Excerpt Report

Grantee Perception Report®

prepared for

Inter-American Foundation

January 2012

THE CENTER FOR EFFECTIVE PHILANTHROPY

Executive Summary

Overall, grantees rate the Inter-American Foundation (IAF) positively when compared to CEP's full dataset, as well as in comparison to other international funders. In particular, IAF is rated more positively than most funders for its impact on grantees' fields and the helpfulness of its selection and evaluation/reporting processes. On the other hand, IAF grantees indicate there is room for the Foundation to expedite and reduce the intensity of its administrative processes. One grantee writes, "Our experience with the Foundation has resulted in a huge positive change in the lives of our partners and the growth of our organization, but we would like it if the project selection processes were not so slow."

IAF's impact on grantees' fields is rated higher than all international funders included in its cohort and higher than 90 percent of funders whose grantees CEP has surveyed. The Foundation is also rated above all international funders for its impact on grantees' local communities. In one grantee's words, "with the support received from the IAF, we have contributed to the strengthening of local public policies on citizen participation, and to the strengthening of local self-esteem…." However grantees also indicate there is room for improvement, rating IAF's understanding of their fields and local communities less positively than its respective impact in these areas. One grantee writes, "We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]."

IAF grantees rate the strength of their relationships with the Foundation – particularly its communications – more positively than grantees of international funders included in IAF's cohort. Many grantees comment that Foundation staff are "sincere," "professional," and "respectful." Some grantees do indicate there are opportunities for improvement, in particular with regard to staff responsiveness, stating that IAF staff "do not devote the necessary time to each [project]" or "are very busy and…had little time to answer us."

Grantees indicate IAF's selection and reporting/evaluation processes are more helpful in strengthening their organizations than any other funder's whose grantees CEP has surveyed. Grantees frequently reference the beneficial support provided by the Foundation throughout these processes. One writes, "The communication…[with our contact was] key for [our] proposal to be positively regarded by the selection committee, and it also strengthened us as an organization…."

However, IAF's grantees report spending more time completing administrative work than grantees of all other funders, resulting in a substantially lower dollar return on administrative hours than is typical. One grantee writes, "All operations and procedures are clearly outlined, but processes are too complicated and slow; they take a lot of time."

IAF grantees also report waiting much longer than typical for IAF to make a clear commitment to funding. Grantees indicate that the long turnaround time can delay project development, result in outdated budgets (due to exchange rate fluctuations), and "corrode the spirit" of grantees and their community partners. In one grantee's words, "They shouldn't take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects."

A higher than typical proportion of IAF grantees report receiving non-monetary assistance in helpful, intensive patterns, and many ask for even more assistance beyond the grant. Grantees frequently cite the Foundation's field-related expertise and general management advice as valuable forms of non-monetary assistance and, in grantee suggestions, many request more management training and opportunities to collaborate with other grantees.

I. Executive Summary

2

Background

- ◆ Since February 2003, the Center for Effective Philanthropy (CEP) has conducted surveys of grantees on their perceptions of their philanthropic funders both on behalf of individual funders and independently. The purpose of these surveys is two-fold: to gather data that is useful to individual funders and to form the basis for broadly applicable research reports.[1]

- ◆ **The Grantee Perception Report® (GPR) shows an individual philanthropic funder its grantee perceptions relative to a set of perceptions of other funders whose grantees were surveyed by CEP.**

  - Assessing funder performance is challenging and a range of data sources is required. The GPR provides <u>one</u> set of perspectives that can be useful in understanding philanthropic funder performance.

  - It is important to note that, on most questions, grantee ratings cluster toward the high end of an absolute scale. Grantee perceptions must be interpreted in light of the particular strategy of the funder.

    - The survey covers many areas in which grantees' perceptions might be useful to a philanthropic funder. Each funder should place emphasis on the areas covered according to the funder's specific priorities.

    - Low ratings in an area that is not core to a philanthropic funder's strategy may not be concerning. For example, a funder that does not focus efforts on public policy would likely receive lower than average ratings in this area if it is adhering to its strategy.

  - Finally, across most measures in this report, structural characteristics – such as funder type, asset size, focus, and age – are not strong predictors of grantee perceptions, suggesting that it is possible for all funders to attain high ratings from grantees.

4

1: For a full list of research publications refer to Appendix C in the full Grantee Perception Report.

Methodology – The Foundation's Grantee Survey

- The Center for Effective Philanthropy (CEP) surveyed the grantees of Inter-American Foundation ("IAF") during September and October 2011. The details of IAF's survey are as follows:

Survey	Survey Period	Fiscal Year of Surveyed Grantees	Number of Grantees Surveyed	Number of Responses Received	Survey Response Rate[1]
IAF	September and October 2011	Active 2010 grantees	225	188	84%

- Selected grantee comments are also shown throughout this report. This selection of comments highlights major themes and reflects trends in the data. These selected comments over-represent negative comments about the Foundation in order to offer a wide range of perspectives.

5

1: The median response rate for individual funders over the last nine years of surveys is 68 percent.

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

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

- IAF is also compared to a cohort of 14 international funders. The 14 funders that comprise this group are:

International Funders[1]	
Charles Stewart Mott Foundation	Oak Foundation
Christensen Fund	Overbrook Foundation
David and Lucile Packard Foundation	Resources Legacy Fund
Ford Foundation	Rockefeller Foundation
John D. and Catherine T. MacArthur Foundation	Skoll Foundation
Inter-American Foundation	W. K. Kellogg Foundation
Levi Strauss Foundation	William and Flora Hewlett Foundation

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

II. Introduction

1: The cohort of "International Funders" includes internationally-based funders as well as funders based in the United States that fund international organizations and/or programs.

3/29/2012

Grantmaking Characteristics

- This table is intended to provide context to the Foundation in thinking about its GPR results relative to its grantmaking practices. The information is based on self-reported data from grantees about the size, duration, and types of grants that they received.

- Compared to the typical funder, IAF awards larger and longer grants, but awards a smaller than typical proportion of its grantees with operating support.

Survey Item	IAF	Full Dataset Median	International Funder Median
Grant Size			
Median grant size	$234K	$60K	$175K
Grant Length			
Average grant length	3.4 years	2.1 years	2.3 years
Percent of grantees receiving multi-year grants	94%	50%	65%
Type of Support			
Percent of grantees receiving operating support	3%	20%	15%
Percent of grantees receiving program/project support	87%	64%	76%
Percent of grantees receiving other types of support	10%	16%	9%

Note: CEP research indicates that grant size, type, or length alone are not key predictors of impact on grantees' organizations.
For the full range of data on these survey items refer to Appendix B in the full Grantee Perception Report.

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Structural Characteristics of Grantees

◆ This table is intended to provide context to the Foundation in thinking about its GPR results relative to the structural characteristics of its grantees. The information is based on self-reported data from grantees about the characteristics of their organizations.

◆ Compared to grantees of the typical funder, IAF grantees are smaller organizations that are more likely to be first-time grant recipients of the Foundation.
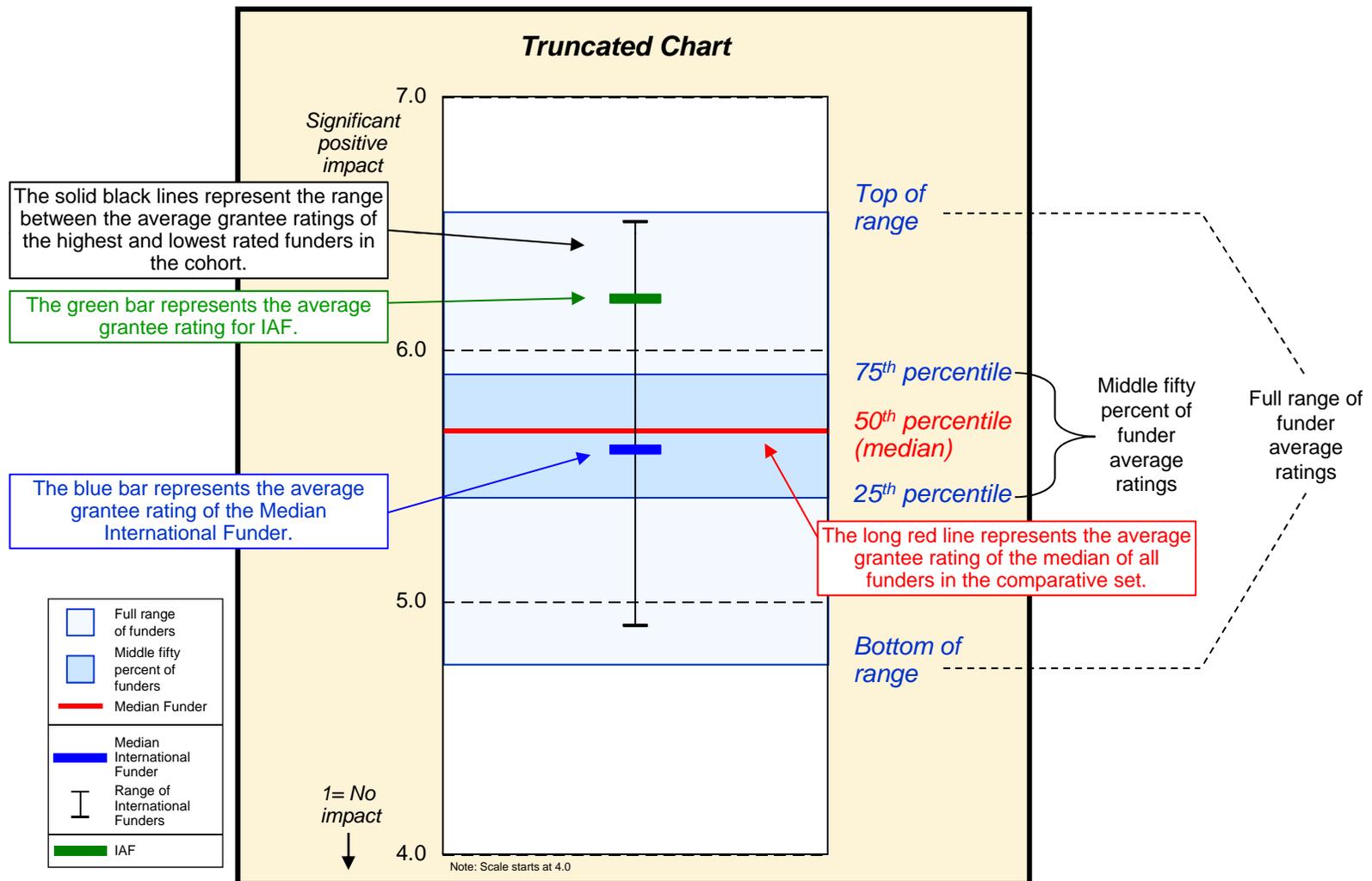
Survey Item	IAF	Full Dataset Median	International Funder Median
Budget of Funded Organizations			
Typical organizational budget	$0.2MM	$1.4MM	$1.6MM
Duration of Funded Program and Grantee Organization			
Programs conducted 6 years or more	20%	32%	28%
Median length of establishment of grantee organizations	14 years	24 years	18 years
First-Time Grantees[1]			
Percentage of first-time grants	78%	31%	41%

1: Represents data from 78 funders.

Note: In most cases, the structural characteristics of grantees are not strong predictors of how grantees perceive funders, suggesting that it is possible for funders with even a unique set of grantees to attain high ratings. For additional information on grantee characteristics related to these survey items refer to Appendix B in the full Grantee Perception Report.
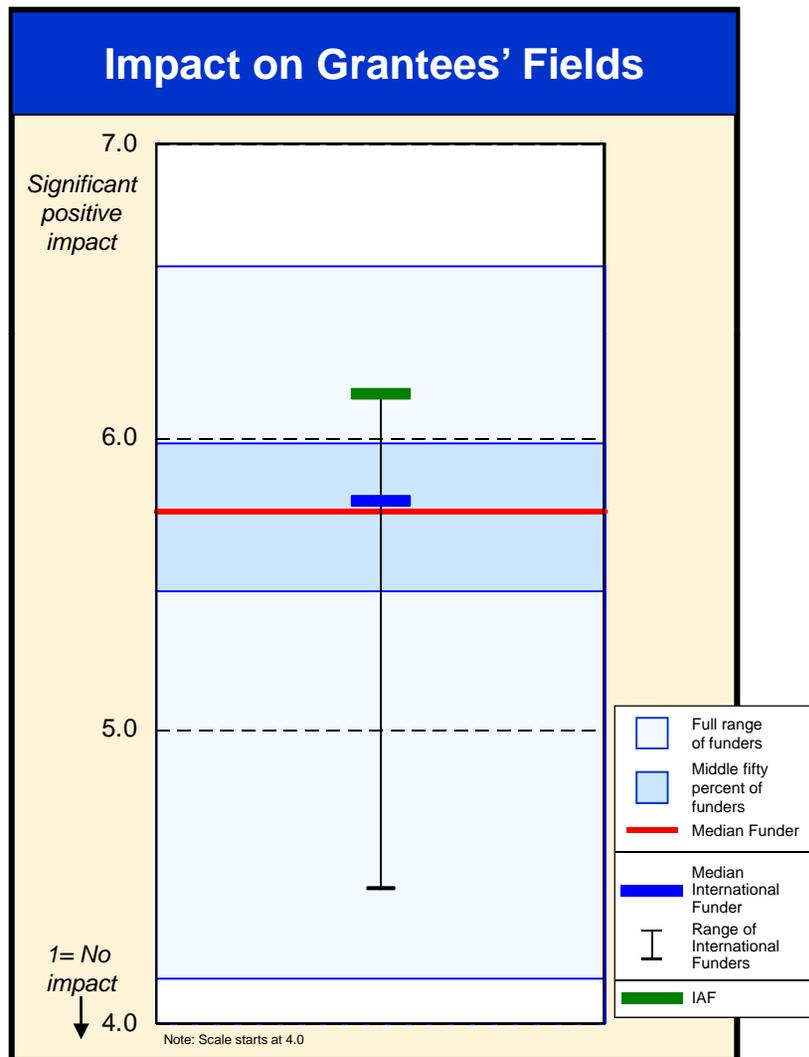
Reading GPR Charts

Much of the grantee perception data in the GPR is presented in the format below. These graphs show the average of grantee responses for IAF, over a background that shows percentiles for the average ratings for the full comparative set of 273 philanthropic funders. ***Throughout the report, many charts in this format are truncated from the full scale because funder averages fall within the top half of the absolute range.***

Truncated Chart

7.0

Significant positive impact

The solid black lines represent the range between the average grantee ratings of the highest and lowest rated funders in the cohort.

The green bar represents the average grantee rating for IAF.

6.0

The blue bar represents the average grantee rating of the Median International Funder.

Top of range

75th percentile — Middle fifty percent of funder average ratings

50th percentile (median)

25th percentile —

Full range of funder average ratings

The long red line represents the average grantee rating of the median of all funders in the comparative set.

5.0

Bottom of range

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

1= No impact

4.0

Note: Scale starts at 4.0

Impact on Grantees' Fields

On impact on grantees' fields, IAF is rated:
- above 90 percent of funders
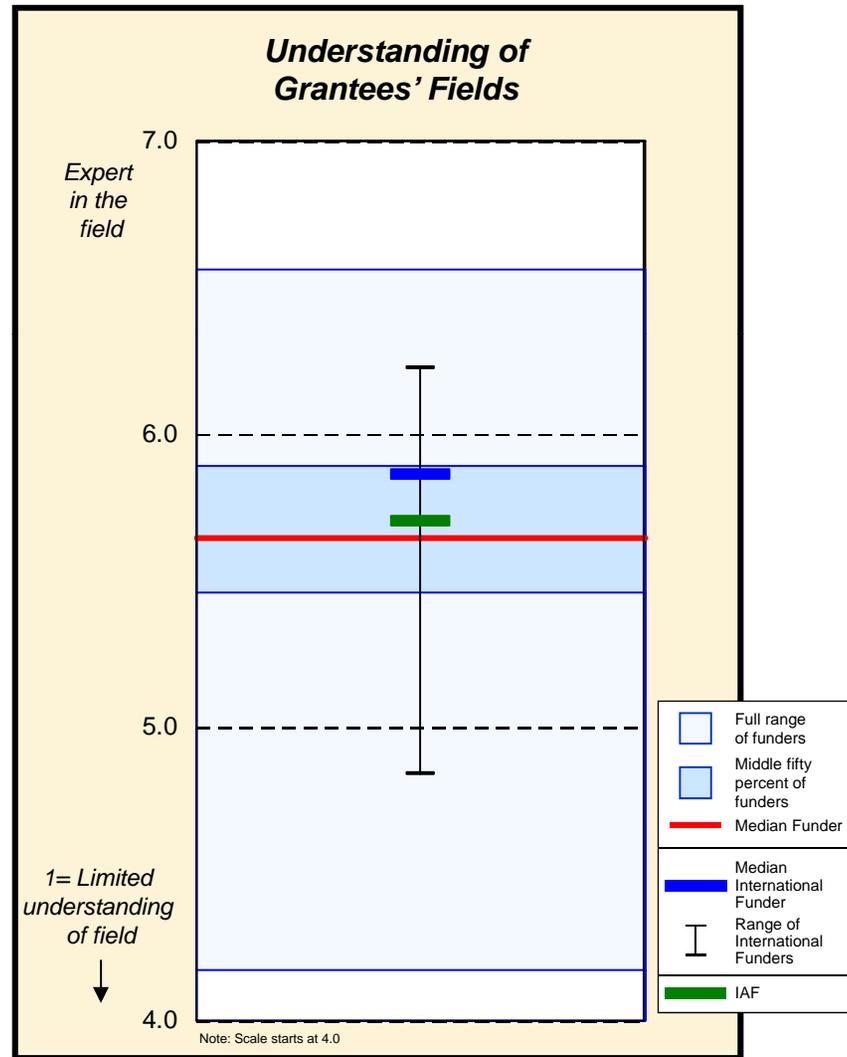- higher than all other international funders in the cohort

III. Impact on Grantee Fields and Local Communities

Impact on Grantees' Fields

7.0

Significant positive impact

6.0

5.0

1= No impact

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Selected Grantee Comments

- *"The IAF's support has allowed for the introduction of a community-based leadership and employment model...which has generated changes in the traditional community intervention model…. The model is so successful that...other municipalities have asked for copies at the national level, and also [internationally]."*

- *"From the beginning of our relationship with the IAF...strong development visions and approaches were presented; the IAF's track record and experience in supporting development processes in Latin America has greatly contributed to the consolidation and systematization of [our foundation's] development vision."*

- *"Based on our experience, we can say that, promoting the development planning process in a participative and concerted way, with the support of the IAF, has enabled local governments and civil society to understand the importance of planning…. With the support received from the IAF, we have contributed to the strengthening of the local public policies on citizen participation…."*

Note: This question includes a "don't know" response option; 1 percent of IAF respondents answered "don't know", compared to 9 percent at the median funder, and 5 percent of respondents at the Median International Funder.

Understanding of Grantees' Fields

On understanding of grantees' fields, IAF is rated:
- above 55 percent of funders
- below 69 percent of international funders in the cohort

III. Impact on Grantee Fields and Local Communities

Understanding of Grantees' Fields

7.0

Expert in the field

6.0

5.0

1= Limited understanding of field

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
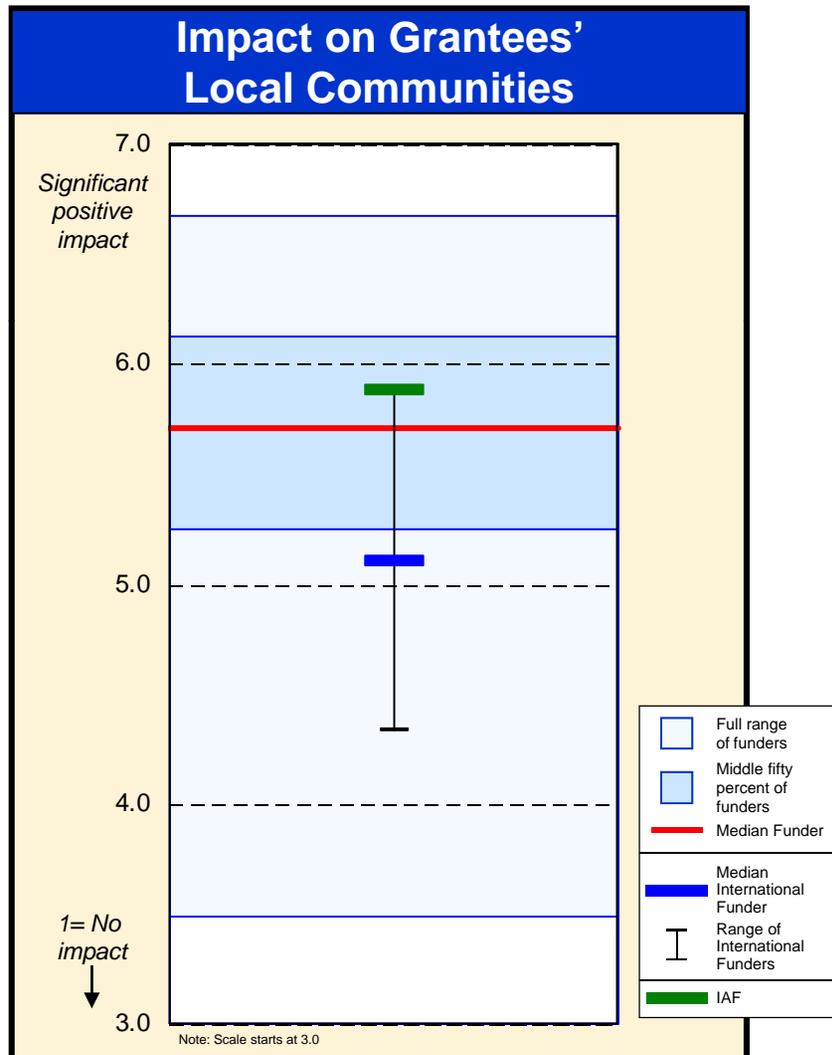- Range of International Funders
- IAF

Note: This question includes a "don't know" response option; 1 percent of IAF respondents answered "don't know", compared to 6 percent at the median funder, and 3 percent of respondents at the Median International Funder.

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Impact on Grantees' Local Communities

On impact on grantees' local communities, IAF is rated:
- above 60 percent of funders
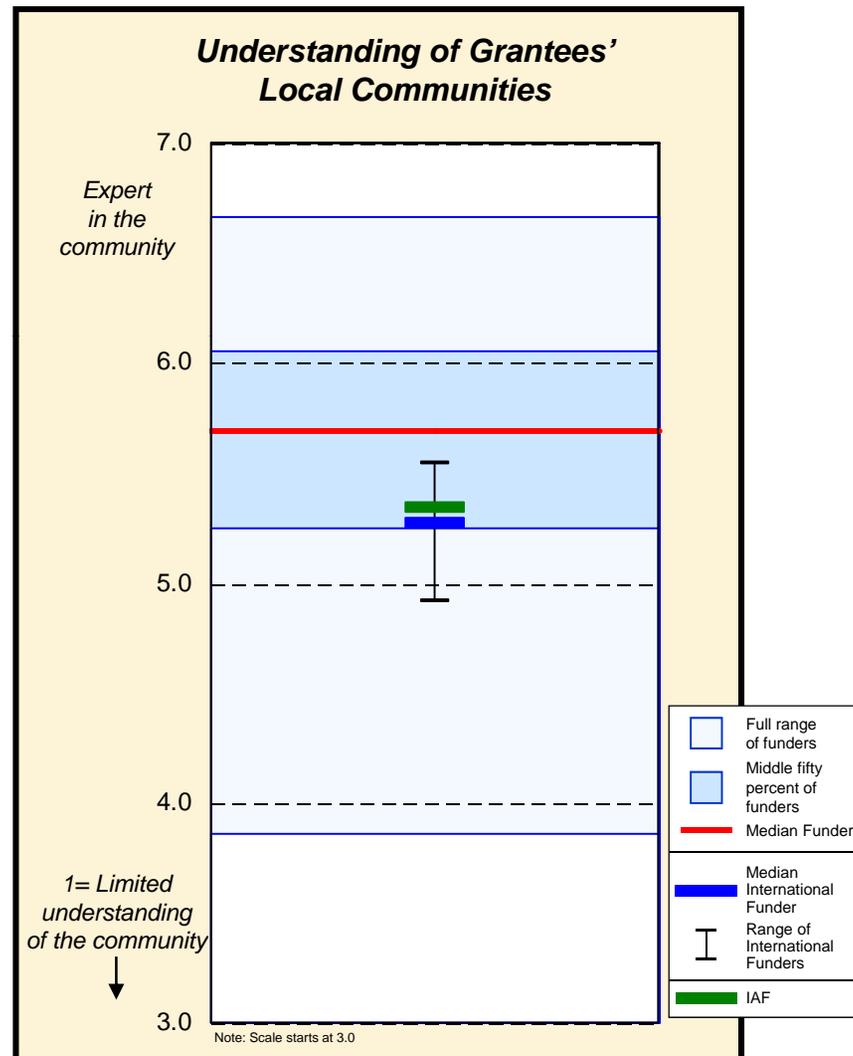- higher than all other international funders in the cohort

**Impact on Grantees'
Local Communities**

7.0

Significant positive impact

6.0

5.0

4.0

1= No impact

3.0

Note: Scale starts at 3.0

Full range of funders

Middle fifty percent of funders

Median Funder

Median International Funder

Range of International Funders

IAF

Selected Grantee Comments

- *"The Inter American Foundation has helped change the vision that many of the beneficiaries had of their territories. It has made them develop new resource management skills, has helped them increase their income, has improved their access to public services, and has encouraged the arrival of new investments to the region."*

- *"Giving us the opportunity to develop new employment sources through the use of local resources that were previously wasted had great impact on the local community."*

- *"The Foundation is not [an expert in our field] but is an expert in organization and group work issues. …It has shown great sensibility to the social problems we are faced with and knows our community deeply."*

Note: This question includes a "don't know" response option; 2 percent of IAF respondents answered "don't know", compared to 10 percent at the median funder, and 23 percent of respondents at the Median International Funder. Chart does not show data from two funders whose community impact rating is less than 3.0.

Understanding of Grantees' Local Communities

On understanding of grantees' local communities, IAF is rated:

- below 71 percent of funders
- above 69 percent of international funders in the cohort

Understanding of Grantees' Local Communities

Expert in the community

7.0

6.0

5.0

4.0

3.0

1= Limited understanding of the community

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
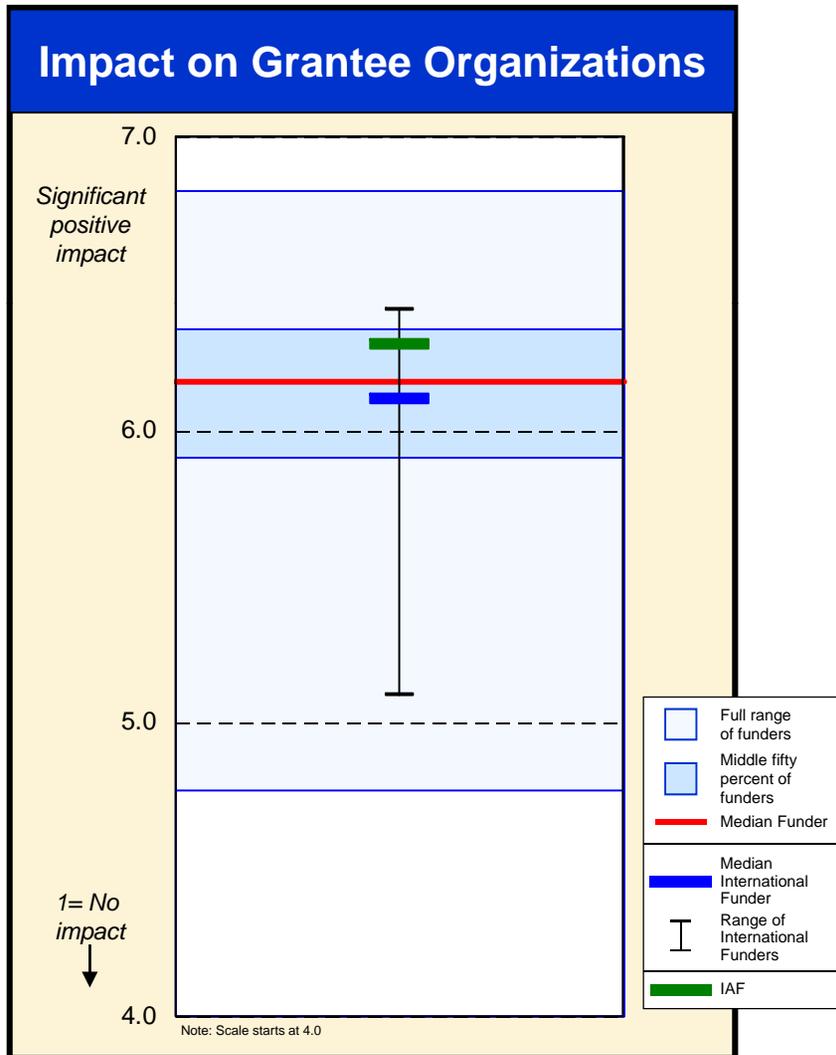- Median International Funder
- Range of International Funders
- IAF

Note: This question includes a "don't know/not applicable" response option; 2 percent of IAF respondents answered "don't know/not applicable", compared to 13 percent at the median funder, and 25 percent of respondents at the Median International Funder.

Impact on Grantee Organizations

On impact on grantee organizations, IAF is rated:
- above 68 percent of funders
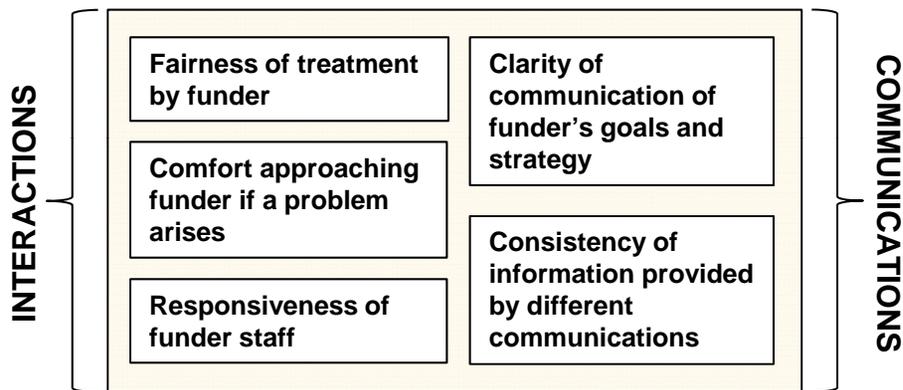- above 92 percent of international funders in the cohort

Impact on Grantee Organizations

Significant positive impact

7.0

6.0

5.0

1= No impact

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Selected Grantee Comments

- *"The impact of the partnership we had with the Foundation has been deep and positive for the development of our activities…. If we hadn't received the support from the Foundation, our achievements would only be a dream."*

- *"With regards to my organization, the Foundation has been the promoter of a significant change in the way we view our local development strategies. We are able to develop our efforts freely, with their consistent support, expertise and counseling."*

- *"IAF funding just started in [our region], ...so its impact is in its infancy. However, this funding is having an important impact. Multi-year funding for grassroots support work is rare, and so important. The quality of our work is improving as we focus on the work and not…so much on where the next funds will come from to continue."*

Funder-Grantee Relationships Summary

On this summary of key components of funder-grantee relationships, IAF is rated:
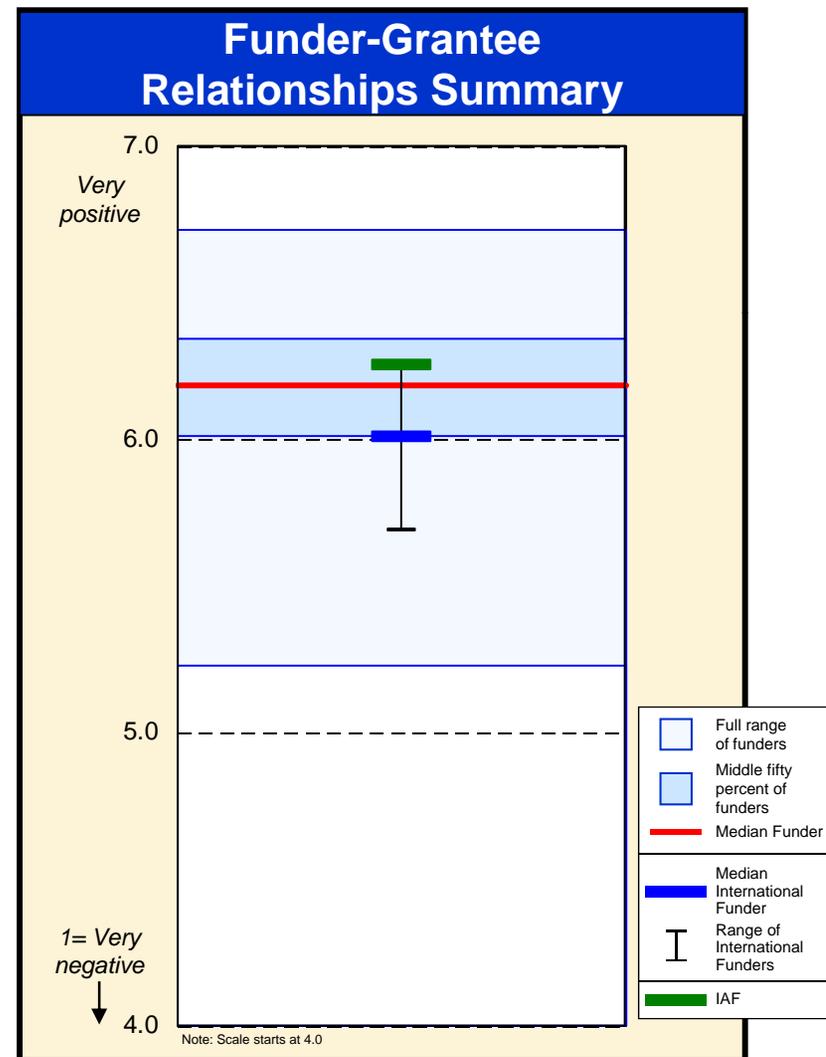
- above 60 percent of funders
- higher than all other international funders in the cohort

Key Components of Funder-Grantee Relationships Measure

INTERACTIONS

Fairness of treatment by funder	Clarity of communication of funder's goals and strategy
Comfort approaching funder if a problem arises	Consistency of information provided by different communications
Responsiveness of funder staff	

COMMUNICATIONS

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

Note: Index created by averaging grantee ratings of comfort approaching the Foundation if a problem arises, responsiveness of the Foundation staff, fairness of the Foundation's treatment of grantees, clarity of communication of the Foundation's goals and strategy, and the consistency of information provided by different communication resources. The data above reflects only the responses of grantees who answered all five of these questions.

Funder-Grantee Relationships Summary

7.0 — *Very positive*

6.0

5.0

1= Very negative

4.0 — Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Interactions Measures

On fairness of treatment of grantees, IAF is rated:
- below 63 percent of funders
- above 54 percent of international funders in the cohort

On grantees' comfort in approaching the Foundation if a problem arises, IAF is rated:
- above 62 percent of funders
- above 85 percent of international funders in the cohort

On responsiveness of Foundation staff to grantees, IAF is rated:
- below 63 percent of funders
- below 54 percent of international funders in the cohort
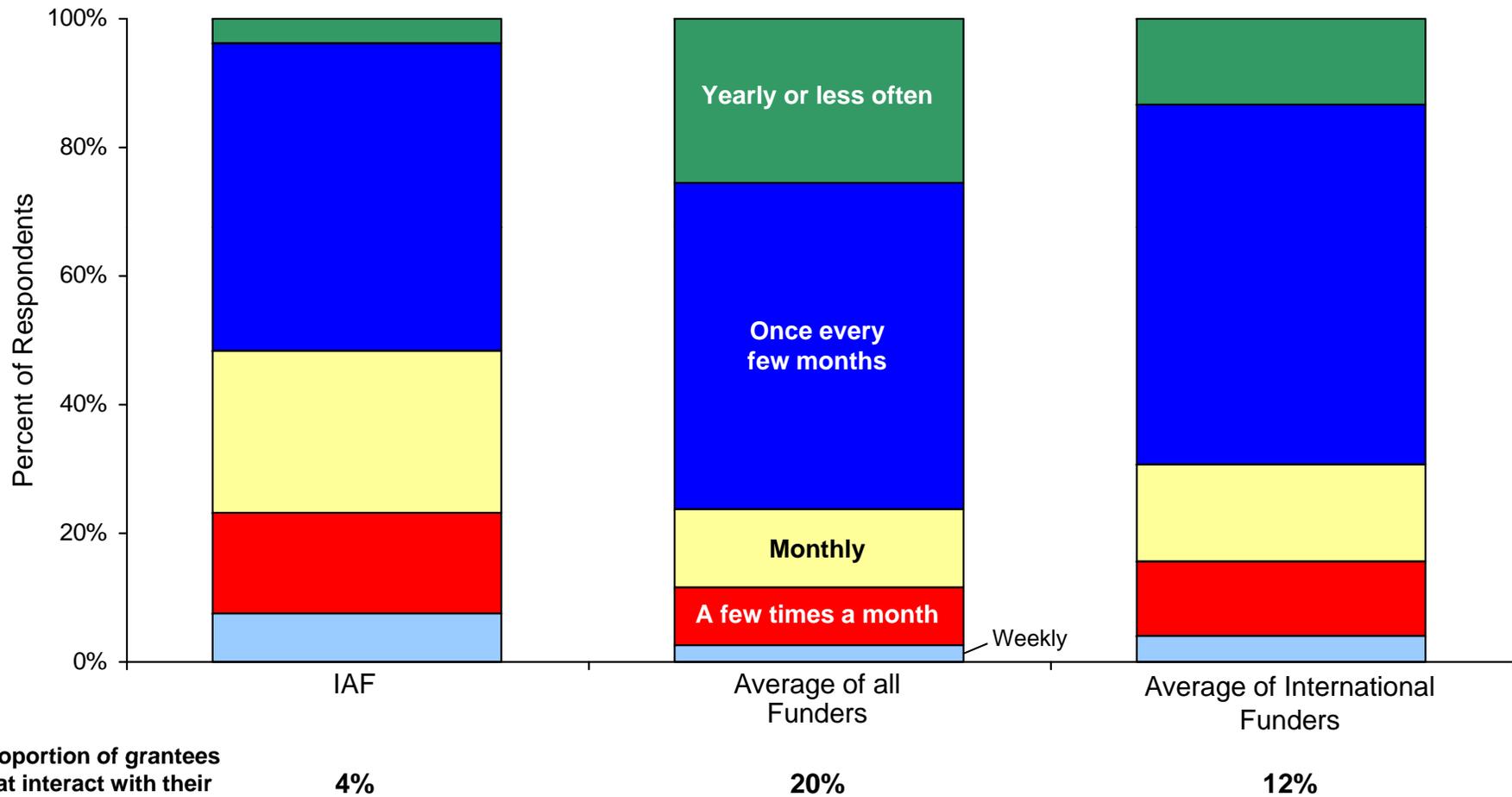

V. Funder-Grantee Relationships
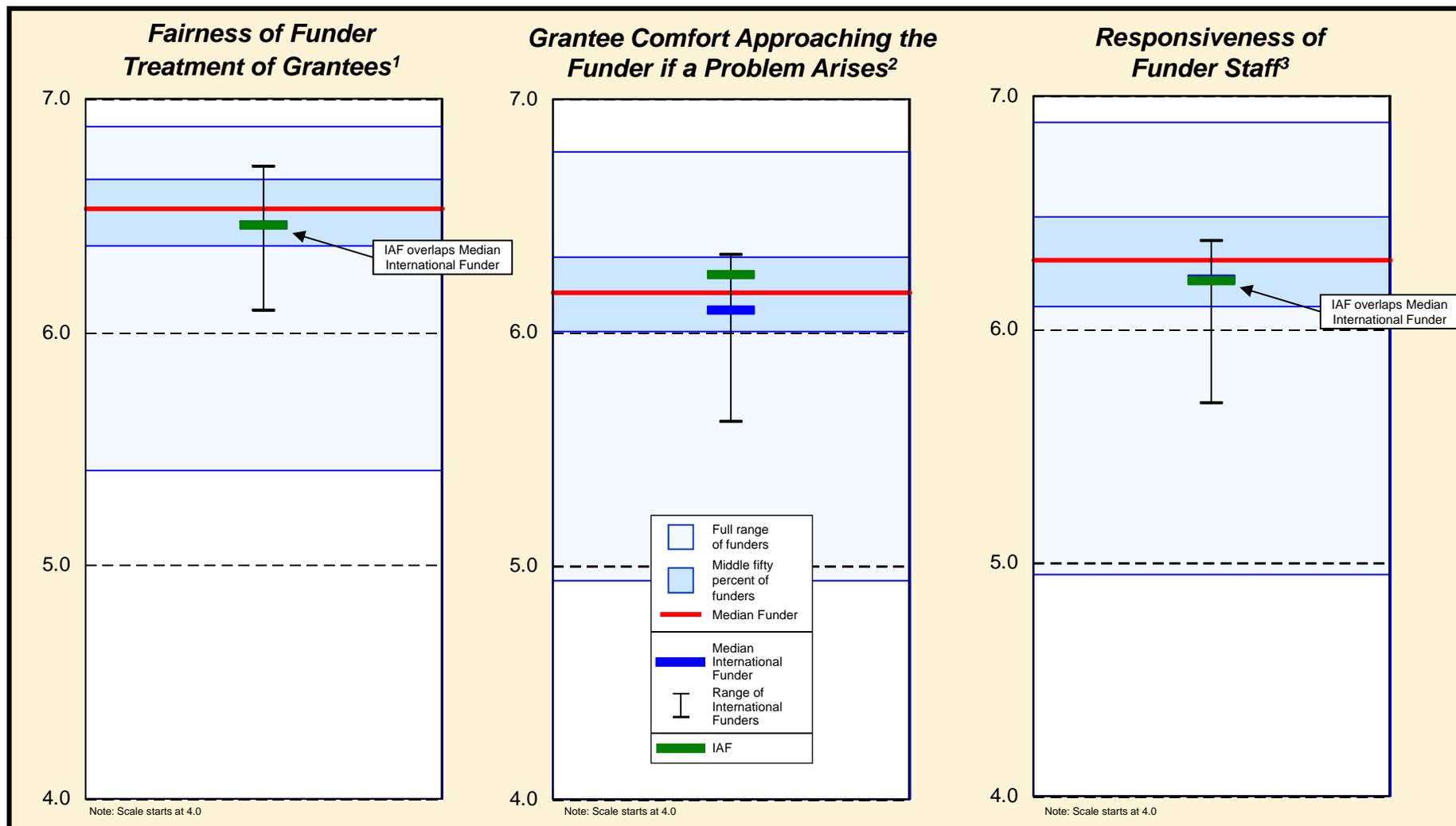
1: Scale goes from 1 = Not at all fairly to 7 = Extremely fairly.
2: Scale goes from 1 = Not at all comfortable to 7 = Extremely comfortable.
3: Scale goes from 1 = Not at all responsive to 7 = Extremely responsive.

26

Frequency of Interactions

The proportion of IAF grantees that report interacting with their program officer yearly or less often is:
- smaller than that of 95 percent of funders
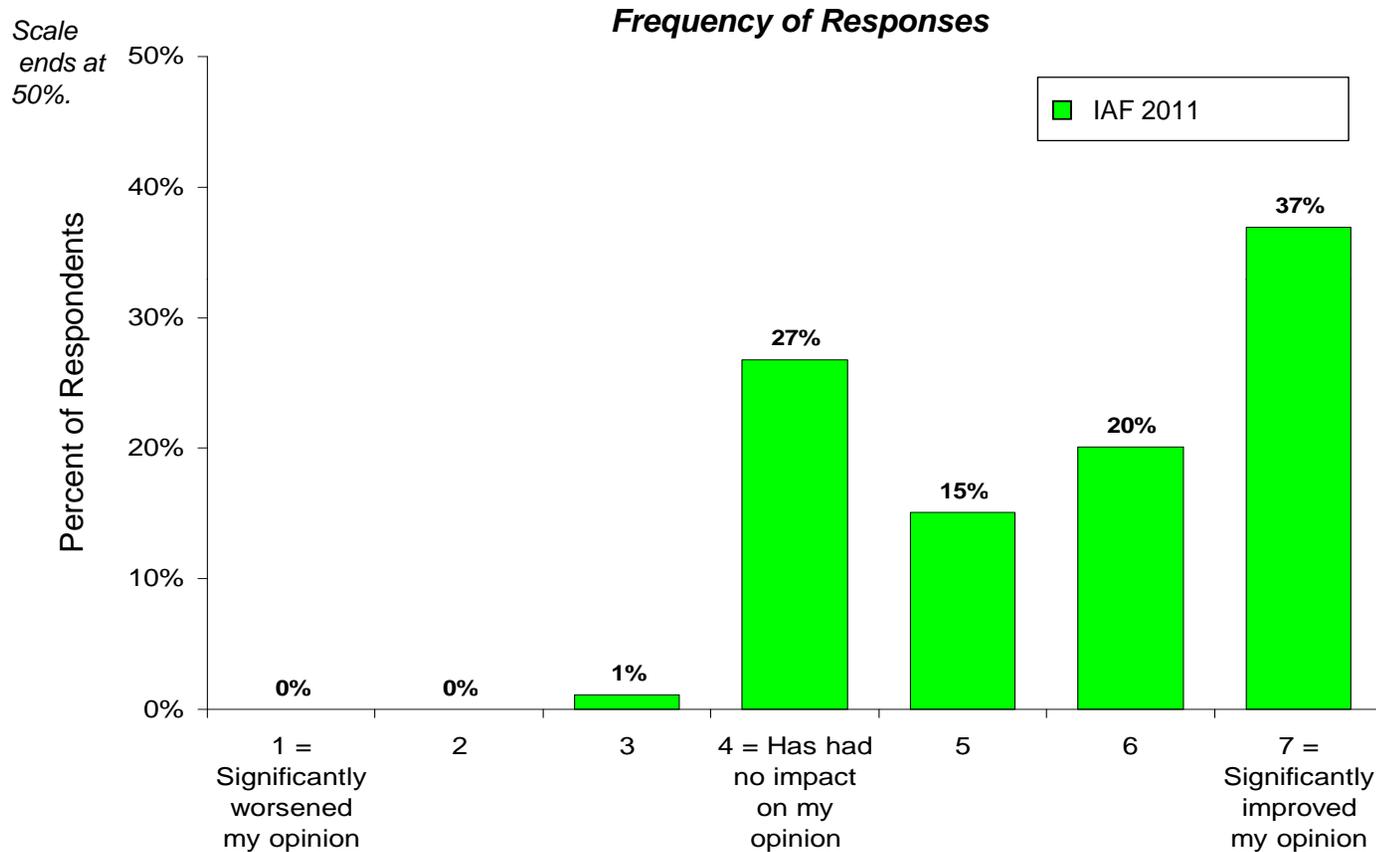- smaller than that of all other international funders in the cohort

Frequency of Grantee Contact with Program Officer During Grant

V. Funder-Grantee Relationships

Percent of Respondents

100%

80%

60%

40%

20%

0%

Yearly or less often

Once every few months

Monthly

A few times a month

Weekly

IAF

Average of all Funders

Average of International Funders

Proportion of grantees that interact with their PO yearly or less often[1]

4%

20%

12%

1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

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Grantees' Opinion of the United States

Grantees were asked to rate how significantly working with the IAF has affected their opinion of the United States. Thirty-seven percent of grantees indicated that working with the IAF significantly improved their opinion of the United States, while 27 percent reported it has had no impact on their opinion.

Scale ends at 50%.

Frequency of Responses

Bar chart — Percent of Respondents (y-axis, 0% to 50%). Legend: IAF 2011 (green).

Rating	Percent
1 = Significantly worsened my opinion	0%
2	0%
3	1%
4 = Has had no impact on my opinion	27%
5	15%
6	20%
7 = Significantly improved my opinion	37%

	Average Rating
IAF 2011	*5.6*

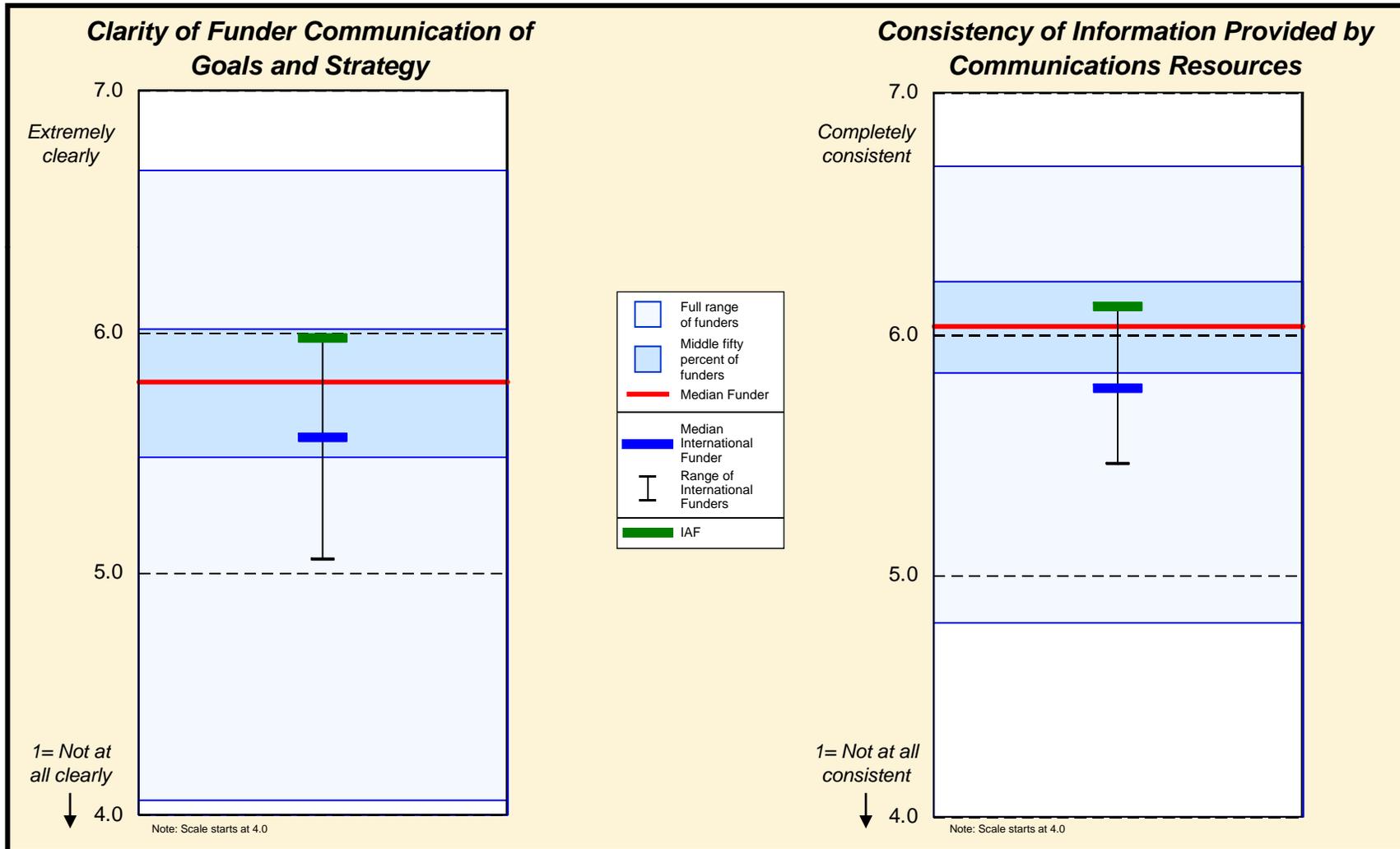Note: Comparative data not available because this question was only asked to IAF grantees.

Communications Measures

On clarity of the Foundation's communication of its goals and strategy, IAF is rated:
- above 70 percent of funders
- higher than all other international funders in the cohort

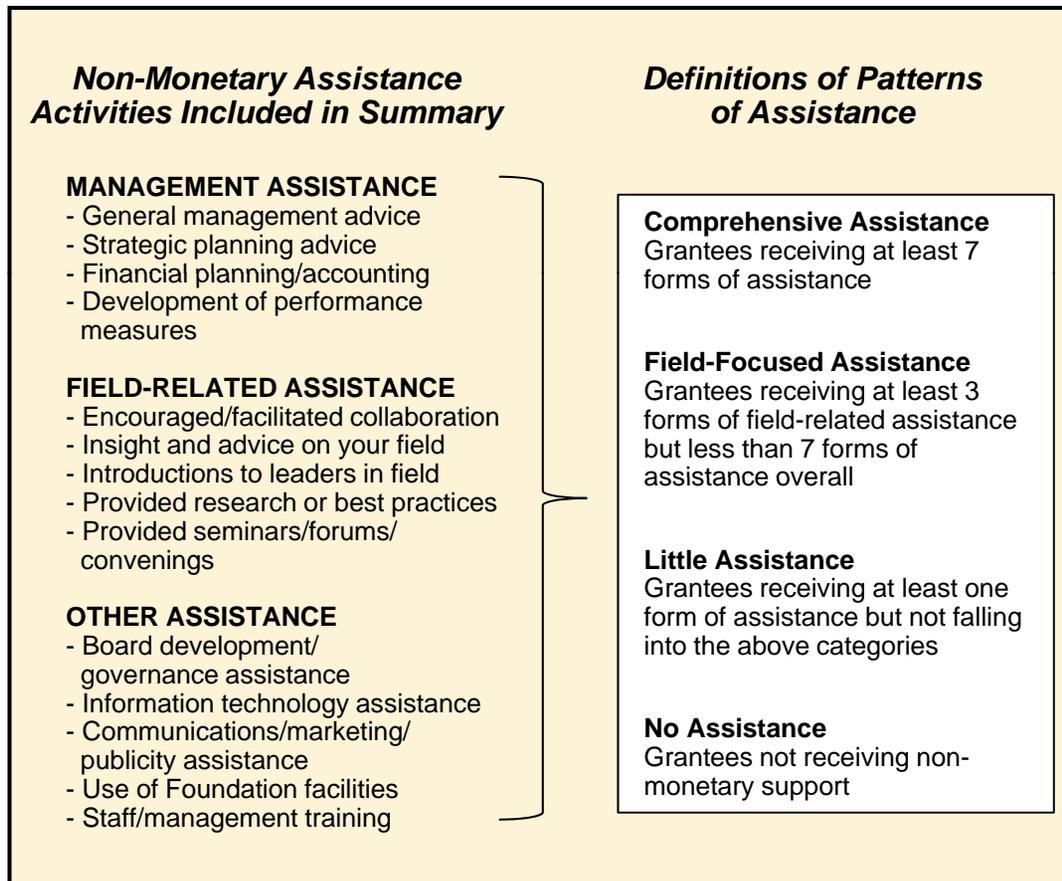On consistency of the Foundation's communications resources, both personal and written, IAF is rated:
- above 62 percent of funders
- higher than all other international funders in the cohort

V. Funder-Grantee Relationships

Clarity of Funder Communication of Goals and Strategy

7.0

Extremely clearly

6.0

5.0

1= Not at all clearly

4.0

Note: Scale starts at 4.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Consistency of Information Provided by Communications Resources

7.0

Completely consistent

6.0

5.0

1= Not at all consistent

4.0

Note: Scale starts at 4.0

Note: In the right-hand chart, this question includes a "used one or no resources" response option; 2 percent of IAF respondents indicated they had used one or no resources, compared to 4 percent at the median funder, and 3 percent of respondents at the Median International Funder.

33

Non-Monetary Assistance Summary (1)

The non-monetary assistance summary includes the fourteen activities listed below. Provision of assistance patterns fall into the four categories: comprehensive assistance, field-focused assistance, little assistance, and no assistance.
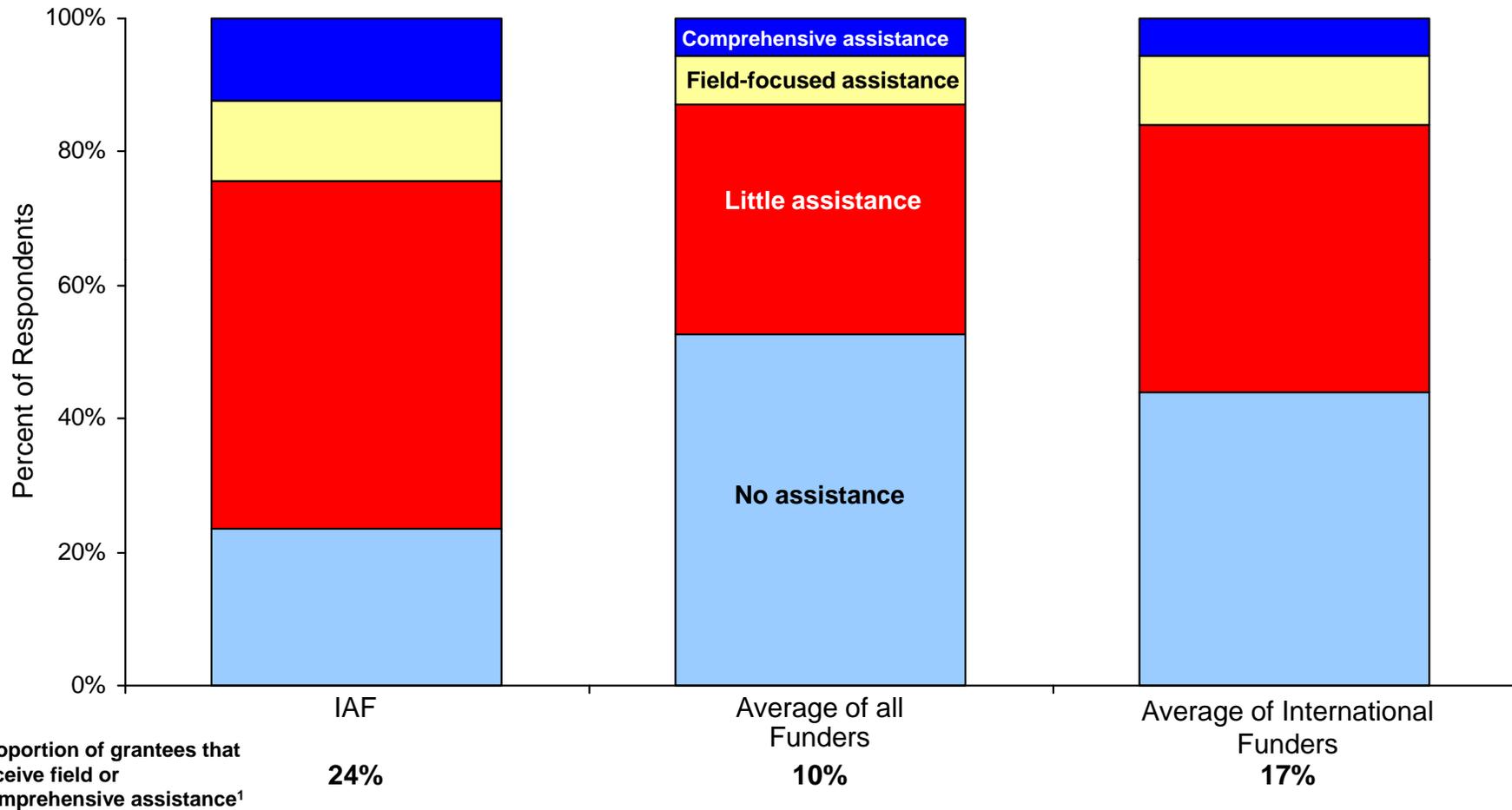
Non-Monetary Assistance Activities Included in Summary

MANAGEMENT ASSISTANCE
- General management advice
- Strategic planning advice
- Financial planning/accounting
- Development of performance measures

FIELD-RELATED ASSISTANCE
- Encouraged/facilitated collaboration
- Insight and advice on your field
- Introductions to leaders in field
- Provided research or best practices
- Provided seminars/forums/ convenings

OTHER ASSISTANCE
- Board development/ governance assistance
- Information technology assistance
- Communications/marketing/ publicity assistance
- Use of Foundation facilities
- Staff/management training

Definitions of Patterns of Assistance

Comprehensive Assistance
Grantees receiving at least 7 forms of assistance

Field-Focused Assistance
Grantees receiving at least 3 forms of field-related assistance but less than 7 forms of assistance overall

Little Assistance
Grantees receiving at least one form of assistance but not falling into the above categories

No Assistance
Grantees not receiving non-monetary support

Selected Grantee Comments

- *"Their practical network technological resources (internet, mail, video conferences) have facilitated the development, accounting, authorization, and consultation processes, as well as the financial operations between the grantee and the foundation."*

- *"The Foundation is pretty clear as to the management of resources, and very helpful in all issues related to project development. Both local and foreign agents provided quality support and expertise towards the project. Sharing problems and solutions related to the project's progress helped us a lot."*

- *"One important aspect we learnt from the Foundation is the idea that grassroots organizations should learn about process sustainability. The Foundation and its representative have made great efforts to provide knowledge on [our work], and this has helped improve communication channels and understanding."*

Non-Monetary Assistance Summary (2)

The proportion of IAF grantees that report receiving comprehensive or field-focused assistance is:
- larger than that of 85 percent of funders
- larger than that of 92 percent of international funders in the cohort
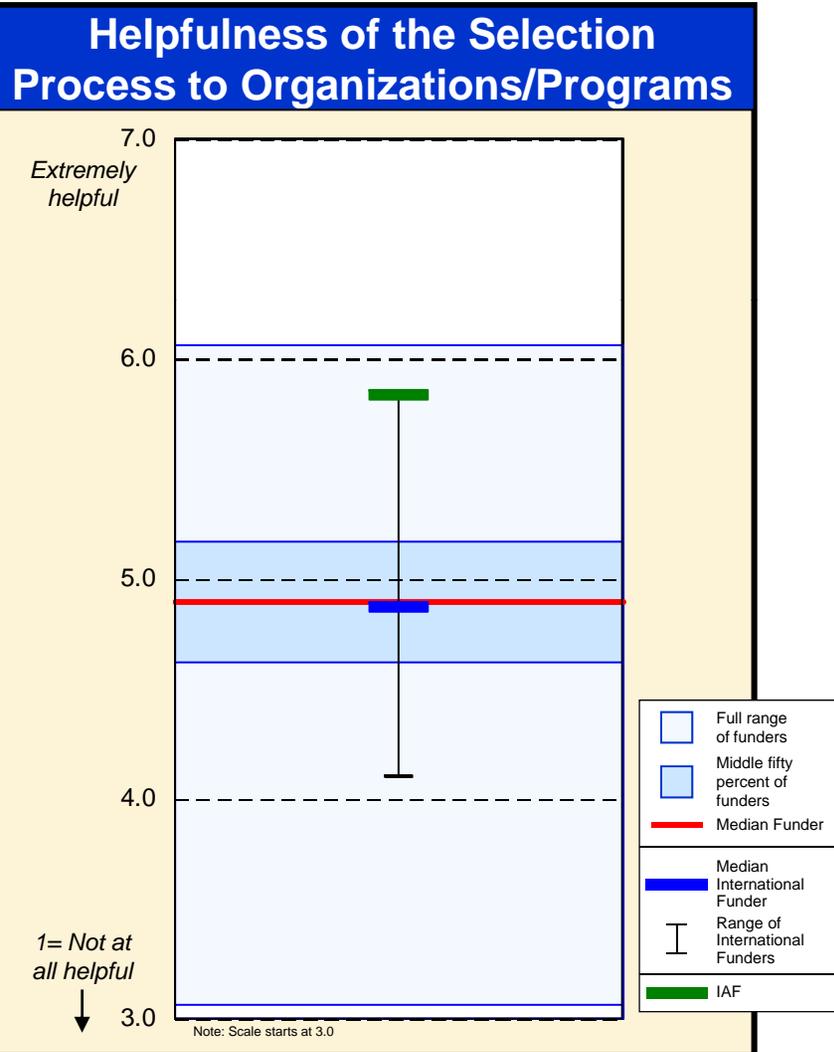
Non-Monetary Assistance Patterns

**Proportion of grantees that
receive field or
comprehensive assistance[1]**

IAF	Average of all Funders	Average of International Funders
24%	**10%**	**17%**

Survey-Wide Analysis Fact: Providing just two or three types of assistance appears to be ineffective; it is only when grantees receive either a comprehensive set of assistance activities or a set of mainly field-focused types of assistance that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance. For more information on these findings, please see CEP's report, *More than Money: Making a Difference with Assistance Beyond the Grant Check*.

VI. Assistance Beyond the Grant Check

1: The proportion shown for "Average of all Funders" and "Average of International Funders" is a median.

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Helpfulness of Selection Process

On helpfulness of the Foundation's selection process in strengthening funded organizations/programs, IAF is rated:
- above 99 percent of funders
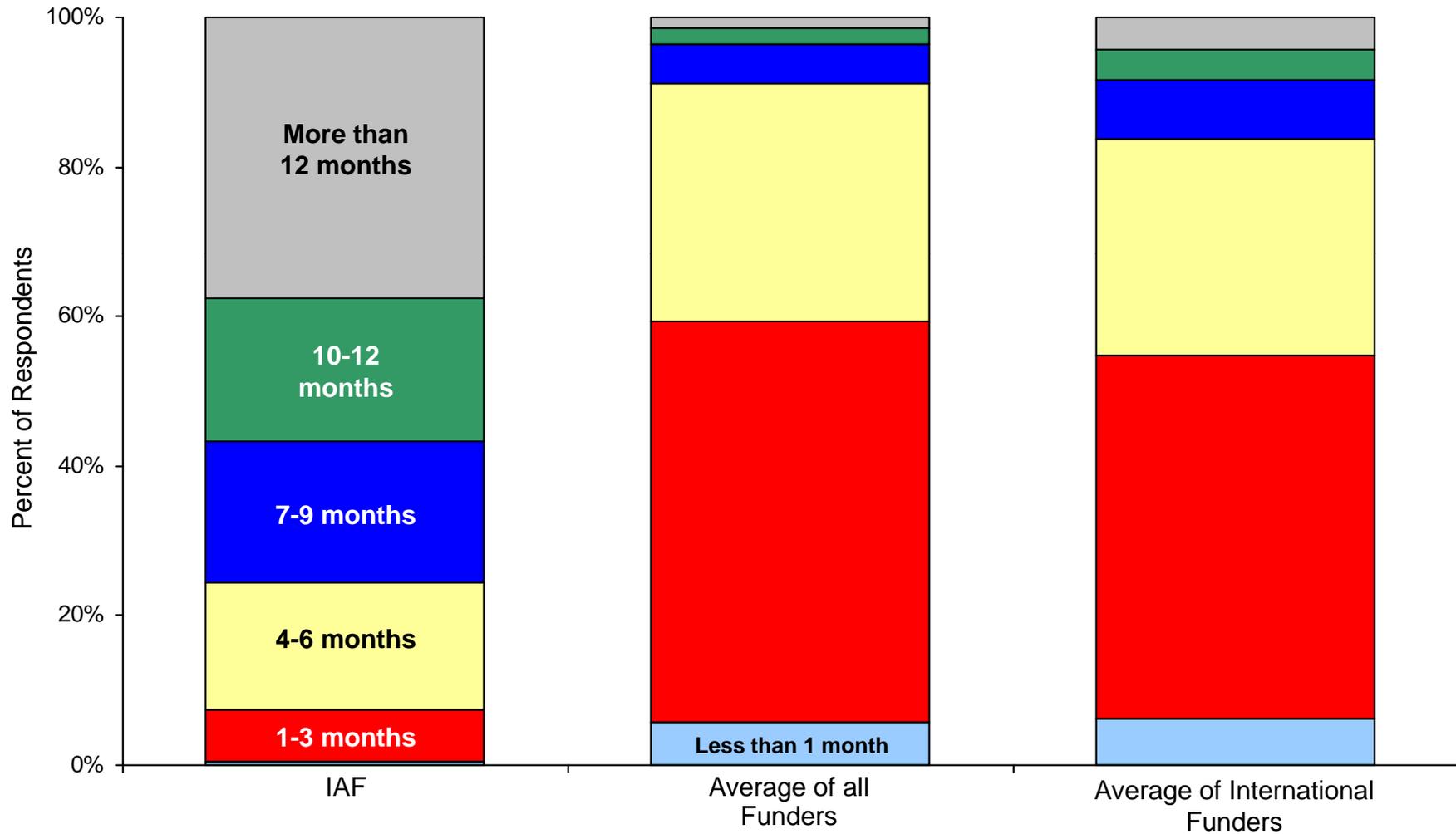- higher than all other international funders in the cohort

Helpfulness of the Selection Process to Organizations/Programs

7.0 — Extremely helpful
6.0
5.0
4.0
1= Not at all helpful
3.0

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Selected Grantee Comments

- *"E-mail has been our main communication means during the elaboration of the proposal. They made comments and offered counseling to improve the proposal. The Foundation's representative worked hard to improve and submit a higher quality proposal."*

- *"I believe that our contact gave us an excellent chance to be selected. The communication via emails, visits to our organization and phone calls were key for the proposal to be positively regarded by the selection committee, and it also strengthened us as an organization in the preparation of higher quality proposals for the beneficiaries of the program."*

- *"The selection process was a little bit slow, since the proposal included activities that should be carried out in the short term…. Due to that fact, we started looking for resources from other foundations/institutions in order to start the proposed work."*

Time Between Submission and Clear Commitment

Time Elapsed Between <u>Proposal Submission</u> and <u>Clear Commitment</u>
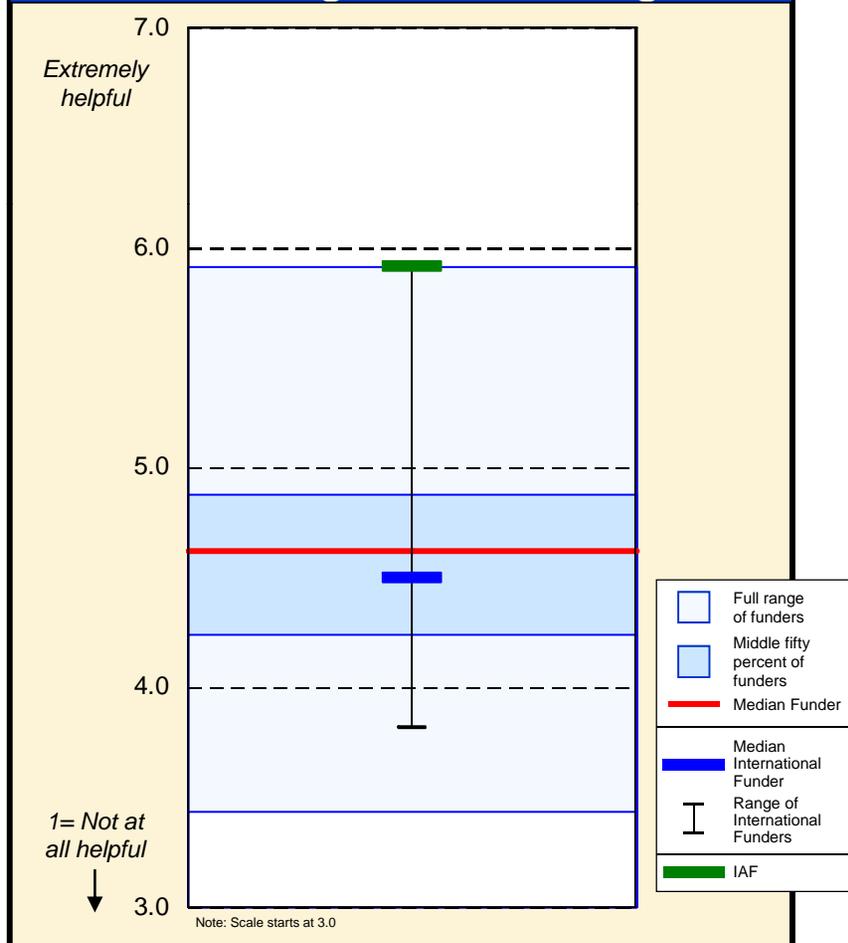

VII. Grant Processes and Administration

Note: This question was only asked of those grantees that had submitted a proposal for their grant by the time they took the survey. For IAF, 98 percent of grantees indicated they submitted a proposal for their grant by the time they took the survey, compared to 95 percent at the median funder, and 97 percent of respondents at the Median International Funder.

48

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Helpfulness of Reporting and Evaluation Processes

On helpfulness of the Foundation's reporting/evaluation process in strengthening funded organizations/programs, IAF is rated:
- higher than all other funders in CEP's comparative dataset
- higher than all other international funders in the cohort

Helpfulness of Reporting/Evaluation Process to Organizations/Programs

Extremely helpful 7.0

6.0

5.0

4.0

1= Not at all helpful 3.0

Note: Scale starts at 3.0

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

VII. Grant Processes and Administration

Selected Grantee Comments

♦ *"The evaluation process terms – technical follow-up every 6 months and accounting follow-up every year – are just perfect, as they provide the necessary time to review, discuss, and analyze the originally traced horizon as well as the scope of the proposed goals or the changes that might arise during the execution of the project."*

♦ *"Our first contact with the IAF regarding the definition of goals and results was key to the organization of systematized work during the term of the project. For example, data verification helps our organization to have direct contact with the IAF's personnel and to have tools to control the results and improve the evaluation capacity."*

♦ *"Compliance with the IAF's information and evaluation requirements has allowed us to improve our staff's capacity to evaluate and verify the impact of our activities. In an indirect way, the working process developed with the IAF has institutionally strengthened our organization."*

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey. For IAF, 85 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, and 63 percent of respondents at the Median International Funder.

Discussion of Report or Evaluation

The proportion of IAF grantees that reported discussing their completed reports or evaluations with Foundation staff is:
- larger than that of 99 percent of funders
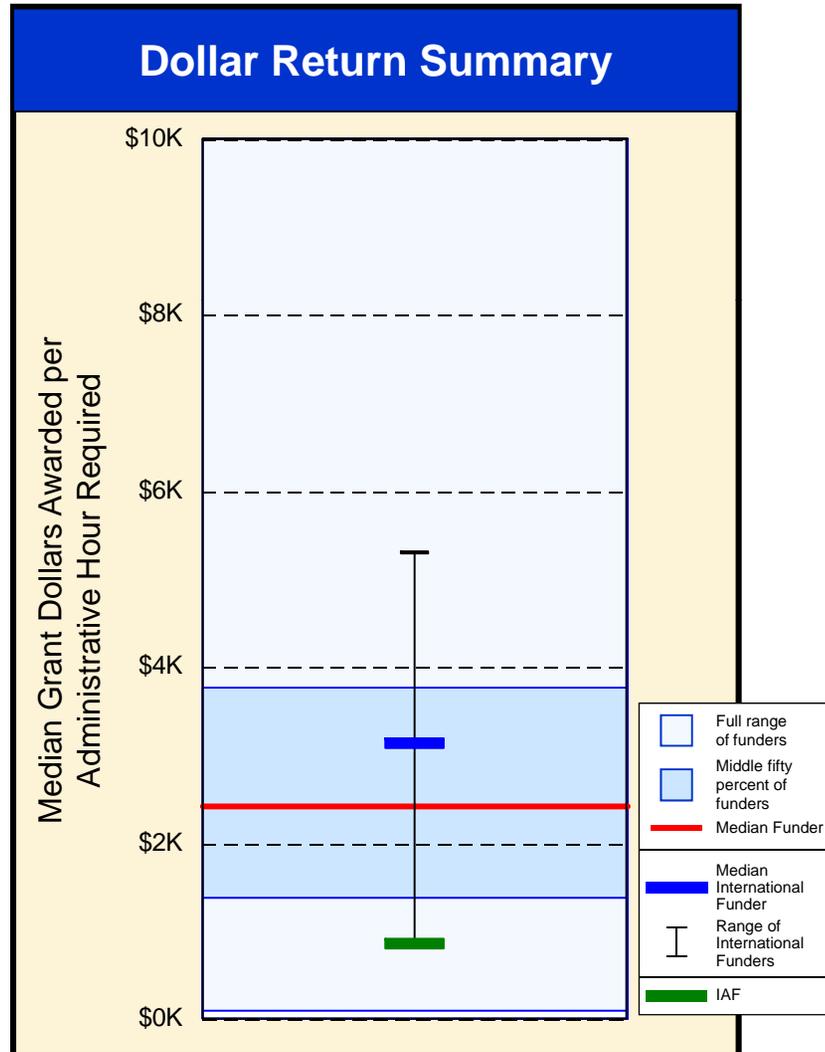- larger than that of all other international funders in the cohort

Percentage of Grantees That Report Discussing Completed Reports or Evaluations With Staff

Percent of Reports/Evaluations

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF
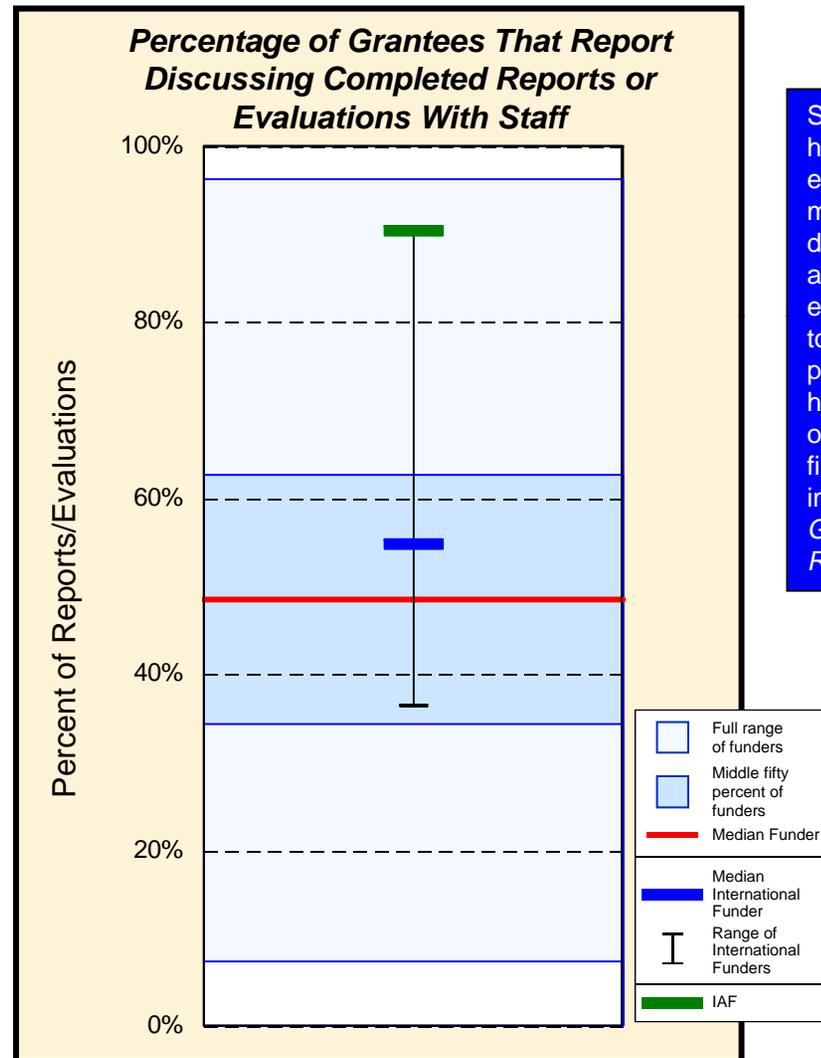
Survey-Wide Analysis Fact: The helpfulness of the reporting or evaluation process is the lowest rated measure by grantees in CEP's dataset. However, grantees who have a discussion about their reports or evaluations with the foundation tend to find the reporting or evaluation process to be significantly more helpful in strengthening their organizations. For more on these findings and resulting management implications, please see CEP's report, *Grantees Report Back: Helpful Reporting and Evaluation Processes.*

VII. Grant Processes and Administration

Note: This question was only asked of those grantees that had participated in a reporting or evaluation process by the time they took the survey.
For IAF, 85 percent of grantees indicated that they had participated in a reporting or evaluation process by the time they took the survey, compared to 61 percent at the median funder, and 63 percent of respondents at the Median International Funder.

| 3/29/2012

Dollar Return Summary

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

- less than that of 91 percent of funders
- less than that of all other international funders in the cohort

Dollar Return Summary

Median Grant Dollars Awarded per Administrative Hour Required

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

Note: Dollar Return on Grantee Administrative Hours is calculated for each grantee and aggregated by philanthropic funder for the Dollar Return Summary. Chart does not show data from eleven funders whose Dollar Return on Grantee Administrative Hours exceeds $10K.

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Grant Size and Administrative Time

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

- larger than that of 88 percent of funders
- larger than that of 69 percent of international funders in the cohort

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

- greater than the time spent by grantees of all other funders
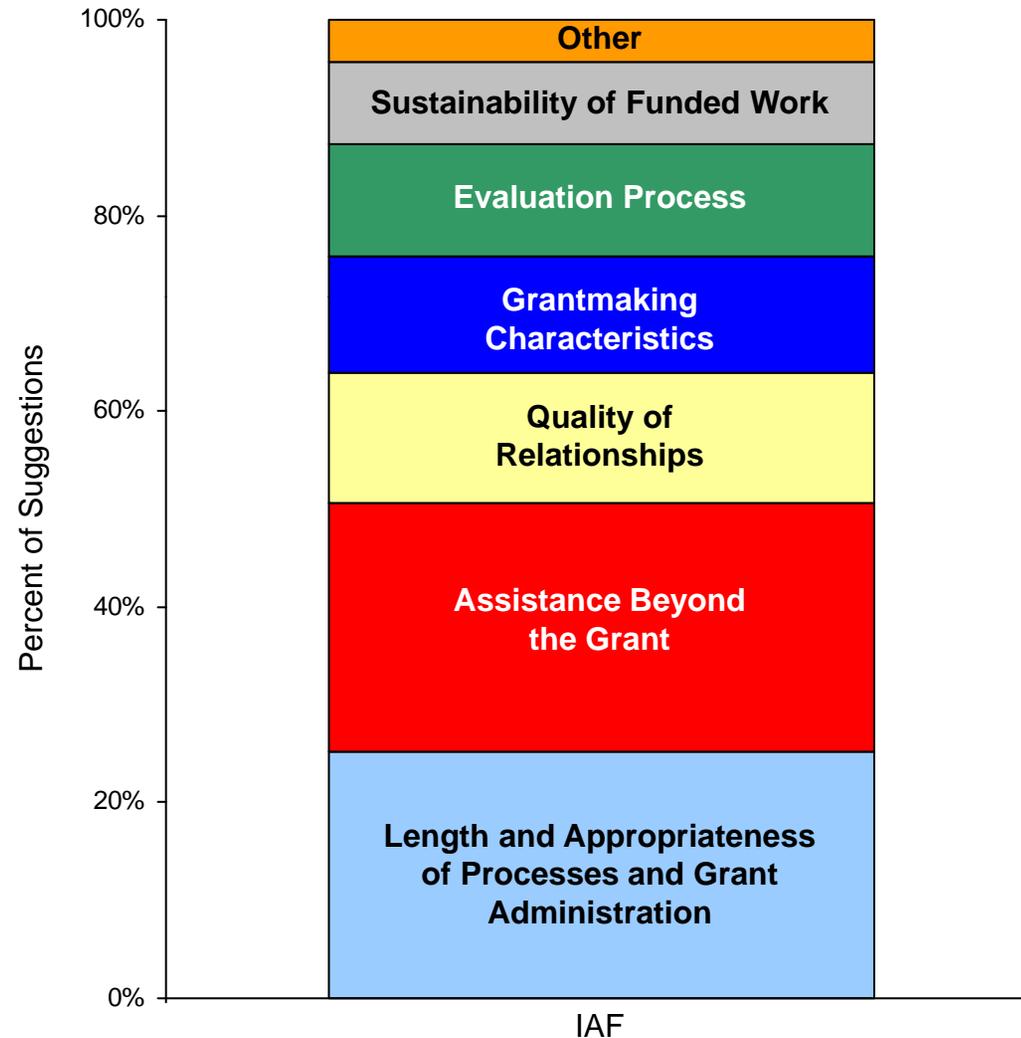- greater than the time spent by grantees of all other international funders in the cohort

Median Grant Size[1]

Median Administrative Hours Spent by Grantees on Funder Requirements Over Grant Lifetime

Legend:
- Full range of funders
- Middle fifty percent of funders
- Median Funder
- Median International Funder
- Range of International Funders
- IAF

VII. Grant Processes and Administration

55
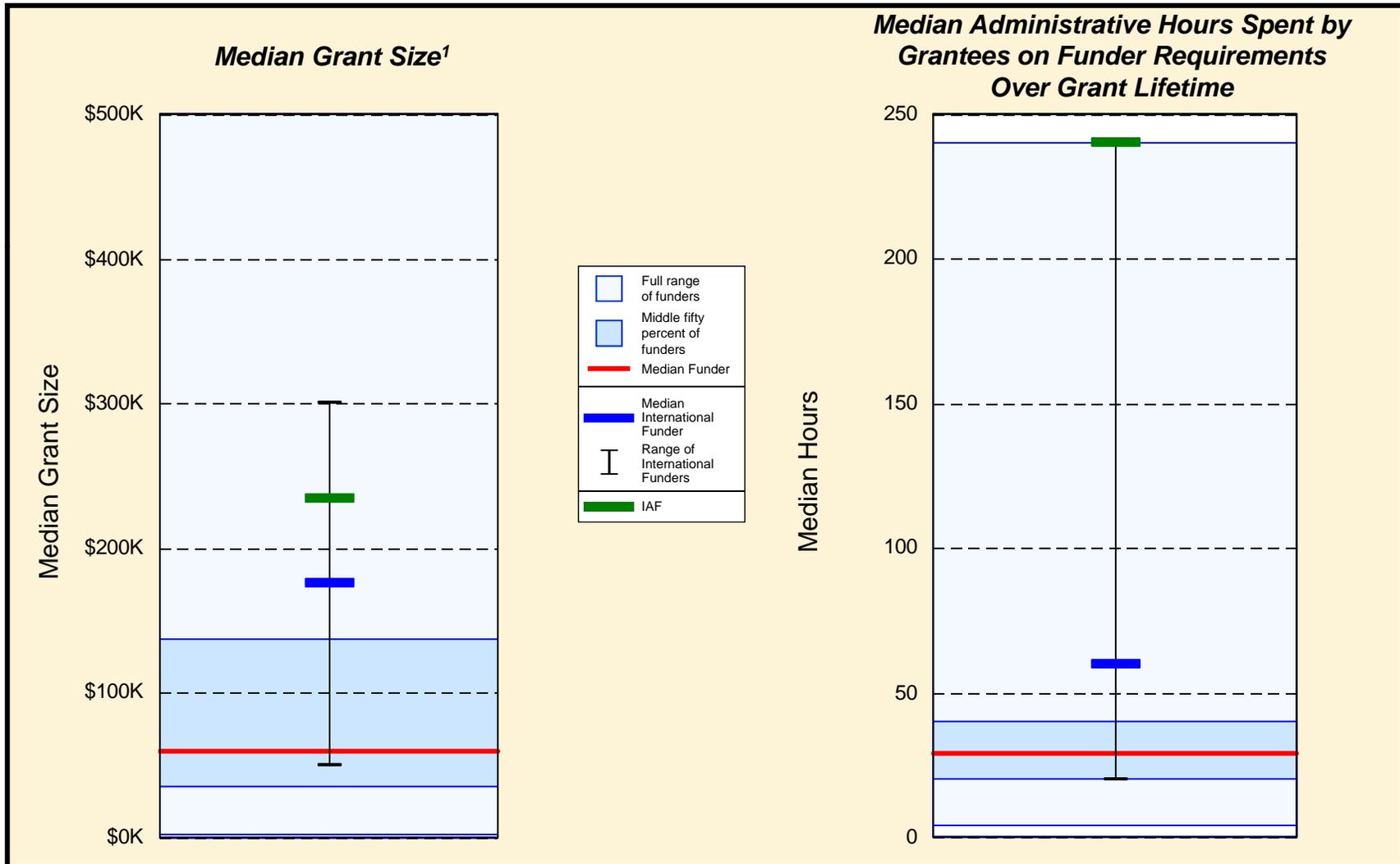
1: Chart does not show data from 12 funders whose median grant size exceeds $500K.

| 3/29/2012

Grantee Suggestions for the Foundation (1)

Grantees were asked to provide any suggestions for how the Foundation could improve. The most frequently mentioned suggestions for improvement concern the Foundation's processes and grant administration.

Topics of Grantee Suggestions

Percent of Suggestions

- Other
- Sustainability of Funded Work
- Evaluation Process
- Grantmaking Characteristics
- Quality of Relationships
- Assistance Beyond the Grant
- Length and Appropriateness of Processes and Grant Administration

100%
80%
60%
40%
20%
0%

IAF

Note: Proportions may not sum to 100 percent due to rounding. There were a total of 166 grantee suggestions for IAF.

3/29/2012

Grantee Suggestions for the Foundation (2)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	**IAF**	**Sub-Themes and Sample of Comments**
Length and Appropriateness of Processes and Grant Administration	**25%**	**Expedite Grant Approval and Distribution Process (n = 27):** "It would be good if, when a project is eligible for financing, they reduce the time taken to approve it, since budgets become outdated due to the currency exchange rates." "Our experience with the Foundation has resulted in a huge positive change for the lives of our partners and the growth of our organization, but we would like it if the project selection processes were not so slow, as it corrodes the spirit of the association." "The IAF must speed up the proposal approval processes, since the delays misplace us in the changing context to which the proposed project intends to contribute." "They shouldn't take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects." **Quality of Financial Auditors (n = 8)** "…The [auditing firm] must improve their auditors to provide a better understanding of small entities without economic purposes. [The firm] suffered from a lack of competent staff and too academic accounting auditors and sometimes quite radical in its concepts." "Hire an audit service with knowledge and expertise about the context of grassroots organizations and [the local] third sector. It would be important to develop a less rigid and more mobilizing and understandable model of financial management by social organizations, in accordance with its own peculiarities." **Other (n = 7)** "They should be open to more development projects, more clarity in the filing of forms and logical framework indicators, by clearly defining the results expected by the IAF. Also, they should update the administrative processes, which should be more efficient." "The bureaucratic processes to respond to issues must be improved. Processes must be more flexible and dynamic."

Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

| 3/29/2012

Grantee Suggestions for the Foundation (3)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	**IAF**	**Sub-Themes and Sample of Comments**
Assistance Beyond the Grant	25%	**More Opportunities for Collaboration (n = 17)** "It is important to organize international meetings with other grantees in order to share experiences between the organizations and producers working with the IAF." "It would be good to know other projects funded by the Foundation and their leaders, especially to generate cooperative sources, but traveling to faraway places is difficult unless the project budget includes funds specifically assigned by the Foundation to such effect, and provided these meetings are scheduled with due anticipation." "The IAF should promote the exchange of working experiences more frequently with the members of the organizations it supports in order to know them better, as members of the same family." "We believe that it is very important to have frequent experience exchanges among the grantees, so as to share ideas that could help implement projects better and provide proven solution alternatives to the issues that might arise. Therefore, we recommend that the IAF hold these events more frequently, especially in the beneficiary communities, as a source of motivation for the main project/program stakeholders." **More Opportunities for Management Training (n = 13)** "They should provide some training on how to complete and deliver the financial reports…so that we can do it better in the future." "I suggest that we have the opportunity to strengthen our institution, either through training sessions or through tools and equipment so that we could keep providing technical assistance to the poorest families." "Provide training on, for example, planning and execution tools and project management, both to managers and to technicians and assistants." **Other (n = 12)** "After supporting a specific project, the IAF should support institutional strengthening in order to develop the staff, improve the internal processes or systematize experiences with the purpose of improving future interventions." "I would ask the IAF to connect the grantee with new partners upon the termination of the IAF's support." "Project evaluation should be incorporated in order to give continuity to the development of the projects. They should support the searching of donors in the US and multilateral agencies."

Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Grantee Suggestions for the Foundation (4)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	**IAF**	**Sub-Themes and Sample of Comments**
Quality of Relationships	**13%**	"Faster response to our inquiries. More communication among the IAF's local representatives. Their infrequent communication has impaired the reaching of agreements." "I believe that the responsible officers review several projects at the same time and do not get deeply involved with them so as to understand the problems addressed by the projects. They are always too busy and under a lot of pressure." "They should have more comprehensive people as representatives. We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]. He makes us feel stupid, and we are not." "The only problem was the great number of staff changes in the IAF's regional representatives (not the local ones), which prevented us from having more interaction with them."
Grantmaking Characteristics	**12%**	**Greater Flexibility in Grantmaking (n = 9)** "We would like more flexibility regarding the maximum amount of funding for each project…, which is sometimes insufficient [in our country]). We would like that the financing resources vs. support ratio could be defined according to the nature of the beneficiary organizations…." "There should be more flexibility to change programs and budgets in view of the changes that arise during the execution of the proposal." "There should be the possibility to extend the donation effective term once the project is being executed, and more flexibility to modify goals upon the occurrence of an unexpected event."
		Other (n = 12) "I believe that the best path to the IAF is financing initiatives of 'middle' institutions (business or not) that are holders of social technologies and have in-depth knowledge of the communities or subjects where they work." "At the beginning, the budget negotiation was somewhat difficult, mainly because of their resistance to support our institutional expenses. For an organization like the IAF, this has always been a problem. The agency requires the financing of the project but is not much aware of the fact that the project exists thanks to the institutional context. Therefore, we always have problems in keeping the institutional structure."

VIII. Grantee Suggestions for the Foundation

Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

Grantee Suggestions for the Foundation (5)

% Grantee Suggestions		IAF Grantee Suggestions
Topic of Grantee Suggestion	**IAF**	**Sub-Themes and Sample of Comments**
Evaluation Process	11%	"Freedom in GDF to follow the indicators that actually relate to each organization and their particularities and not forcing us to choose indicators that don't necessarily give important information about our organization" "We believe that the design of the budget instruments and GDF is too complicated to be understood by officers with no college degree, which requires the completion of such forms by the grantee's senior officers. Sometimes, the instruments are not quite relevant to the context in which the grantee works." "We would like that the evaluation/verification staff visit not only the nearby worksites but also the remote ones." "The evaluation systems through indicators (GDF) should be carefully reviewed. It is hard to adapt these models to different cultural contexts. I think it is necessary to socialize more and better analyze the results of the processes, which implies a shared responsibility."
Sustainability of Funded Work	8%	**Enhancing Grantees' Ability to Sustain the Funded Work (n = 14)** "An important aspect I think must be improved is that, in our case, we submitted a single phase project and they told us that there would be absolutely no chance to add a second stage, which is complicated when it comes to strengthening community processes that require much more time to be consolidated." "They should provide project follow-up plans to ensure that the work programs are sustained after the end of the financial support." "They should secure longer financing in order to create long-term project sustainability and impact. These activities demand time, resources and dedication to collectively develop knowledge and social practices." "It is highly important that they value and give priority to certain initiatives so that they continue being supported after the end of the first stage because, sometimes, the results can be seen in the medium term and there is the risk that the project will become unsustainable in the future."
Other	4%	"Before an Officer/Operator gives us an opinion or order, the rest of them should know it so that we are not told different things." "I wish they updated information on the Foundation's website." "We believe that they should give more publicity to the executed projects in the media."

Note: There were a total of 166 grantee suggestions for IAF. A sample of the suggestions are shown here. The full set of suggestions, redacted to protect grantee anonymity, will be provided with the GPR.

| 3/29/2012

Analysis and Discussion (1)

Positive Impact on Grantees' Fields and Communities with Opportunities to Deepen Understanding

IAF receives positive ratings for its impact on grantees' fields and communities. The Foundation is rated highest among fourteen international funders in IAF's cohort on both measures, and higher than ninety percent of all funders whose grantees CEP has surveyed for its impact on grantees' fields. One grantee writes, "Thanks to the Foundation, we generated [hundreds of] new jobs and benefit [hundreds of] families working in different fields…in the poorest rural and urban communities of [our region]."

In contrast to these positive ratings, however, grantees rate IAF's understanding of their fields only typically and its understanding of their communities less positively than typical. These measures are often associated with high ratings for funders' impact on fields and communities. One grantee writes, "We feel that our representative does not really understand the difficulties you have to cope with when you work in the rural areas of [our country]."

What policies and practices have led to the positive ratings for the Foundation's impact on grantees' local communities and fields of work? How can the Foundation ensure these practices are maintained in the future?

What opportunities exist for the Foundation to deepen and demonstrate its understanding of grantees' field and communities?

Strong Funder-Grantee Relationships

The strength of IAF's relationships with grantees is rated positively, similarly to that of the typical funder, and more positively than all international funders included in its cohort. Several IAF grantees comment on the professionalism and helpfulness of IAF staff. One grantee writes, "[Our contact] was clear and helpful, and very much dedicated to responding to our inquiries and needs."

One component of strong relationships, as observed in CEP's research, is the initiation and frequency of communications between grantees and their funders[1]. Overall, IAF grantees experience frequent and reciprocal interactions with the Foundation: few grantees – only four percent – indicated that they interact with their program officer yearly or less often, and only 14 percent indicate that they most frequently initiate interactions. These strong patterns of engagement may contribute to IAF grantees' comfort approaching the Foundation if a problem arises; IAF grantees indicate they are more comfortable approaching the Foundation if a problem arises than grantees of the typical international funder. However, despite more frequent than typical interactions, grantees indicate IAF is only as responsive as the typical funder and international funder. Some grantees, for example indicate that IAF staff "are very busy and…had little time to answer us."

Grantees rate the clarity with which IAF communicates its goals and strategies more positively than typical and higher than all other international funders in IAF's cohort. One grantee comments, "Communication has always been smooth, timely, clear, cordial, and useful." The Foundation is also rated highest in its cohort for the consistency of its communication across resources, and one grantee writes, "The information on the website and that offered by our contacts has been consistent and accurate."

How might the Foundation build on its frequent interactions with grantees to further improve the quality of these interactions, with particular regard to its responsiveness to grantees?

What has the Foundation done to ensure its goals and strategies are clearly communicated? How can IAF ensure that it maintains this clarity in communications over time?

X. Analysis and Discussion

1: For more information, please download a free copy of *Working With Grantees* from our website: ww.effectivephilanthropy.org

| 3/29/2012

Helpful Processes in Strengthening Grantees' Organizations or Programs…

Grantees rate the helpfulness of IAF's selection process in strengthening their organizations or programs more positively than those of nearly all funders whose grantees CEP has surveyed. The Foundation's reporting/evaluation process is also rated as more helpful than all other funders' in CEP's dataset. Eighty-four percent of grantees report participating in either or both of the reporting and evaluation processes, and over 90 percent of grantees report that they have discussed completed reports or evaluations with IAF staff. In CEP's research, grantees that have a discussion about their reports or evaluations with their funder tend to find the reporting or evaluation process significantly more helpful in strengthening their organizations.[1]

Grantees frequently describe the role the Foundation played defining "indicators and evaluation processes," and many go on to describe the benefits of these contributions. One grantee writes, "After meeting the Foundation, we strategically defined our work methodology, how we could do it, and how we could measure it."

…But Heavy Time Investment by Grantees and Opportunity to Streamline Processes

Although IAF's selection and reporting processes are rated as highly helpful to grantee organizations, IAF's administrative processes are also exceptionally demanding and time-intensive. Despite being much smaller organizations, as compared to those most other foundations fund, IAF grantees report spending more administrative time on the selection and reporting/evaluation processes (240 hours per grant) than grantees of all other funders in CEP's dataset. One grantee writes, "All processes are really time-consuming since [IAF] requires a lot of detail," and "the GDF is quite complicated and takes a lot of time to complete."

Therefore, despite providing larger than typical grants, the time-intensive nature of IAF's administrative processes substantially decreases the "dollar return" for each administrative hour spent by grantees: at the median, IAF grantees receive fewer grant dollars per hour they invest in administrative requirements than do the grantees of 90 percent of funders.

IAF grantees also indicate that Foundation staff are substantially more involved in the development of grant proposals than is typical, and that a much larger proportion of grantees had site visits and in-person conversations as part of the selection process. Although many grantees cite the benefits of ongoing support provided by the Foundation throughout the application process, this level of involvement, coupled with the time-intensive administrative processes may be related to the high sense of pressure felt by grantees to modify their own priorities in order to receive funding; IAF grantees report more of this type of pressure than do the grantees of 98 percent of funders.

What can IAF do to streamline its selection and reporting/evaluation processes without diminishing the helpful aspects of these processes?

How can IAF mitigate the pressure felt by grantees, while still supporting the development of strong proposals?

X. Analysis and Discussion

69

Grantees Request Reduced Turnaround Time for Grant Approval and Distribution

Many grantees express concerns over the length of time taken by IAF to make a clear commitment of funding after receiving grantees' funding proposals; more than 50 percent of grantees report waiting longer than 10 months for a clear commitment compared to less than five percent of grantees at the average funder. Grantees indicate that the long turnaround time can delay project development, result in outdated budgets (due to exchange rate fluctuations), and "corrode the spirit" of grantees and their community partners. One grantee writes, "The process to review and approve the amendments made to the original agreement … should be improved, since it is too slow and affects the execution of the project …. [This requires] organizations to look for alternatives to avoid paralyzing operations." Another states, "They shouldn't take so long to respond, since currency [exchange rates] change in value after 6 months or a year, and we have problems executing projects."

Can IAF decrease the turnaround time for commitment of funds?

Increasing High Impact Forms of Non-Monetary Assistance

IAF offers the most helpful and intensive patterns of non-monetary assistance to a larger proportion of grantees than nearly all funders whose grantees CEP has surveyed. CEP's field-wide research suggests that when grantees receive multiple types of assistance, in intensive patterns that CEP has termed "field-focused" or "comprehensive," they rate their funder significantly higher across a number of measures.[1] This holds true at IAF: the 24 percent of IAF grantees that receive non-monetary assistance in these field-focused or comprehensive patterns (each including multiple types of assistance provided to a single grantee) rate the Foundation significantly more positively on most measures in this report, including IAF's impact on grantees' organizations and the helpfulness of the non-monetary assistance provided.

Many IAF grantees comment on receiving insight and advice on their fields, as well as general management advice from the Foundation. One grantee writes, "Both local and foreign agents provided quality support and expertise towards the project. [Identifying] problems and solutions related to the project's progress helped us a lot."

More non-monetary assistance was a frequent request in grantees' suggestions for the Foundation, with some suggesting that the IAF "promote the exchange of working experiences more frequently with the members of the organizations it supports," and "offer more frequent training services to the organization's staff to help it grow."

How has the Foundation determined what forms of assistance to provide to grantees? Are there opportunities for IAF to extend its non-monetary support even further, taking into account the nonmonetary assistance that grantees value most?

1: For more information, please download a free copy of *In Search of Impact* from our website: ww.effectivephilanthropy.org | © The Center for Effective Philanthropy | 3/29/2012

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