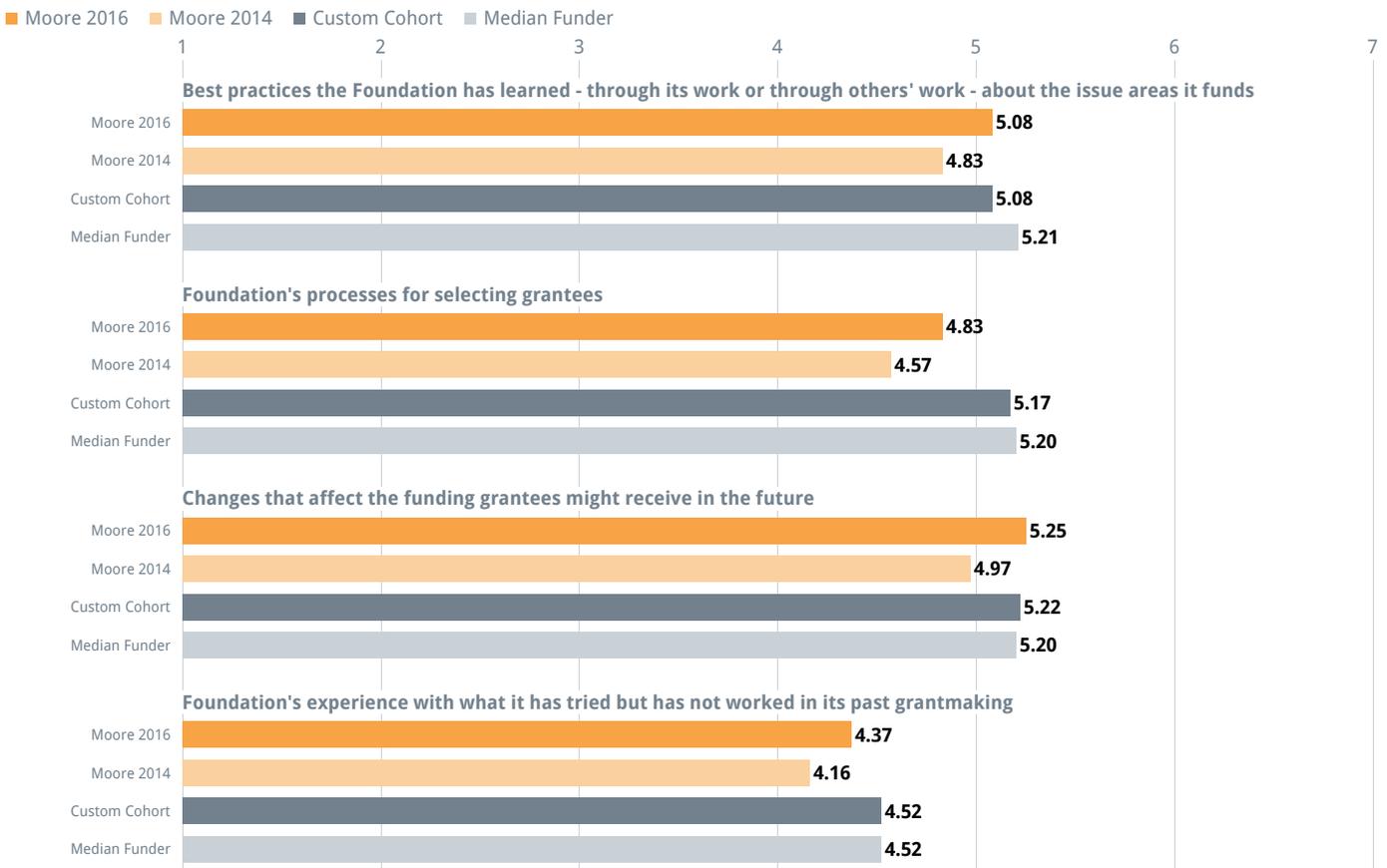
1 = Not at all transparent 7 = Extremely transparent



Cohort: Past results: On Off Subgroup:

Grantees were asked to rate how transparent Moore is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."

Foundation Transparency - Overall

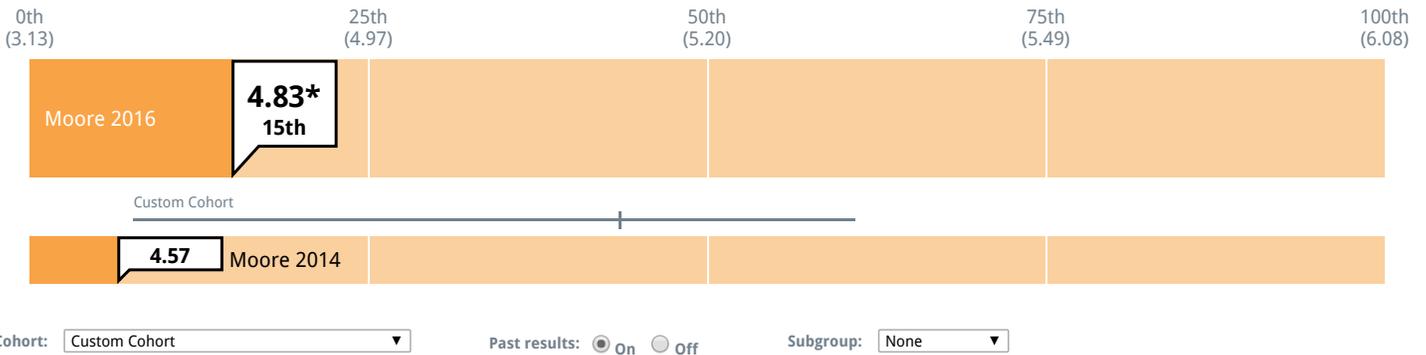


Aspects of Funder Transparency

The charts below show grantee ratings of Moore's transparency in specific areas of its work.

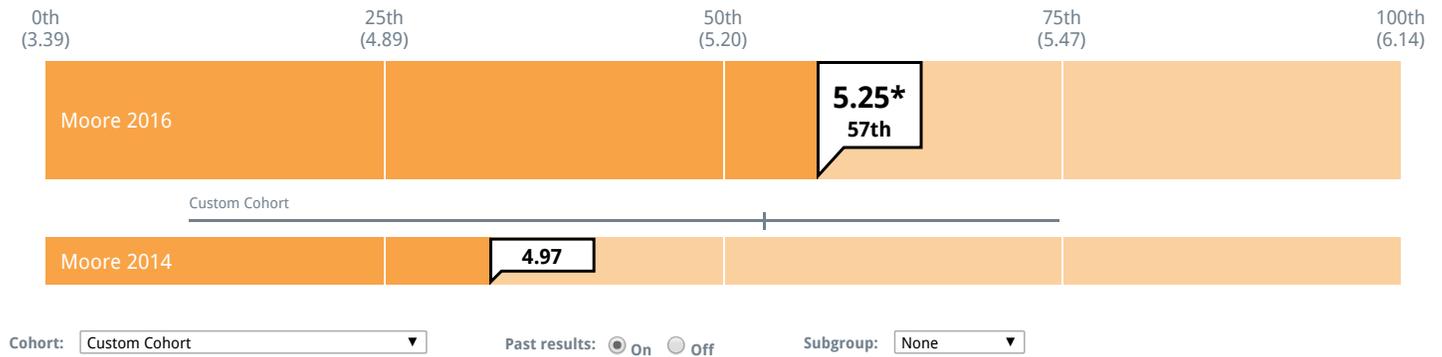
The Foundation's processes for selecting grantees

1 = Not at all transparent 7 = Extremely transparent



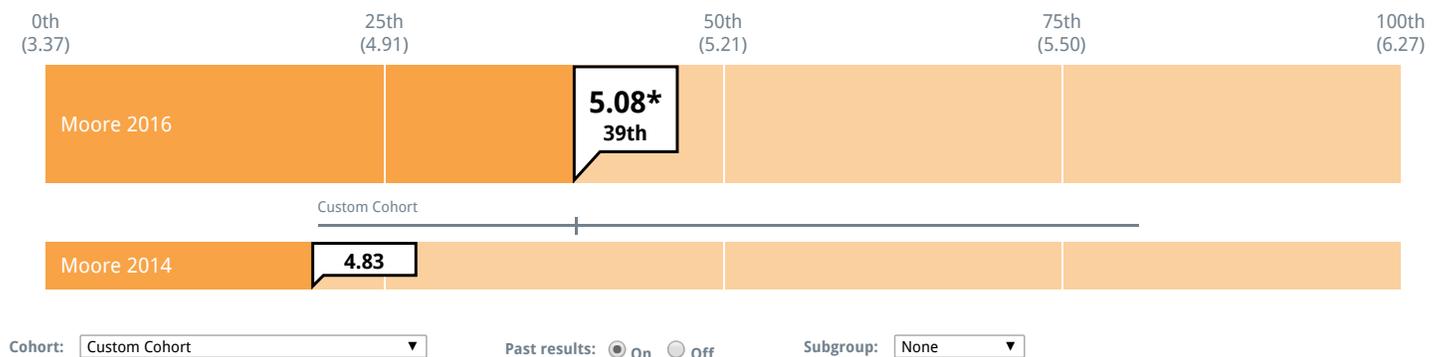
Any changes that affect the funding your organization might receive in the future

1 = Not at all transparent 7 = Extremely transparent



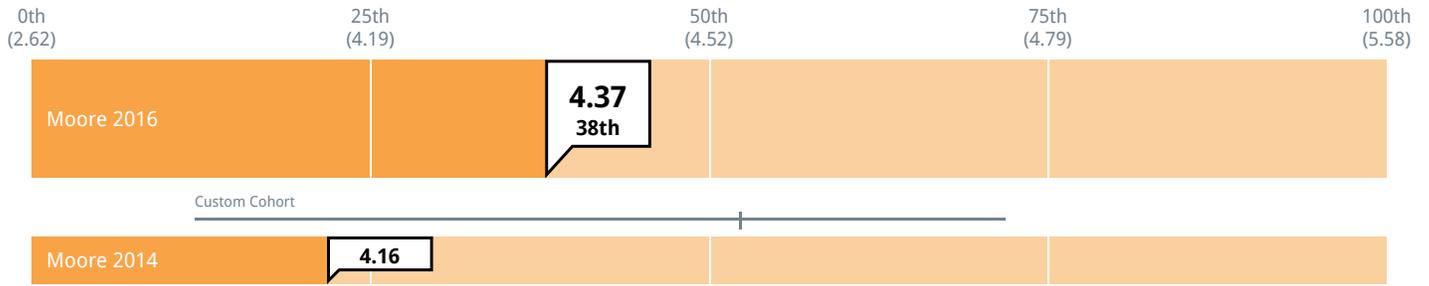
Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds

1 = Not at all transparent 7 = Extremely transparent



The Foundation's experiences with what it has tried but has not worked in its past grantmaking

1 = Not at all transparent 7 = Extremely transparent



Cohort:

Past results: On Off

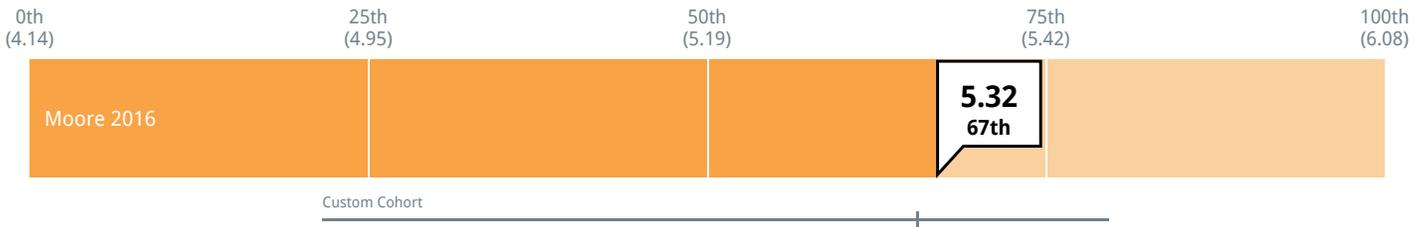
Subgroup:

Openness

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

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

1 = Not at all 7 = To a great extent



Cohort:

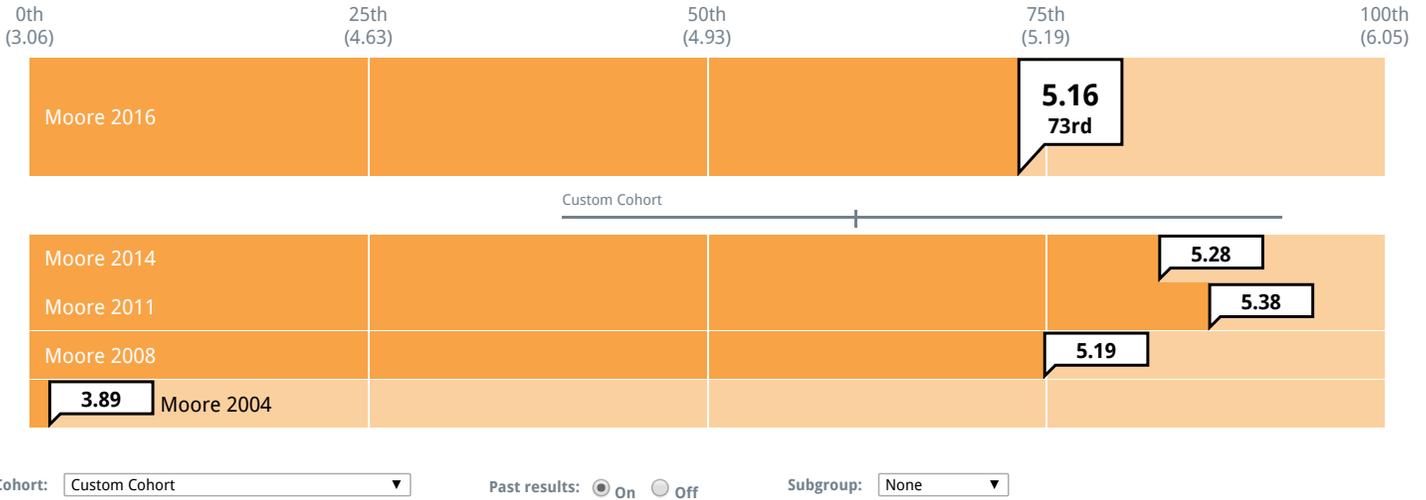
Past results: On Off

Subgroup:

Grant Processes

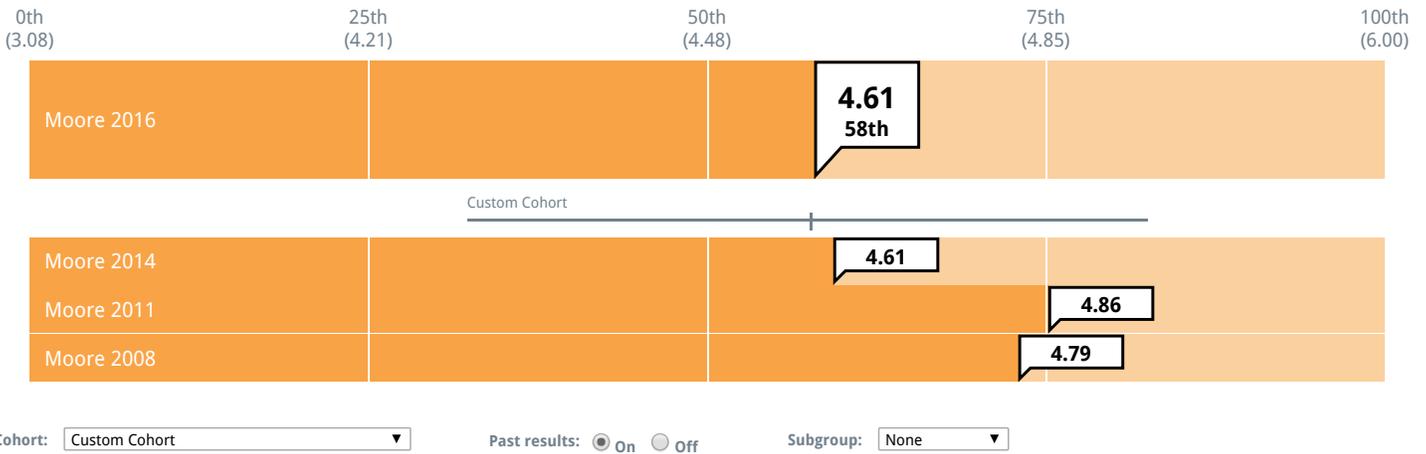
“How helpful was participating in the Foundation’s selection process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful



“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization/program funded by the grant?”

1 = Not at all helpful 7 = Extremely helpful

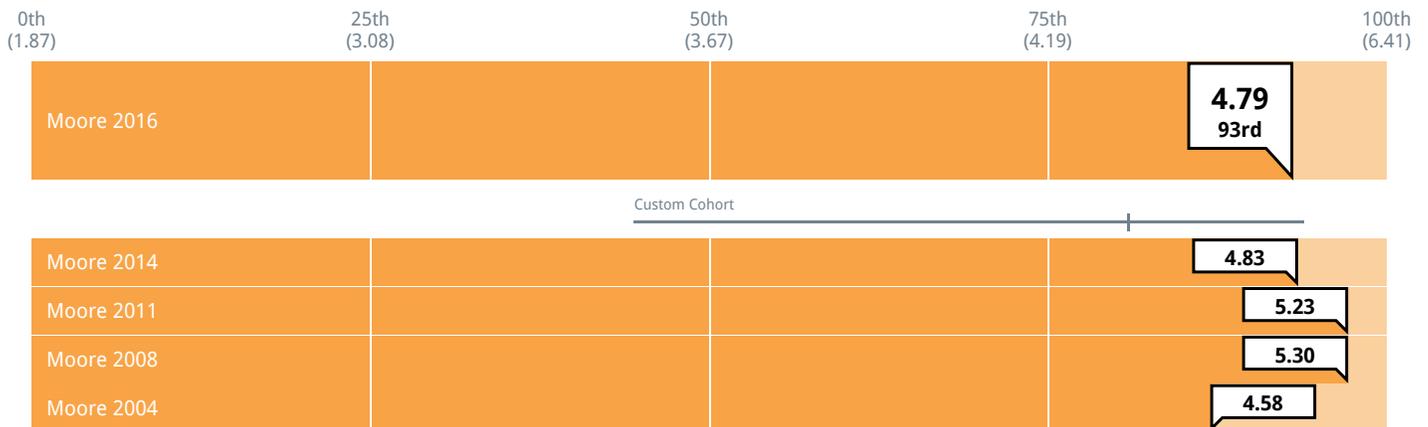


Selection Process

Did you submit a proposal for this grant? (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Submitted a Proposal	92%	91%	94%	92%	100%	94%	96%
Did Not Submit a Proposal	8%	9%	6%	8%	0%	6%	4%

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

1 = No involvement 7 = Substantial involvement



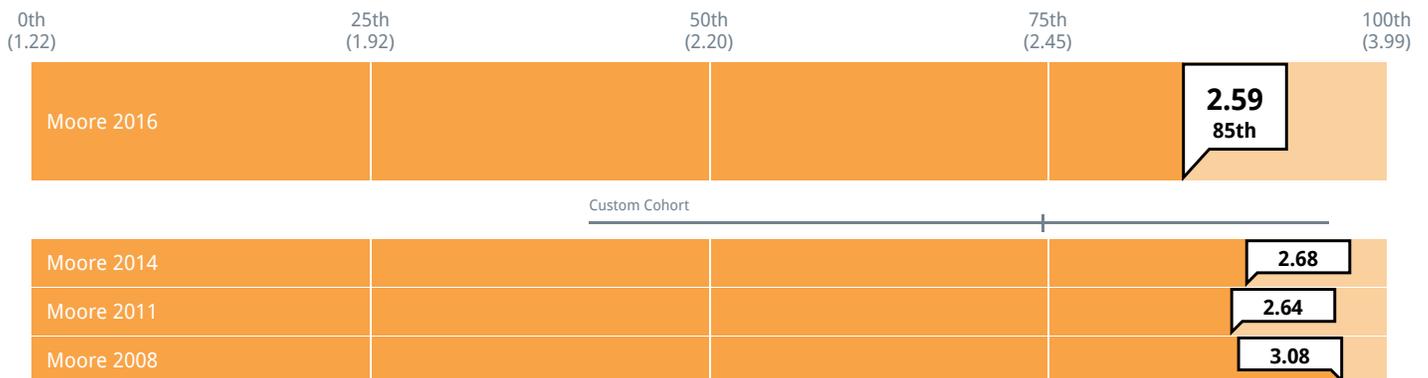
Cohort:

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:

Past results: On Off

Subgroup:

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 (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Less than 1 month	6%	7%	3%	2%	0%	6%	5%
1 - 3 months	46%	45%	47%	45%	37%	55%	48%
4 - 6 months	33%	28%	33%	38%	20%	31%	32%
7 - 9 months	8%	10%	11%	6%	14%	5%	8%
10 - 12 months	4%	4%	3%	6%	6%	2%	4%
More than 12 months	3%	6%	1%	4%	22%	2%	3%

Reporting and Evaluation Process

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



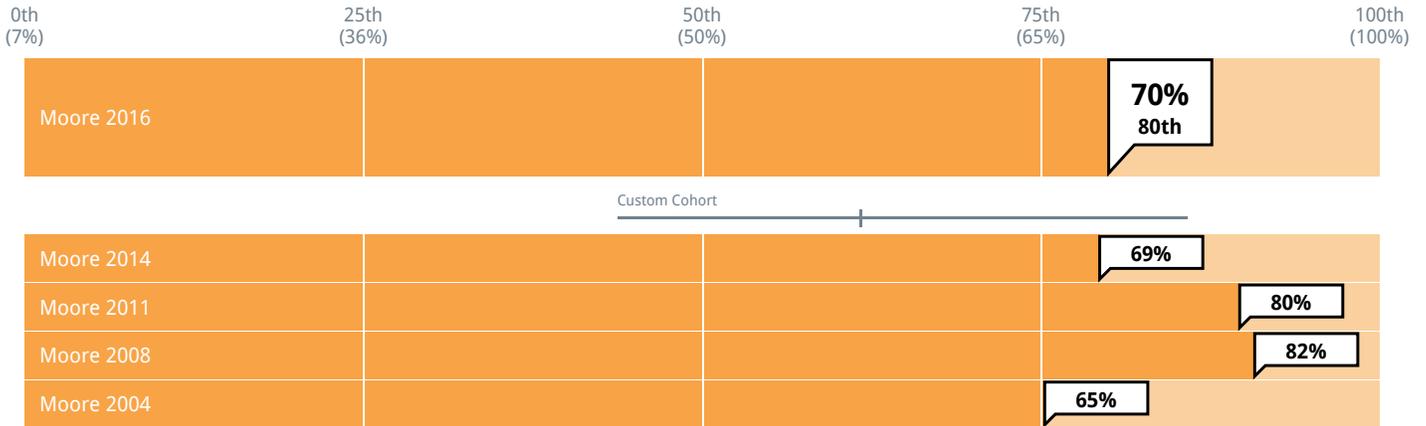
Participation in Reporting and/or Evaluation Processes (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	67%	73%	65%	64%	84%	57%	62%
There will be a report/evaluation but it has not occurred yet	26%	22%	30%	29%	14%	35%	33%
There was/will be no report/evaluation	5%	2%	4%	3%	0%	5%	3%
Don't know	2%	3%	1%	4%	2%	3%	2%

The following question was recently added to the grantee survey and depicts comparative data from fewer than one-third of funders in the dataset.

Was an external evaluator involved in your reporting/evaluation process? (Overall)	Moore 2016	Average Funder
Yes, chosen by the Foundation	14%	15%
Yes, chosen by our organization	4%	9%
No	82%	76%

"After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?"

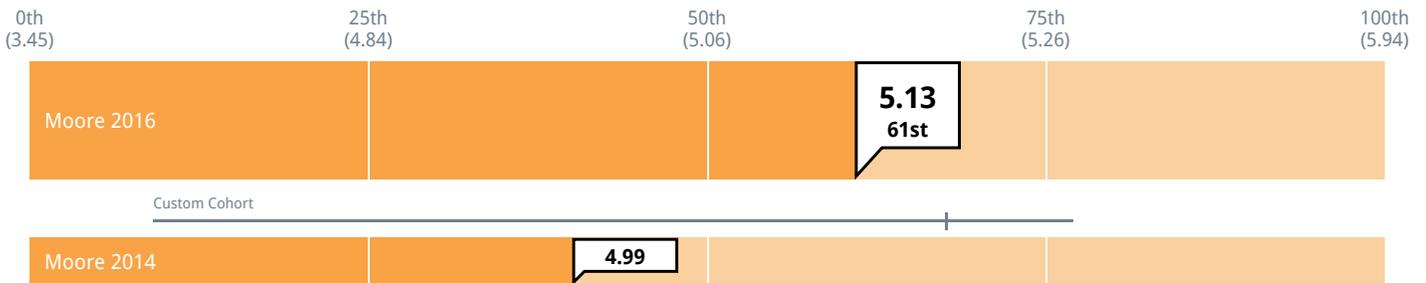
Proportion responding 'Yes'



Cohort: Past results: On Off Subgroup:

"How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?"

1 = Not at all helpful 7 = Extremely helpful

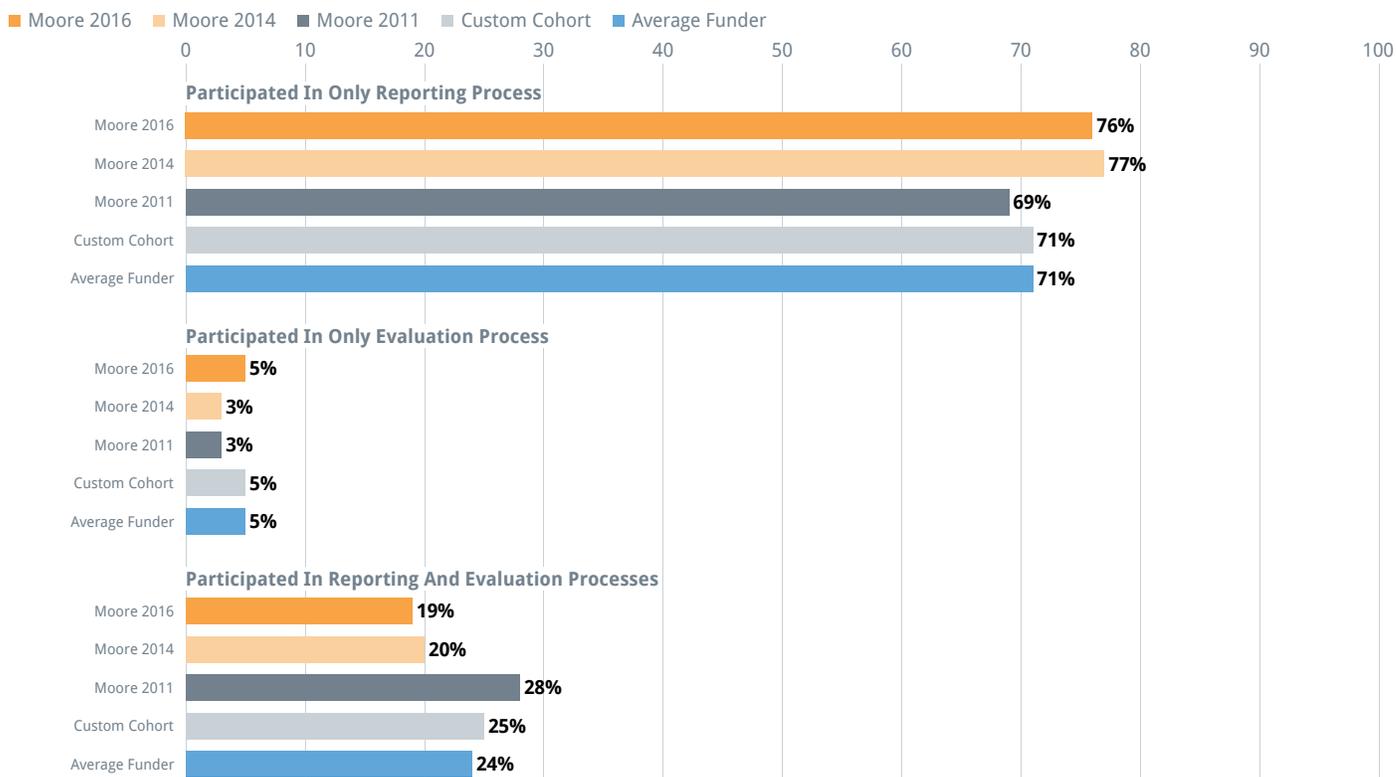


Cohort: Past results: On Off Subgroup:

Reporting and Evaluation Process Activities

"Which reporting/evaluation process activities were a part of your process?"

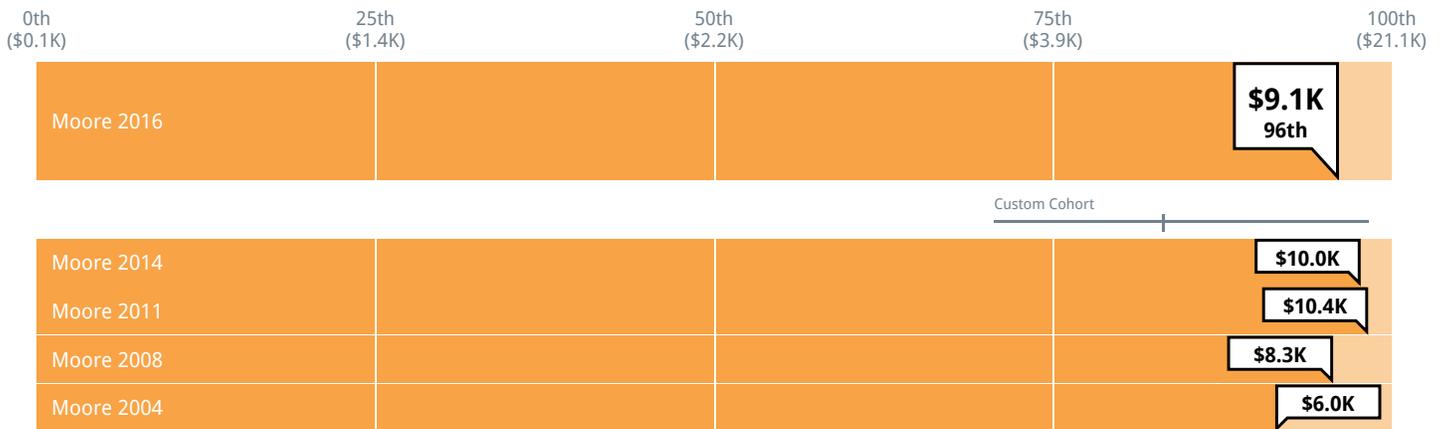
Reporting and Evaluation Process Activities



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

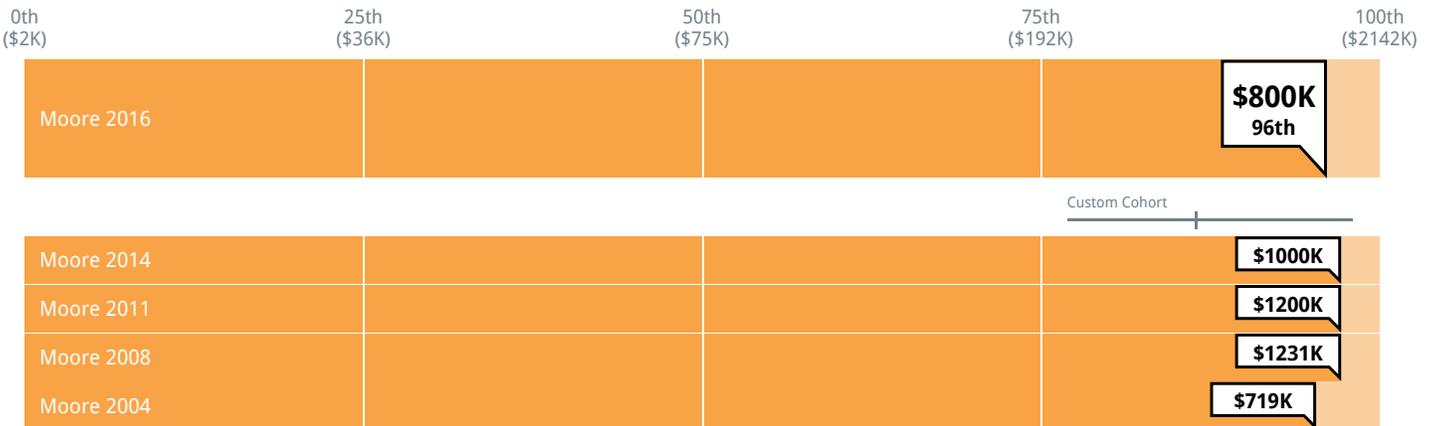


Cohort:

Past results: On Off

Subgroup:

Median Grant Size

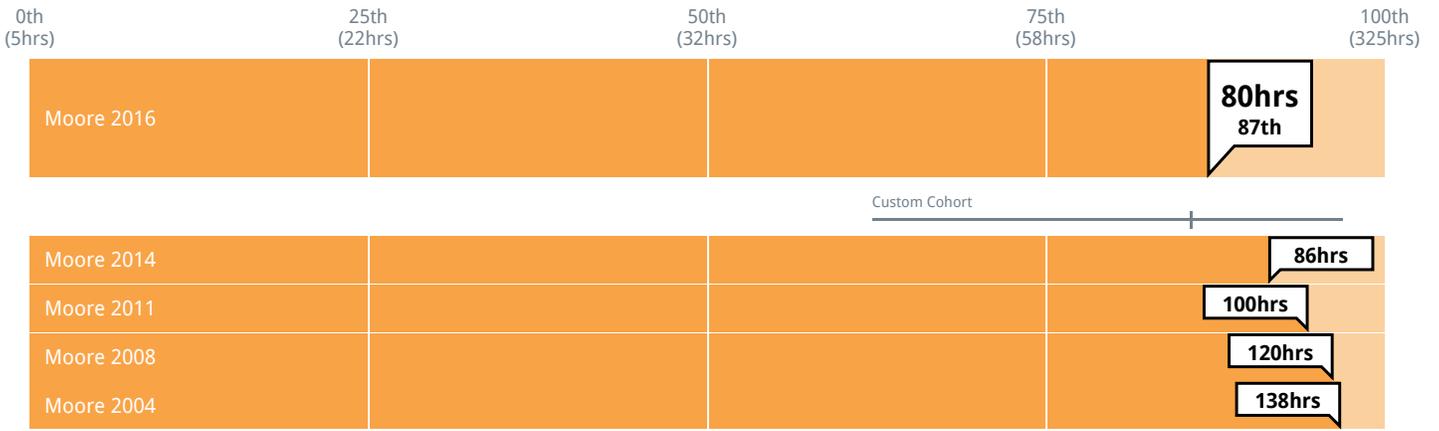


Cohort:

Past results: On Off

Subgroup:

Median hours spent by grantees on funder requirements over grant lifetime



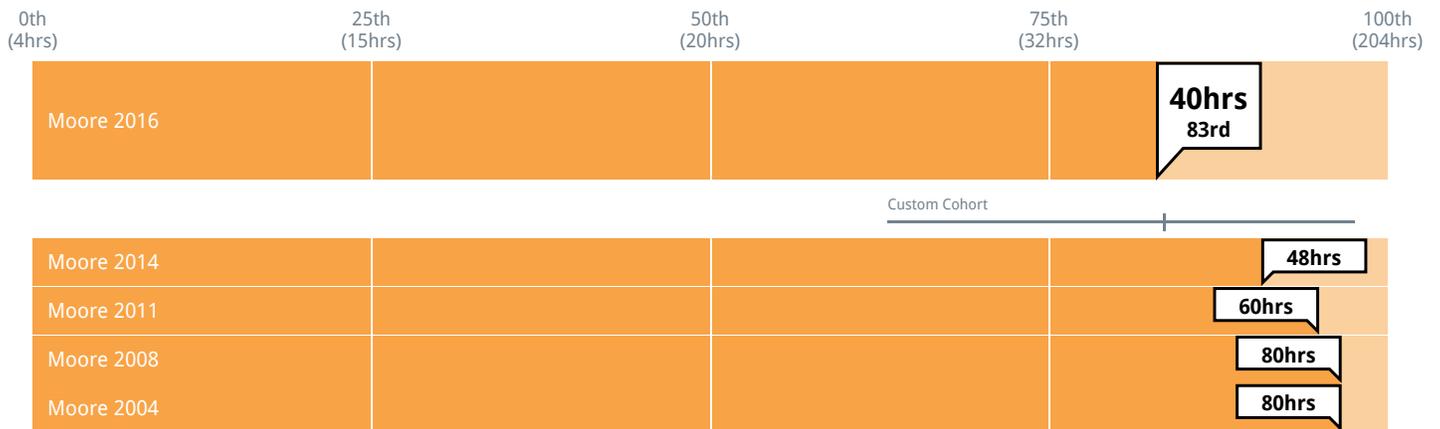
Cohort:

Past results: On Off

Subgroup:

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process



Cohort:

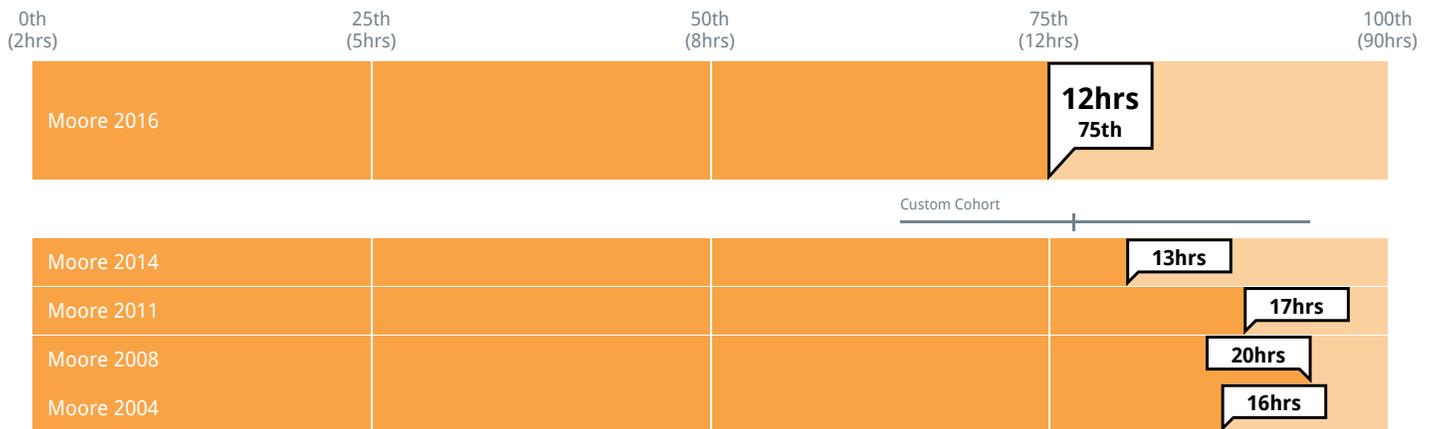
Past results: On Off

Subgroup:

Time Spent On Proposal And Selection Process (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
1 to 9 hours	5%	4%	3%	4%	0%	20%	6%
10 to 19 hours	10%	4%	6%	4%	12%	21%	11%
20 to 29 hours	12%	13%	9%	9%	6%	17%	14%
30 to 39 hours	9%	7%	6%	4%	4%	8%	9%
40 to 49 hours	15%	21%	19%	15%	6%	12%	17%
50 to 99 hours	22%	17%	21%	20%	29%	11%	19%
100 to 199 hours	18%	22%	22%	25%	20%	6%	16%
200+ hours	9%	11%	14%	19%	22%	4%	8%

Time Spent on Reporting and Evaluation Process

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



Cohort:

Past results: On Off

Subgroup:

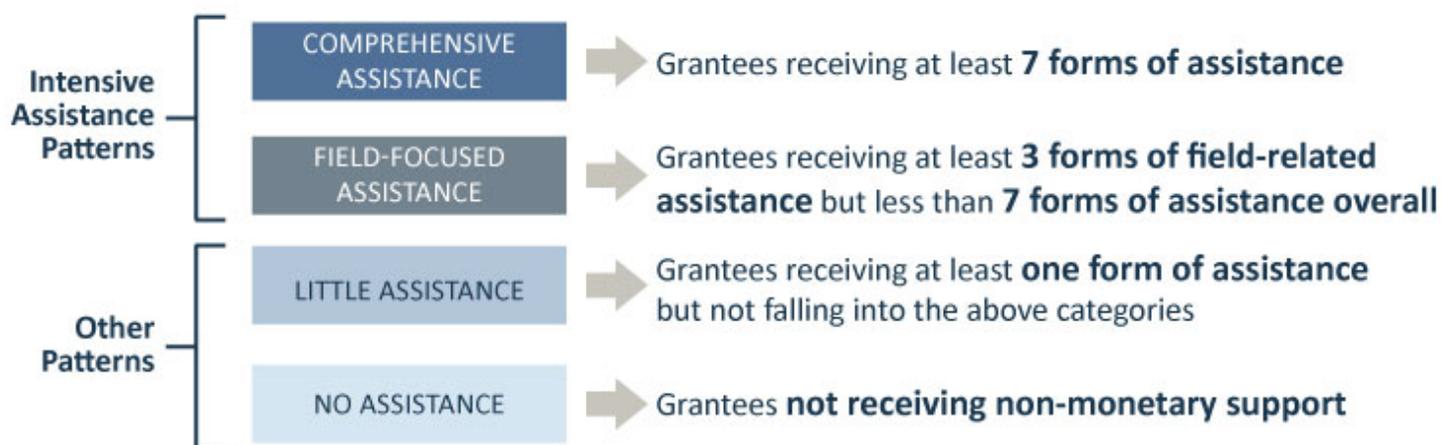
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
1 to 9 hours	42%	34%	29%	19%	28%	53%	38%
10 to 19 hours	23%	24%	21%	25%	26%	20%	22%
20 to 29 hours	14%	11%	17%	17%	9%	10%	14%
30 to 39 hours	5%	7%	5%	6%	7%	4%	6%
40 to 49 hours	5%	7%	5%	6%	9%	4%	6%
50 to 99 hours	5%	11%	12%	15%	13%	5%	7%
100+ hours	7%	6%	12%	10%	9%	4%	7%

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 the Foundation.

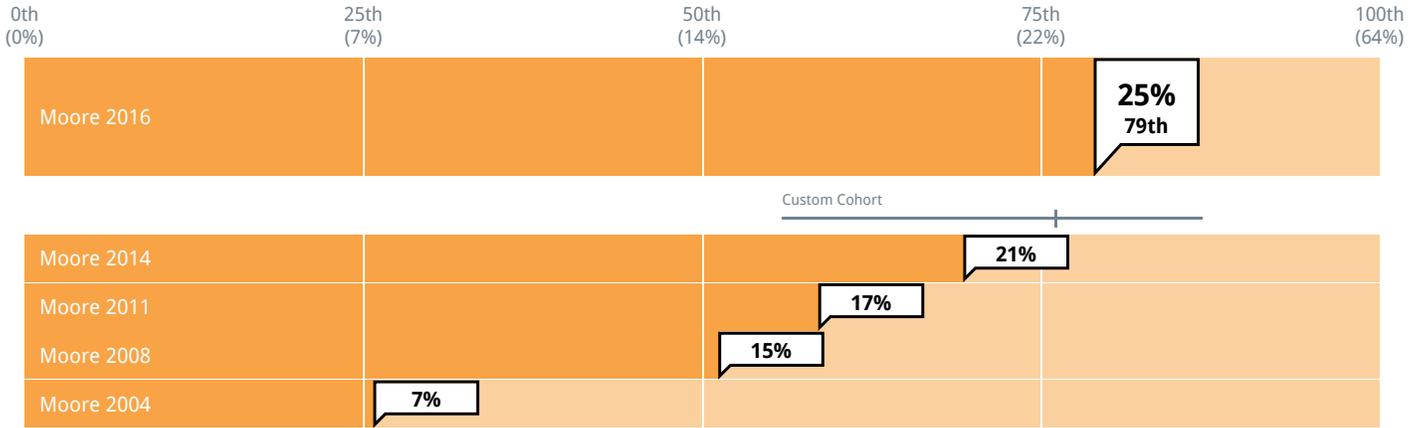
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Foundation 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 (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Comprehensive	8%	5%	4%	7%	4%	6%	7%
Field-focused	17%	16%	13%	8%	4%	10%	16%
Little	46%	43%	51%	47%	62%	39%	42%
None	29%	37%	32%	38%	31%	45%	36%

Proportion of grantees that received field-focused or comprehensive assistance



Cohort:

Past results: On Off

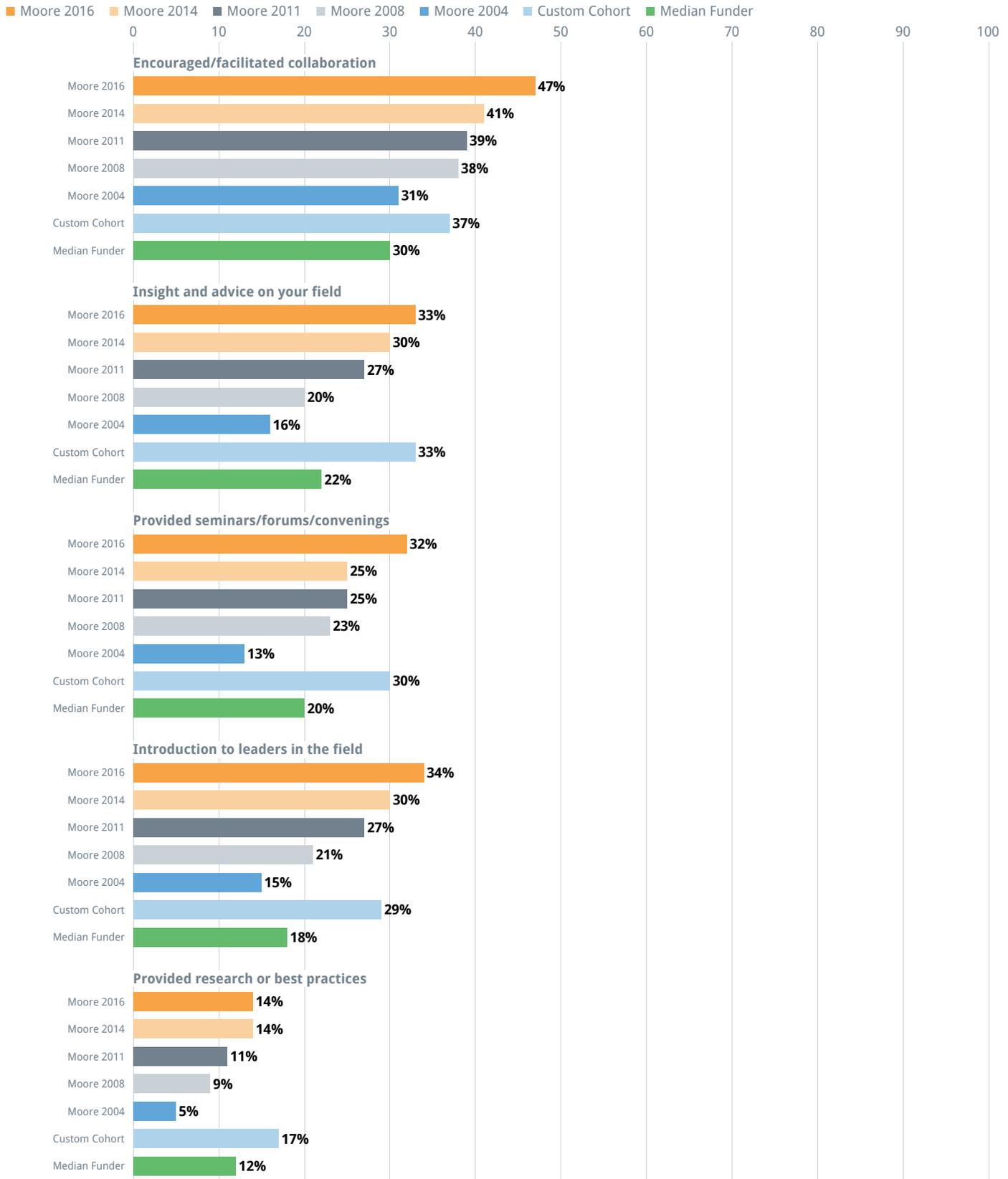
Subgroup:

Behind the numbers: Moore grantees who report receiving field-focused or comprehensive assistance rate significantly higher across most measures in the report, including the Foundation's impact on and understanding of their organizations.

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 the Foundation) associated with this funding."

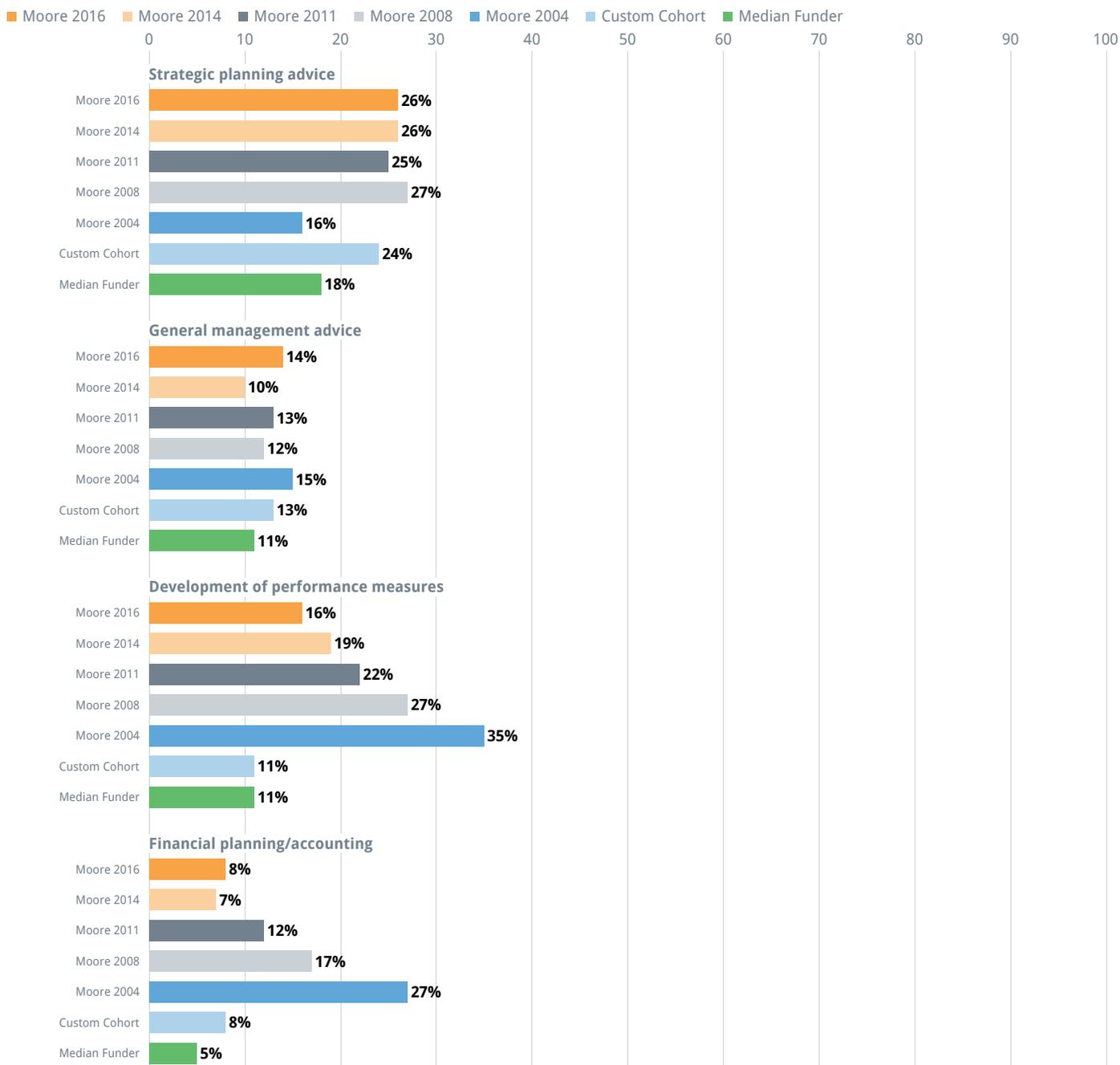
Percentage of Grantees that Received Field-Related Assistance



Management Assistance Activities

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

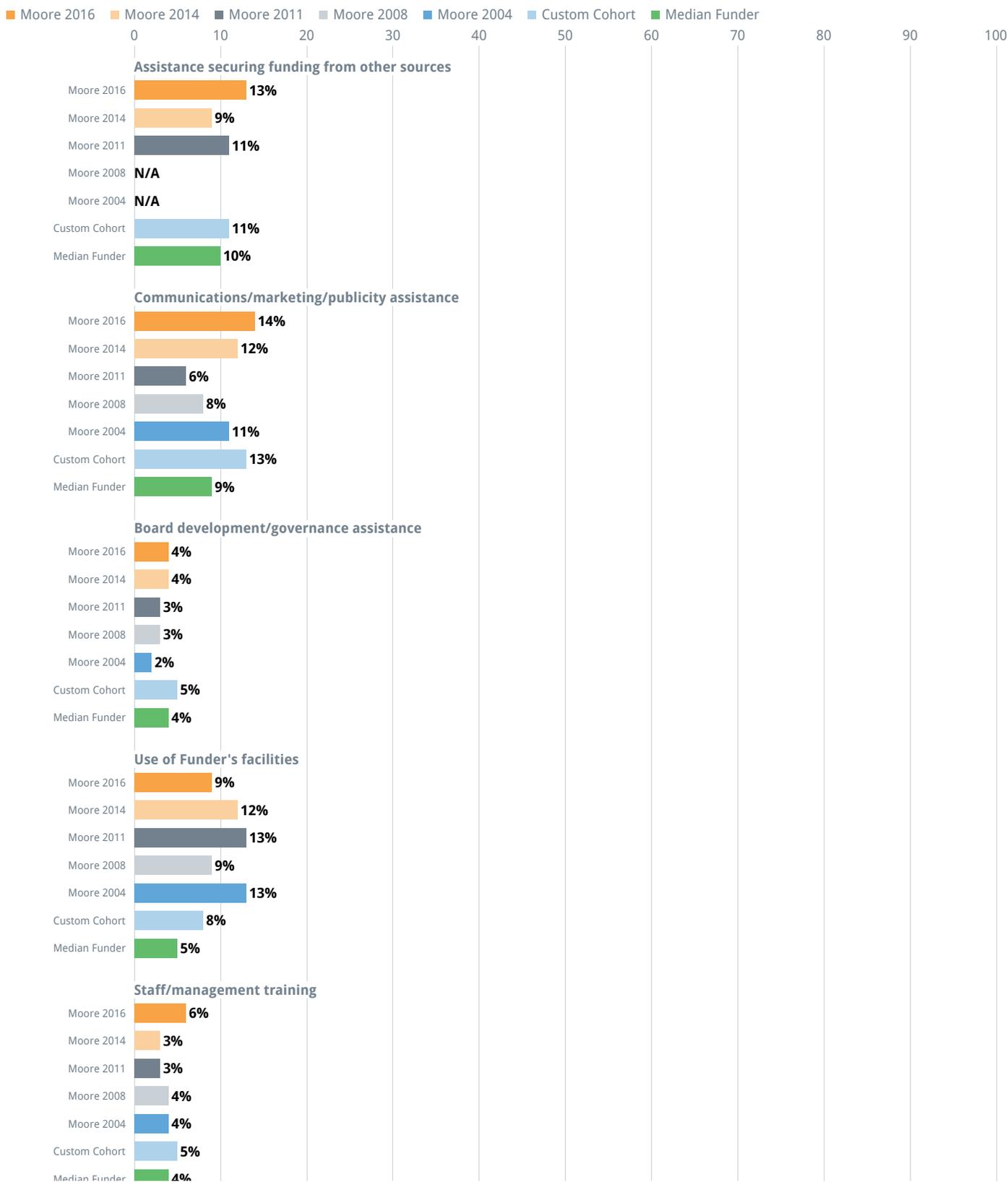
Percentage of Grantees that Received Management Assistance



Other Assistance Activities

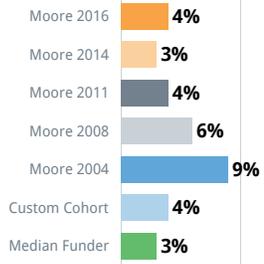
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Other Assistance



Median Funder 3%

Information technology assistance



Moore-Specific Questions

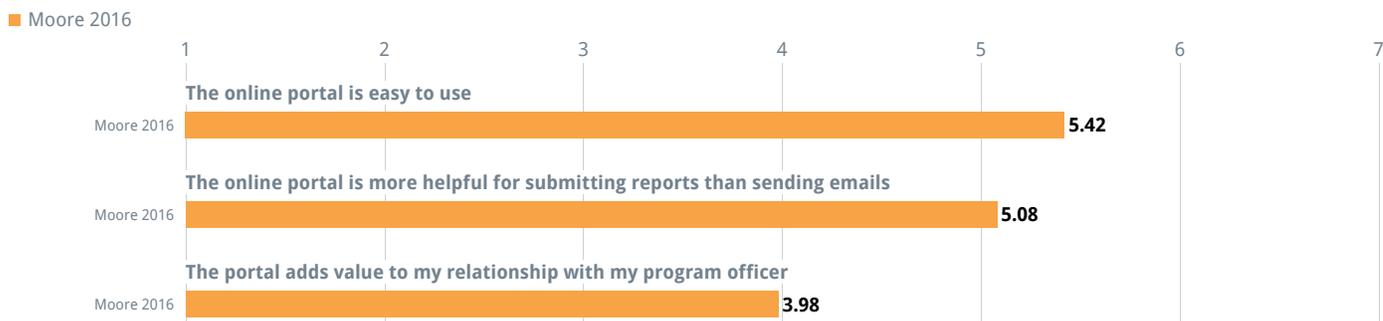
"Have you used the Foundation's online grantee portal?"

Used Online Grantee Portal (Overall)	Moore 2016
Yes	35%
No	65%

"To what extent do you agree with the following statements:"

Agreement - Overall

1 = Strongly disagree 7 = Strongly agree



Grantee Suggestions for the Foundation

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

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 comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Impact on and Understanding of Grantees' Fields	20%
Quality and Quantity of Interactions	15%
Non-monetary Assistance	13%
Proposal and Selection Process	13%
Grantmaking Characteristics	12%
Foundation Communications	10%
Reporting and Evaluation Process	4%
Impact on and Understanding of Grantees' Organizations	4%
Impact on and Understanding of Grantees' Communities	1%
Administrative Processes	1%
Other	7%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. These suggestions were then categorized by CEP and grouped into the topics below.

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS (20%)

- **Field Phase-out (N=9)**
 - "Don't discontinue a program before the work is completed and the goal achieved."
 - "I understand that the plant research program will be terminated. I wish the Foundation could find a specific area to support in plants and agriculture."
 - "Since the Moore Foundation has had such a significant impact in ocean planning, make sure that you are not ramping down funding too quickly before these changes are fully assimilated enough. Evaluate what is needed that will secure your investment here."
- **Program Continuity (N=7)**
 - "Keep the same or similar program going as long as it is practically possible."
 - "More consistency in the program priorities -- a longer time frame to see results."
 - "Have more continuity on the programs they fund and the rules they have for funding. There seems to be too much discontinuity."
- **Field Orientation (N=7)**
 - "To recognize and fund other major process not directly related to the Amazon, but that affect governance and environmental consolidation in the country, and at the end represent the best way to protect the Amazon in the long term."
 - "I would like to see a mechanism to support outcomes-based clinical research in addition to performance improvement projects...."
 - "... Expand efforts related to the major threat of our time - climate change...."
- **Understanding of Grantees' Fields (N=4)**
 - "There is a need for Foundation staff to travel to the field more often to understand the realities on the ground."
 - "Develop a further understanding of the importance of advancing both Bay Area conservation science AND policy...."
- **Openness to Ideas (N=3)**
 - "Be more open to emerging needs and opportunities consistent with overall programmatic goals."
 - "... I would recommend keeping more of an open mind and queuing off the work of the experts on the ground in these areas. Be open to new and creative ideas to achieve program goals."
- **Other (N=12)**

QUALITY AND QUANTITY OF INTERACTIONS (15%)

- **Contact Changes (N=7)**
 - "Too many changes in staff...."
 - "Personnel turn-over made it necessary to rebuild personal relationships with Foundation staff. I found this more difficult to do with someone who was not on the project from the beginning."
 - "The Foundation has had significant turnover since we started working with them. This has made it difficult to have a smooth transition from one grant to the next. At times this has meant the need to stop and start some of the work we had underway...."
- **Increased Frequency of Interactions (N=6)**
 - "Reduce the workload of staff so they can have more time to interact with grantees."
 - "For the Foundation we are a small grantee this means limited time from our program officer. We enjoyed working with her and would enjoy more contact."
 - "We suggest intensifying the dialogue with grantees and partners to improve the Foundation's understanding [of the] Amazon and recent changes in the scenarios...."
- **Responsiveness (N=5)**
 - "Because of travel and workloads, there can often be significant delays between requesting information from project leaders and getting a response."
 - "... During the past six months it has been difficult to maintain timely communication with the Foundation. For example, it took 4 months to schedule a meeting."
 - "... There were also a few items and information requested that were offered but no follow through even after a second query. I got the sense that the staff were over extended in the amount of work they had."
- **More Collaborative Interactions (N=3)**
 - "... Participating in a more horizontal manner with the implementing organisations when discussing the potential projects...."
 - "...it really does feel like we are on the other side of the table - it often feels less like a partnership, and more like "you" vs "us" (with you holding all the power in the money) -- this has felt like a pervasive part of the culture there, as we've experienced this [with] multiple program officers...."
- **Other (N=11)**

NON-MONETARY ASSISTANCE (13%)

- **Convenings (N=10)**
 - "Annual investigator symposia at the Foundation."
 - "The Foundation could create forums with all the grantees to amplify even more the exchange among us."
 - "The Foundation could play a larger role as a convener--a convener of grantees, experts, stakeholders---in a variety of contexts (both to shape strategic thinking...and to plan direct conservation action)."
- **Grantee Collaborations (N=8)**
 - "More collaboration among other grantees...."

- o "Greater exchange between Amazonian countries about experiences, innovation, strategies for interventions in ethnic communities and groups, and lessons learned."
- o "... Additional opportunities to better understand the different roles the many grantees play in the big picture, and to learn from the approaches, mistakes, and victories of others would be tremendously helpful...."
- **Capacity Building (N=5)**
 - o "...strategic planning advice to grantees on continuing and expanding work beyond Foundation provided support."
 - o "Help develop shared metrics and systems for measuring, benchmarking and reporting progress such as is being done by the conservation measures partnership and GIIN/IRIS systems...."
 - o ".... In hindsight, it would have been useful to have had some formal training from GBMF for project leaders like me...."
- **Assistance Securing Funding From Other Sources (N=4)**
 - o ".... Perhaps more attention could be paid to linking with other funders...."
 - o ".... I would also appreciate them helping us to find other funding sources that could help continue this work...."
- **Other (N=1)**

PROPOSAL AND SELECTION PROCESS (13%)

- **Funding Guidelines (N=6)**
 - o "Where possible, a clear process and timeline for funding applications and awards."
 - o "Be more clear or transparent about when we could be applying for additional funding...."
 - o "Having a more clearly defined process for grant applications could be more helpful to steer applicants through the system...."
- **Proposal Restrictions (N=5)**
 - o "Paying a higher percentage of overhead/indirect costs...."
 - o "One challenge is to handle the limits on overhead. We have found ways around it but that is a continued challenge."
 - o "Review its policy on indirect cost recovery or administrative support to Project implementation. Current policy burdens NGOs with unrestricted funding needs to meet full costs."
- **Time Between Proposal Submission and Approval (N=4)**
 - o "Speeding up decision-making process."
 - o "Shorter time from proposal to funding."
- **Streamlining Proposal (N=3)**
 - o "Simplify the outcome table and budget development processes."
 - o "Reduce the excruciating detail of planning and dates in the grant proposal...."
- **Other (N=10)**

GRANTMAKING CHARACTERISTICS (12%)

- **Grant Length (N=12)**
 - o "It would be helpful to have longer term grants to maintain the continuity of the work."
 - o "Many of the issues supported by the Foundation require long-term solutions. Longer-term commitments to funding significant programs would make a huge difference"
 - o "My main suggestion is to develop longer term funding commitments, to allow for the possibility of extended project designs."
- **Grant Renewals (N=5)**
 - o "When a grant is successful in achieving its objectives, the GBMF should consider reinforcing the investment."
 - o "It is unfortunate that a second round of funding can't be guaranteed until the first round of funding is completely done. This leads to the problem of having to come up with interim funding to keep a team together...."
 - o "Continue to support programs that have been successful because basic research requires time and resources. Single time funding strategy does not work for programs for basic research. It is like laying foundations without building the buildings."
- **Grant Type (N=4)**
 - o "Give unrestricted, multiyear grants with required outcomes...."
 - o "I would offer this observation to many, if not most Foundations, so it is not particular to GBMF. Many foundations do not provide undirected institutional support...it can occasionally limit the ability to take advantage of opportunities that arise over the course of the grant period...."
- **Other (N=4)**

FOUNDATION COMMUNICATIONS (10%)

- **Clarity of Communications (N=13)**
 - o "Clarify its future priorities and strategic investments."
 - o "Access to bulleted points on a strategic plan for the program...."
 - o "With new leadership and an evolving portfolio in healthcare, regular updates on the direction of the Foundation in this arena would help us understand the new role and activities."
- **Transparency (N=4)**
 - o "Would love to see more transparency around upcoming funding priorities...."
 - o ".... Be more transparent about what the funding opportunities are...."
- **Other (N=4)**

IMPACT ON AND UNDERSTANDING OF GRANTEE'S ORGANIZATIONS (4%)

- **Orientation (N=5)**

- "Allocate a substantial proportion of the grants to small scale institutions -- the marginal impact of the smaller scale institutions is huge compared to the BINGOs...."
- "We would suggest to assess thoroughly if the strategy chosen to concentrate grants on 3 large US-based organizations in the Collaboration for Forests and Agriculture strategy will really be 1) effective,...2) efficient...."
- "Pay more attention to the smaller but innovative and more effective organizations when making grants, rather than giving huge grants to a few large NGOs, who are usually bureaucratic and low efficiency to deliver the real impacts on the ground."

- **Other (N=4)**

REPORTING AND EVALUATION PROCESS (4%)

- **Streamlining Process (N=4)**
 - "Standard reporting tools."
 - "Simplification of reporting procedures...."

- **Other (N=4)**

IMPACT ON AND UNDERSTANDING OF GRANTEES' COMMUNITIES (1%)

- "Increase investment in California...."
- "Providing funding to innovative projects or programmes outside the US...."
- "More strategic planning at the regional (not at the international) scale."

ADMINISTRATIVE PROCESSES (1%)

- "Addition of an online grant management system (as described previously)."
- "Better management and clear organization of priorities and tactics"
- "... Offer a process for changing course during the grant to better meet the overall goals, rather than sticking to a plan that might be out of date or politically irrelevant. The program officers are understanding, but there's no official process quarterly to check in to see if a course correction is necessary."

OTHER (7%)

- **Foundation Staffing (N=7)**
 - "Hire the best program managers you can get...."
 - "More staff for the Marine Conservation initiative. Our program officer is consistently overburdened/overextended with work and commitments...."
 - "Provide staff with Admin/scheduling support, so that they are able to reduce transaction costs for coordination and communication with grantees...."
- **Work with Other Funders (N=3)**
 - "Continue to work to bring other funders to a more strategic, collaborative approach."
 - "Sharing and emphasizing how important and effective it can be to build long term relationships between grantees with other funders would be great."
- **Other (N=6)**

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Average grant length	2.8 years	3.2 years	3.1 years	2.9 years	2.8 years	2.2 years	2.8 years

Length of Grant Awarded (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
1 year	15%	12%	14%	18%	20%	47%	21%
2 years	33%	30%	30%	25%	20%	23%	30%
3 years	29%	31%	33%	38%	41%	18%	31%
4 years	7%	8%	9%	9%	5%	4%	7%
5 or more years	17%	18%	15%	10%	14%	8%	11%

Type of Grant Awarded (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Program / Project Support	89%	86%	89%	87%	64%	73%
General Operating / Core Support	5%	5%	2%	2%	20%	17%
Capital Support: Building / Renovation / Endowment Support / Other	1%	2%	1%	4%	7%	2%
Technical Assistance / Capacity Building	1%	4%	4%	4%	4%	3%
Scholarship / Fellowship	3%	2%	3%	3%	2%	4%
Event / Sponsorship Funding	1%	1%	1%	0%	2%	1%

Grant Size

Grant Amount Awarded (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Median grant size	\$800K	\$1000K	\$1200K	\$1231K	\$719K	\$75K	\$304K

Grant Amount Awarded (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Less than \$10K	1%	0%	0%	1%	0%	10%	1%
\$10K - \$24K	1%	0%	1%	1%	0%	13%	1%
\$25K - \$49K	1%	1%	1%	2%	2%	13%	3%
\$50K - \$99K	3%	1%	2%	7%	6%	16%	8%
\$100K - \$149K	3%	2%	1%	0%	4%	9%	7%
\$150K - \$299K	10%	10%	7%	8%	13%	15%	20%
\$300K - \$499K	14%	13%	14%	6%	15%	8%	18%
\$500K - \$999K	21%	23%	19%	15%	15%	7%	17%
\$1MM and above	46%	51%	55%	58%	44%	8%	26%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	5%	10%	6%	6%	12%	4%	5%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Median Budget	\$7.0M	\$4.3M	\$7.0M	\$8.8M	\$4.0M	\$1.4M	\$3.0M

Operating Budget of Grantee Organization (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Less than \$100K	1%	1%	1%	2%	0%	9%	2%
\$100K-\$499K	9%	12%	9%	2%	13%	20%	12%
\$500K-\$999K	8%	9%	10%	7%	9%	13%	11%
\$1MM-\$4.9MM	27%	29%	24%	30%	34%	29%	31%
\$5MM-\$25MM	20%	21%	22%	21%	23%	17%	23%
\$25MM and above	35%	29%	34%	37%	21%	11%	22%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Moore 2016	Moore 2014	Moore 2011	Average Funder	Custom Cohort
First grant received from the Foundation	31%	30%	29%	29%	31%
Consistent funding in the past	46%	53%	50%	52%	48%
Inconsistent funding in the past	23%	18%	21%	19%	21%

Funding Status and Grantees Previously Declined Funding (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	79%	83%	86%	85%	91%	80%	84%
Percent of grantees previously declined funding by the Foundation	20%	20%	19%	21%	19%	32%	25%

Grantee Demographics

Job Title of Respondents (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Average Funder	Custom Cohort
Executive Director	19%	23%	18%	20%	39%	47%	36%
Other Senior Management	22%	23%	24%	21%	20%	15%	20%
Project Director	40%	37%	35%	34%	13%	12%	23%
Development Director	3%	3%	2%	5%	13%	9%	6%
Other Development Staff	2%	2%	5%	6%	6%	7%	5%
Volunteer	0%	0%	0%	0%	0%	1%	0%
Other	14%	11%	15%	13%	9%	9%	10%

Gender of Respondents (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Female	44%	42%	51%	40%	63%	56%
Male	56%	58%	49%	60%	37%	44%

Race/Ethnicity of Respondents (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Average Funder	Custom Cohort
Multi-racial	4%	1%	0%	0%	2%	4%
African-American/Black	1%	0%	1%	1%	7%	7%
Asian (incl. Indian subcontinent)	8%	3%	4%	3%	3%	7%
Hispanic/Latino	3%	2%	2%	10%	5%	5%
American Indian/Alaskan Native	1%	2%	0%	0%	1%	1%
Pacific Islander	0%	0%	0%	1%	0%	0%
Caucasian/White	82%	91%	92%	84%	80%	74%
Other	1%	0%	0%	1%	1%	2%

Funder Characteristics

Financial Information (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Total assets	\$6.6B	\$5.7B	\$5.6B	\$6.4B	\$4.8B	\$226.2M	\$7.0B
Total giving	\$220.7M	\$233.0M	\$249.2M	\$285.9M	\$85.5M	\$14.0M	\$268.1M

Funder Staffing (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Moore 2004	Median Funder	Custom Cohort
Total staff (FTEs)	100	95	78	76	37	14	140
Percent of staff (FTEs) actively managing grantee relationships	43%	45%	41%	N/A	N/A	42%	38%
Percent of staff who are program staff	46%	45%	47%	59%	96%	40%	44%

Grantmaking Processes (Overall)	Moore 2016	Moore 2014	Moore 2011	Moore 2008	Median Funder	Custom Cohort
Proportion of grants that are proactive	100%	100%	100%	N/A	40%	96%
Proportion of grantmaking dollars that are proactive	100%	100%	100%	100%	50%	99%

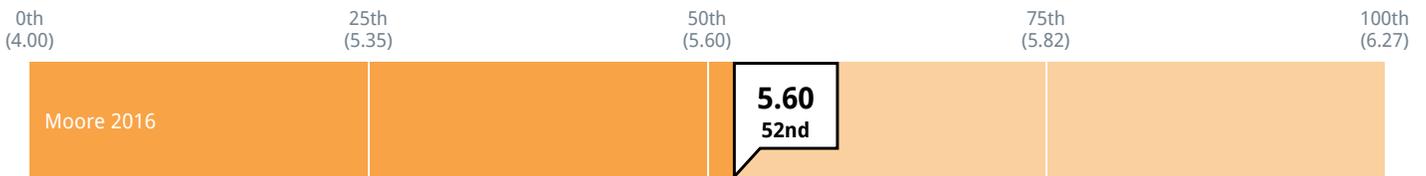
Additional Measures

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.

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

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

1 = Limited understanding 7 = Thorough understanding



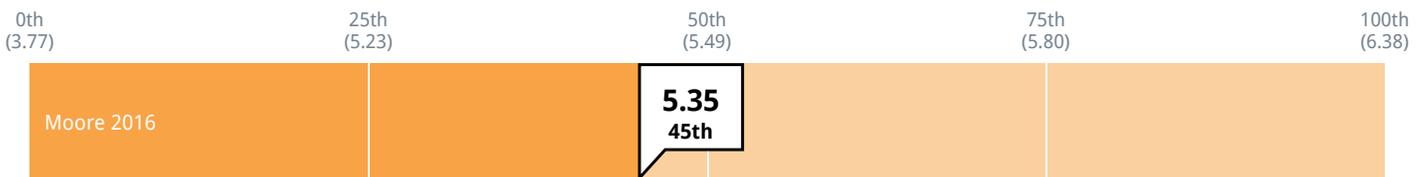
Cohort:

Past results: On Off

Subgroup:

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

1 = Not at all 7 = To a great extent



Cohort:

Past results: On Off

Subgroup:

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 Moore’s grantee survey was 402.

Core Question Text	Count of Responses
Overall, how would you rate the Foundation's impact on your field?	392
How well does the Foundation understand the field in which you work?	387
To what extent has the Foundation advanced the state of knowledge in your field?	372
To what extent has the Foundation affected public policy in your field?	284
Overall, how would you rate the Foundation's impact on your local community?	296
How well does the Foundation understand the local community in which you work?	300
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	336
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	382
How well does the Foundation understand your organization's strategy and goals?	373
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	394
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	372
Who most frequently initiated the contact you had with your program officer during this grant?	401
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	387
Has your main contact at the Foundation changed in the past six months?	385
Did you submit [a proposal] to the Foundation for this grant?	400
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?	364
How involved was Foundation staff in the development of your grant proposal?	364
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	342
Was there or will there be a reporting/evaluation process?	393
Was an external evaluator involved in your reporting/evaluation process?	228
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	257
At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?	343
Have you ever been declined funding from the Foundation?	354
Are you currently receiving funding from the Foundation?	399
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	371
How well does the Foundation understand your intended beneficiaries' needs?	335
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	330
Have you used the Foundation's online grantee portal?	345
To what extent do you agree with the following statement: The Foundation's online grantee portal is easy to use	111
To what extent do you agree with the following statement: The online grantee portal is more helpful for submitting reports to the Foundation than sending emails	101
To what extent do you agree with the following statement: The portal adds value to my relationship with my program officer	110

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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