CONFIDENTIAL

Grantee Perception Report®

PREPARED FOR

Inter-American Foundation

FEBRUARY 2015

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

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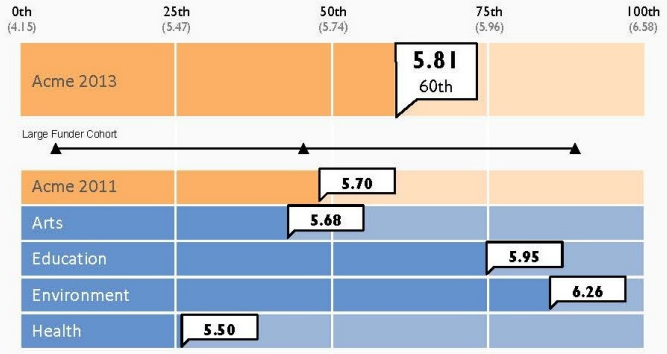
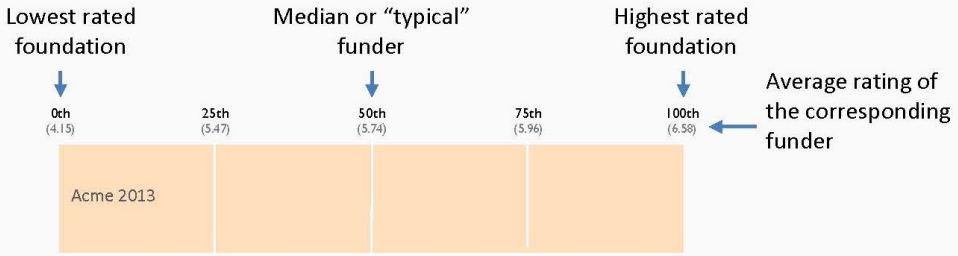
HOW TO READ CHARTS

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements, or view the Video Tour.



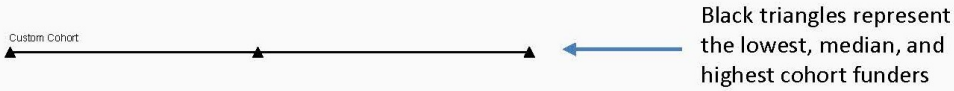
PERCENTILE SCALE

Every participating funder's average rating is ranked along a percentile scale.

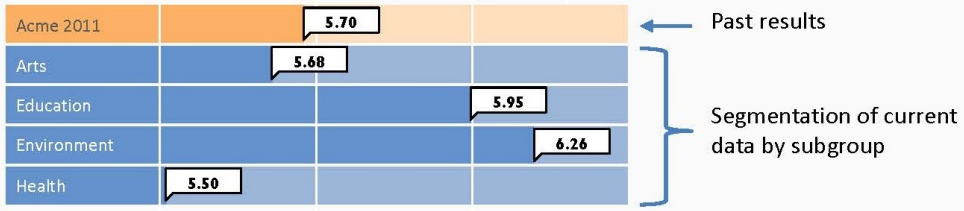


YOUR RESULTS

COMPARATIVE COHORT



PAST RESULTS/SEGMENTATION DATA



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 five 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.

EXECUTIVE SUMMARY

The following summary highlights key findings about grantees' perceptions of Inter-American Foundation compared to other foundations whose grantees CEP has surveyed.

Throughout this report, results are described as 'more positive' when an average rating is higher than that of 65 percent of funders in CEP's dataset, and 'less positive' when a rating is lower than that of 65 percent of funders.

Compared to grantees of the typical funder, IAF grantees in 2014 have:

more positive perceptions regarding the Foundation's:

- » Impact on their fields
- » Impact on their local communities
- » Impact on their organizations
- » Selection process
- » Reporting/evaluation process

similarly positive perceptions regarding the Foundation's:

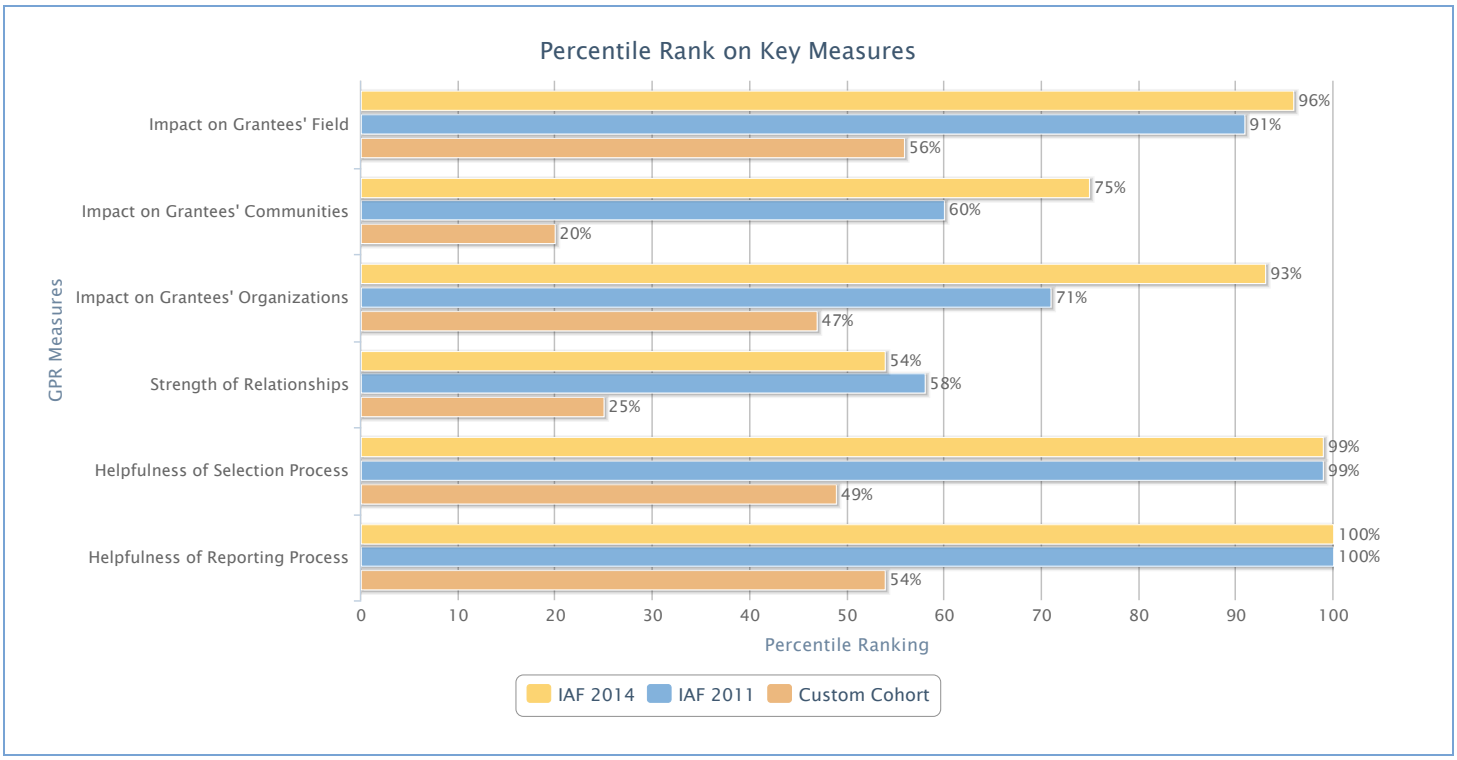
- » Relationships with grantees

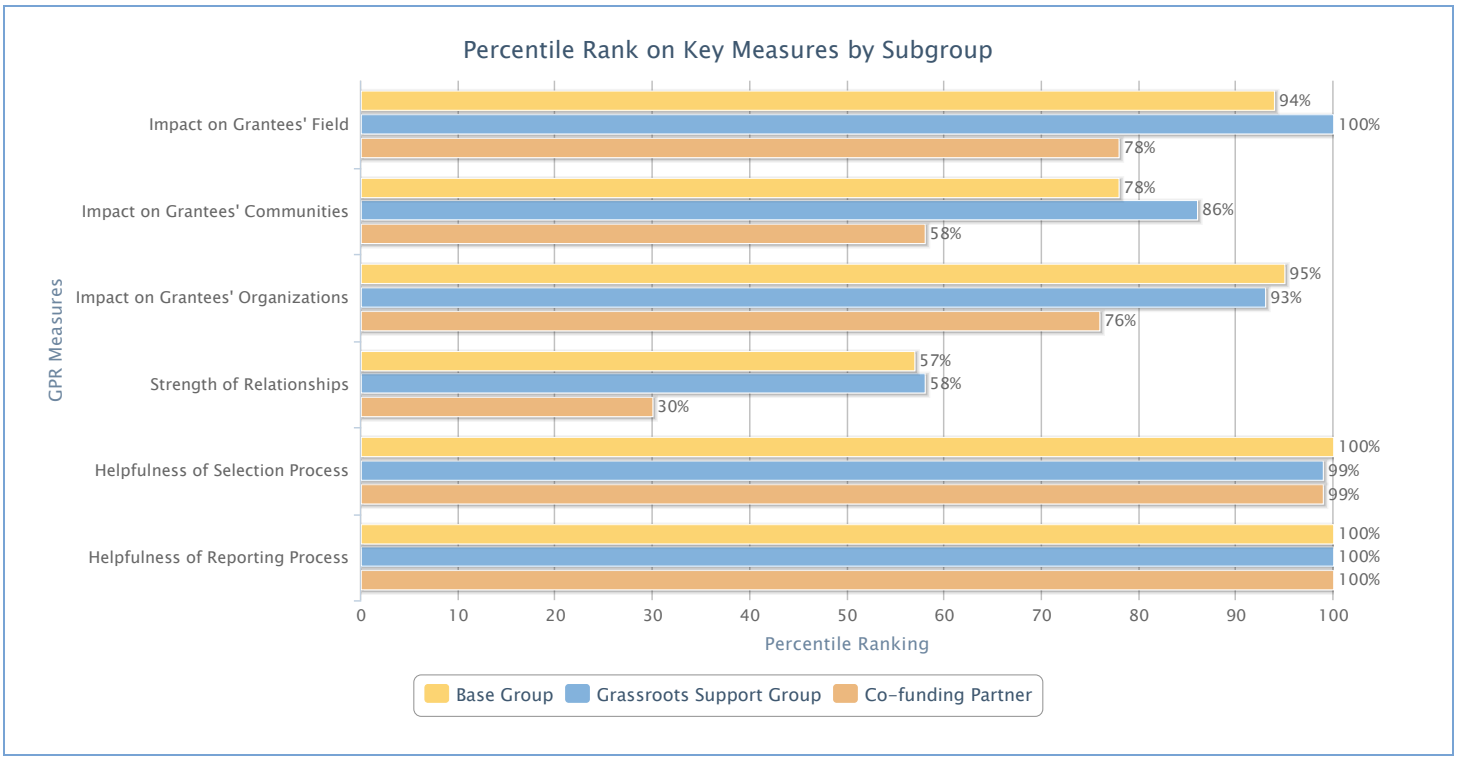
Summary of Differences by Subgroups

Type of Organization: Co-Funding Partners' ratings trend lower than Base Groups or Grassroots Support Groups on measures of impact and the strength of their relationship with IAF.

GPR Ratings Summary

The chart below shows Inter-American Foundation's percentile ranking on key areas of the GPR relative to CEP's overall comparative dataset, where 0% indicates the lowest rated funder, and 100% indicates the highest rated funder. Rankings are also shown for IAF's previous GPR data and the median funder in the selected peer cohort.





Word Cloud

Grantees were asked, “At this point in time, what is one word that best describes the Foundation?” In the “word cloud” below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Ten grantees described IAF with the words “solidary” and "development".

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

SURVEY POPULATION

CEP surveyed IAF's grantees in October and November of 2014. CEP has also previously surveyed IAF's grantees.

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
IAF 2014	October and November 2014	2013	154	68%
IAF 2011	September and October 2011	2010	188	84%

Throughout this report, Inter-American 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 300 funders. The full list of participating funders can be found at http://www.effectivephilanthropy.org/assessment-tools/gpr-apr.

Subgroups

In addition to showing IAF's overall ratings, this report shows ratings segmented by Type of Organization.

Type of Organization	Number of Responses
Base Group	52
Grassroots Support Group	72
Co-funding Partner	26

COMPARATIVE COHORTS

Customized Cohort

IAF selected a set of 14 funders to create a smaller comparison group of international funders that more closely resemble the Foundation.

Custom Cohort
Charles Stewart Mott Foundation
Inter-American Foundation
John D. and Catherine T. MacArthur Foundation
Levi Strauss Foundation
Oak Foundation
Resources Legacy Fund/Foundation
Skoll Foundation
The Christensen Fund
The David and Lucile Packard Foundation
The Ford Foundation
The Overbrook Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

Standard Cohorts

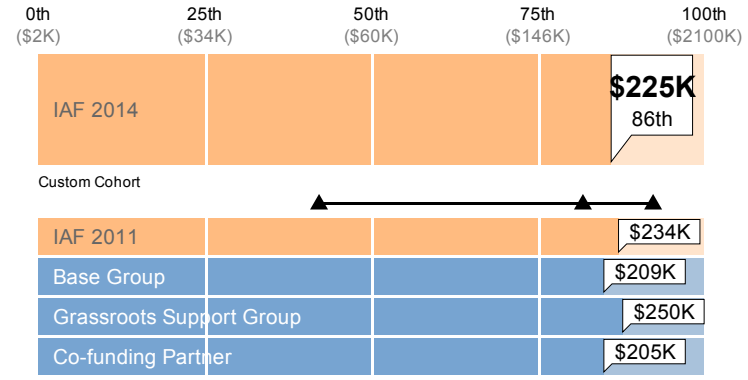
CEP also included eight standard cohorts to allow for comparisons to a variety of different types of funders. A full list of funders in each cohort is provided in the "Funders in Comparative Cohorts" section of the online report.

Cohort Name	Count	Description
Community Foundations	33	All community foundations in the GPR dataset
Health Conversion Foundations	28	All health conversion funders in the GPR dataset
Small Private Funders	60	Private funders with annual giving of less than $10 million
Medium Private Funders	94	Private funders with annual giving of $10 million - $49 million
Large Private Funders	33	Private funders with annual giving of $50 million or more
Regional Funders	194	Funders that make grants in a specific community or region of the US
National Funders	57	Funders that make grants across the US
International Funders	36	Funders that make grants outside the US

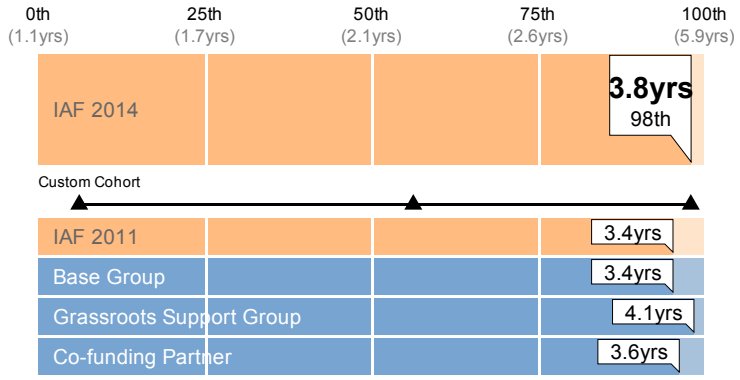
GRANTMAKING CHARACTERISTICS

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.

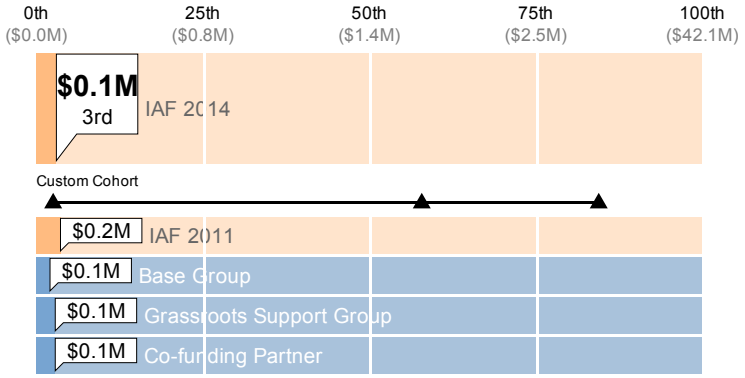
MEDIAN GRANT SIZE



AVERAGE GRANT LENGTH



TYPICAL ORGANIZATIONAL BUDGET

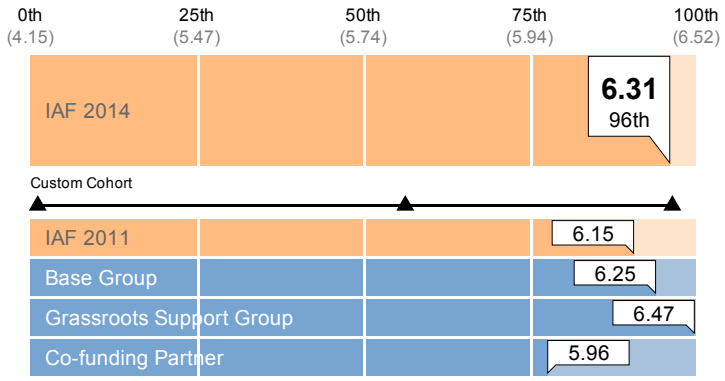


Type of Support (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Percent of grantees receiving operating support	1%	3%	20%	16%
Percent of grantees receiving program/project support	88%	87%	64%	76%
Percent of grantees receiving other types of support	11%	10%	16%	9%

Grant History (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Percentage of first-time grants	63%	78%	29%	34%

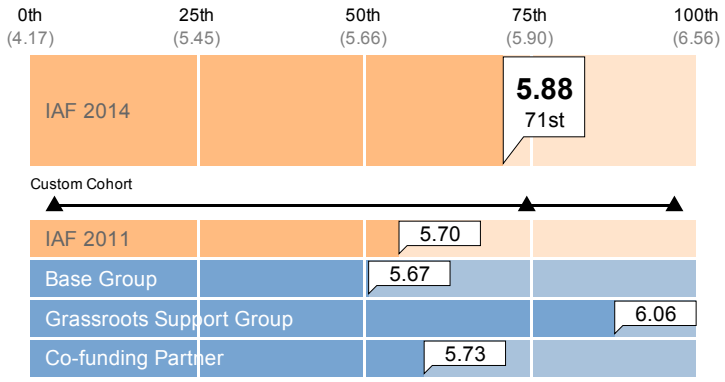
Program Staff Load (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$1.0M	$0.7M	$2.6M	$2.8M
Applications per program full-time employee	43	26	29	14
Active grants per program full-time employee	18	13	33	23

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS



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

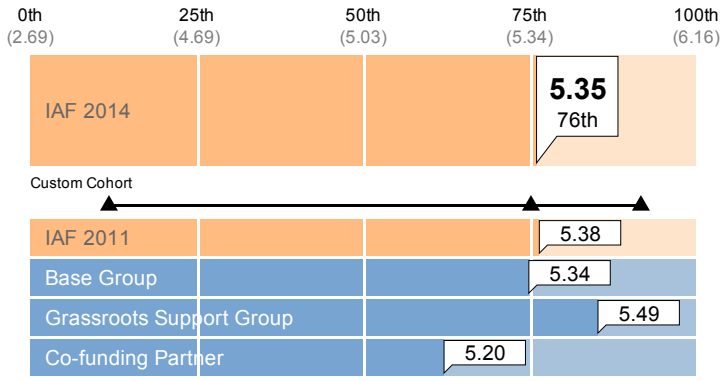
1 = No impact
7 = Significant positive impact



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

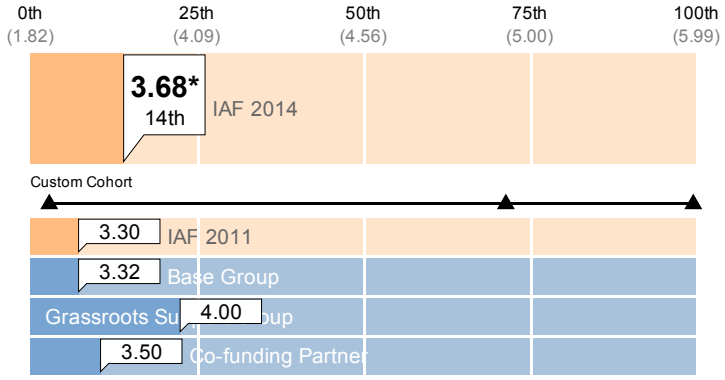
1 = Limited understanding of the field
7 = Regarded as an expert in the field

Advancing Knowledge and Public Policy



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

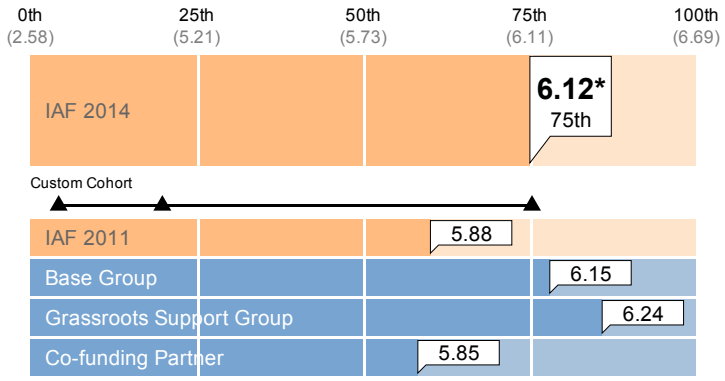
1 = Not at all
7 = Leads the field to new thinking and practice



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

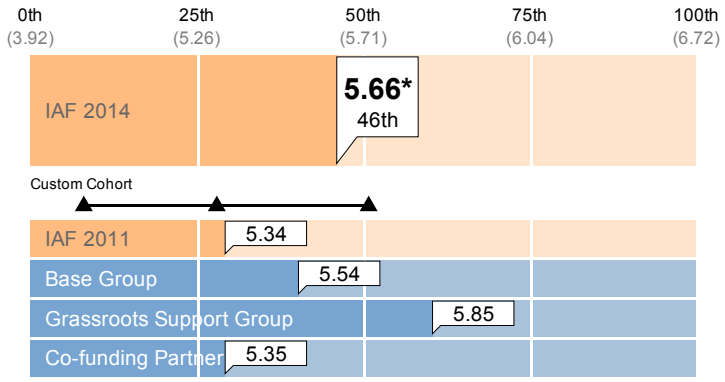
1 = Not at all
7 = Major influence on shaping public policy

IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES



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

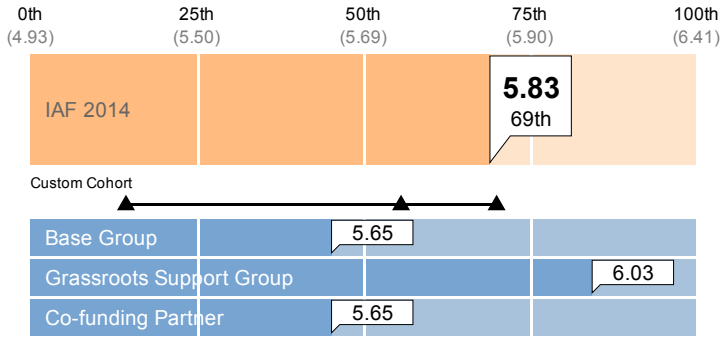
1 = No impact
7 = Significant positive impact



"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

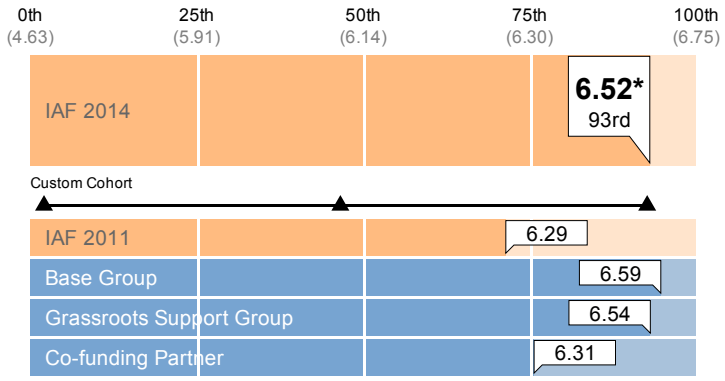
Understanding of Contextual Factors



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

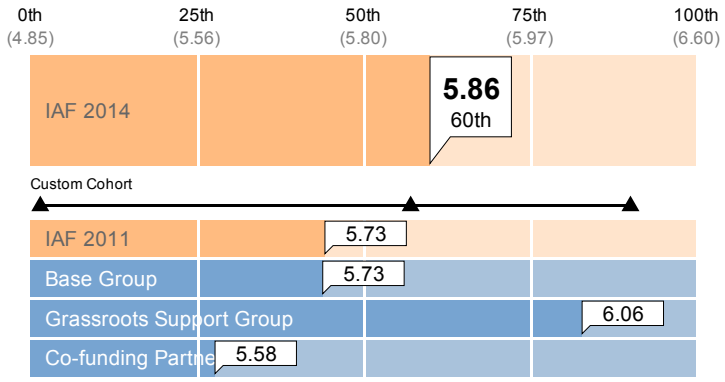
1 = Limited understanding
7 = Thorough understanding

IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS



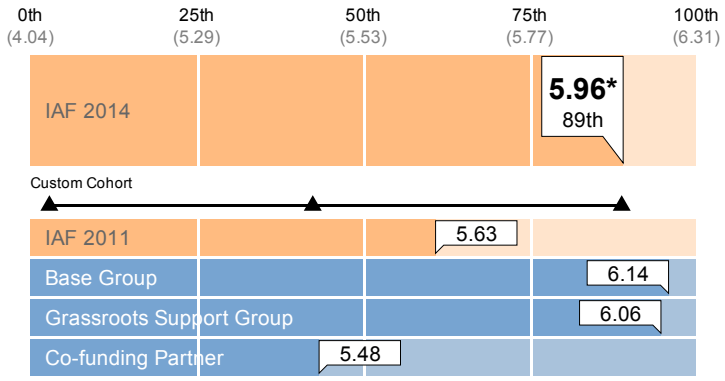
"Overall, how would you rate the Foundation's impact on your organization?"

1 = No impact
7 = Significant positive impact



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

1 = Limited understanding
7 = Thorough understanding



"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

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)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Enhanced Capacity	29%	20%	29%	24%
Expanded Existing Program Work	21%	29%	26%	30%
Maintained Existing Program	21%	24%	20%	18%
Added New Program Work	29%	28%	25%	28%

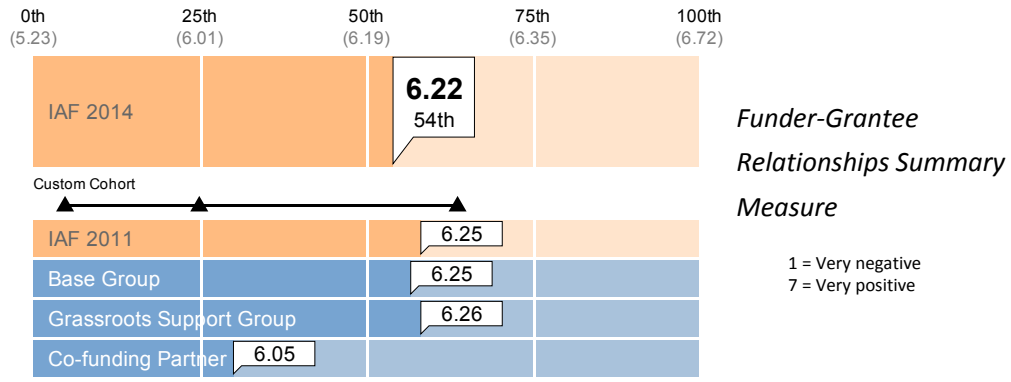
Primary Effect of Grant on Grantee's Organization (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Enhanced Capacity	30%	29%	27%
Expanded Existing Program Work	24%	21%	19%
Maintained Existing Program	22%	19%	19%
Added New Program Work	24%	31%	35%

FUNDER-GRANTEE RELATIONSHIPS

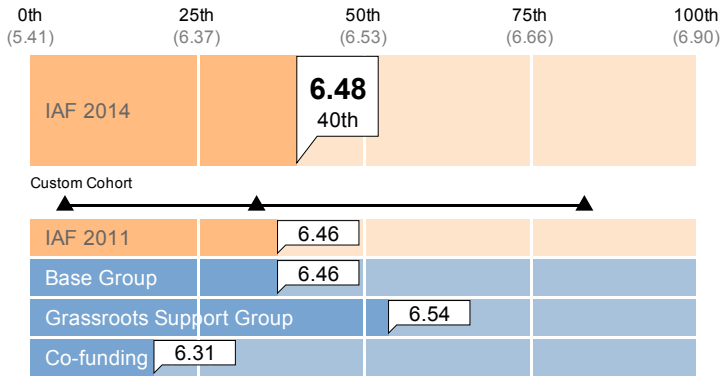
Funder-Grantee Relationships Summary Measure

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

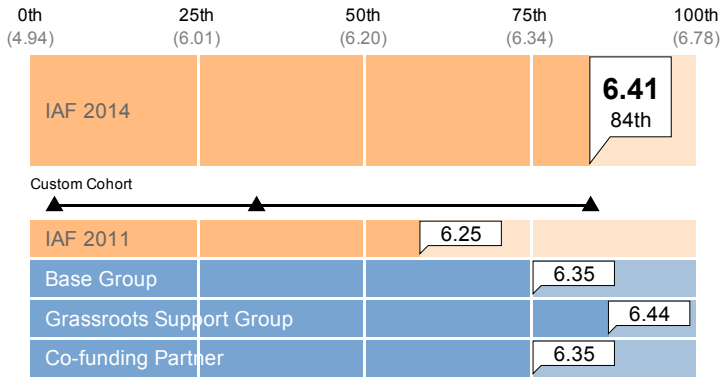


Quality of Interactions



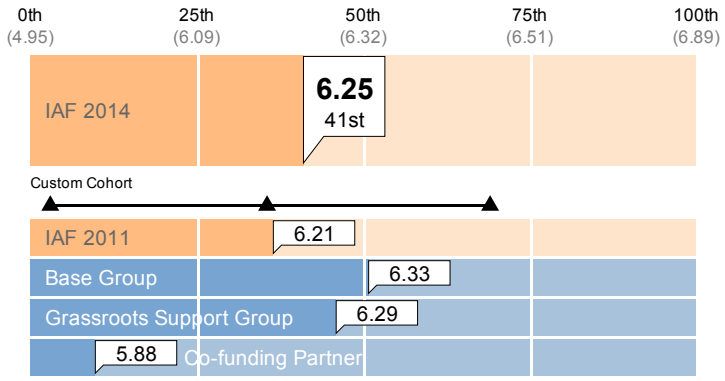
"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly
7 = Extremely fairly



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

1 = Not at all comfortable
7 = Extremely comfortable



"Overall, how responsive was the Foundation staff?"

1 = Not at all responsive
7 = Extremely responsive

Interaction Patterns

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

Frequency of Contact with Program Officer (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Weekly or more often	6%	8%	2%	4%
A few times a month	14%	16%	10%	11%
Monthly	27%	25%	13%	15%
Once every few months	50%	48%	51%	57%
Yearly or less often	3%	4%	24%	13%

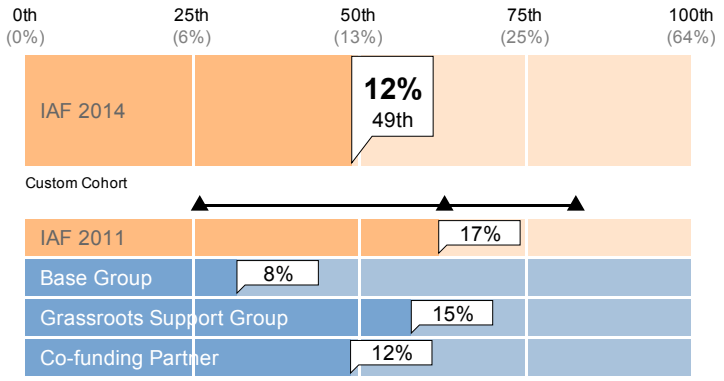
Frequency of Contact with Program Officer (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Weekly or more often	10%	4%	0%
A few times a month	17%	11%	19%
Monthly	27%	25%	38%
Once every few months	40%	60%	38%
Yearly or less often	6%	0%	4%

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

Initiation of Contact with Program Officer (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Program Officer	14%	20%	15%	11%
Both of equal frequency	70%	66%	49%	54%
Grantee	16%	14%	36%	35%

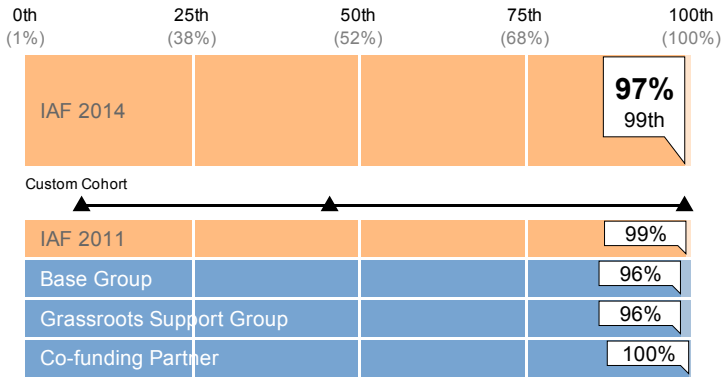
Initiation of Contact with Program Officer (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Program Officer	13%	14%	12%
Both of equal frequency	65%	69%	80%
Grantee	21%	17%	8%

Contact Change and Site Visits



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

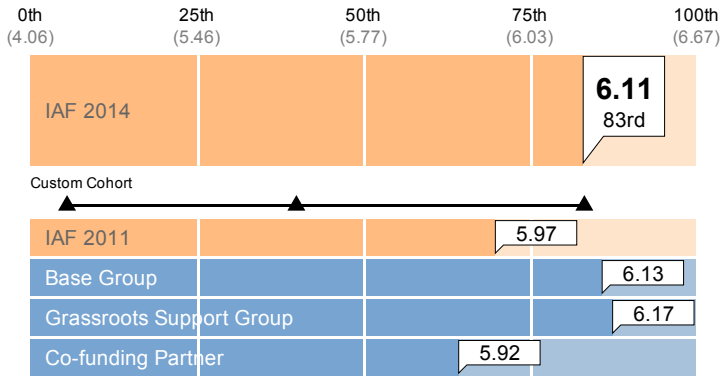
Proportion of grantees responding 'Yes'



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

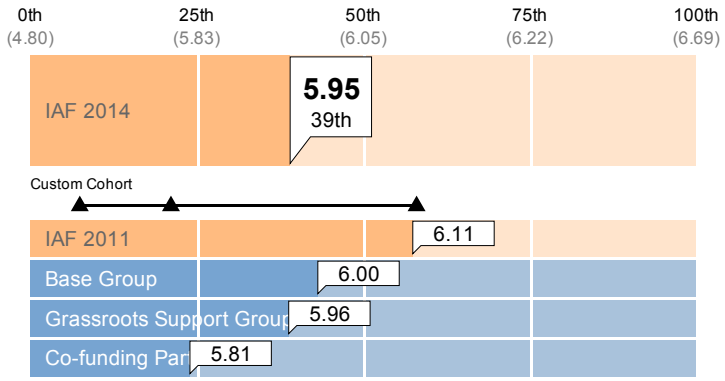
Proportion of grantees responding 'Yes'

Foundation Communication



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

1 = Not at all clearly
7 = Extremely clearly



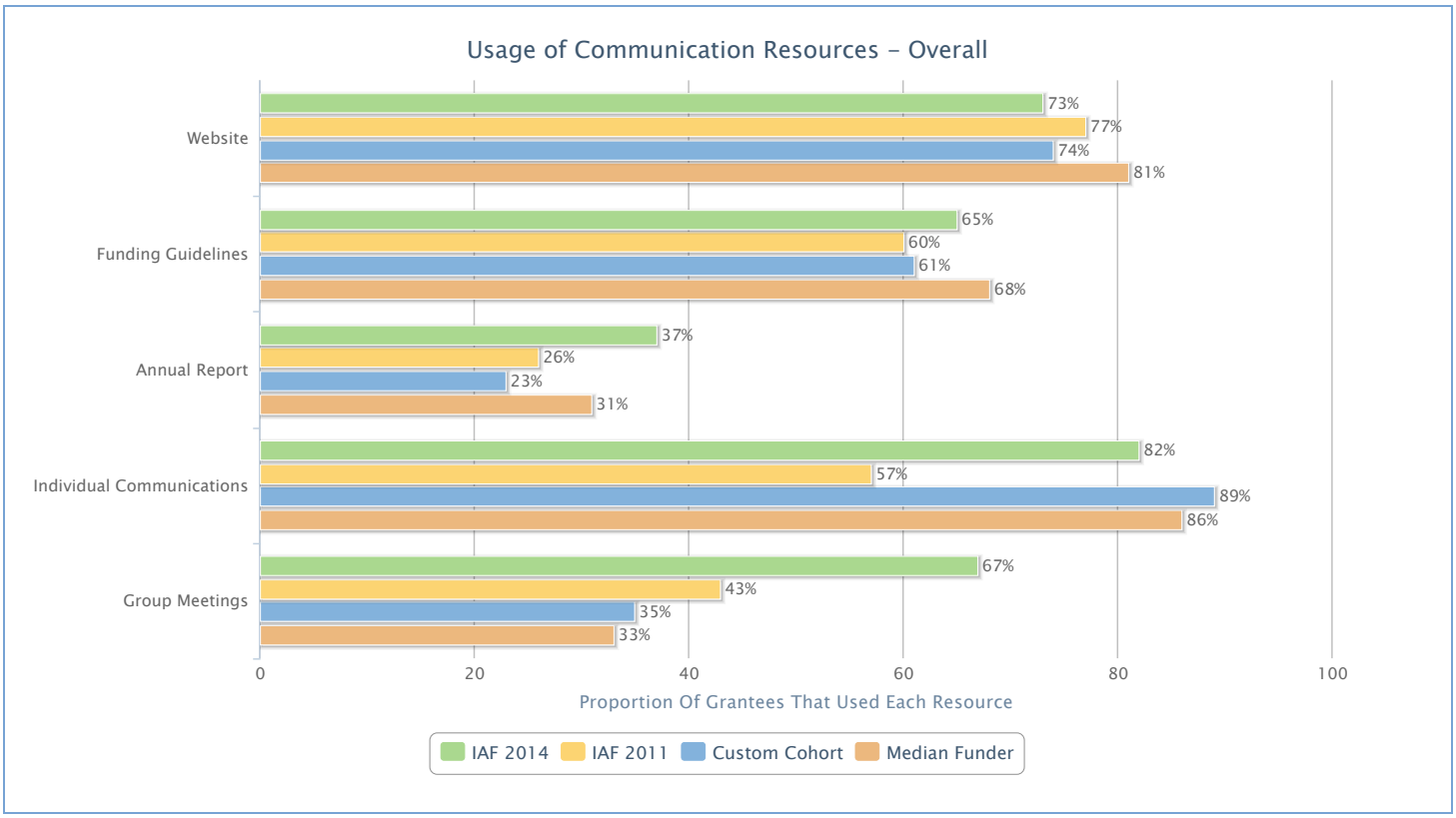
"How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the Foundation?"

1 = Not at all consistent
7 = Completely consistent

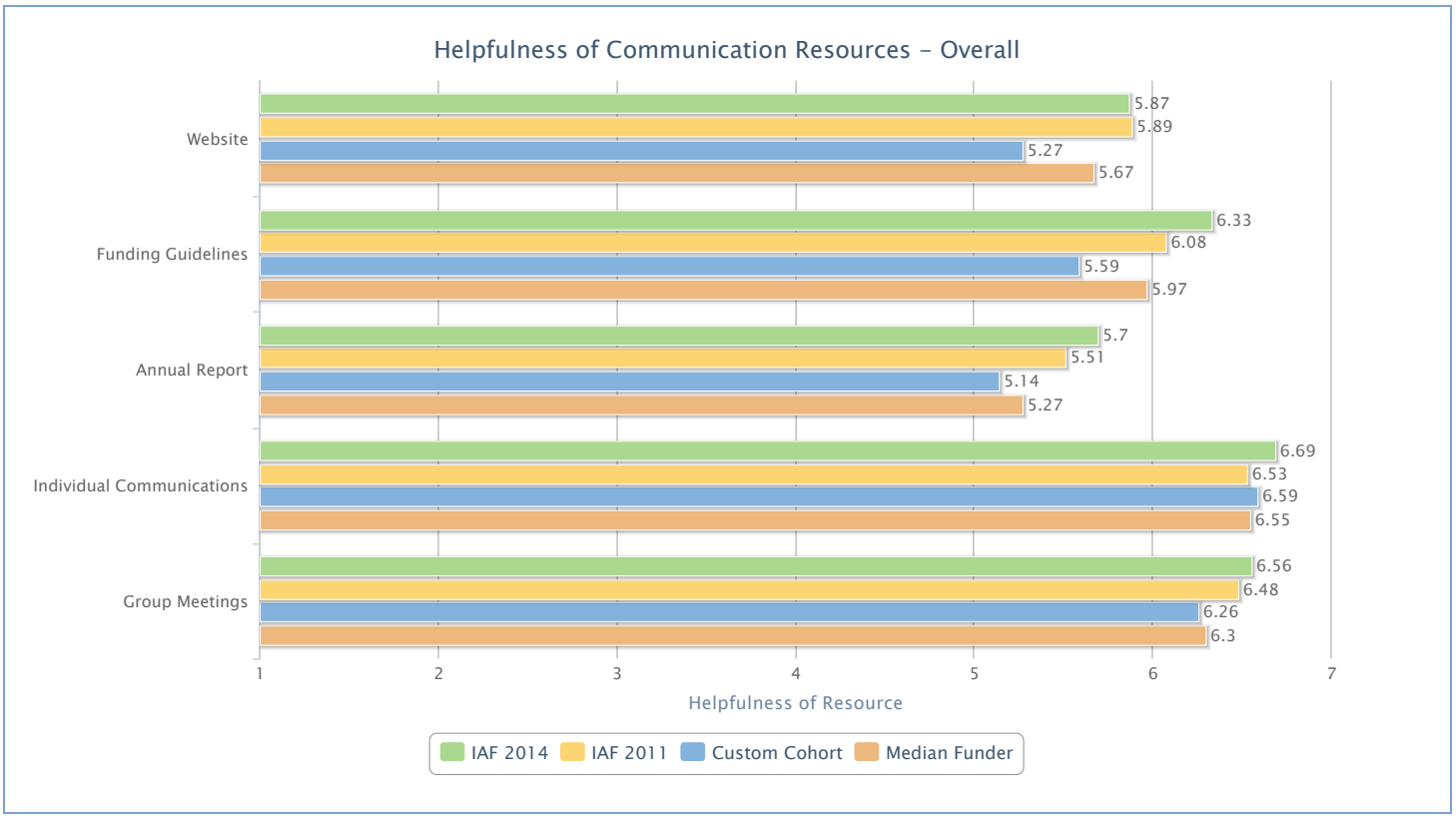
Communication Resources

Grantees were asked whether they used each of the following communications resources from IAF 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."

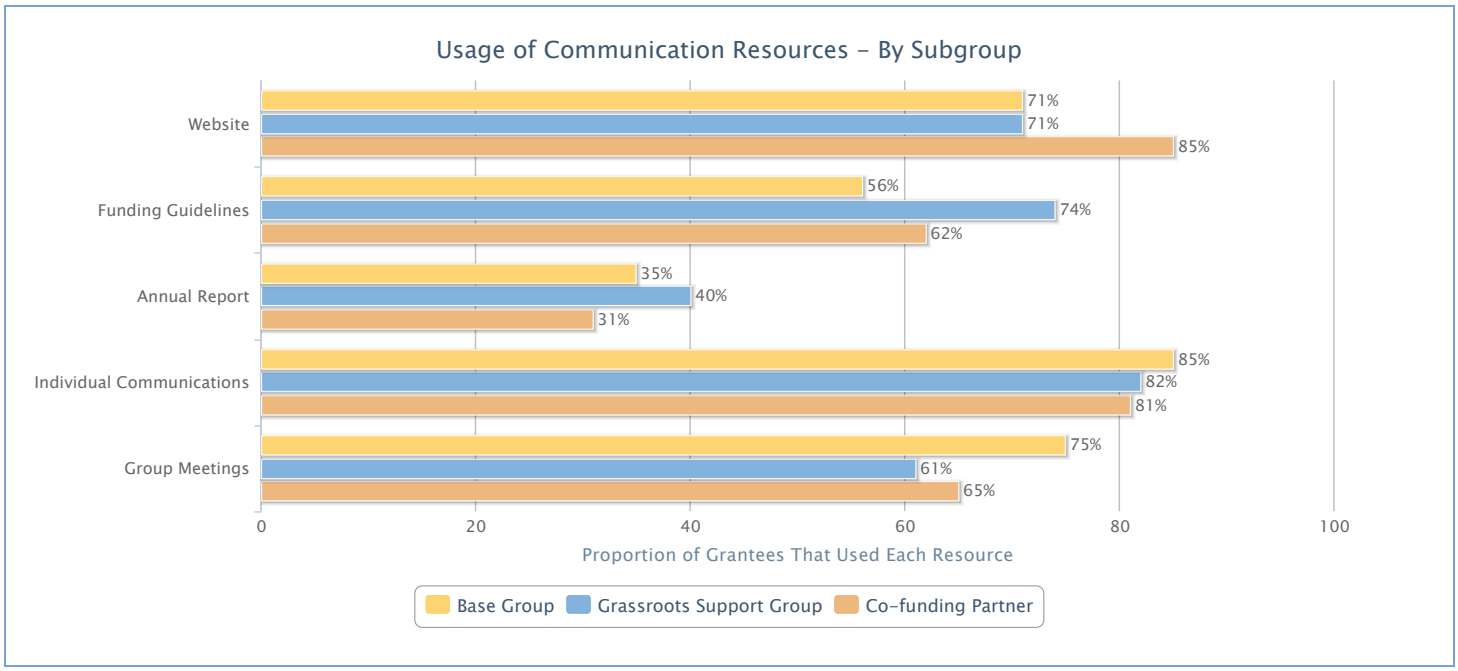


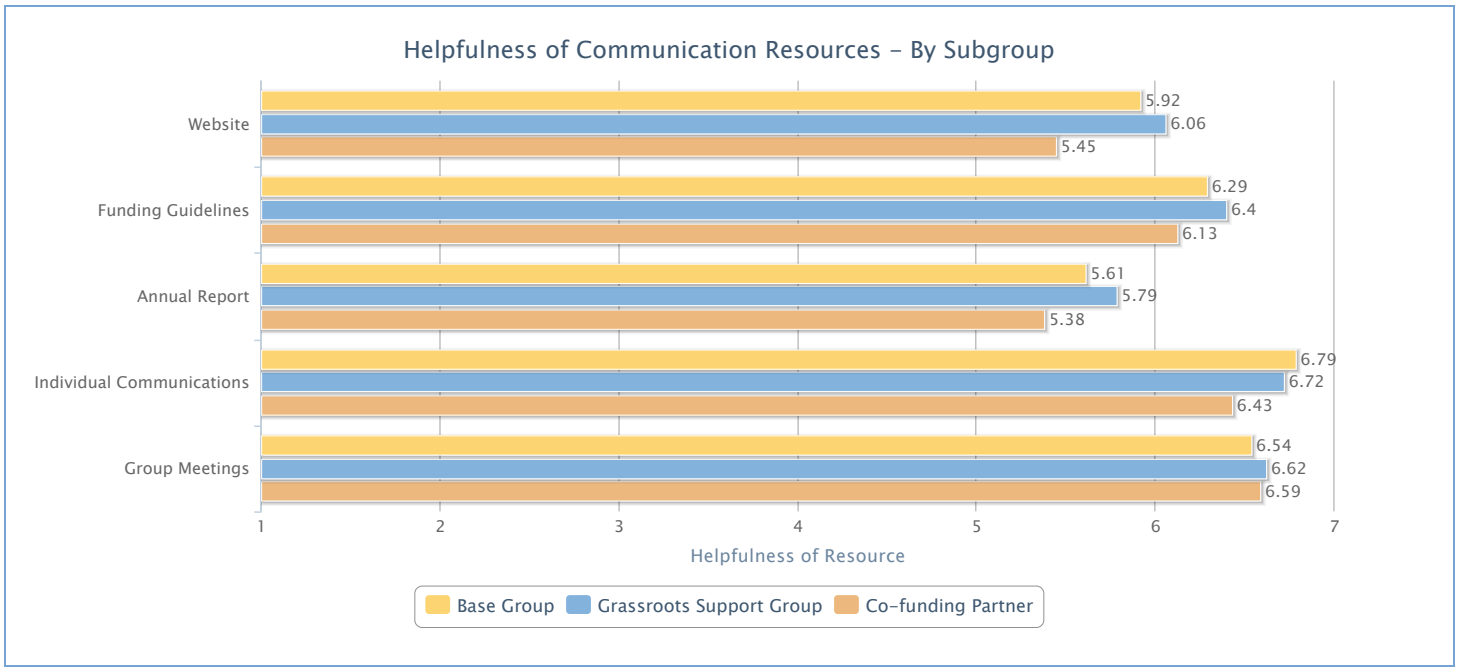
The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."



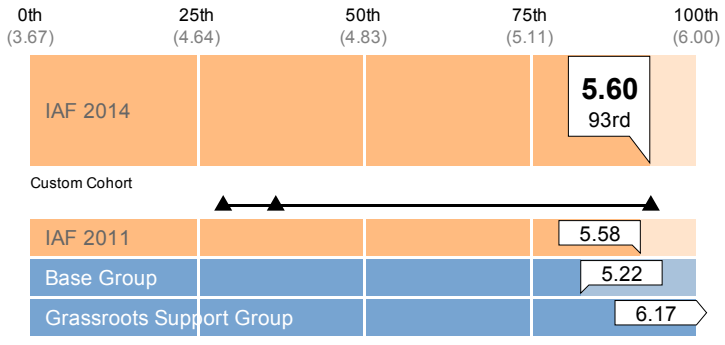
The following charts show the usage and helpfulness of communications resources segmented by subgroup.

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



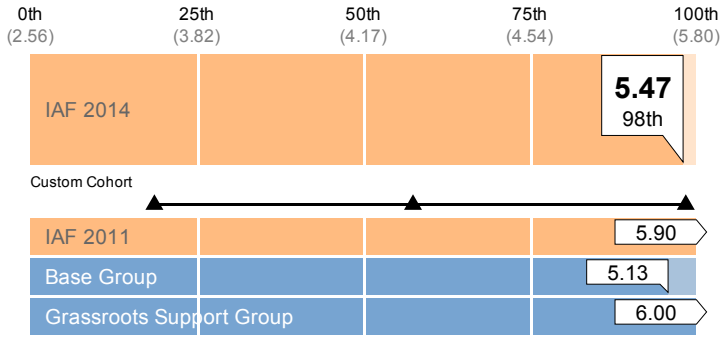


Social Media



"How helpful did you find the Foundation's social media resources to learn about information relevant to the fields or communities in which you work?"

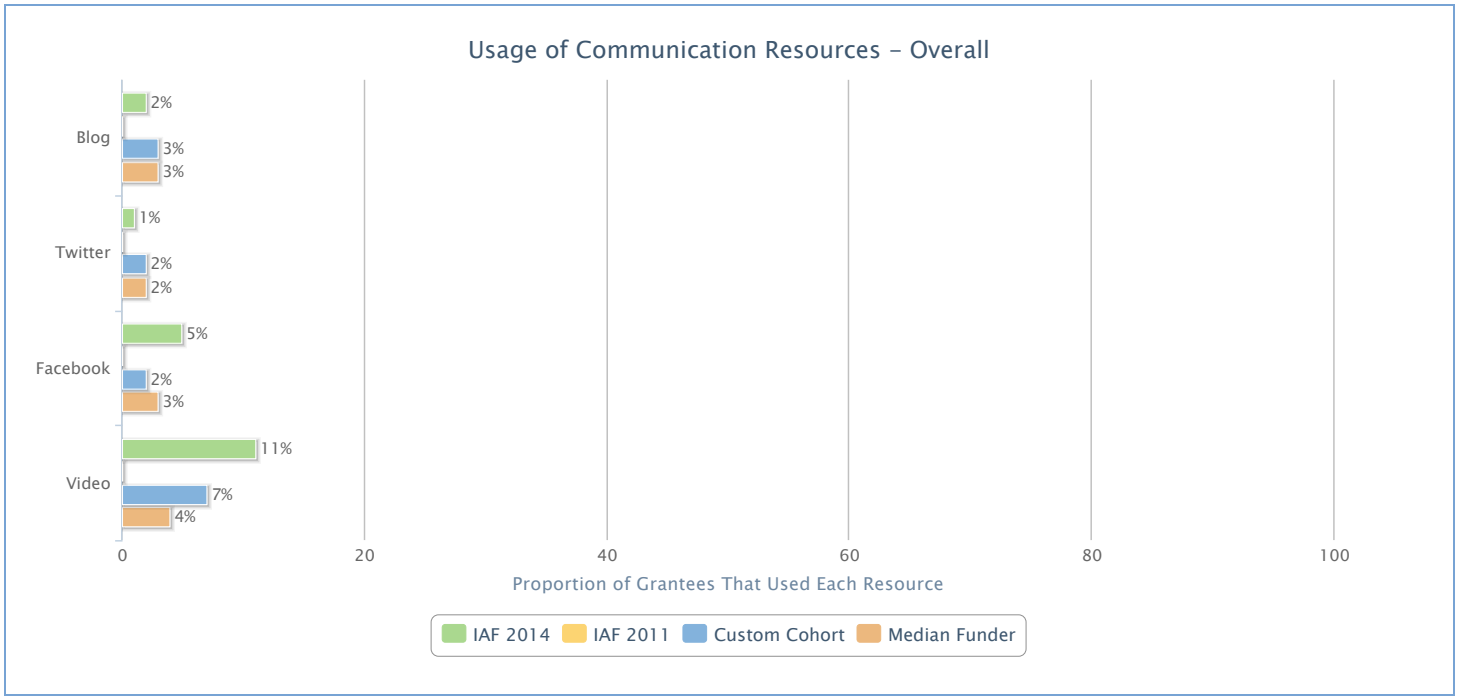
1 = Not at all helpful
7 = Extremely helpful



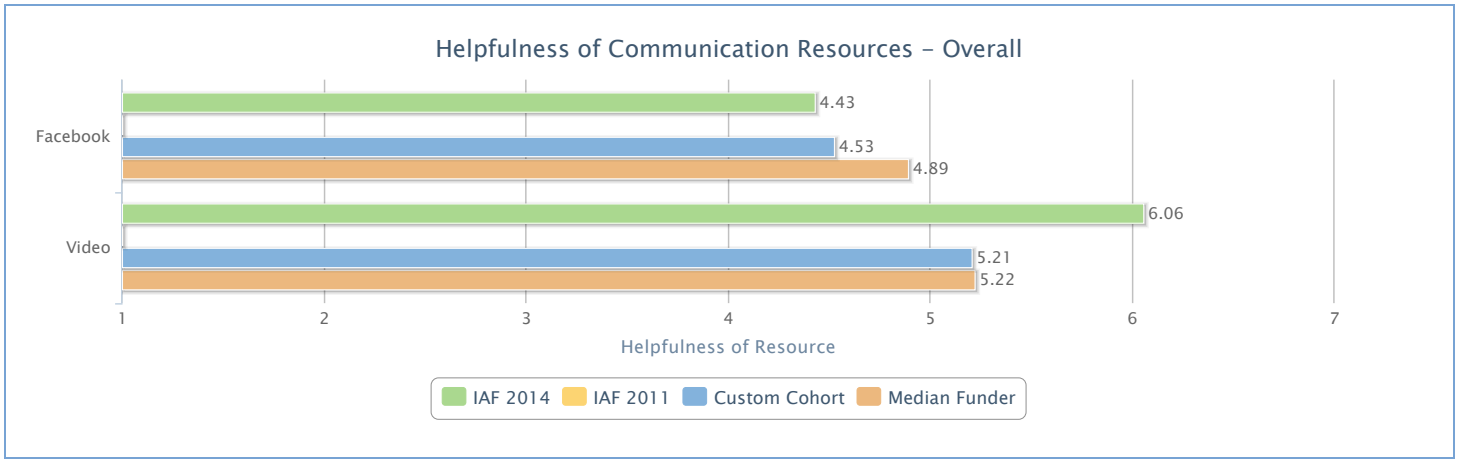
"How helpful did you find the Foundation's social media resources to interact and share ideas with the Foundation?"

1 = Not at all helpful
7 = Extremely helpful

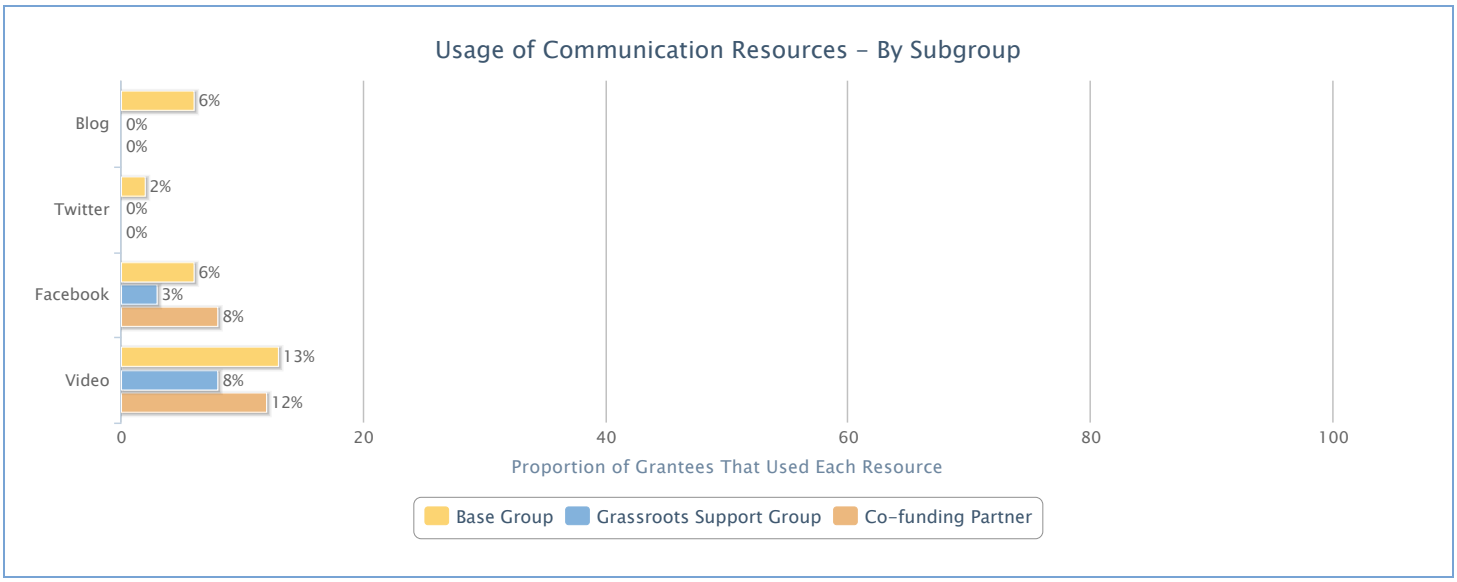
Grantees were asked whether they used each of the following communications resources from IAF and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

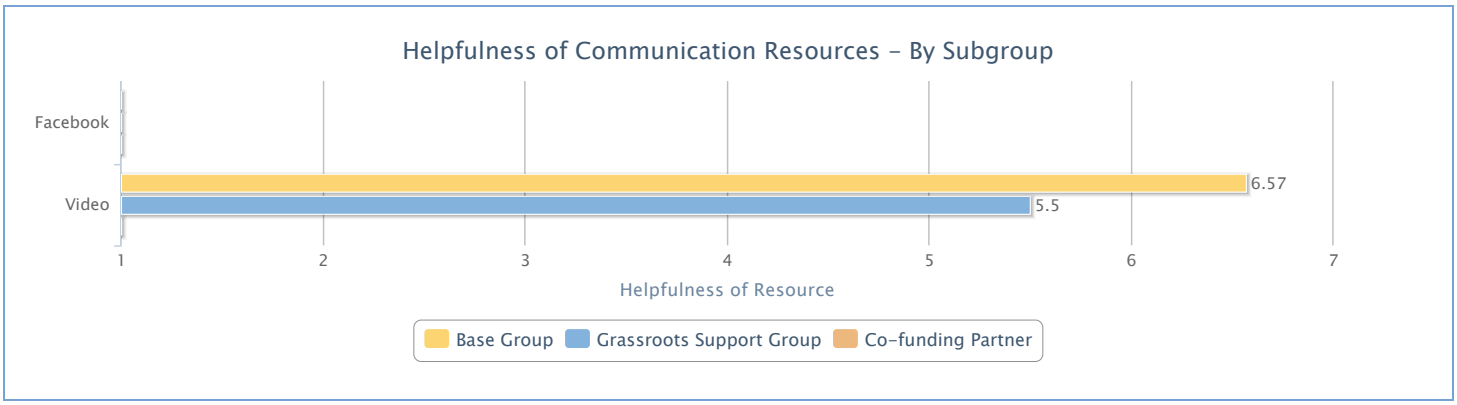


The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

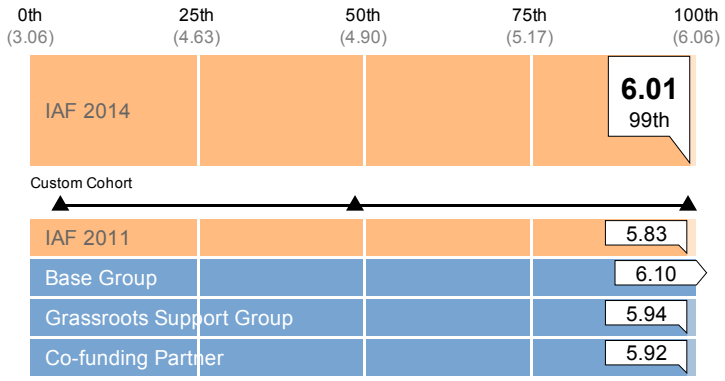


The charts below show the usage and perceived helpfulness of social media segmented by subgroup.



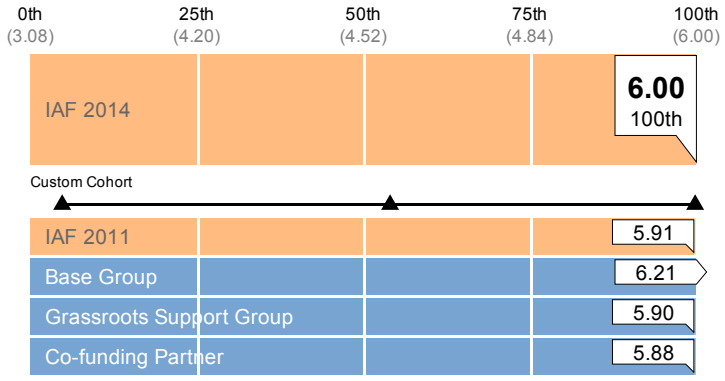


GRANT PROCESSES



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

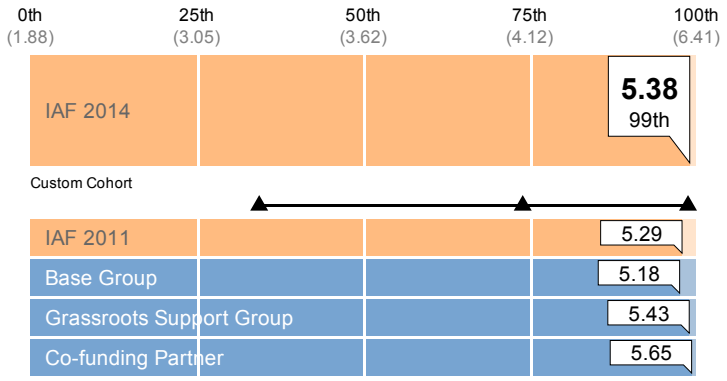
1 = Not at all helpful
7 = Extremely helpful



"How helpful was participating in the Foundation's reporting/evaluation process in strengthening the organization/program funded by the grant?"

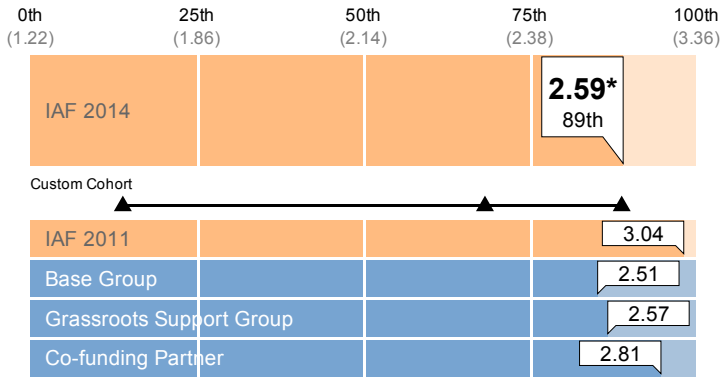
1 = Not at all helpful
7 = Extremely helpful

Selection Process



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

1 = No involvement
7 = Substantial involvement



"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

Time Between Submission and Clear Commitment

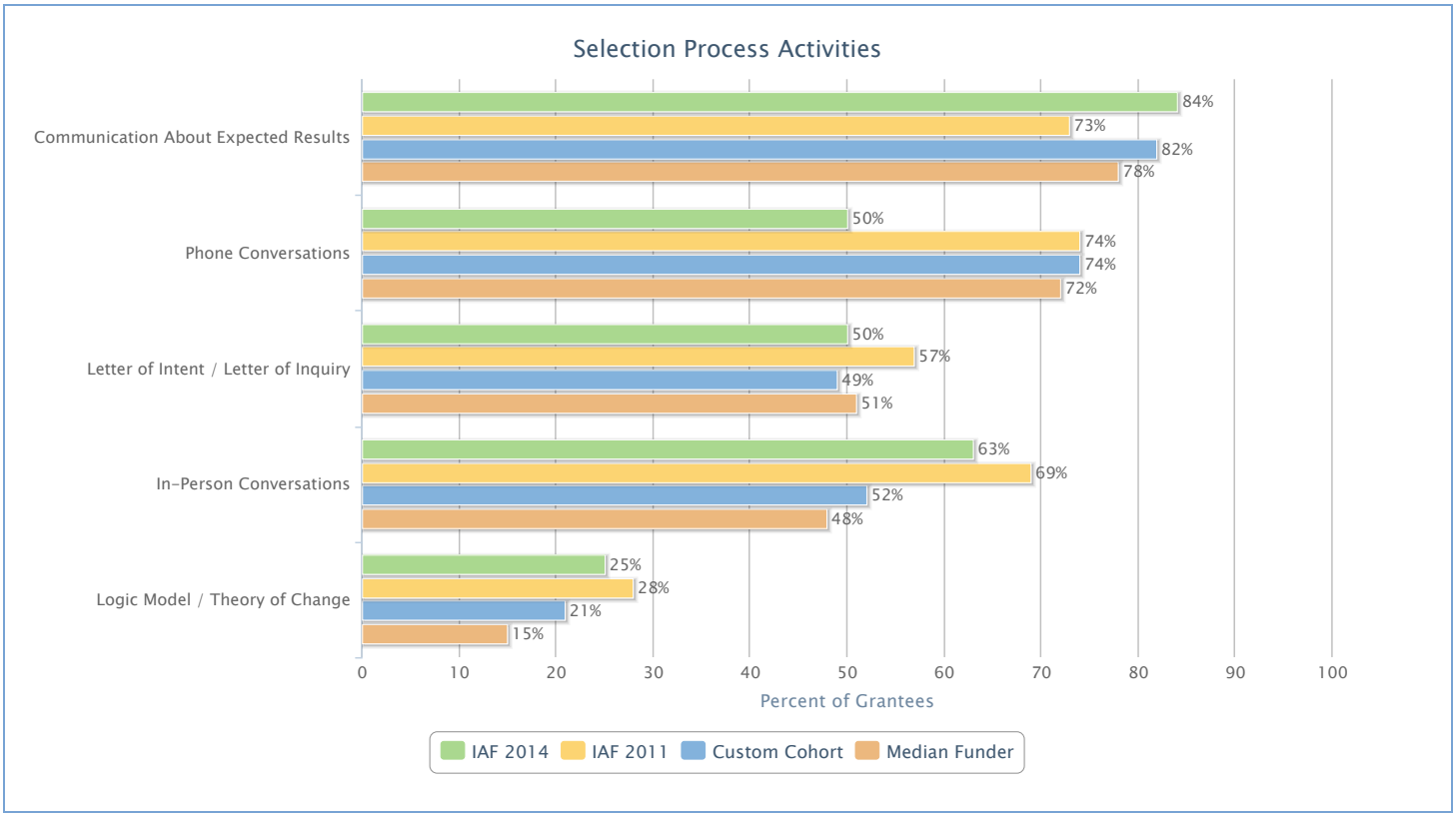
"How much time elapsed from the submission of the grant proposal to clear commitment of funding?"

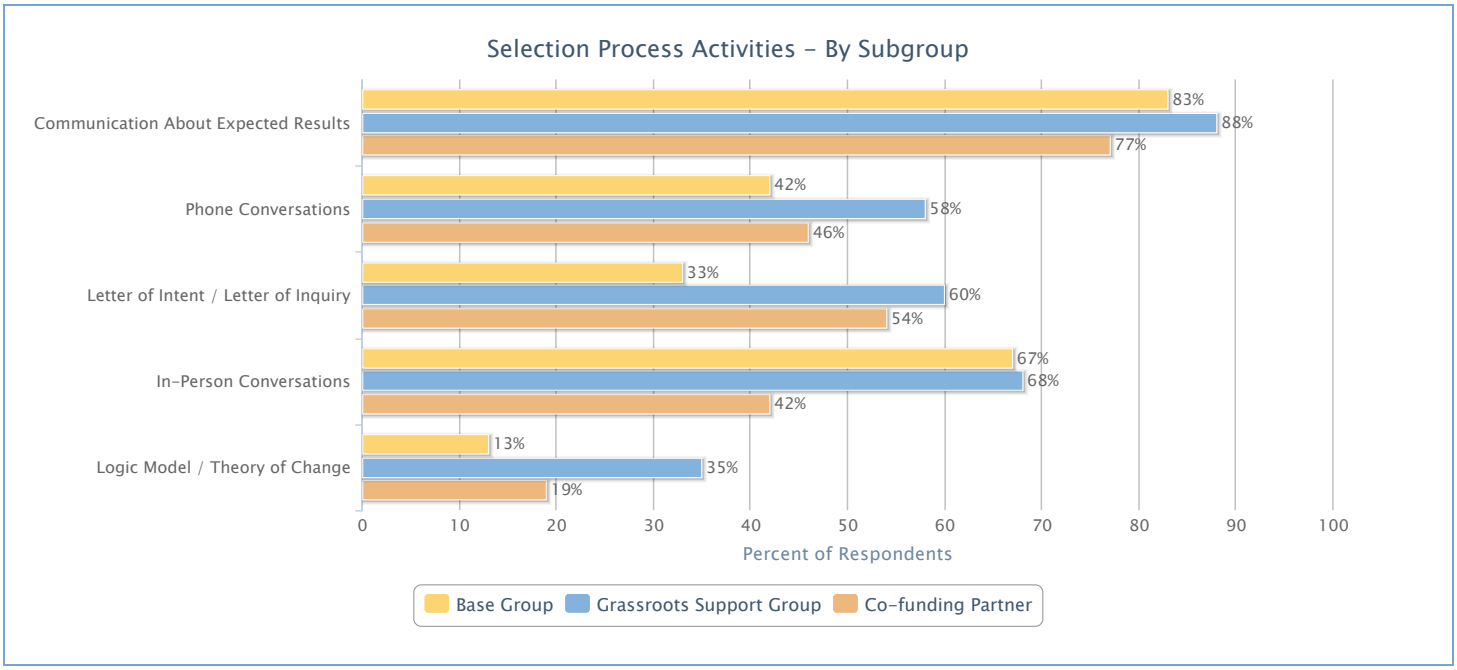
Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than 1 month	0%	1%	6%	7%
1 - 3 months	7%	7%	54%	50%
4 - 6 months	17%	17%	31%	27%
7 - 9 months	17%	19%	5%	7%
10 - 12 months	30%	19%	2%	5%
More than 12 months	30%	38%	2%	4%

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Less than 1 month	0%	0%	0%
1 - 3 months	8%	6%	9%
4 - 6 months	15%	15%	27%
7 - 9 months	13%	20%	18%
10 - 12 months	33%	27%	27%
More than 12 months	31%	32%	18%

Selection Process Activities

"Which selection/proposal process activities were a part of your process?"





Reporting and Evaluation Process

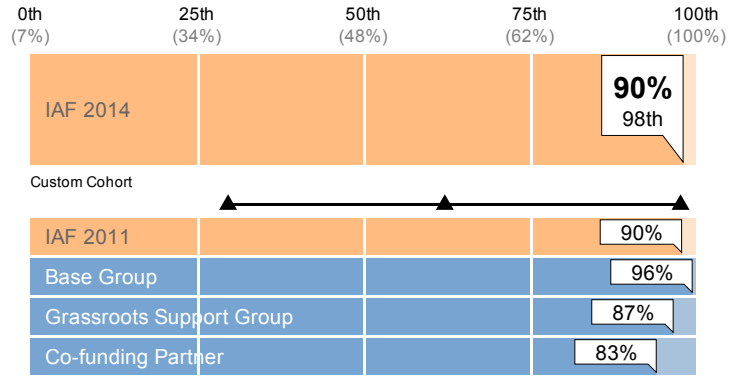
Participation in Reporting and/or Evaluation Processes (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	90%	83%	57%	63%
There will be a report/evaluation but it has not occurred yet	9%	14%	33%	32%
There was/will be no report/evaluation	0%	1%	6%	3%

Involved External Evaluator in Reporting/Evaluation Process (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Yes	69%	83%	20%	33%
No	31%	17%	80%	67%

Behind the Numbers

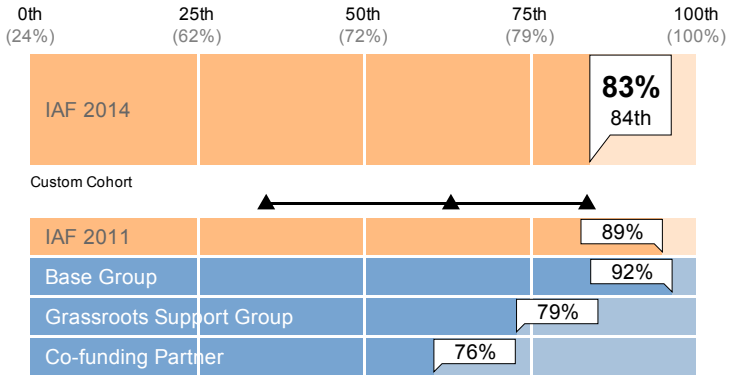
IAF grantees that worked with an external evaluator in the reporting/evaluation process rate significantly higher than other IAF grantees on several measures including:

» IAF's impact on and understanding of their local community
» The extent to which IAF improved their ability to sustain the funded work
» Their comfort approaching the Foundation if a problem arises
» How clearly IAF communicated its goals and strategy
» The helpfulness of the reporting/evaluation process in strengthening their organizations
» IAF's awareness of challenges facing their organizations
» The extent to which IAF helped their organizations address challenges facing their organizations



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

Proportion responding 'Yes'

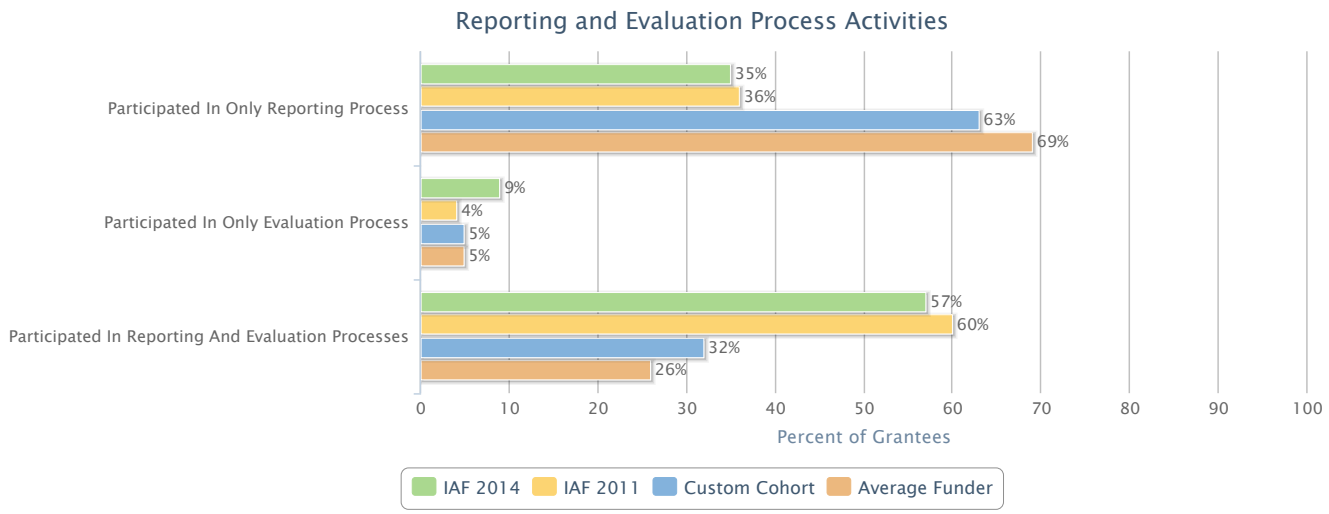


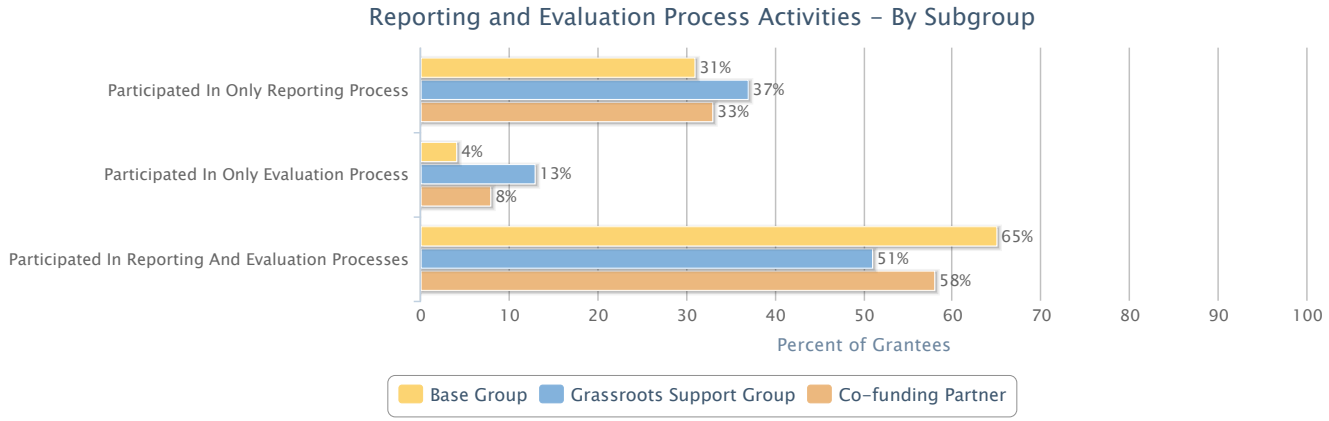
"At any point during the application or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?"

Proportion responding 'Yes'

Reporting and Evaluation Process Activities

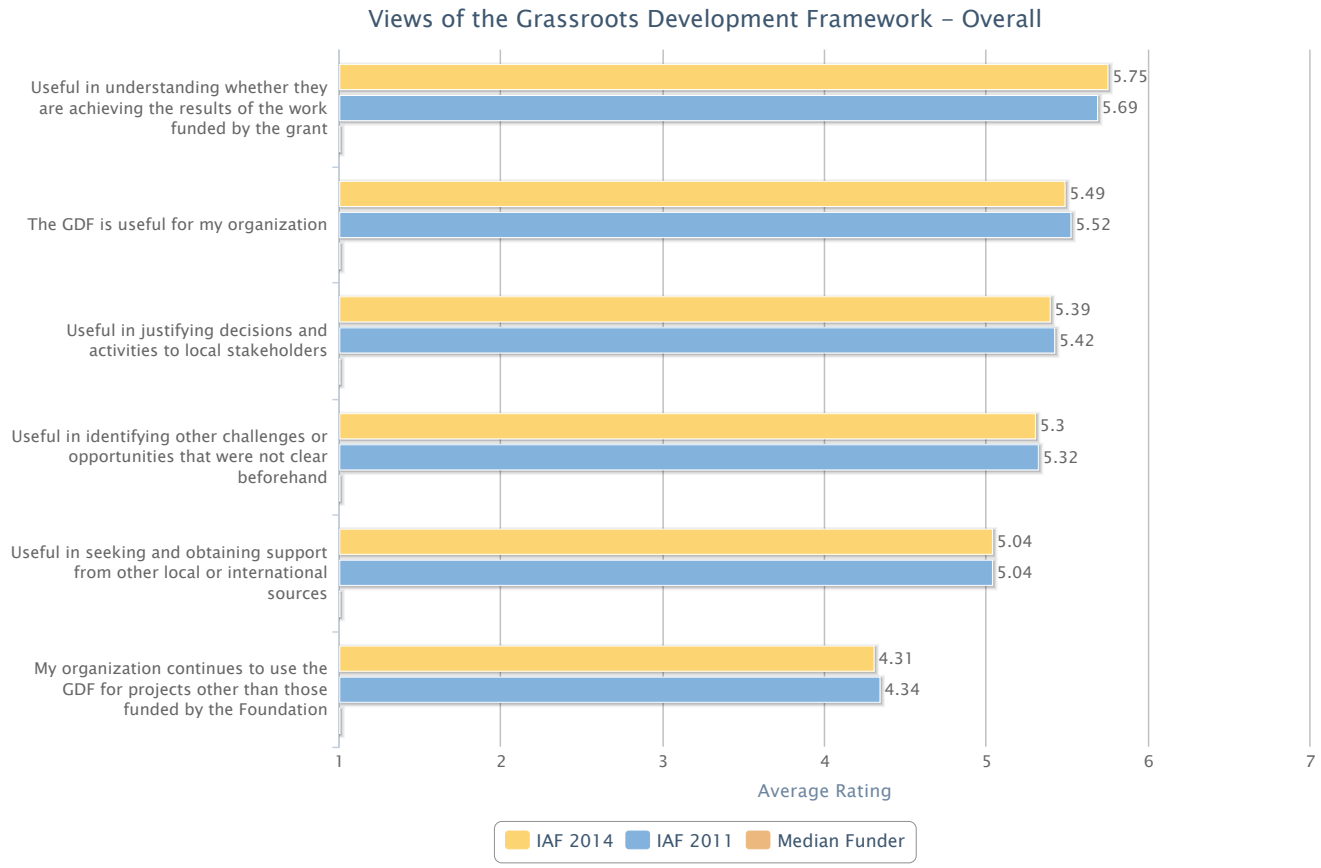
"Which reporting/evaluation process activities were a part of your process?"

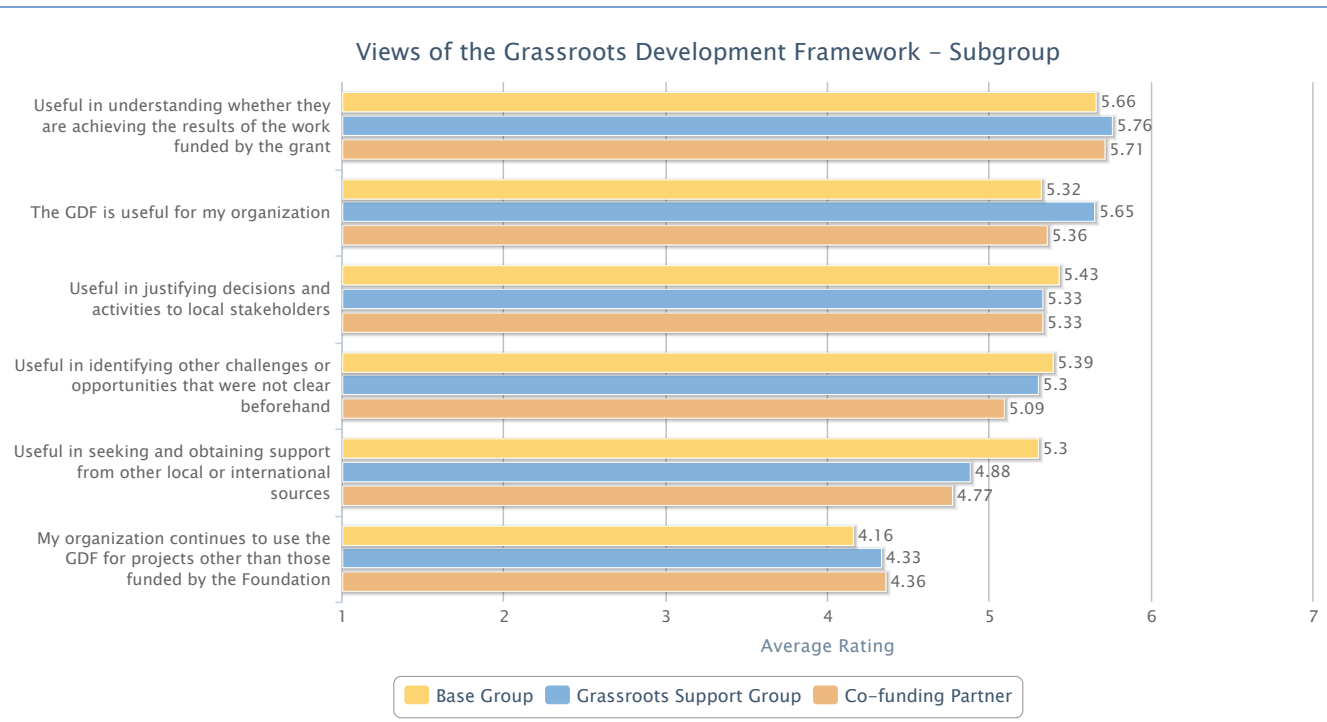




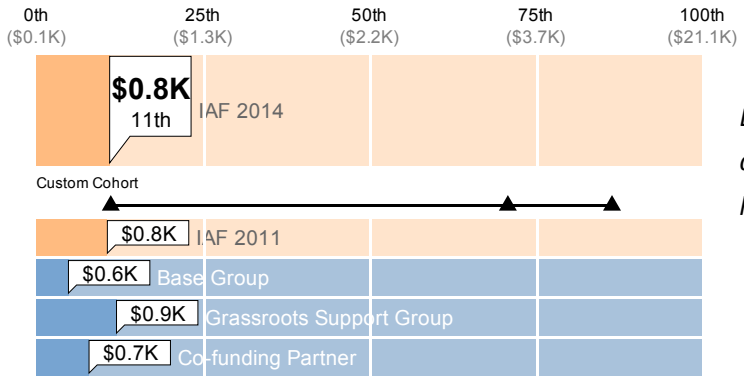
Grassroots Development Framework

Please rate how strongly you agree or disagree with the following statements according to your experience utilizing the Grassroots Development Framework (GDF). *(1 = Strongly disagree, 4 = Neither agree nor disagree, 7 = Strongly agree)*



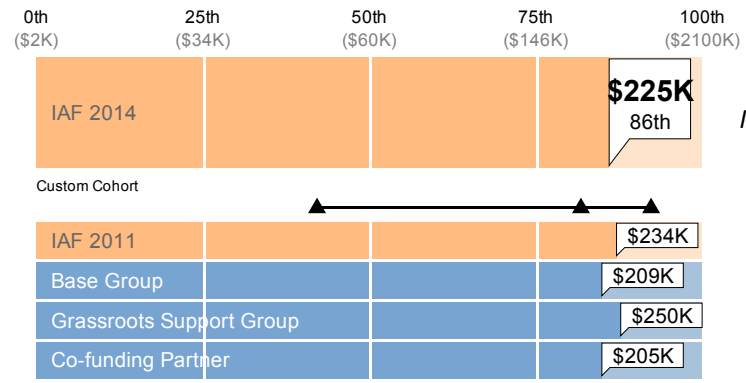


DOLLAR RETURN AND TIME SPENT ON PROCESSES

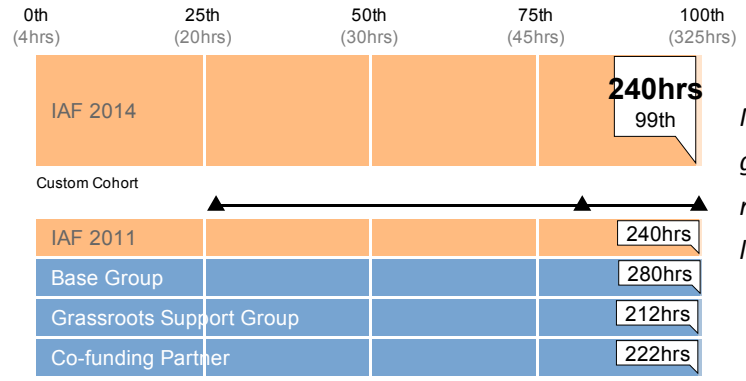


Dollar Return: Median grant dollars awarded per process hour required

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



Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime

Time Spent on Selection Process

Time Spent On Proposal And Selection Process (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	3%	2%	24%	13%
10 to 19 hours	1%	3%	23%	16%
20 to 29 hours	3%	3%	17%	16%
30 to 39 hours	7%	7%	7%	9%
40 to 49 hours	14%	7%	11%	14%
50 to 99 hours	21%	22%	10%	16%
100 to 199 hours	20%	22%	5%	10%
200+ hours	30%	34%	3%	6%

Time Spent On Proposal And Selection Process (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median Hours	100 hrs	100 hrs	20 hrs	40 hrs

Time Spent On Proposal And Selection Process (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
1 to 9 hours	6%	3%	0%
10 to 19 hours	2%	0%	4%
20 to 29 hours	4%	3%	4%
30 to 39 hours	8%	7%	4%
40 to 49 hours	8%	13%	31%
50 to 99 hours	27%	20%	12%
100 to 199 hours	15%	24%	23%
200+ hours	29%	31%	23%

Time Spent On Proposal And Selection Process (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Median Hours	80 hrs	120 hrs	88 hrs

Time Spent on Reporting and Evaluation Process

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	18%	13%	56%	39%
10 to 19 hours	21%	16%	19%	25%
20 to 29 hours	13%	13%	10%	13%
30 to 39 hours	7%	8%	4%	5%
40 to 49 hours	4%	9%	3%	5%
50 to 99 hours	15%	15%	4%	8%
100+ hours	21%	26%	4%	6%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median Hours Per Year	27 hrs	33 hrs	7 hrs	12 hrs

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
1 to 9 hours	19%	18%	19%
10 to 19 hours	13%	27%	15%
20 to 29 hours	6%	19%	12%
30 to 39 hours	6%	3%	19%
40 to 49 hours	4%	4%	4%
50 to 99 hours	19%	16%	8%
100+ hours	33%	12%	23%

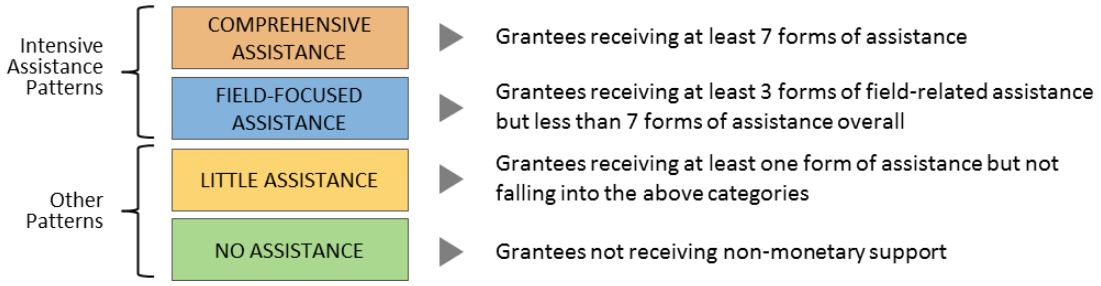
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Median Hours Per Year	57 hrs	20 hrs	31 hrs

NON-MONETARY ASSISTANCE

Non-Monetary Assistance Patterns

Grantees were asked to indicate whether they had received any of 14 types of assistance provided directly or paid for by the Foundation. The specific types of assistance asked about are listed at the end of this section.

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)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Comprehensive	10%	12%	6%	6%
Field-focused	18%	12%	9%	12%
Little	58%	52%	36%	41%
None	14%	23%	50%	42%

Non-Monetary Assistance Patterns (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Comprehensive	13%	8%	8%
Field-focused	15%	24%	8%
Little	56%	53%	73%
None	15%	15%	12%

Behind the Numbers

IAF grantees that received field-focused or comprehensive non-monetary assistance rate significantly higher than grantees that received little or no assistance on several measures including:

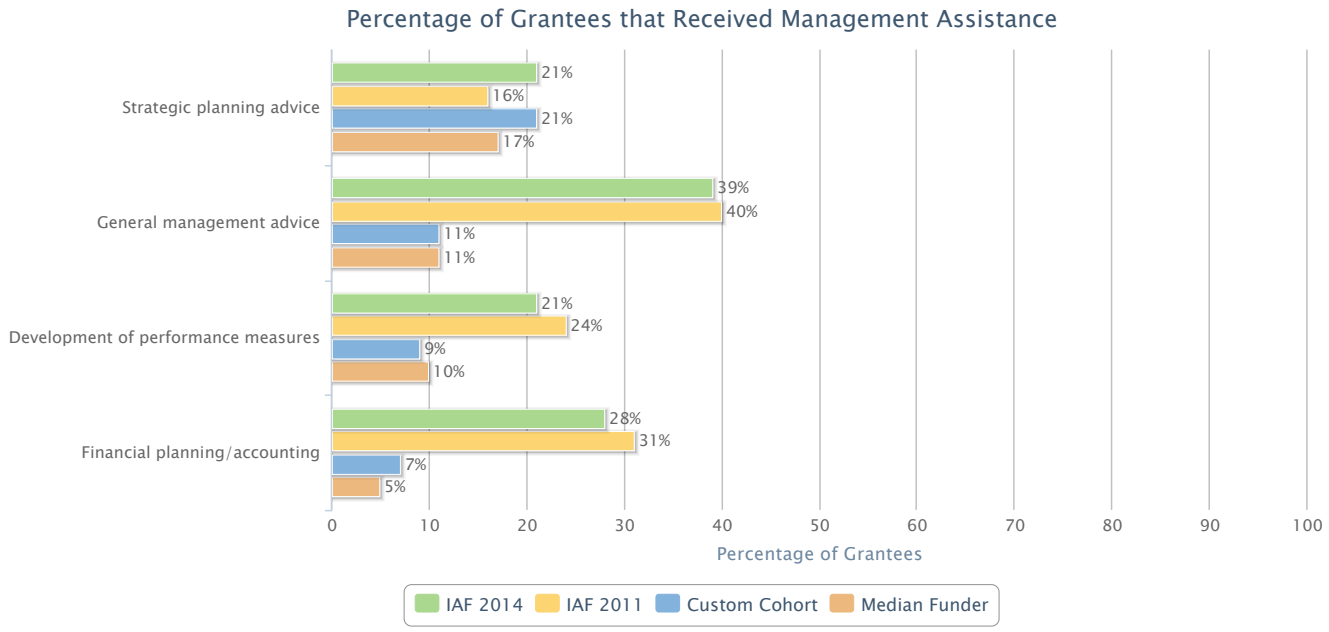
» IAF's impact on and understanding of their fields, local communities, and organizations
» The strength of their relationship with the Foundation
» The extent to which IAF improved their ability to sustain the funded work
» The helpfulness of the reporting/evaluation process in strengthening their organizations
» IAF's awareness of challenges facing their organizations
» The extent to which IAF helped their organizations address challenges facing their organizations

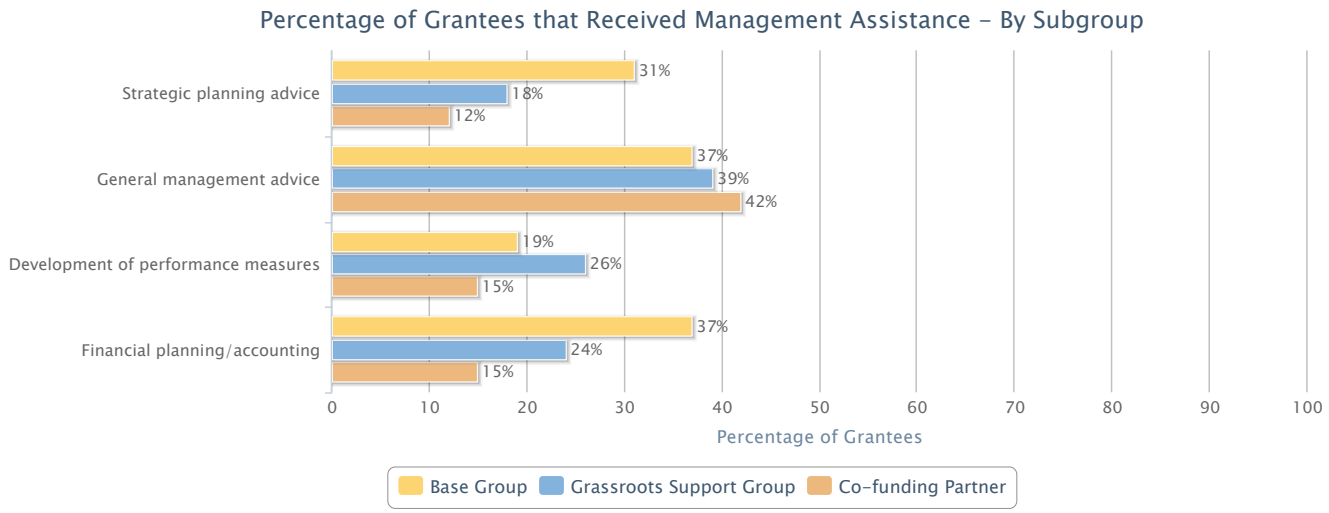
Grantees were asked to select whether they had received any of the following types of assistance provided directly or paid for by the Foundation:

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

Management Assistance Activities

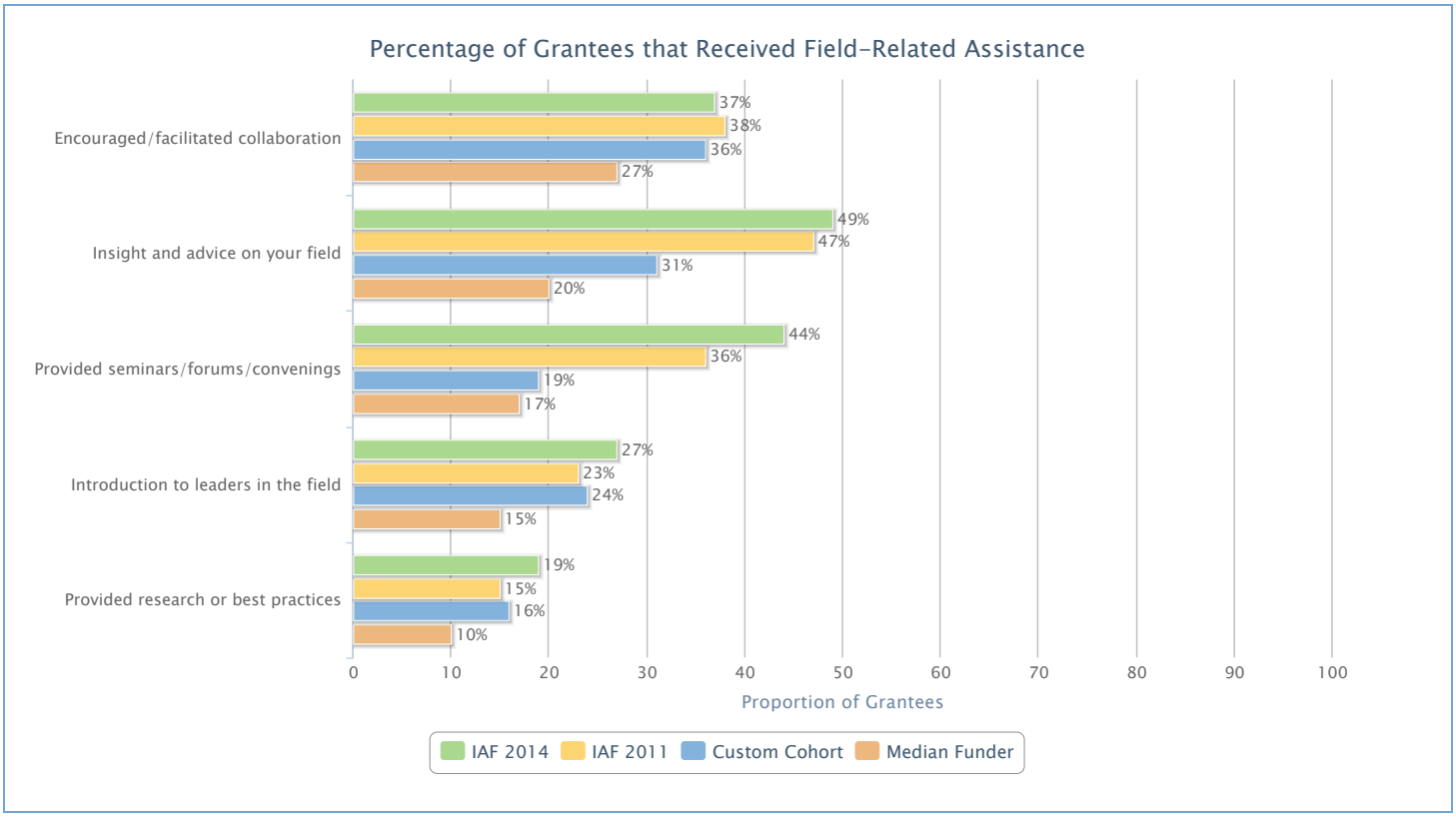
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

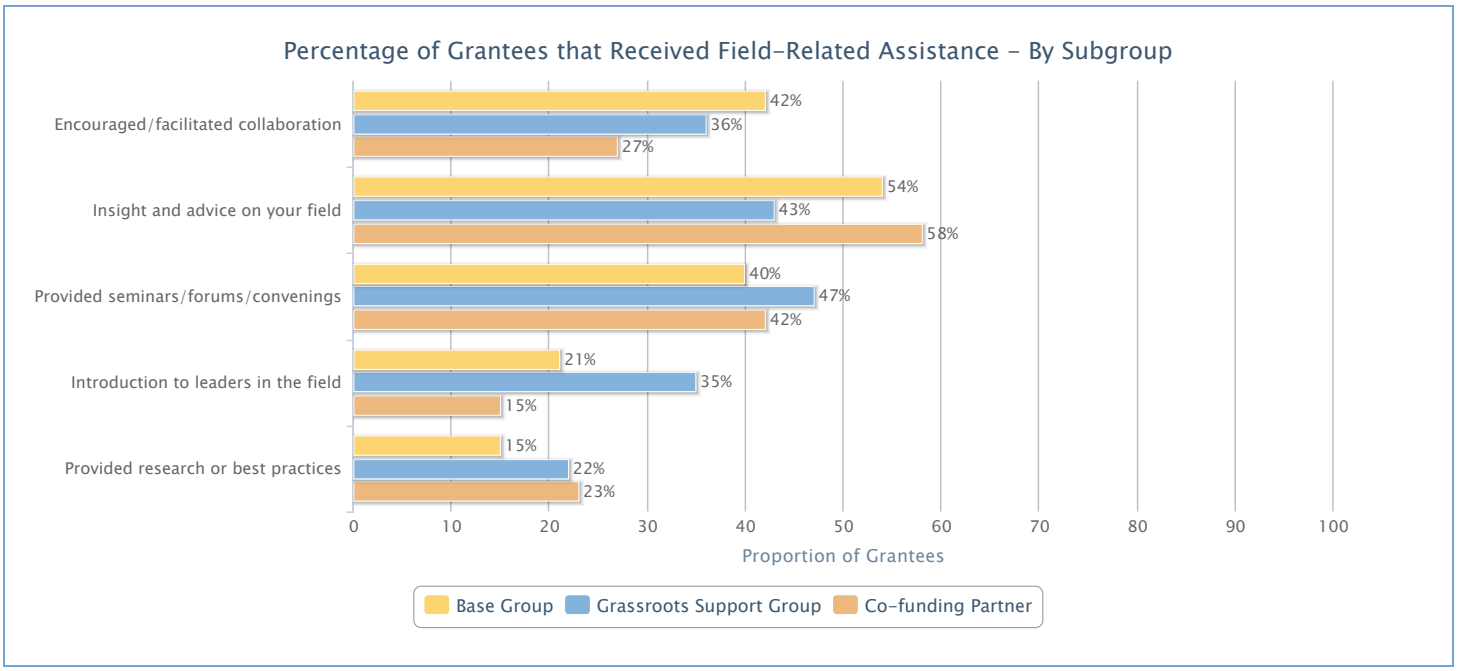




Field-Related Assistance Activities

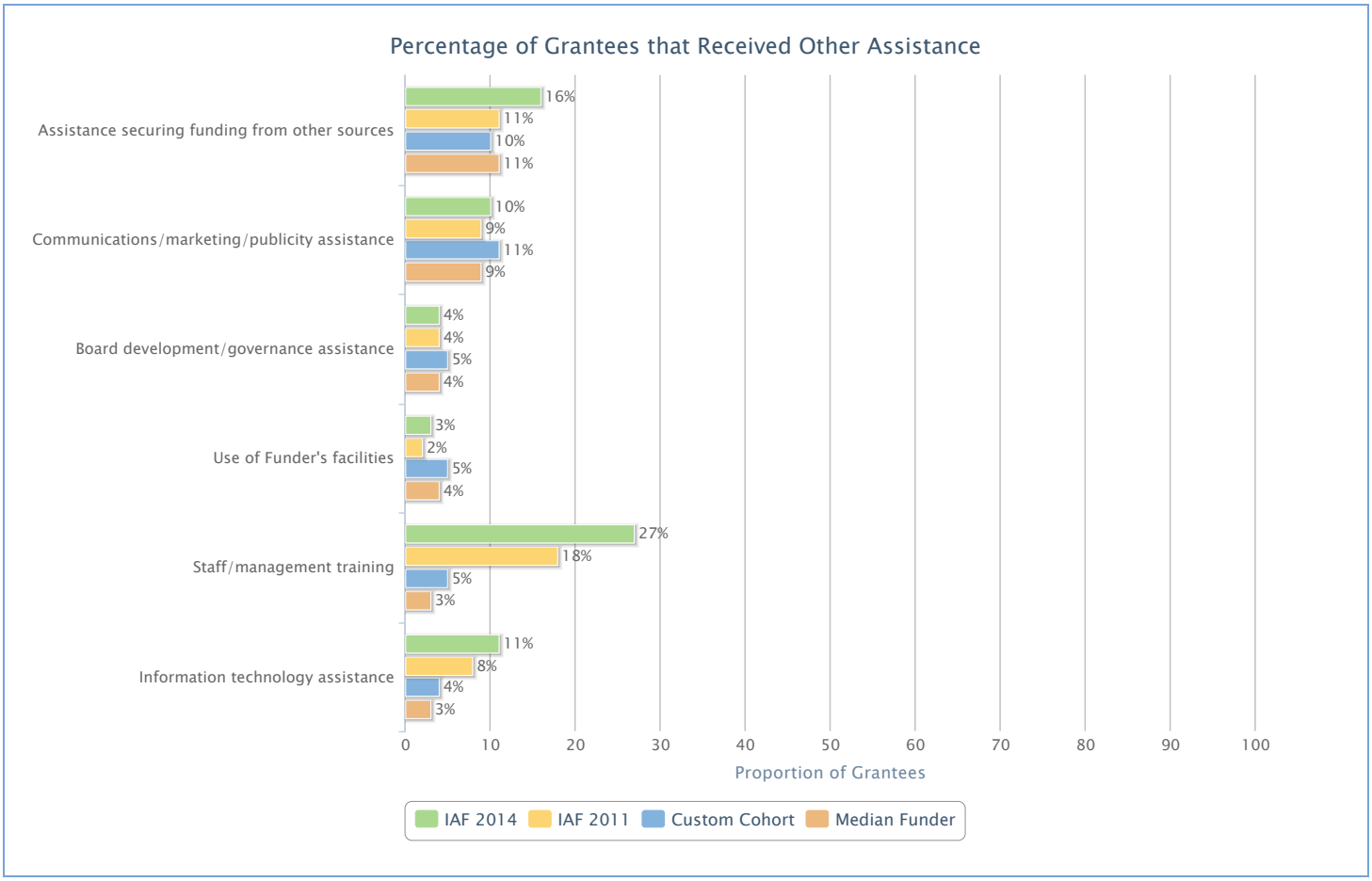
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

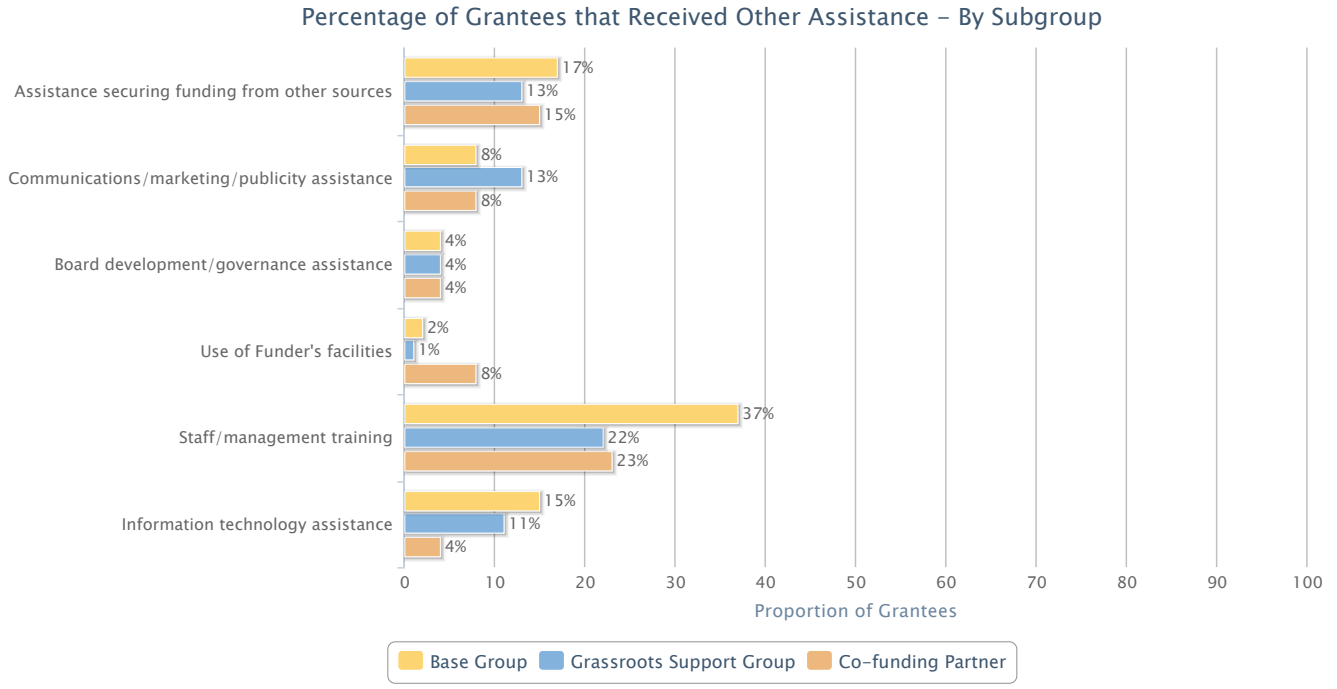




Other Assistance Activities

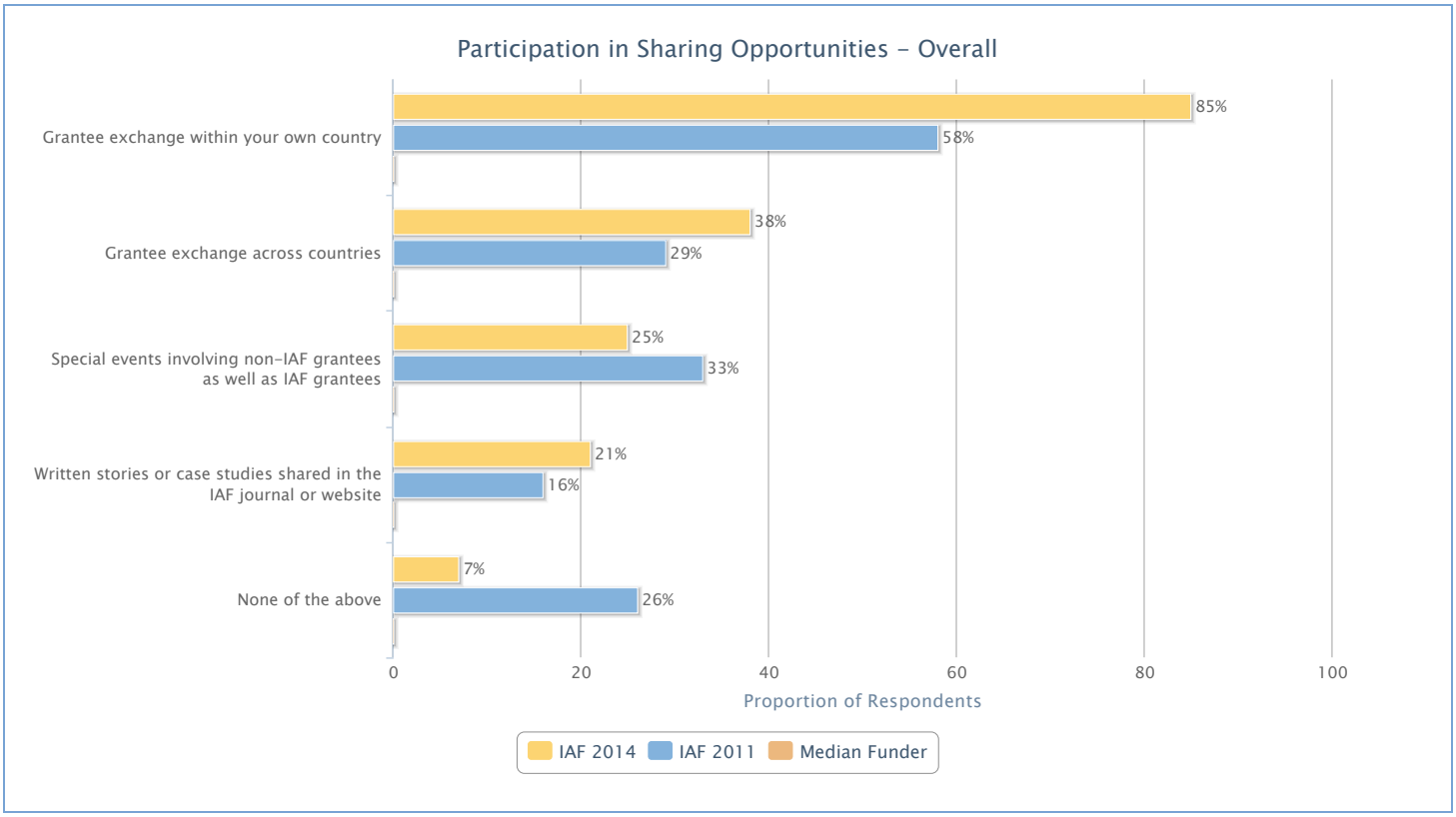
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

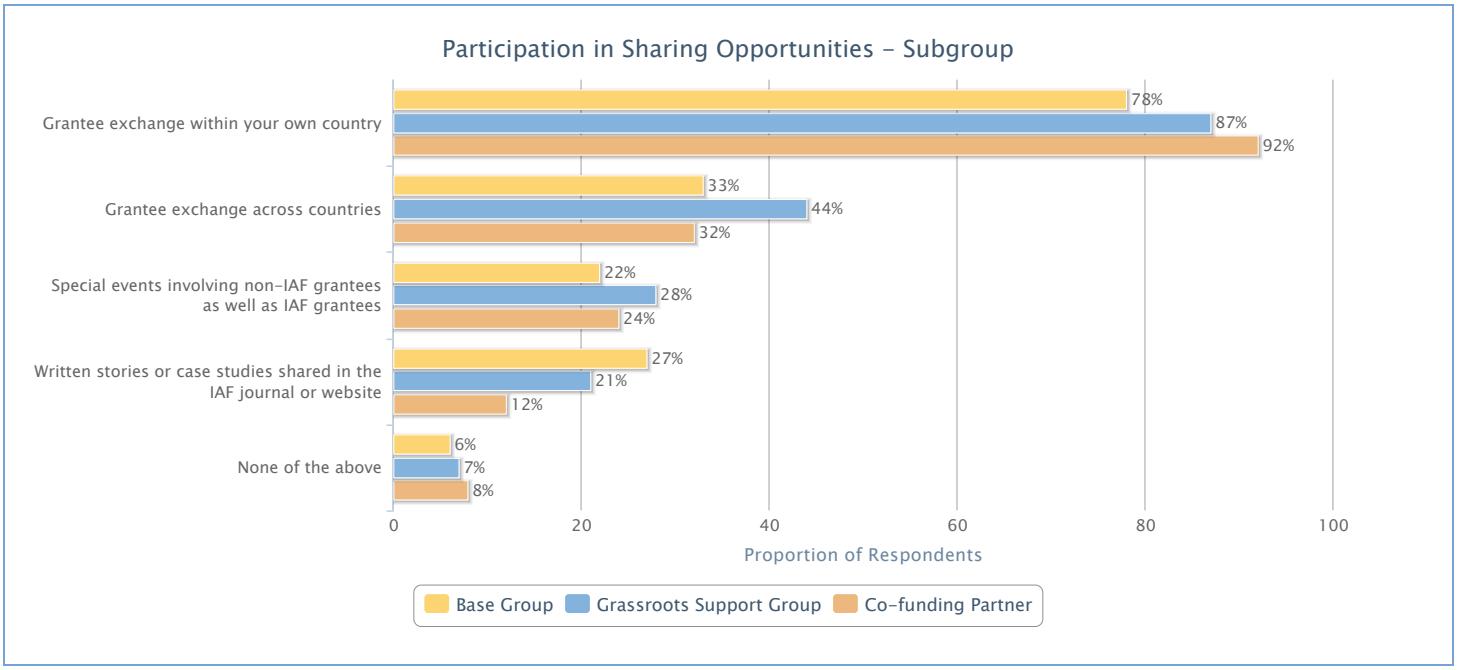



Percentage of Grantees that Received Other Assistance – By Subgroup
Assistance securing funding from other sources
17%
13%
15%
Communications/marketing/publicity assistance
8%
13%
8%
Board development/governance assistance
4%
4%
4%
Use of Funder's facilities
2%
1%
8%
Staff/management training
37%
22%
23%
Information technology assistance
15%
11%
4%
0
10
20
30
40
50
60
70
80
90
100
Proportion of Grantees
Base Group
Grassroots Support Group
Co-funding Partner

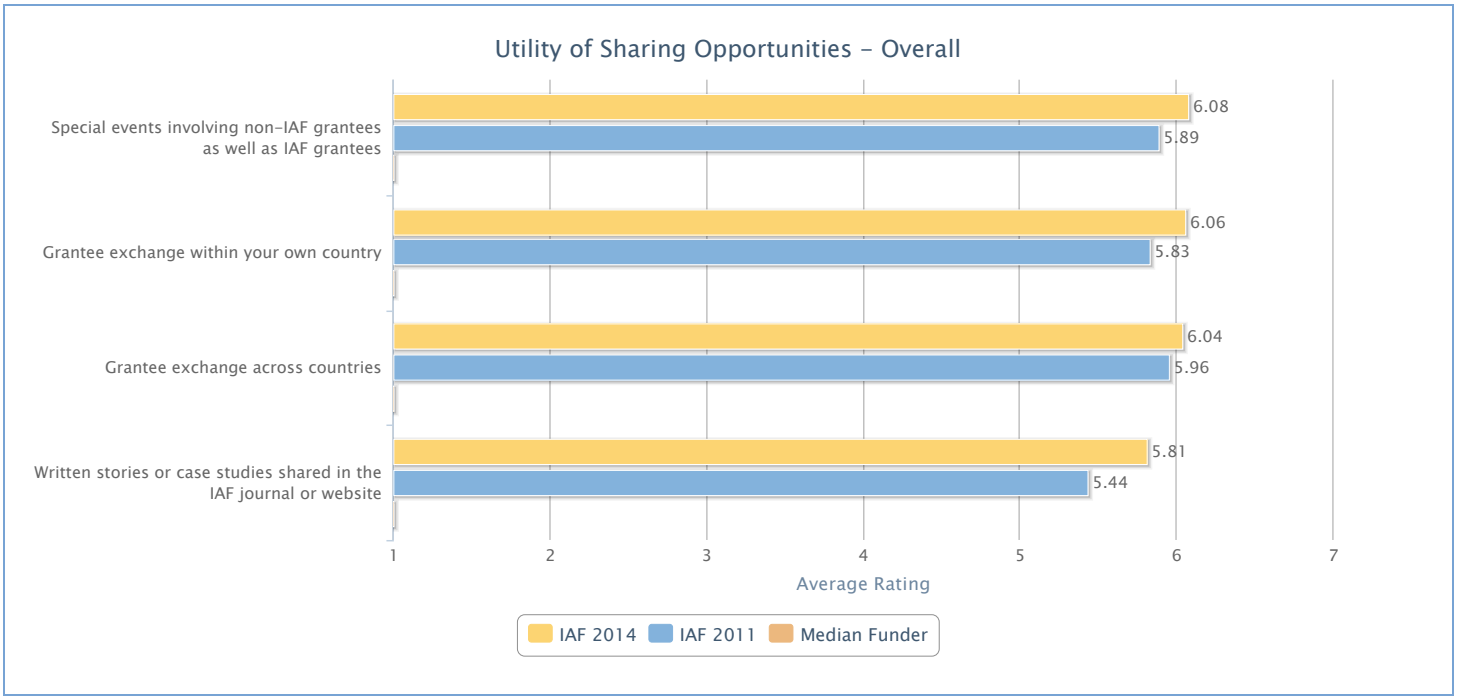
Grantee Sharing Opportunities

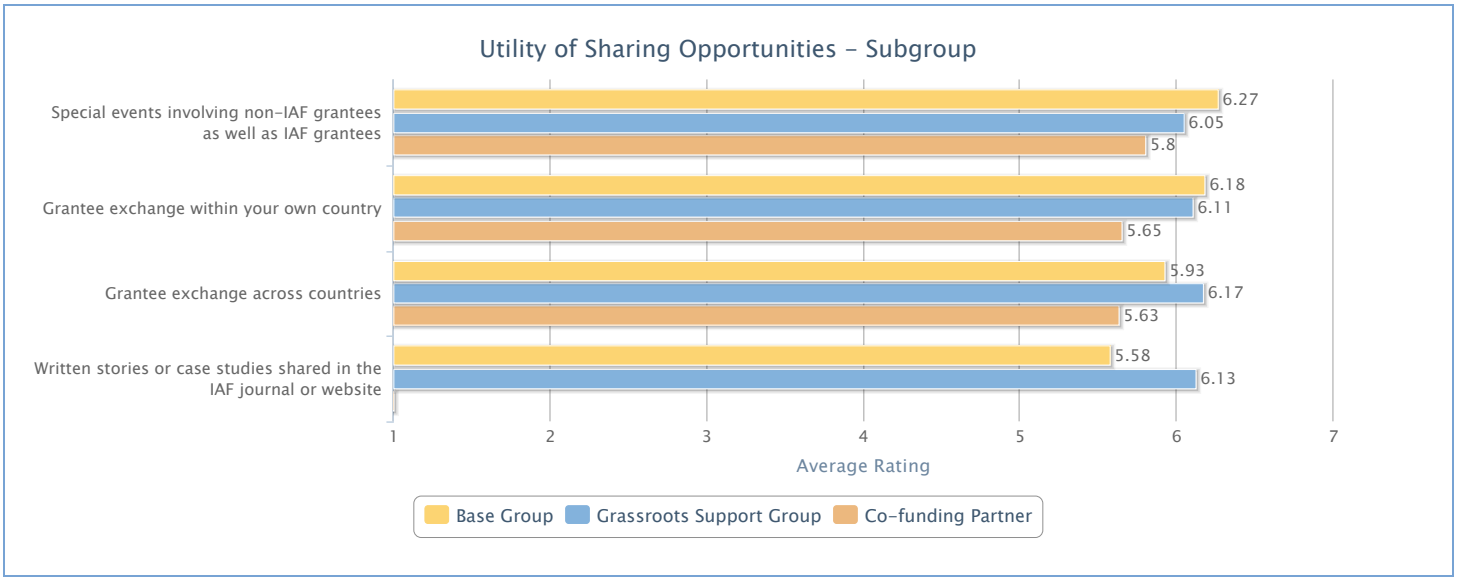
Have you participated in any of the following grantee sharing opportunities?



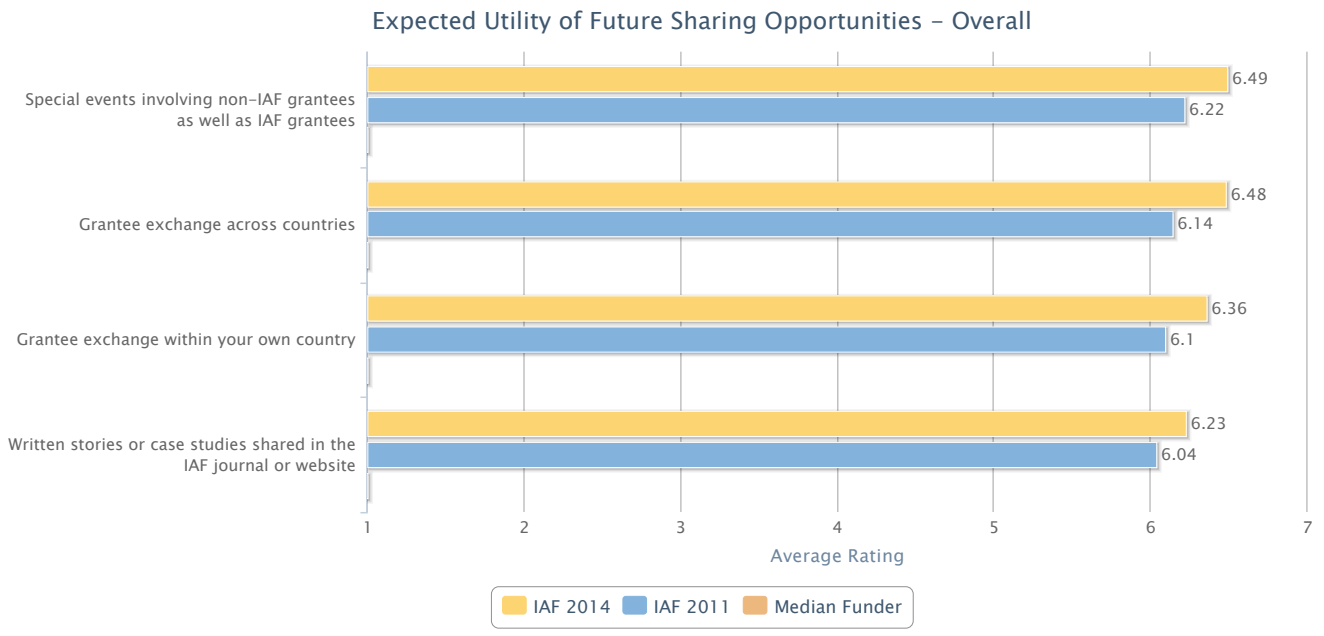


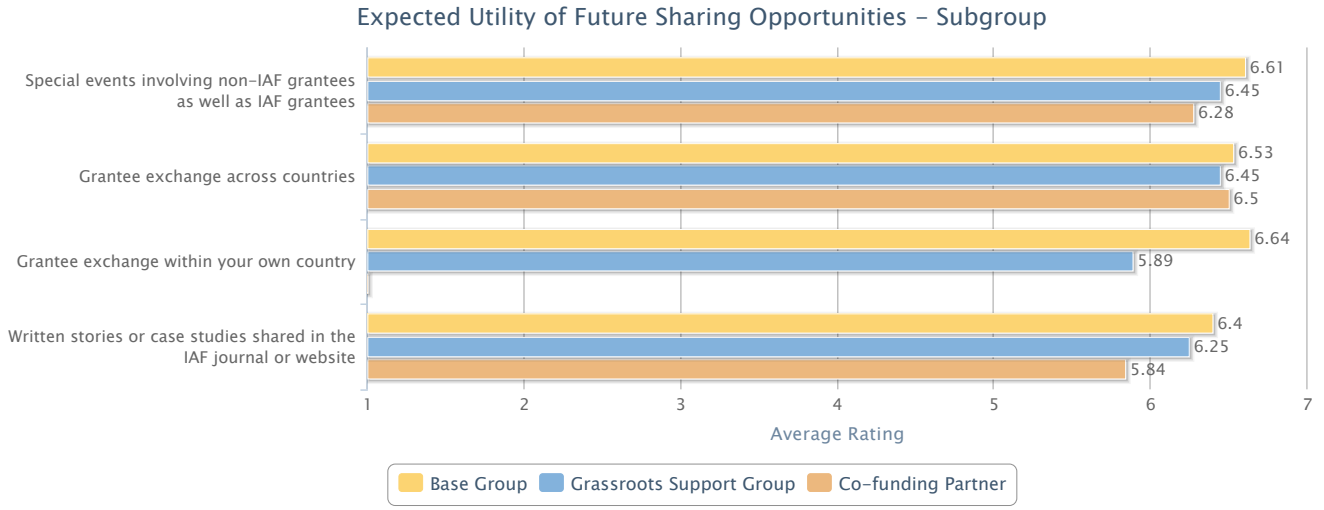
Please rate the usefulness of the following grantee sharing opportunities in which you have participated. *(1 = Not at all useful, 7 = Extremely useful)*





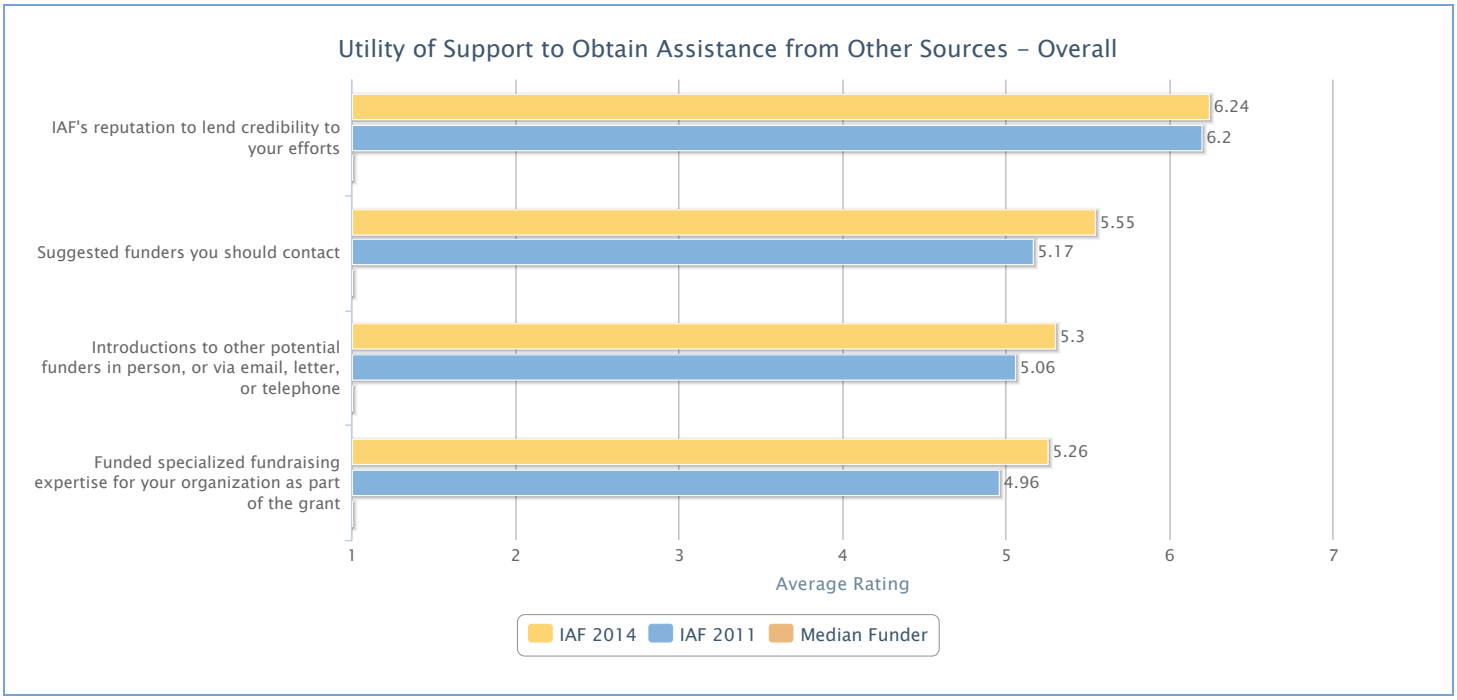
How useful would it be for you to participate in the following grantee sharing opportunities? *(1 = Not at all useful, 7 = Extremely useful)*

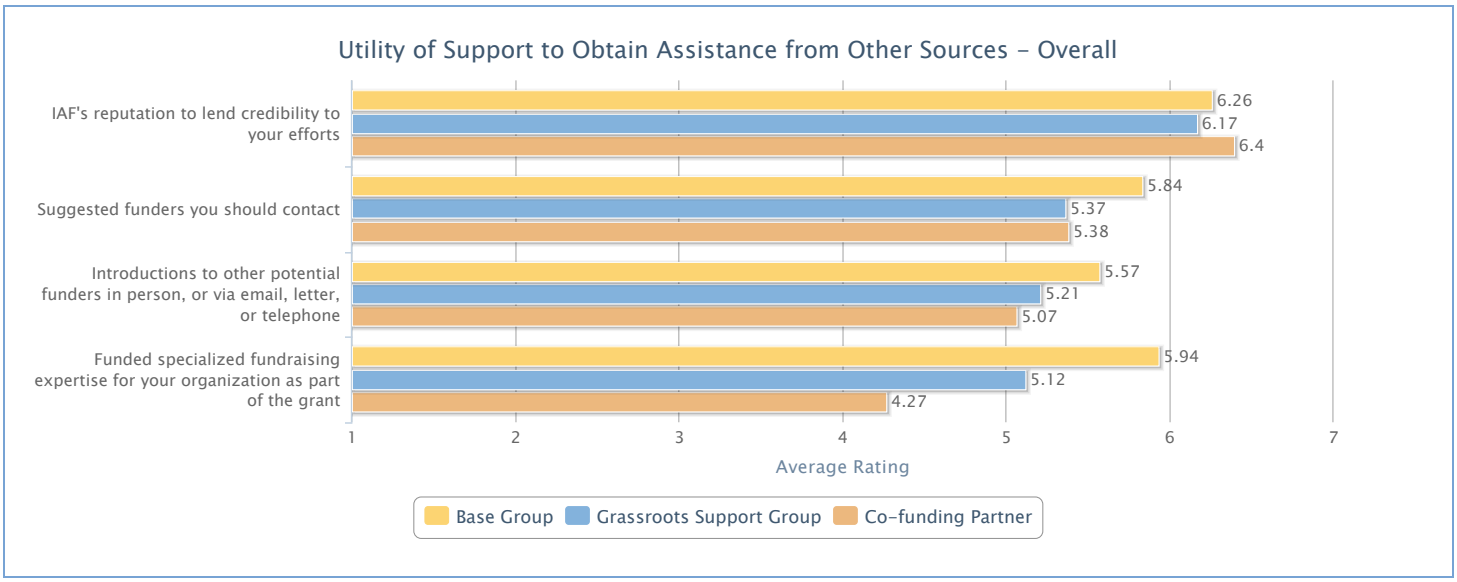




Support Obtaining Assistance from Other Sources

Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources. *(1 = Not at all useful, 7 = Extremely useful)*





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, click here (English) or here (original languages). 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	%
Streamline and Simplify Administrative Processes	22%
Nonmonetary Assistance	18%
Quantity and Quality of Interactions	13%
Grantmaking Patterns	13%
Continue Current Work	8%
Understanding of and Impact on Grantees' Organizations	7%
Field Impact and Orientation	6%
Clarity and Consistenct of Communications	4%
Understanding of and Impact on Grantees' Local Communities	3%
Other Suggestions	6%

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.

STREAMLINE AND SIMPLIFY ADMINISTRATIVE PROCESSES (N=31, 22%)

» **Shorten grantmaking timeframe (N=16)**
» "Reduce response time, to allow it to adapt to the operational planning of our organization."
» "The response to the project application should be more swift, either with the approval or denial of the same."
» "Streamline the process of the review of proposals."

» **Evaluation process (N=9)**
» "If there was a format for the delivery of the report it is probable that we would be more punctual and it would take less time, sometimes we don't know if we are presenting enough information."
» "More constant follow up during the execution of the same, and not wait until the evaluation."

» **Selection process (N=3)**
» "Improve the process of selection of projects."

» **Increase flexibilty (N=3)**
» "Flexibility in regards to changes that arise in the organizations and that if these are more manageable without having to make amends then they should be resolved without one."

NONMONETARY ASSISTANCE (N=26, 18%)

» **More opportunities for grantee collaboration (N=11)**
» "Propose more exchange instances with the directors and actors of other projects with similar objectives funded by the Foundation."
» "Promote more the exchange between grantee organizations to strengthen the knowledge, capacities and create collaboration bonds between the same."
» "Establish a network of grantees per country and arrange meetings between them regularly."

» **Help grantees secure other funding (N=6)**
» "IAF should put greater effort into developing a functional network of funders that the institutions that they have supported can use to develop other funding possibilities."
» "Make their capacity and contact network available."

» **Provide grantees with organizational assistance (N=5)**
» "Know what other type of support (nonmonetary) they can provides us to comply or strengthen the programs they are supporting. As an example, technical assistance, assistance with management, marketing."

» **Share fieldwide grantmaking (N=4)**
» "That there's a virtual library where anyone can learn of the successes achieved by others and those that are happening in different action areas and different countries."

QUANTITY AND QUALITY OF INTERACTIONS (N=19, 13%)

» **More frequent interactions (N=9)**
» "More communication with us the grantees and that the local liaison offices have closer communication with our organizations."
» "More presence of the representative."

» **Conduct more site visits (N=6)**
» "Monthly or bimonthly visits, at this time we have visits every six months to detect failures and correct them in shorter times."

» **Other suggestions (N=4)**
» "Prompt response, we are aware of the volume of work it has, to act, the weakness was that we did not have a constant auditor and some induction for audits."

GRANTMAKING PATTERNS (N=18, 13%)

» **Increase grant length (N=8)**
» "Expand its support to development programs which seem to be of interest beyond 3 years."
» "Give more years to a grant, with a program which could take around 10 years. In 3 years, we can't fully reach a total result, or that IAF would have partners for a long period."

» **Provide more general operating support (N=5)**
» "Create a support line for institutional strengthening through the payment to employees (general management, administrative personnel and field technicians)."

» **Other suggestions (N=5)**
» "Invest more in smaller institutions. Believing in the potential and strength of small institutions, because the big ones already have several funding opportunities."
» "[We suggest] that there are funds available to participate in the encounters, internships, diplomas or other topics defined by the organizations."

CONTINUE CURRENT WORK (N=12, 8%)

» "The Inter-American Foundation was one of the best funding agents that [our organization] ever had. What we wish is that it will continue working in Brazil, supporting the initiatives of the popular sectors that need a little incentive to keep building the social transformation towards justice, equal opportunities, and solidarity."
» "Continue with that drive which benefits the communities and their development."
» "In order to improve, we believe it should keep its current form and continue with the quality and professionalism and even friendship of the team."

UNDERSTANDING OF AND IMPACT ON GRANTEES' ORGANIZATIONS (N=10, 7%)

» "A greater interaction with the organization to explore new projects and not only wait for one to finish to be able to start another."
» "[We suggest] that the auditors have more knowledge of the labor of the organization they are auditing."
» "Trust grassroots or community organizations more, as that is where the real need is, and also they are the most sincere."

FIELD IMPACT AND ORIENTATION (N=8, 6%)

» "[We suggest] that IAF supports the organizations that have been victims of the generated persecution and criminalization."
» "Support groups of youth and children to eradicate violence in our state."
» "Incorporate officers with disabilities, people of different races, sexual minorities, of indigenous origin, etc. to better understand minorities and in this way be able to improve their knowledge to provide better help."

CLARITY AND CONSISTENCY OF COMMUNICATIONS (N=5, 4%)

» "More constant information of the new benefits or other types of support offered to the counterparts."
» "I think we need to get to know the Foundation more. Understand from the beginning of the relationship how does it work and how the procedure will be carried out, as well as the organization and operation with their local teams."

UNDERSTANDING OF AND IMPACT ON GRANTEES' LOCAL COMMUNITIES (N=4, 3%)

» "Visit and know the poorest regions in Bolivia."

OTHER SUGGESTIONS (N=9, 6%)

» "Get women to become more involved in the decisions or to require from the entities involved that they provide more support or visibility to the role of women in change processes."
» "Promote project development processes by phases."
» "In the events with donors or products from them, to develop topics that are of common interest, such as: communication - sensitization, business management and market access, etc."

CONTEXTUAL DATA

Grantmaking Characteristics

Length of Grant Awarded (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Average grant length	3.8 years	3.4 years	2.1 years	2.2 years

Length of Grant Awarded (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 year	4%	6%	50%	34%
2 years	11%	21%	21%	33%
3 years	46%	48%	17%	22%
4 years	19%	12%	3%	4%
5 or more years	21%	12%	8%	7%

Type of Grant Awarded (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Program / Project Support	88%	87%	64%	76%
General Operating / Core Support	1%	3%	20%	16%
Capital Support: Building / Renovation / Endowment Support / Other	3%	4%	8%	2%
Technical Assistance / Capacity Building	9%	6%	5%	4%
Scholarship / Fellowship	0%	1%	2%	2%
Event / Sponsorship Funding	0%	0%	2%	1%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Average grant length	3.4 years	4.1 years	3.6 years

Length of Grant Awarded (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
1 year	0%	6%	8%
2 years	17%	6%	8%
3 years	46%	44%	54%
4 years	19%	21%	12%
5 or more years	17%	24%	19%

Type of Grant Awarded (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Program / Project Support	92%	85%	85%
General Operating / Core Support	2%	1%	0%
Capital Support: Building / Renovation / Endowment Support / Other	0%	1%	12%
Technical Assistance / Capacity Building	6%	13%	4%
Scholarship / Fellowship	0%	0%	0%
Event / Sponsorship Funding	0%	0%	0%

Grant Size

Grant Amount Awarded (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median grant size	$225K	$234K	$60K	$180K

Grant Amount Awarded (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than $10K	16%	1%	11%	4%
$10K - $24K	0%	1%	15%	4%
$25K - $49K	3%	6%	15%	9%
$50K - $99K	7%	9%	17%	17%
$100K - $149K	3%	9%	9%	11%
$150K - $299K	41%	49%	14%	24%
$300K - $499K	26%	25%	7%	13%
$500K - $999K	2%	1%	6%	9%
$1MM and above	1%	0%	7%	9%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	52%	39%	3%	7%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Median grant size	$209K	$250K	$205K

Grant Amount Awarded (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Less than $10K	14%	18%	19%
$10K - $24K	0%	0%	0%
$25K - $49K	4%	1%	4%
$50K - $99K	8%	4%	8%
$100K - $149K	8%	1%	0%
$150K - $299K	45%	38%	46%
$300K - $499K	18%	34%	19%
$500K - $999K	0%	3%	4%
$1MM and above	4%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Size of grant relative to size of grantee budget	66%	42%	42%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median Budget	$0.1M	$0.2M	$1.4M	$1.6M

Operating Budget of Grantee Organization (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
<$100K	45%	34%	9%	8%
$100K - $499K	34%	43%	20%	21%
$500K - $999K	13%	10%	14%	13%
$1MM - $4.9MM	7%	9%	30%	31%
$5MM - $24MM	0%	2%	17%	16%
>=$25MM	1%	2%	11%	11%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Median Budget	$0.1M	$0.1M	$0.1M

Operating Budget of Grantee Organization (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
<$100K	45%	46%	45%
$100K - $499K	48%	24%	32%
$500K - $999K	0%	22%	14%
$1MM - $4.9MM	5%	9%	9%
$5MM - $24MM	0%	0%	0%
>=$25MM	2%	0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
First grant received from the Foundation	63%	78%	29%	34%
Consistent funding in the past	24%	8%	52%	46%
Inconsistent funding in the past	14%	13%	19%	19%

Funding Status and Grantees Previously Declined Funding (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	88%	92%	76%	80%
Percent of grantees previously declined funding by the Foundation	12%	11%	26%	19%

Funding Relationship - By Subgroup

Pattern of Grantees' Funding Relationship with the Foundation (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
First grant received from the Foundation	71%	54%	65%
Consistent funding in the past	21%	26%	23%
Inconsistent funding in the past	8%	19%	12%

Funding Status and Grantees Previously Declined Funding (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
Percent of grantees currently receiving funding from the Foundation	92%	89%	77%
Percent of grantees previously declined funding by the Foundation	12%	11%	16%

Grantee Demographics

Job Title of Respondents (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Executive Director	46%	44%	46%	41%
Other Senior Management	8%	9%	13%	15%
Project Director	24%	26%	11%	17%
Development Director	2%	3%	12%	8%
Other Development Staff	4%	2%	8%	9%
Volunteer	1%	1%	1%	0%
Other	15%	15%	9%	10%

Gender of Respondents (Overall)	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Female	46%	42%	63%	57%
Male	54%	58%	37%	43%

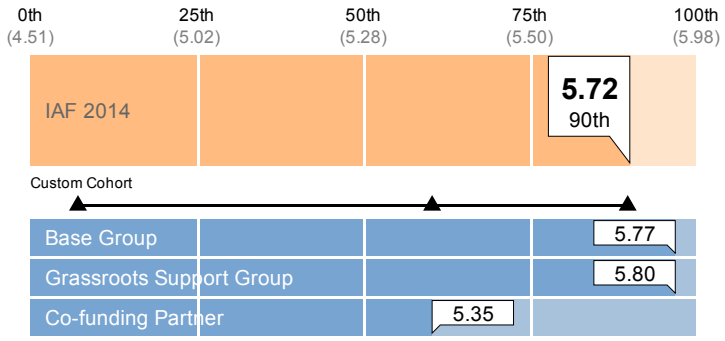
Funder Characteristics

Financial Information (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total assets	$37.5M	$46.2M	$233.2M	$2.4B
Total giving	$15.4M	$15.0M	$14.0M	$110.5M

Funder Staffing (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total staff (FTEs)	38	44	13	52
Percent of staff (FTEs) actively managing grantee relationships	29%	32%	40%	41%
Percent of staff who are program staff	39%	45%	45%	51%

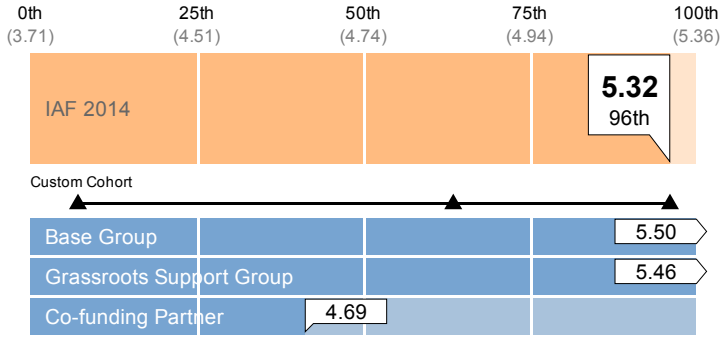
Grantmaking Processes (Overall)	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Proportion of grants that are proactive	90%	0%	41%	90%
Proportion of grantmaking dollars that are proactive	85%	0%	46%	88%

ADDITIONAL MEASURES



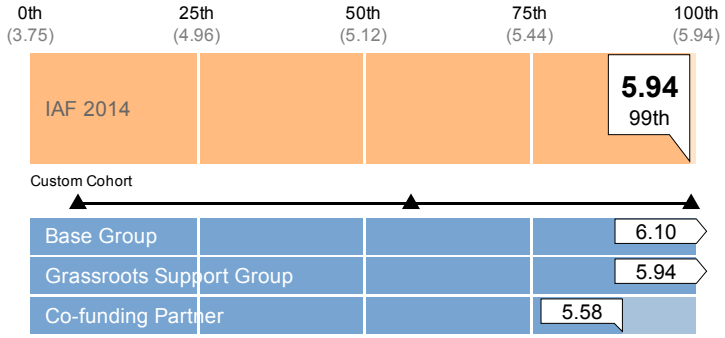
How aware is the Foundation of the challenges that your organization is facing?

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?

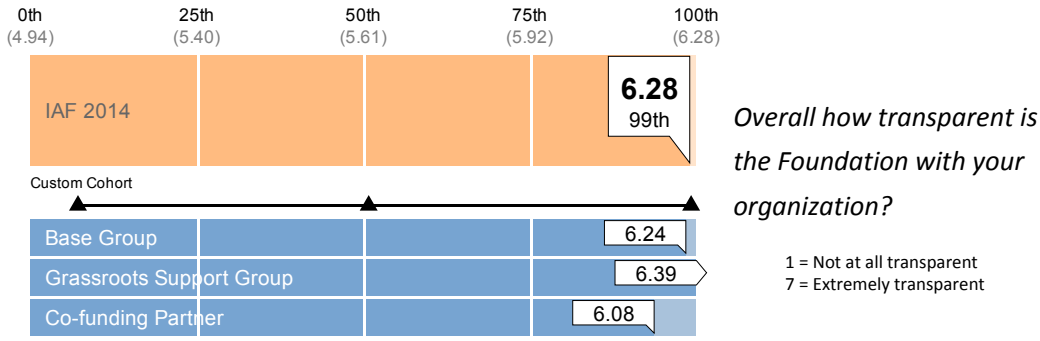
1 = Not at all
7 = To a very great extent



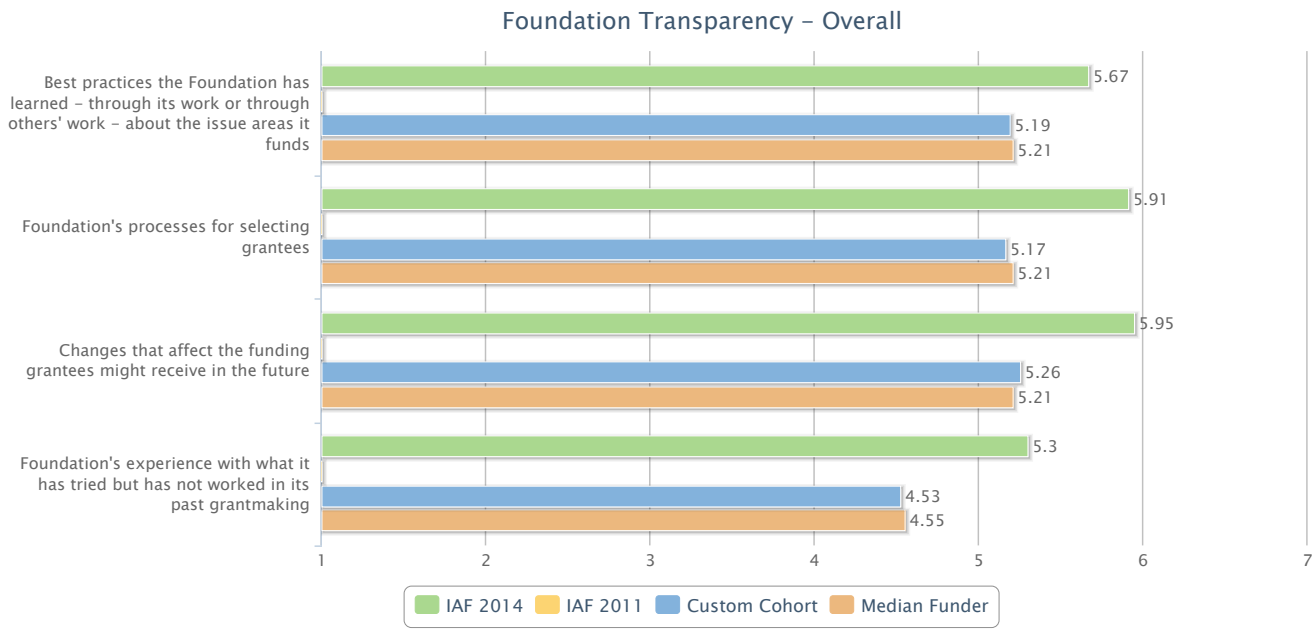
How helpful has the Foundation been to your organization's ability to assess progress towards your organization's goals?

1 = Not at all helpful
7 = Extremely helpful

Funder Transparency

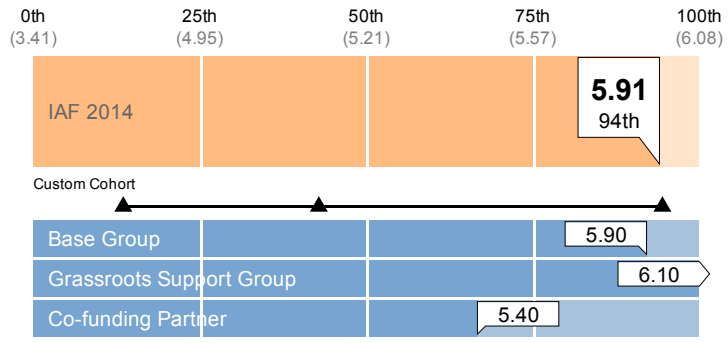


Grantees were asked to rate how transparent IAF is in the following areas, where 1 = "Not at all transparent" and 7 = "Extremely transparent."



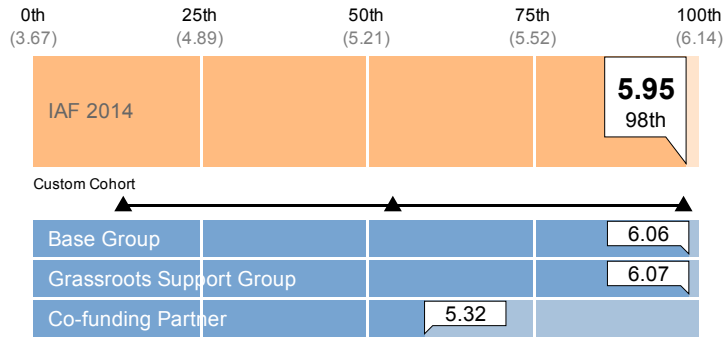
Aspects of Funder Transparency

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



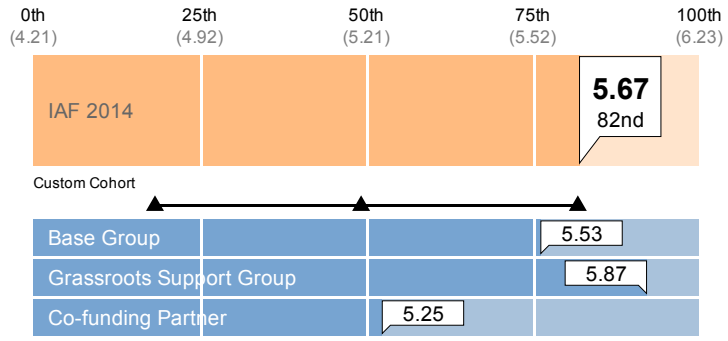
The Foundation's processes for selecting grantees

1 = Not at all transparent
7 = Extremely transparent



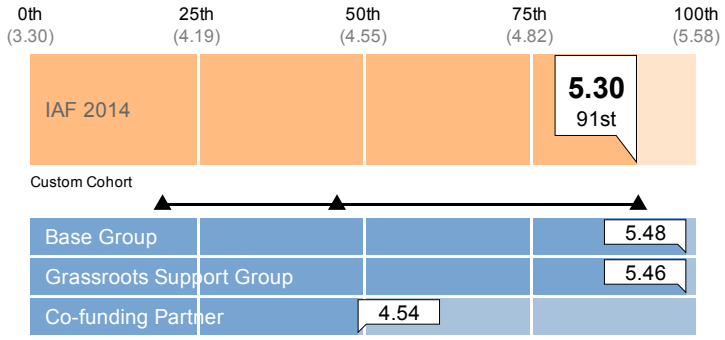
Any changes that affect the funding your organization might receive in the future

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

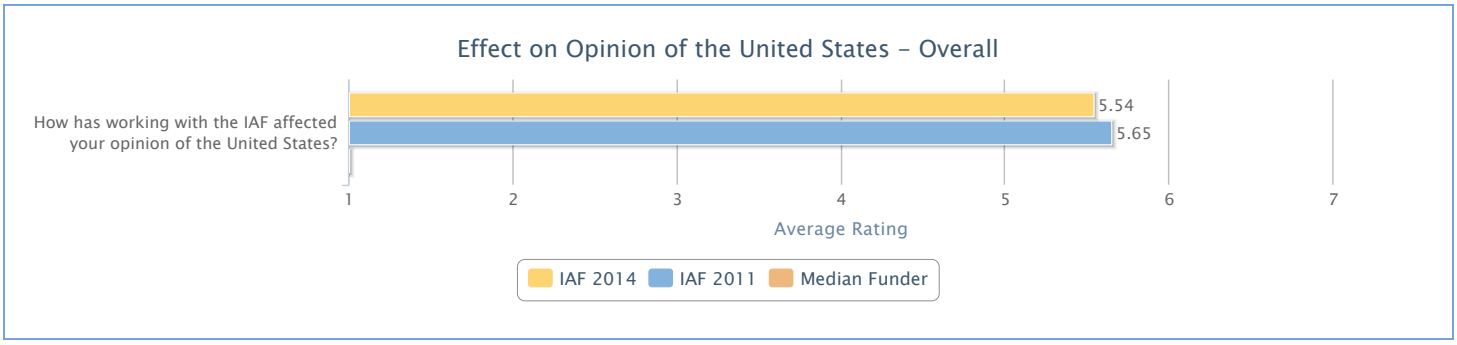


The Foundation's experiences with what it has tried but has not worked in its past grantmaking

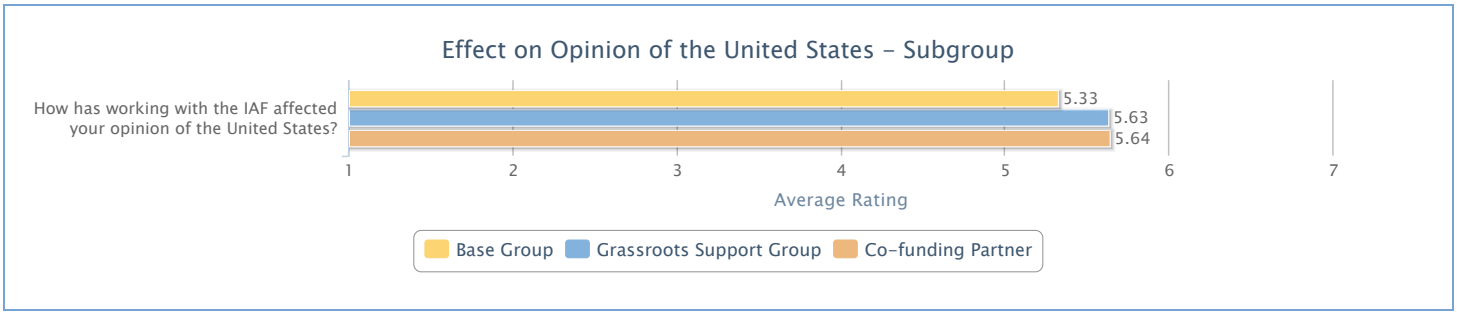
1 = Not at all transparent
7 = Extremely transparent

Effect on Opinion of the United States

How has working with the IAF affected your opinion of the United States? *(1 = Significantly worsened my opinion, 4 = Had no impact on my opinion, 7 = Significantly improved my opinion)*



How has working with the IAF affected your opinion of the United States? (Overall)	IAF 2014	IAF 2011	Average Funder
1 = Significantly worsened my opinion	0%	0%	N/A
2	0%	0%	N/A
3	0%	1%	N/A
4 = Had no impact on my opinion	30%	27%	N/A
5	17%	15%	N/A
6	23%	20%	N/A
7 = Significantly improved my opinion	31%	37%	N/A



How has working with the IAF affected your opinion of the United States? (By Subgroup)	Base Group	Grassroots Support Group	Co-funding Partner
1 = Significantly worsened my opinion	0%	0%	0%
2	0%	0%	0%
3	0%	0%	0%
4 = Had no impact on my opinion	40%	26%	24%
5	15%	16%	20%
6	15%	29%	24%
7 = Significantly improved my opinion	29%	30%	32%

Comparisons to Other International Development Funders

Grantees were asked to describe the biggest difference between IAF and other international development organizations or agencies with which they are familiar. Those comments were then categorized by CEP and grouped into the topics below.

Topic of Grantee Comment	%
Focus on Grassroots Development and Empowering Grantees	25%
Approach to Evaluation and Monitoring	17%
Strong Personal Engagement with Staff	15%
More Flexible and Less Demanding	14%
Strengthening Grantees' Organizations	7%
Clear Communications	6%
Expertise of Staff	4%
Grantmaking Characteristics	4%
Other	7%

Selected Comments

Focus on Grassroots Development and Empowering Grantees (25%)

» "IAF's approach is more appealing than USAID who targets a group, and very often its projects are not down to earth and do not give concrete results. However, IAF's approach reaches the most vulnerable group."
» "IAF focuses on the development of grassroots communities, it is not intimidated by the places where these communities are located, it wishes that every project is an example for others."
» "Contrary to other organizations with which we have had the opportunity to collaborate, IAF has a local empowering approach."

Approach to Evaluation and Monitoring (17%)

» "Systematic follow-up on financial and performance indicators."
» "The follow up, evaluation, field visits, accounting audits, all that makes a great difference compared to others."

Level and Quality of Engagement with Staff (15%)

» "IAF is more accessible, there's more communication, a greater approach with its grantees."
» "IAF accompanies us and we learn together, other agencies just provide financing and come to observe the results, but do not provide support or advice to solve the problems that arise."

More Flexible and Less Demanding (14%)

» "IAF is more understanding and adapts to the development stage of the grantee. Other agencies are more demanding."
» "IAF is less bureaucratic than other financial institutions established in the country."

Strengthening Grantees' Organizations (7%)

» "IAF is a lot more involved. It not only wants to support the specific project, but the whole organization so that it performs better, becomes more efficient and builds better links with other institutions and learns from what is working in the field of the development of the country."
» "IAF is one of the few international organizations that fully supports all aspects of an institution's project, such as general operating expenses, purchase of vehicles, equipment, etc., which other organizations...do not do."

Clear Communications (6%)

» "It has clear and transparent processes to select proposals to fund."
» "The foundation is very clear in regards to the support and areas it wishes to reinforce."

Expertise of Staff (4%)

» "It has a lot of experience in the social sector in my country and it is easy to interact and dialogue with its representatives."
» "The foundation has the advantage of having a local team of people that live and are from Mexico and that have different experiences and are sensitive to the process that the organizations face during the period in which we receive support."

Grantmaking Characteristics (4%)

» "IAF has allowed the attainment of enough funding for a period of three years with the possibility of an amendment for another additional period of one and a half years. Currently most of the available funding from international agencies are for short periods and with small amounts."

Other (7%)

» "IAF has taken a lot more time in the approval of the donation."
» "IAF is more demanding, which implies a lot of time and they have processes which are not efficient in the terms of repeating actions and work."
» "It gives us a better opportunity to present the projects."

ABOUT CEP & 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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