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# GRANTEE PERCEPTION REPORT®

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PREPARED FOR

Wilburforce Foundation

September 2018



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EFFECTIVE PHILANTHROPY

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# Key Findings and Recommendations from Wilburforce Foundation 2018 Grantee Perception Report

Prepared by The Center For Effective Philanthropy

*In May and June of 2018, The Center for Effective Philanthropy conducted a survey of Wilburforce Foundation’s (“Wilburforce” or “the Foundation”) grantees, achieving an 81% response rate. The memo below outlines CEP’s summary of key strengths, opportunities, and recommendations. Wilburforce’s grantee perceptions should be interpreted in light of the Foundation’s goals and strategies.*



*Wilburforce’s full report also contains more information about survey analysis and methodology.*

## Overview

- Overall, Wilburforce Foundation’s grantees continue to have exceptionally positive perceptions of the Foundation compared to grantees of the majority of funders in CEP’s dataset.
- On many key measures in the report, including perceptions of impact on grantees’ fields and organizations, understanding of key factors related to grantees’ work, and quality of funder-grantee relationships, the Foundation is rated more positively than ninety percent of funders.
- Throughout the report, all ratings either remain consistent or trend upward from 2015. A number of measures show significant improvement, including the extent to which Wilburforce has advanced knowledge in grantees’ fields, its impact on grantees’ organizations, and its transparency.
- In general, grantees comment very positively about Wilburforce and its staff, in particular the ways that, as a whole, the organization is a “true partner,” and is both “visionary” and “deeply strategic.”

## Continued Exceptional Perceptions of Impact on Grantees’ Fields and Organizations

- As in previous years, Wilburforce grantees rate the Foundation’s impact on and understanding of their fields exceptionally highly, with this year’s ratings placing the Foundation in the top one percent of funders for both of these measures.
- Similarly, the Foundation receives ratings in the top five percent of CEP’s comparative dataset for the extent to which it has advanced knowledge and affected public policy in grantees’ fields, the former of which has improved by a statistically significant margin since 2015.
  - In their open-ended comments, grantees often champion the Foundation’s impact on others in the field, writing, for example that Wilburforce has influenced “decision

making of natural resource agencies,” and has “had a profound influence... on significant players in the field.”

- Others, however, indicate that Wilburforce can have a larger influence. When asked how the Foundation can improve, seven grantees provide suggestions related to Wilburforce’s ability to influence other funders in the field, the most common single topic of suggestion in the report. Grantees suggest that Wilburforce, “convince other Foundations to follow their lead,” “help encourage other funders to areas where it is most needed,” and “see Wilburforce’s model exported to other foundations, to make them better funders.”
- Grantees also continue to view the Foundation as having an outstanding impact on their organizations. Ratings for this measure have improved significantly since 2015, now placing Wilburforce in the top one percent of funders.
- Related to impact on organizations, the Foundation receives similarly exceptional ratings for its understanding of grantees’ organizations, its impact on grantees’ ability to sustain the funded work, and its awareness of challenges facing grantee organizations, with Wilburforce rated in the top five percent of funders in CEP’s dataset for each of these measures.
- Both directly and through Training Resources for the Environmental Community (TREC), Wilburforce has made a strategic commitment to providing assistance beyond the grant. The proportion of Wilburforce grantees that report receiving intensive non-monetary assistance from the Foundation has also trended upward since 2015. Forty-seven percent of Wilburforce grantees now report receiving intensive assistance, a higher proportion than at ninety five percent of funders in CEP’s dataset.
  - Those Wilburforce grantees provide significantly higher ratings on nearly all perceptual measures in the report.
  - Wilburforce grantees’ ratings and comments indicate that they value this intensive support, and the most common broader theme in grantees’ open-ended suggestions is that of requesting even more. Specifically, five grantees request assistance securing funding from other sources, and three grantees each make suggestions related to capacity-building, collaboration, and convenings.
- Reflecting this investment in non-monetary support, more than three quarters of Wilburforce grantees – 81 percent – report having worked with TREC.
  - Grantees who Wilburforce designated as Tier 1 provide significantly higher ratings than those from tiers two or three for the Foundation’s impact on and understanding of their fields, as well as its impact on their ability to sustain the work funded by the grant.



*"I think the most effective part of Wilburforce from my perspective is their ability to provide support over the medium to long term. This allows my project to have multi-year goals, which most real progress ends up being. They also allow my project to develop flexible sometimes general goals that evolve and change as they mature or even reform. This is very useful and necessary for me to succeed in my conservation goals."*



*"Wilburforce is having a tremendous impact on the conservation community broadly by being stalwart supporters of our issue, elevating its visibility within the community and other funders, and providing the necessary professional development needed to succeed."*

## Continued Remarkable Funder-Grantee Relationships

Overall ratings for the strength of the Foundation's relationships with grantees have trended upward since 2015, now placing the Foundation in the top five percent funders in CEP's dataset.

- The Foundation also receives exceptionally high ratings on the top two predictors of relationships: its transparency and overall understanding of key factors affecting grantees' work, with transparency significantly improved since 2015.
- Further, Wilburforce grantees provide significantly higher ratings compared to 2015 for the extent to which the Foundation is open to ideas from grantees about its strategy. The Foundation is now in the top one percent of funders for this measure.
- Ratings remain relatively unchanged since previous surveys regarding how clearly the Foundation has communicated its goals and strategy, with the Foundation rated similar to the typical funder. Like past surveys, this remains the only measure related to relationships for which the Foundation does not receive higher than typical ratings.
  - Five grantees provide suggestions in their open-ended comments about the clarity of the Foundation's communications. Specifically, grantee comments show a desire for more clarity regarding Wilburforce's "big picture" and "overall objectives."
- On all measures related to interactions with grantees, including how fairly grantees are treated by the Foundation, how comfortable they feel approaching the Foundation if a problem arises, and its responsiveness, Wilburforce receives ratings in the top ten percent of funders.
- In a testament to Wilburforce's multiple program officer model, Wilburforce grantees that have multiple program officer relationships provide significantly more positive ratings for the Foundation's transparency, and also more frequently indicate having had a substantive discussion with the Foundation about how to assess the results of the work funded by the grant.
- In one particularly important type of interaction, grantees that attended the U.S. grantee summit rate the Foundation significantly more positively on multiple measures, including its impact on and understanding of their fields, awareness of the challenges facing their organizations, the clarity of its communications about Foundation goals and strategies, and its openness to ideas from grantees.

- Site visits can also be an important component of funder-grantee interactions. A lower than typical proportion of Wilburforce grantees, 39 percent, report receiving a site visit from the Foundation during the course of their grant. Yet those that do report having had a site visit rate the Foundation significantly more positively for the strength of its relationships with grantees, as well as its awareness of challenges facing their organizations.



*“If they continue to base decisions on having a thorough knowledge of both the places, politics and people of the regions they fund in, they will continue to be the most enlightened foundation funder in the philanthropic community. It is the time they take to acquire that knowledge that helps put them far ahead of other foundations.”*



*“From the first discussion I had with our program officer to the grant award, I felt that our strategic recommendations were heard and respected. Our program officer... has been engaged throughout the grant term, and gives us the space to do the work that needs to be done.”*



*“Perhaps, we would be better served, if we had a better sense of Wilburforce’s overall strategy and goals beyond our issue area.”*

## Helpful and Streamlined Processes

Grantees’ ratings suggest positive experiences with Wilburforce’s selection and reporting processes, with room to improve the evaluation process.

- The Foundation continues to be rated higher than typical for the helpfulness of its selection process in strengthening grantee organizations/programs. Ratings for this measure have trended upward since 2015, and now place the Foundation in the top 15 percent of funders in CEP’s dataset.
  - Grantee ratings for the extent to which Wilburforce staff were involved in the development of the grant proposal have increased significantly from 2015, with grantees now indicating that Wilburforce staff are more involved than typical.
    - Grantees that report a high degree of involvement from Wilburforce, rating a five or higher on a seven-point scale, provide significantly higher ratings for the helpfulness of the selection process, the Foundation’s understanding of beneficiaries’ needs, and its awareness of the challenges facing grantees’ organizations.
  - Despite the increased level of involvement by Foundation staff during the development of the proposal, ratings for the extent to which grantees felt pressured by Wilburforce to modify their organizational priorities in order to get a grant remain lower than typical.
- The Foundation also receives exceptional ratings, in the top ten percent of funders, on all five perceptual measures related to grantees’ experiences during the reporting process.

- In 2015 CEP recommended that Wilburforce consider discussing plans for assessment with a larger proportion of grantees. The proportion of grantees that currently report having had such a discussion with the Foundation, however, remains unchanged.
  - The sixty-three percent of grantees that do report exchanging ideas with the Foundation about how to assess the results of their funded work provide significantly higher ratings for the Foundation's impact on their ability to sustain the funded work, understanding of their goals and strategies, openness to ideas from grantees, the consistency of its communications, and the helpfulness of the selection process.
- Grantees continue to report experiencing streamlined processes as well, spending a lower than typical total number of hours on funder requirements over the grant lifetime, including time spent on the proposal, selection, monitoring, reporting, and evaluation processes.
- In a series of new survey questions specifically about evaluation processes, just over a third of Wilburforce's grantees indicate having participated in an evaluation, and the ratings associated with the quality of those evaluations are among the only places where Wilburforce grantees' ratings are typical or lower than typical.
  - When asked about the extent to which the evaluation incorporated input from their organization in the design of the evaluation, and how much it generated information that they believe will be useful for other organizations, grantees provide typical ratings.
  - Grantees provide lower than typical ratings for the extent to which the evaluation resulted in their organization making changes to their work.



*"Wilburforce has clearly developed a superior way of carrying out their granting process compared to other foundations in the philanthropic community - it is professional, informed and thorough, while also not being mired in overly bureaucratic or redundant procedures."*



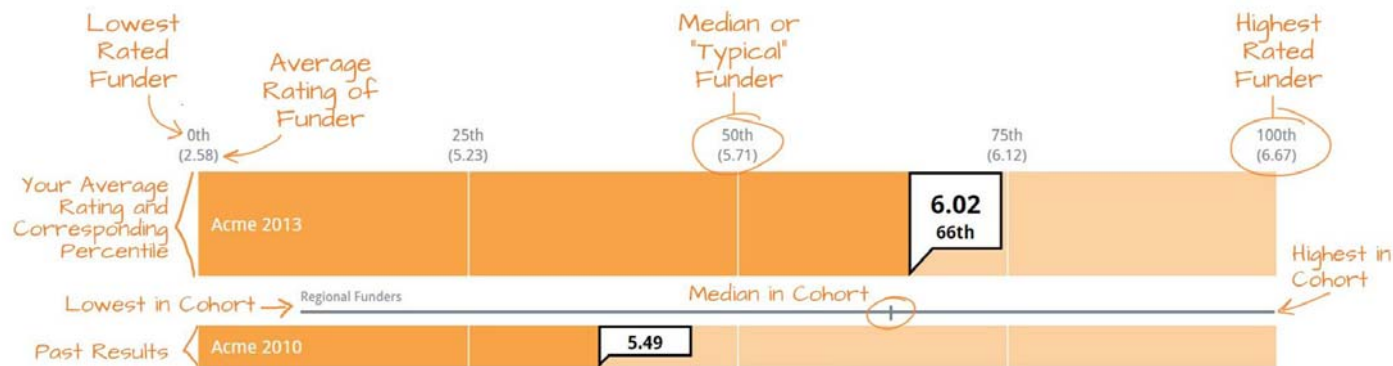
*"I wish every funder displayed the leadership that Wilburforce embodies. They are advancing their mission and achieving concrete results by supporting work of grantees like us. I believe they are actually achieving more and better results than funders who operate in a more aggressive, prescriptive manner. They have truly figured out how to lead without controlling."*

## Recommendations

- Similar to previous years, CEP recommends that Wilburforce focus primarily on maintaining the current practices that have led to such exceptionally positive ratings throughout the report.
- Given grantees' feedback about Wilburforce's potential to influence other funders, seek opportunities to further build upon current efforts to lead other players in the field toward similarly effective practice.
- Reassess how the Foundation can most effectively communicate its goals and strategies to grantees, specifically focusing on clear articulation of Wilburforce's long-term aims and how each grantee fits specifically into this vision.
- Determine whether evaluation is a place where the Foundation would like to help its grantees make changes to their work and/or generate information that could be useful for other organizations, and if so, incorporate specific touch-points within the process to help accomplish these goals.

Interpreting Your Charts

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



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

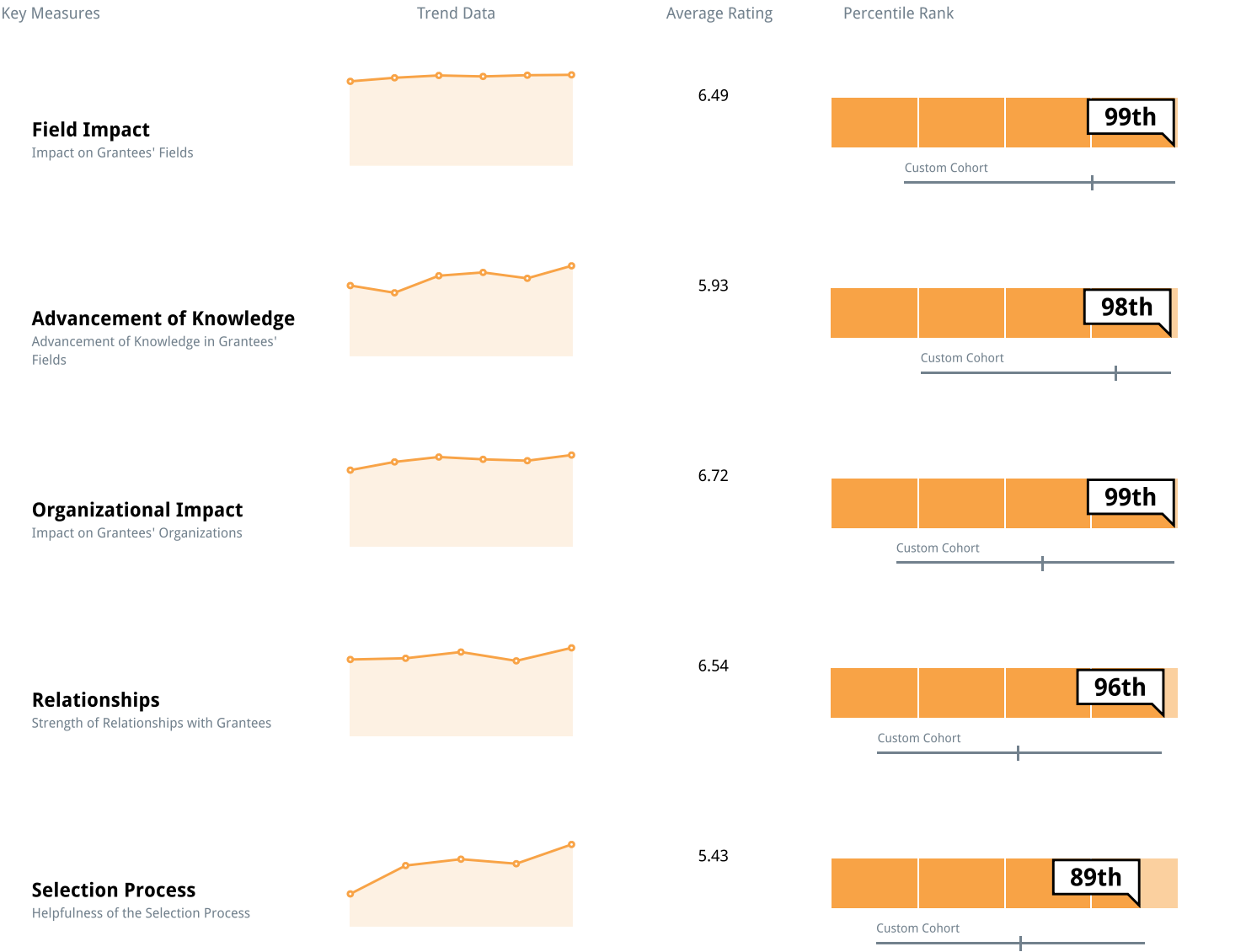
STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



# Key Ratings Summary

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





## 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. Fourteen grantees described Wilburforce as “supportive,” the most commonly used word.



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

## Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Wilburforce 2018	May and June 2018	144	116	81%
Wilburforce 2015	May and June 2015	142	107	75%
Wilburforce 2012	September and October 2012	154	110	71%
Wilburforce 2009	September and October 2009	142	112	79%
Wilburforce 2007	September and October 2007	138	99	72%
Wilburforce 2004	February and March 2004	148	122	82%

Survey Year	Year of Active Grants
Wilburforce 2018	2017
Wilburforce 2015	2014
Wilburforce 2012	2011
Wilburforce 2009	2008
Wilburforce 2007	2006
Wilburforce 2004	2003

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

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

### Subgroups

In addition to showing Wilburforce's overall ratings, this report shows ratings segmented by Lead Program, whether grantees experienced a PO transition, duration of funding, whether they had multiple PO relationships, TREC tier, attendance of the U.S. grantee summit, and country. Data for all segmentations below were generated through taggings provided by Wilburforce in its grantee contact list.

In order to protect respondents' confidentiality, only subgroups with at least five grantee responses are shown.

Lead Program	Number of Responses
Alaska/British Columbia	26
Conservation Law and Policy	10
Conservation Science	9
Northwest/Southwest	33
Yellowstone to Yukon	36

Experienced PO Transition	Number of Responses
Transition	19
No Transition	97

Duration of Funding	Number of Responses
Less than 3 Years	27
3 or More Years	89

Multiple PO Relationships	Number of Responses
Yes	20
No	96

TREC Tier	Number of Responses
Tier 1	36
Tier 2	48
Tier 3	31

Attended U.S. Grantee Summit	Number of Responses
Yes	33
No	83

Country	Number of Responses
USA	91
Canada	25

## Summary of Differences by Subgroup

**Lead Program:** There are no consistent statistical differences between grantees when segmented by lead program.

**Experienced PO Transition:** Ratings from grantees that did not experience a PO transition are significantly higher than those that did for Wilburforce's awareness of the challenges facing their organizations. A higher proportion of these grantees also report receiving site visits and intensive non-monetary assistance.

**Duration of Funding:** There are no consistent statistical differences between grantees when segmented by duration of funding.

**Multiple PO Relationships:** Grantees with multiple PO relationships rate Wilburforce significantly more positively for its transparency, how fairly it treats grantees, and the extent to which the reporting process was a helpful opportunity to reflect and learn. A higher proportion of these grantees also report having a substantive discussion with the Foundation about how to assess the results of the funded work.

**TREC Tier:** Tier 1 grantees rate the Foundation significantly more positively than Tier 2 or 3 grantees for its field impact and understanding, as well as its impact on their ability to sustain the work funded by the grant. Throughout the majority of the report, Tier 1 grantees trend higher than those that are Tier 2, and Tier 2 grantees trend higher than those that are Tier 3.

**Attended U.S. Grantee Summit:** Grantees that attended the U.S. grantee summit rate the Foundation significantly more positively than those that did not on multiple measures, including its impact on and understanding of their fields, understanding of their local communities, awareness of the challenges facing their organizations, the clarity of its communications about Foundation goals and strategies, and its openness to ideas from grantees.

**Country:** Wilburforce grantees from the U.S. rate the Foundation significantly higher for its understanding of their local communities, and the helpfulness of the selection process. A higher proportion of Canadian grantees, however, report having a substantive discussion with the Foundation about submitted report(s).

# Comparative Cohorts

## Customized Cohort

Wilburforce selected a set of 12 funders to create a smaller comparison group that includes each funder's environmental programs.

Custom Cohort

444S Foundation
Doris Duke Charitable Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
Rockefeller Brothers Fund
The Brainerd Foundation
The Christensen Fund
The David and Lucile Packard Foundation
The Heinz Endowments
The Nathan Cummings Foundation
The William and Flora Hewlett Foundation
Wilburforce Foundation

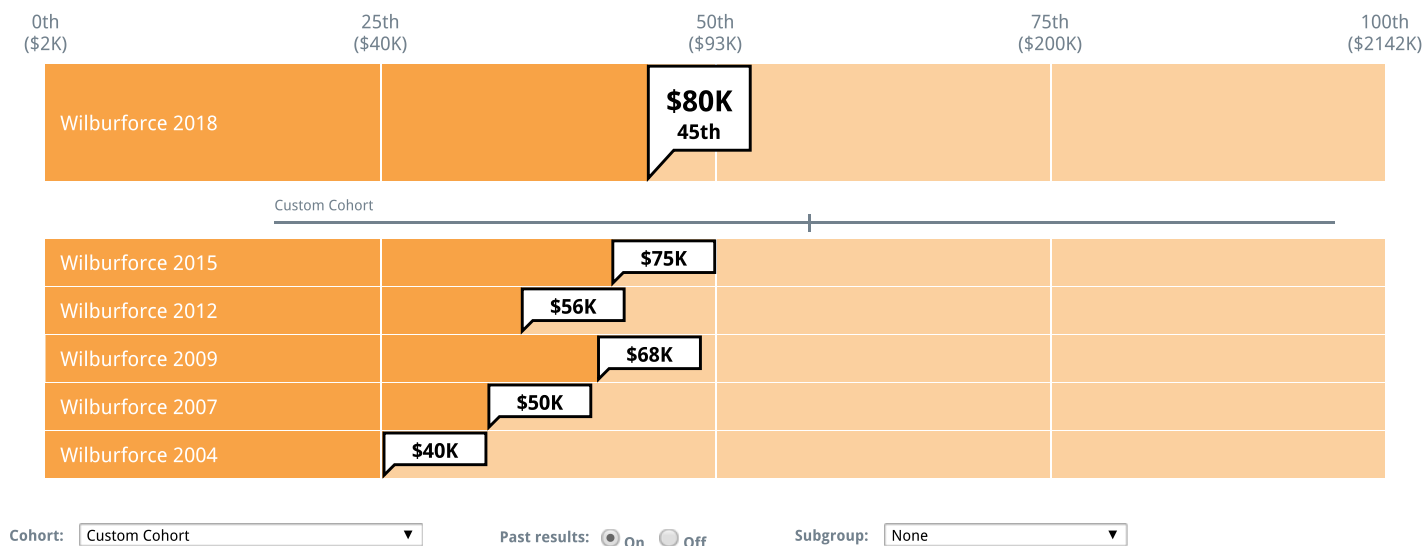
## Standard Cohorts

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

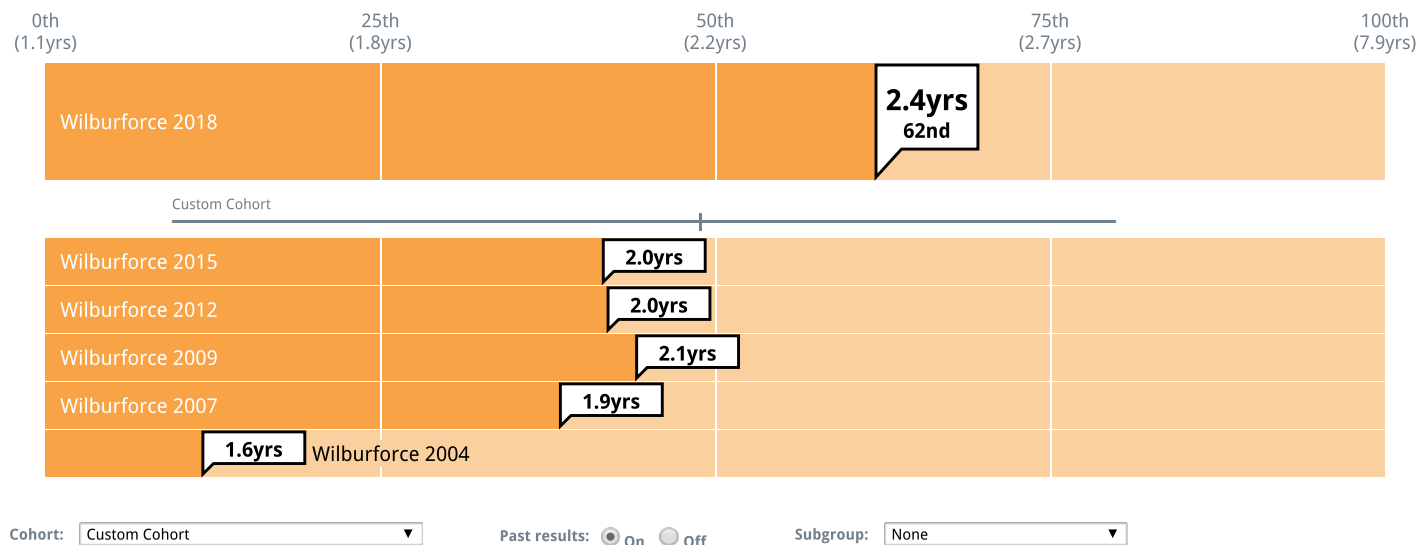
## Grantmaking Characteristics

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.

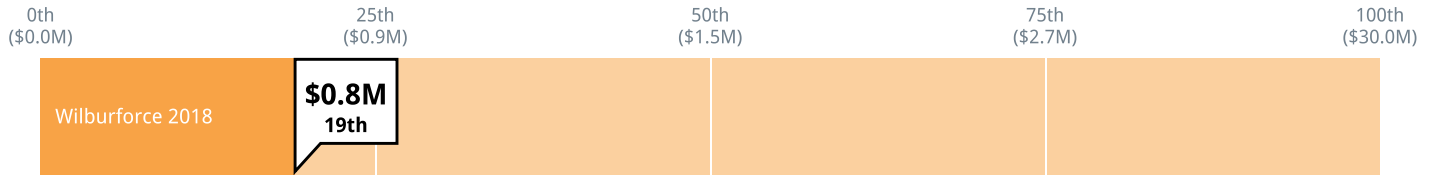
### Median Grant Size



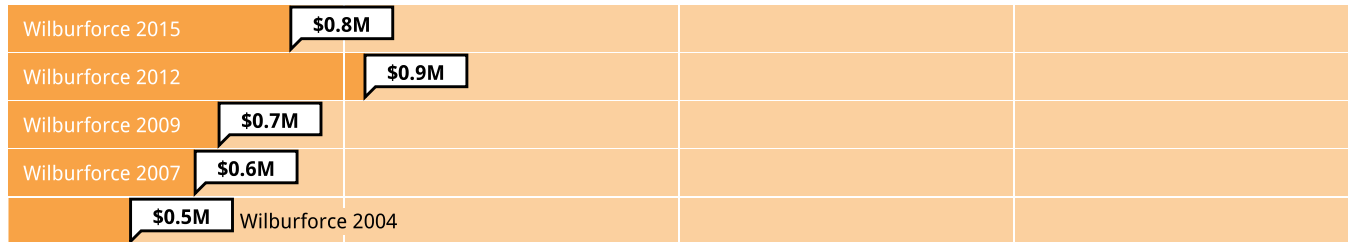
### Average Grant Length



## Median Organizational Budget



Custom Cohort



Cohort: Custom Cohort

Past results: ☒ On ☐ Off

Subgroup: None

Type of Support	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	43%	30%	21%	23%	32%	N/A	22%	27%
Percent of grantees receiving program/project support	55%	69%	75%	73%	64%	N/A	65%	67%
Percent of grantees receiving other types of support	3%	1%	4%	5%	4%	0%	14%	6%

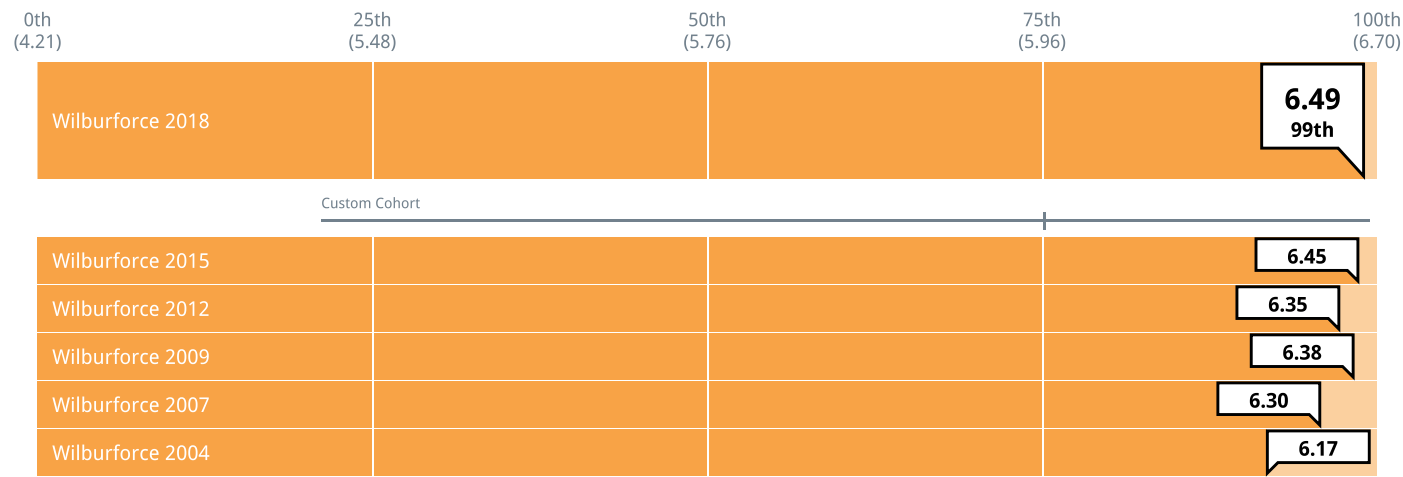
Grant History	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Average Funder	Custom Cohort
Percentage of first-time grants	11%	7%	10%	29%	21%

Program Staff Load	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$1.6M	\$1.4M	\$1.4M	\$1.2M	\$1M	\$1.3M	\$2.7M	\$4.2M
Applications per program full-time employee	32	19	31	19	23	25	29	20
Active grants per program full-time employee	32	19	31	19	23	25	33	32

# Impact on and Understanding of Grantees' Fields

## Overall, how would you rate Wilburforce's impact on your field?

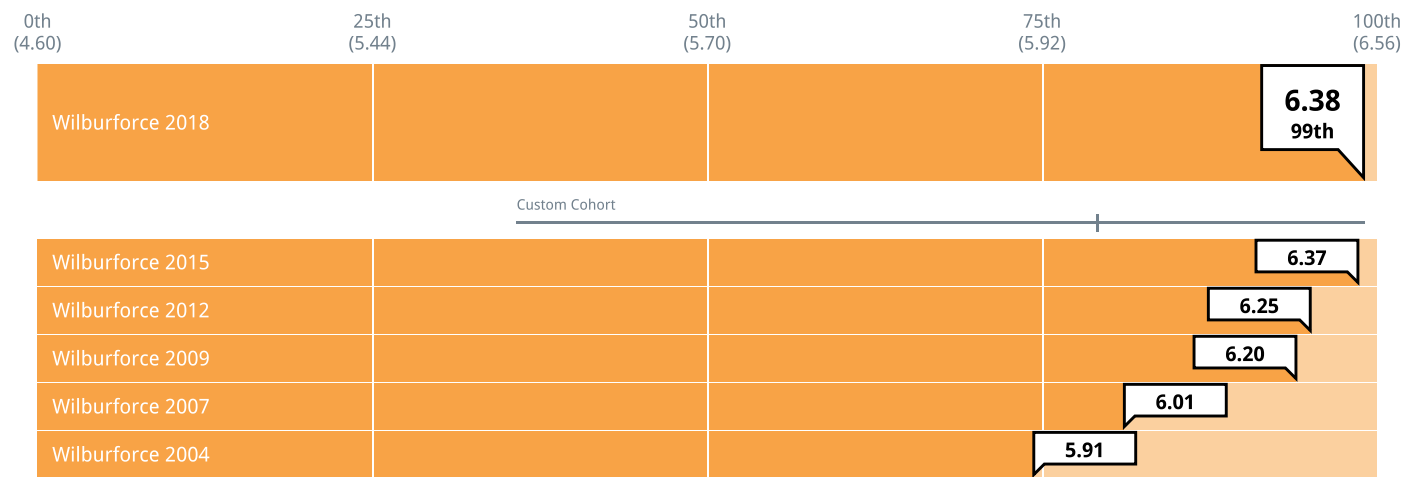
1 = No impact    7 = Significant positive impact



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

## How well does Wilburforce understand the field in which you work?

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



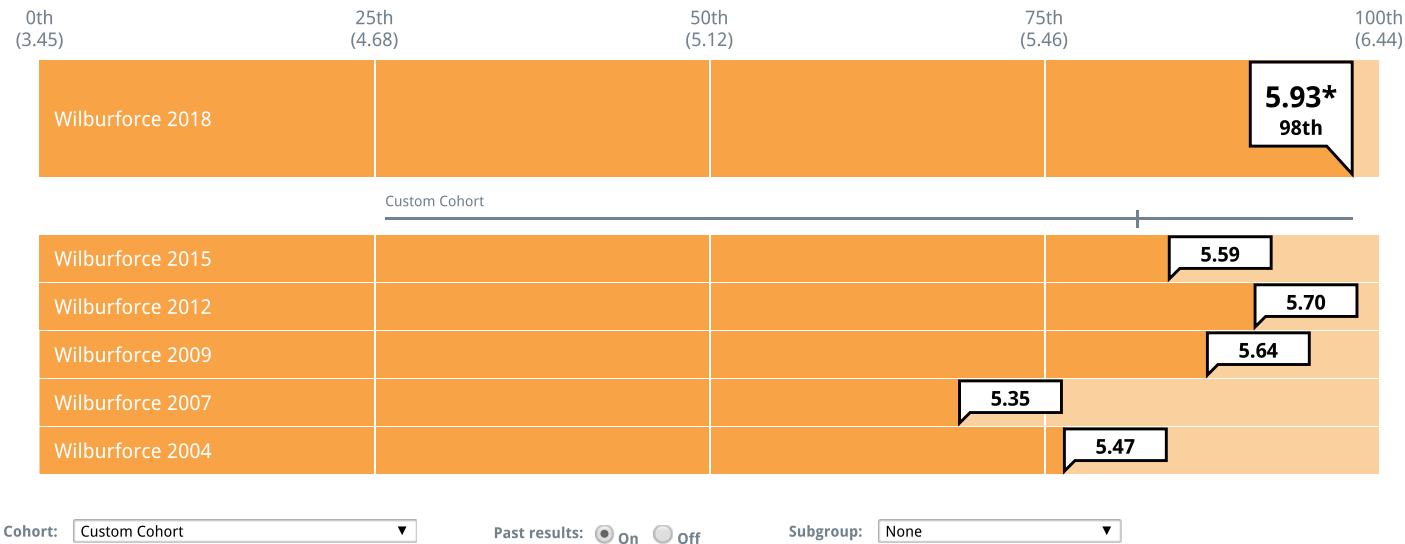
Cohort: Custom Cohort    Past results: ☒ On ☐ Off    Subgroup: None



Advancing Knowledge and Public Policy

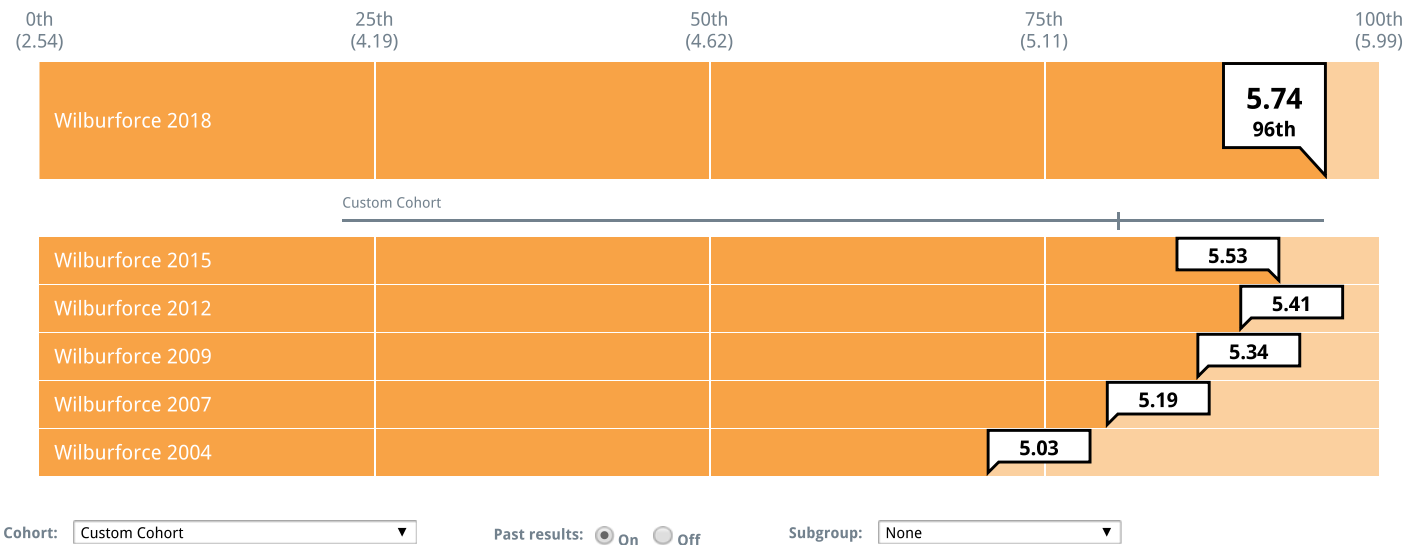
To what extent has Wilburforce advanced the state of knowledge in your field?

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



To what extent has Wilburforce affected public policy in your field?

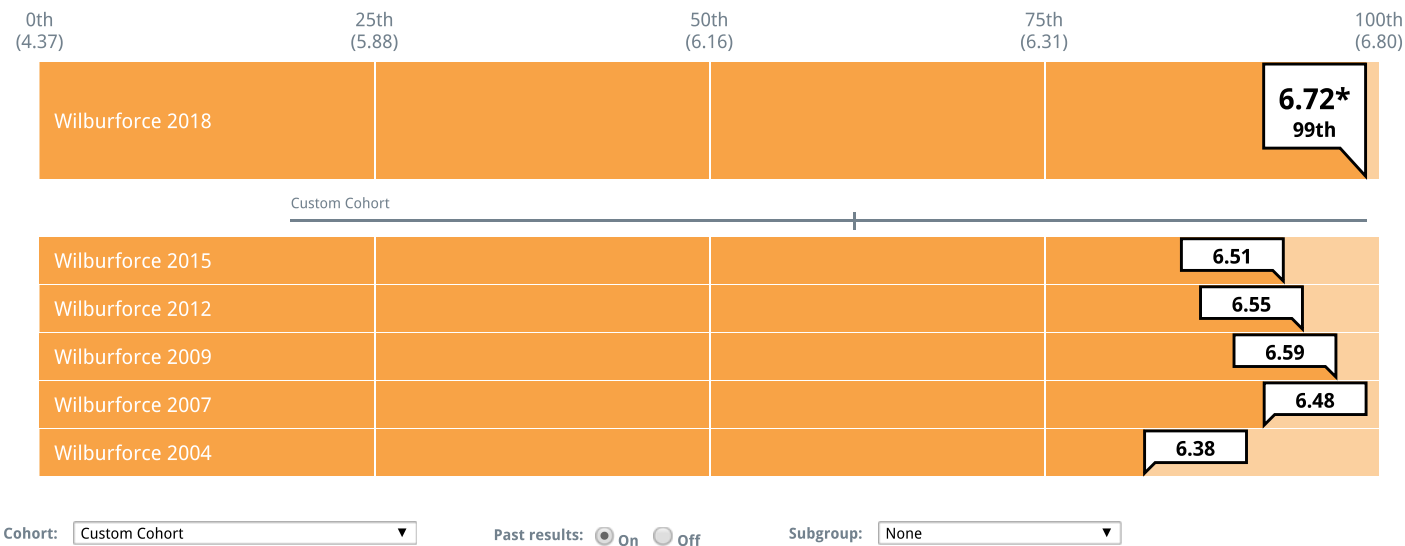
1 = Not at all    7 = Major influence on shaping public policy



# Impact on and Understanding of Grantees' Organizations

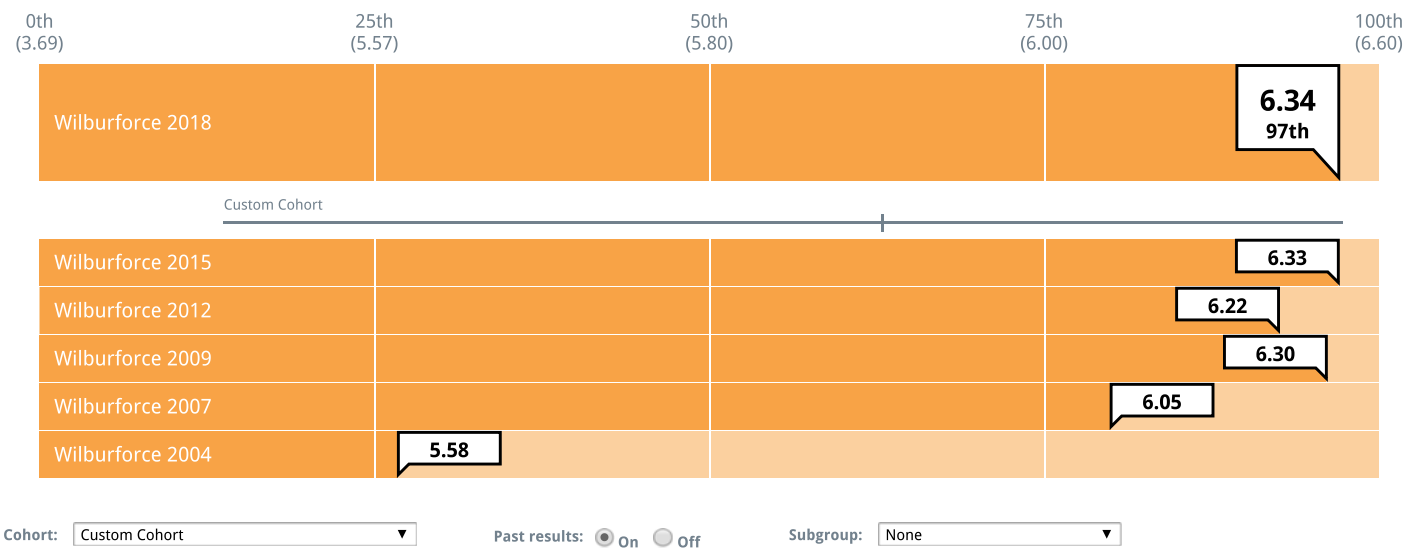
## Overall, how would you rate Wilburforce's impact on your organization?

1 = No impact    7 = Significant positive impact



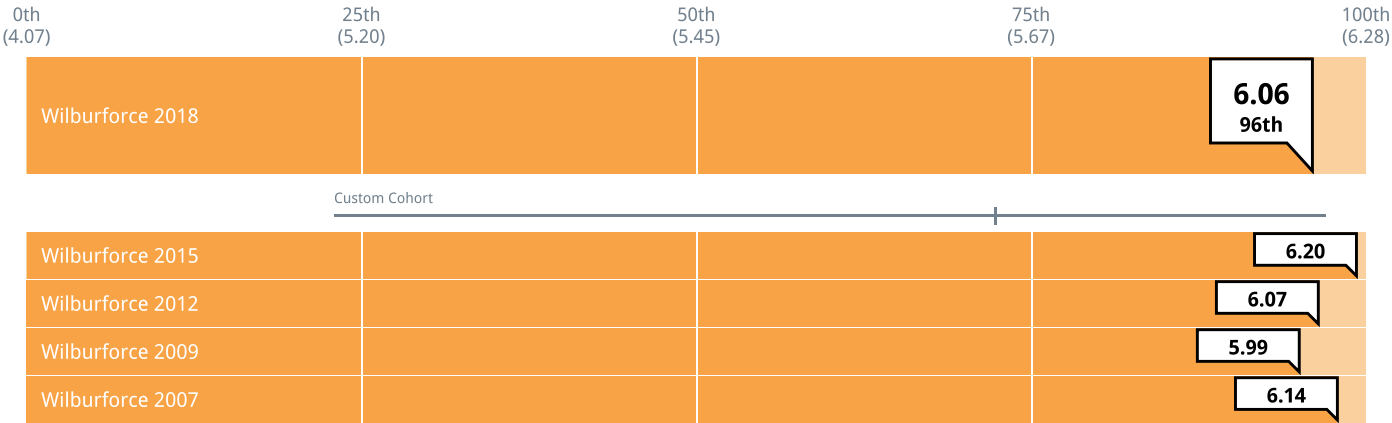
## How well does Wilburforce understand your organization's strategy and goals?

1 = Limited understanding    7 = Thorough understanding



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

1 = Did not improve ability    7 = Substantially improved ability

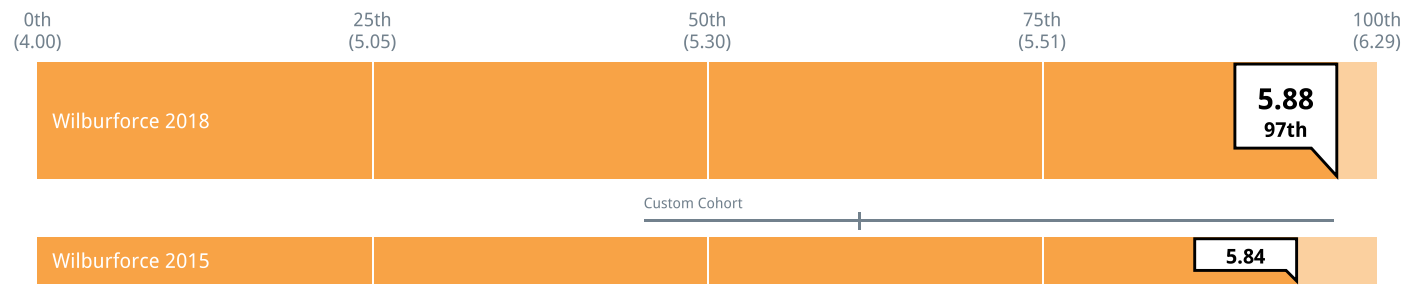


Cohort: Custom Cohort    Past results: ☒ On ☐ Off    Subgroup: None

# Grantee Challenges

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

1 = Not at all aware    7 = Extremely aware



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

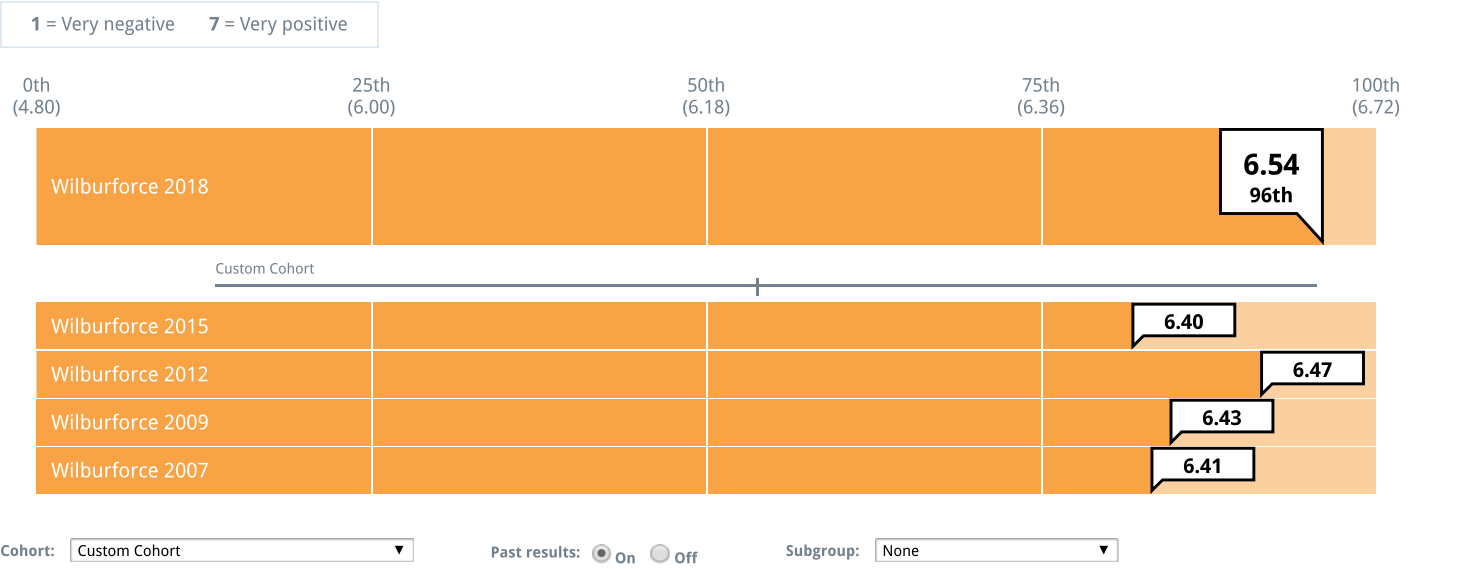
# Funder-Grantee Relationships

## 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 Wilburforce
- 2. Comfort approaching Wilburforce if a problem arises
- 3. Responsiveness of Wilburforce staff
- 4. Clarity of communication of Wilburforce's goals and strategy
- 5. Consistency of information provided by different communications

## Funder-Grantee Relationships Summary Measure

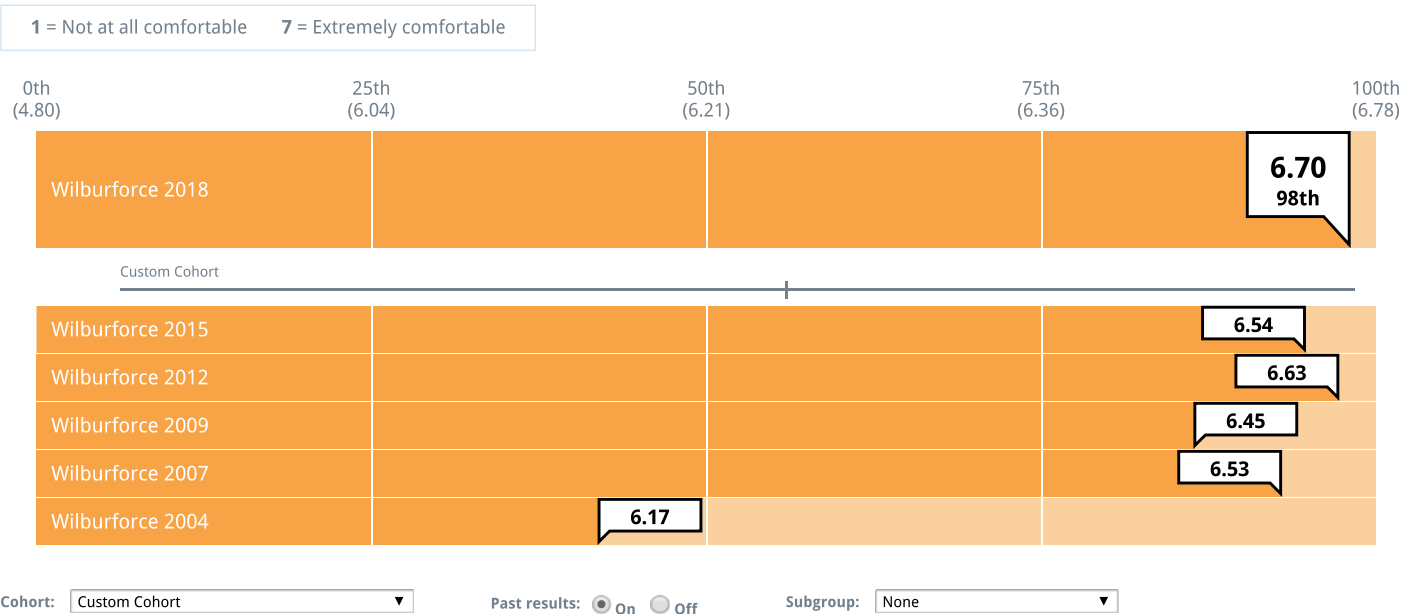


# Quality of Interactions

## Overall, how fairly did Wilburforce treat you?

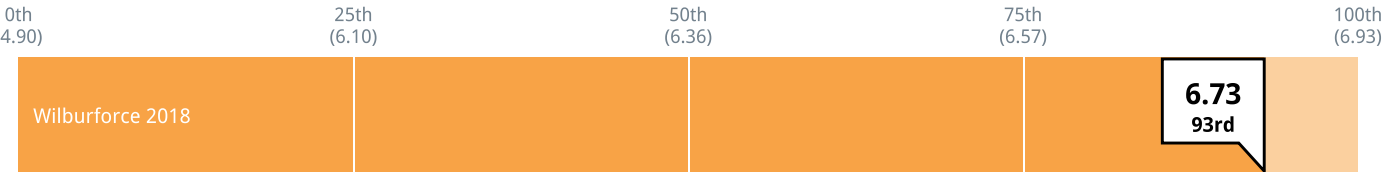


## How comfortable do you feel approaching Wilburforce if a problem arises?

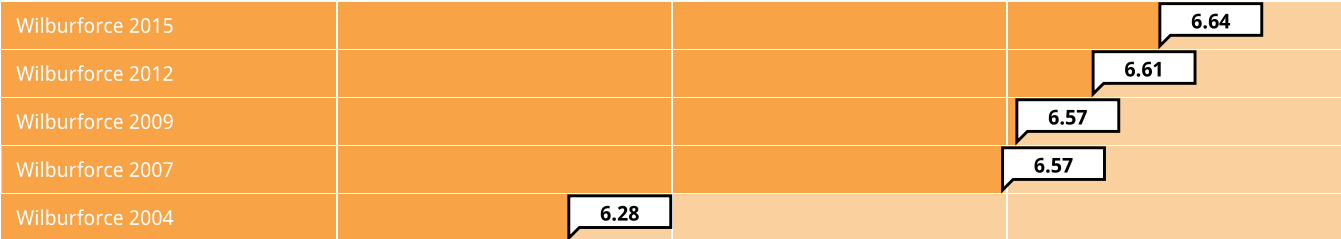


Overall, how responsive was Wilburforce staff?

1 = Not at all responsive    7 = Extremely responsive



Custom Cohort



Cohort: Custom Cohort

Past results: ☒ On ☐ Off

Subgroup: None

## Interaction Patterns

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

Frequency of Contact with Program Officer	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Weekly or more often	2%	0%	0%	1%	0%	0%	3%	2%
A few times a month	6%	9%	7%	11%	8%	6%	11%	9%
Monthly	19%	18%	21%	12%	18%	19%	15%	16%
Once every few months	66%	67%	67%	72%	65%	67%	53%	60%
Yearly or less often	7%	6%	5%	5%	8%	8%	18%	13%

**Behind the numbers:** Grantees who report interacting with their program officer monthly or more often rate the Foundation significantly more positively for the majority of measures in the report.

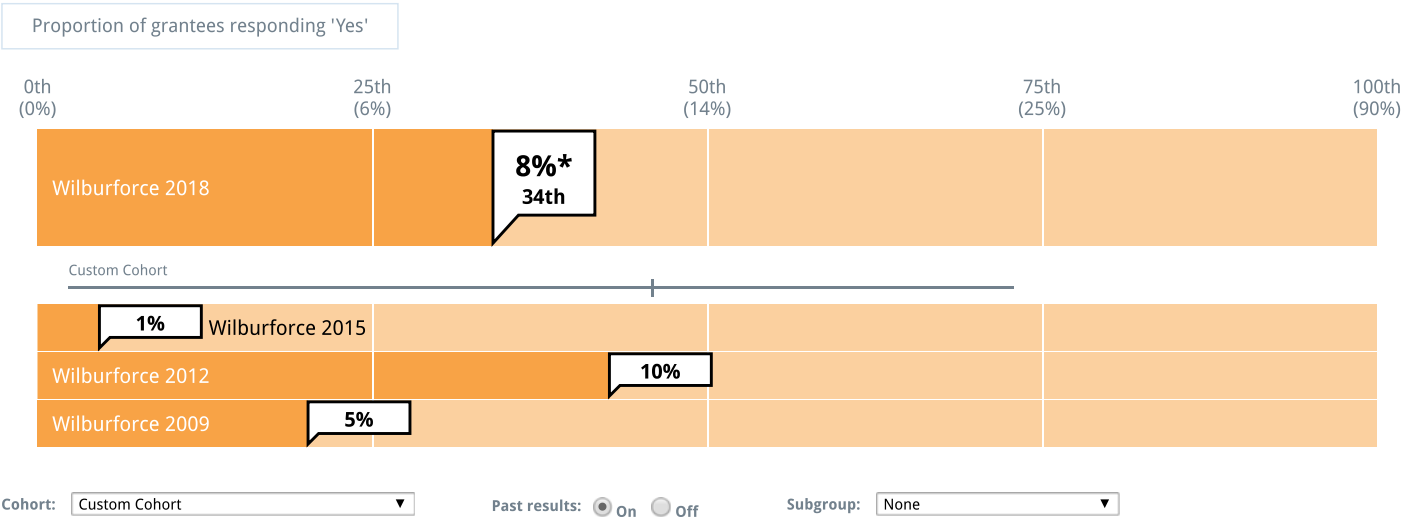
### "Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Custom Cohort
Program Officer	13%	10%	9%	9%	5%	15%	10%
Both of equal frequency	63%	66%	69%	69%	58%	50%	54%
Grantee	24%	24%	22%	23%	37%	35%	36%

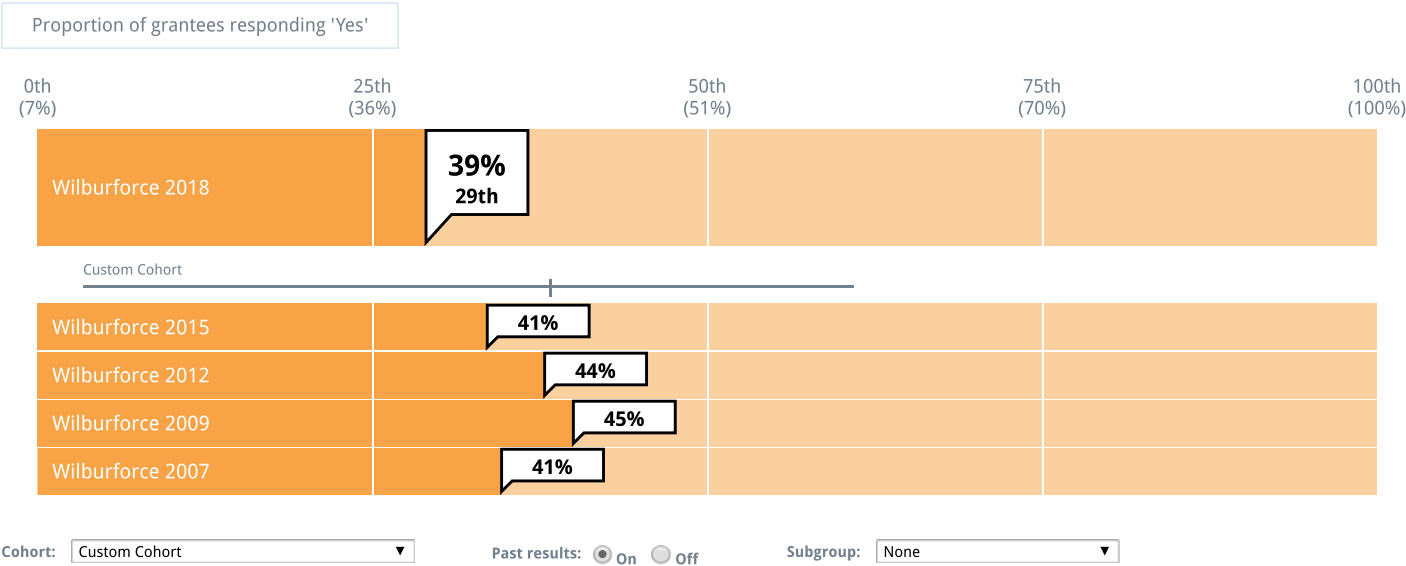


# Contact Change and Site Visits

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

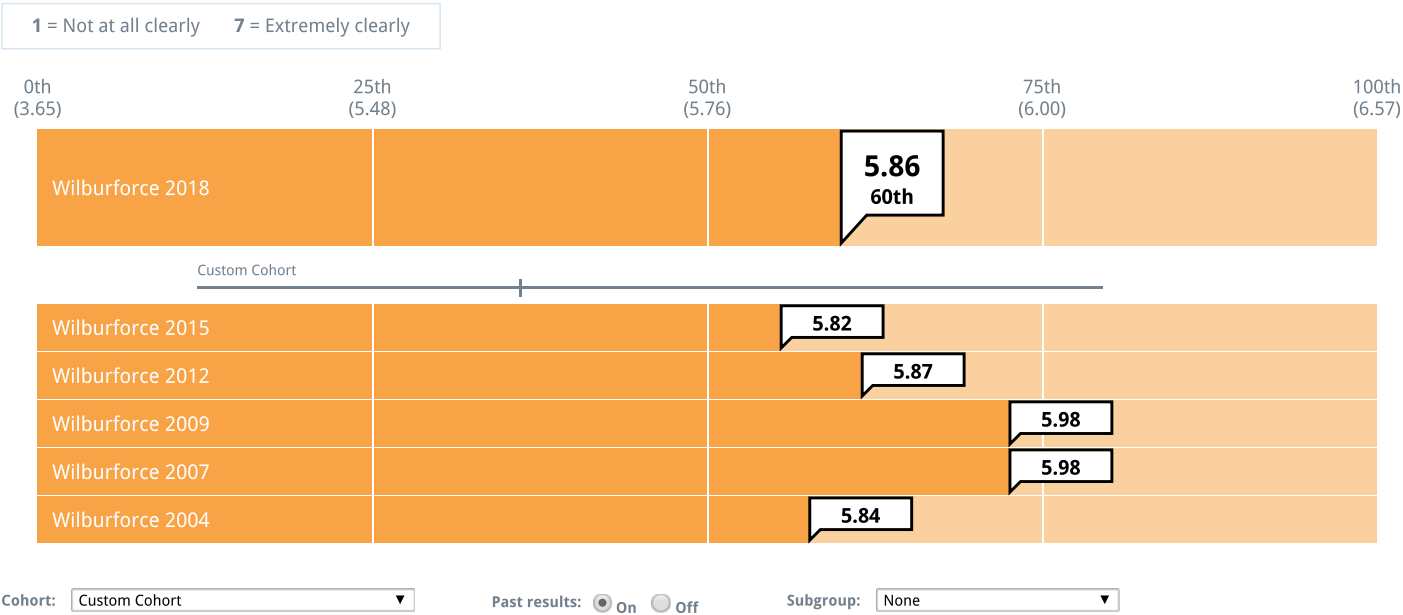


## Did Wilburforce conduct a site visit during the course of this grant?

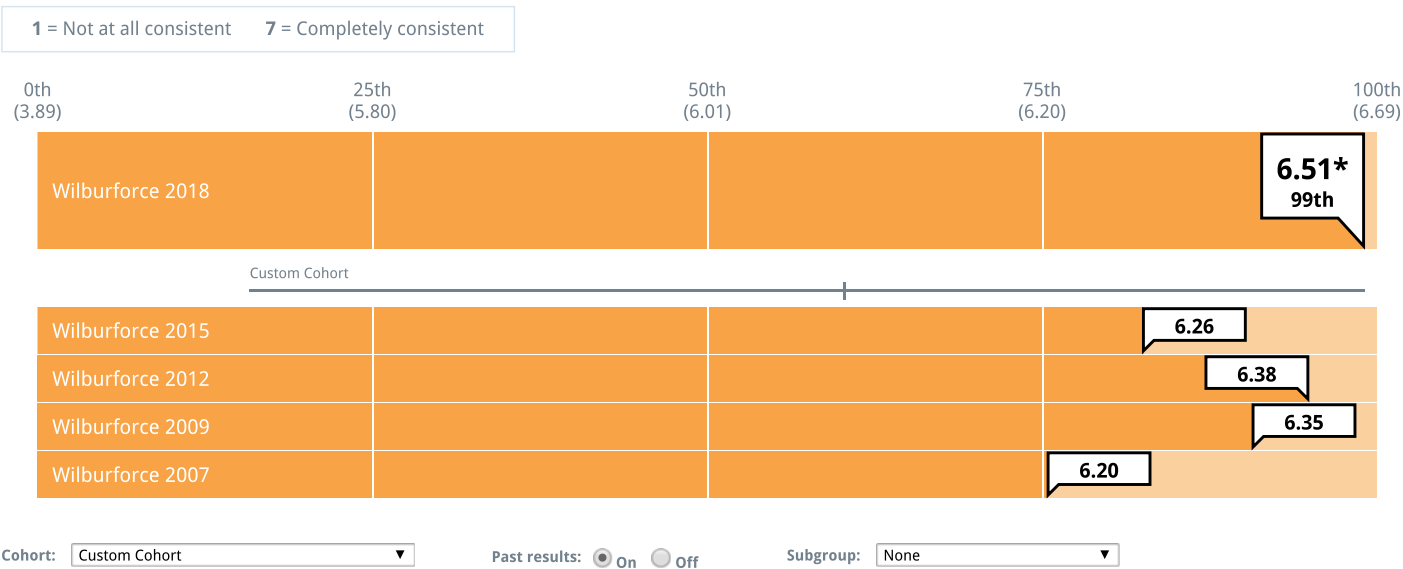


Foundation Communication

How clearly has Wilburforce communicated its goals and strategy to you?



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



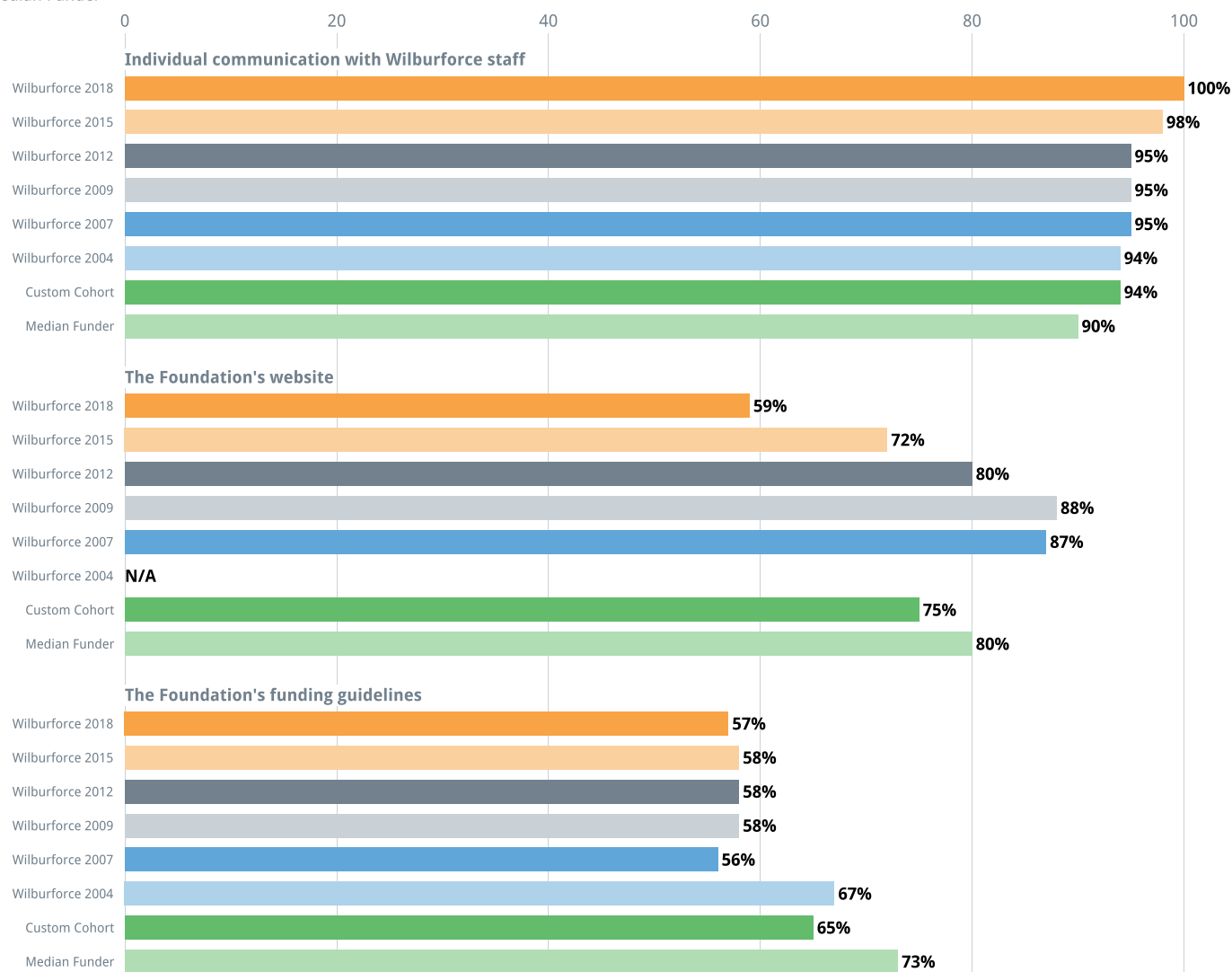
## Communication Resources

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

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

### Usage of Communication Resources

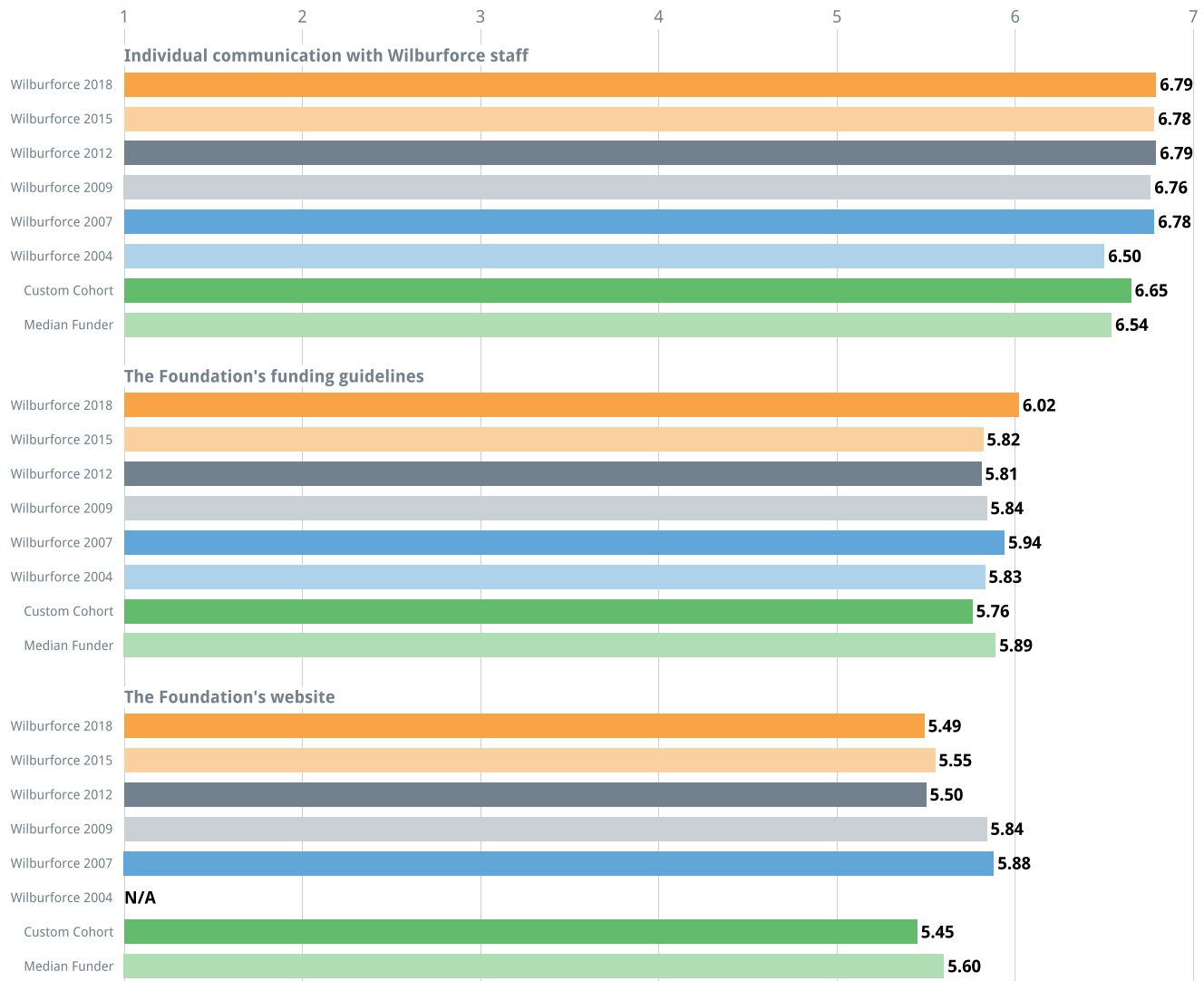
■ Wilburforce 2018 
 ■ Wilburforce 2015 
 ■ Wilburforce 2012 
 ■ Wilburforce 2009 
 ■ Wilburforce 2007 
 ■ Wilburforce 2004 
 ■ Custom Cohort 
 ■ Median Funder



## Helpfulness of Communication Resources

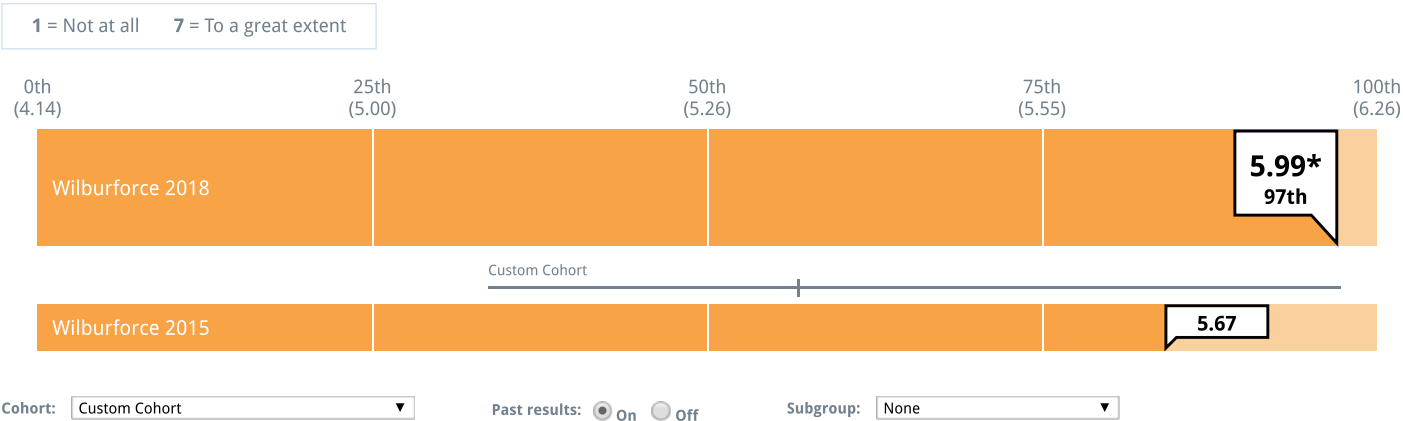
1 = Not at all helpful    7 = Extremely helpful

Wilburforce 2018   Wilburforce 2015   Wilburforce 2012   Wilburforce 2009   Wilburforce 2007   Wilburforce 2004   Custom Cohort  
Median Funder



Openness

To what extent is Wilburforce open to ideas from grantees about its strategy?



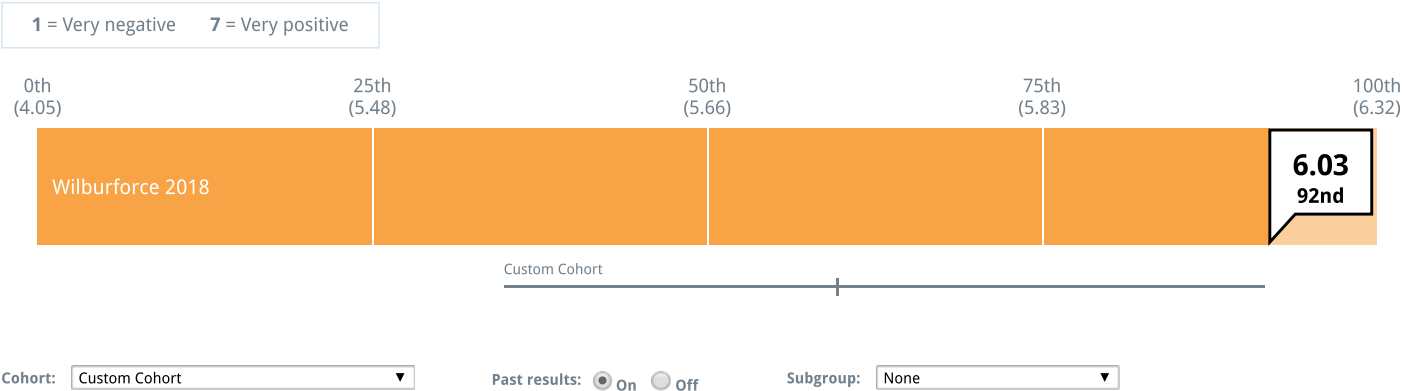
# Top Predictors of Relationships

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

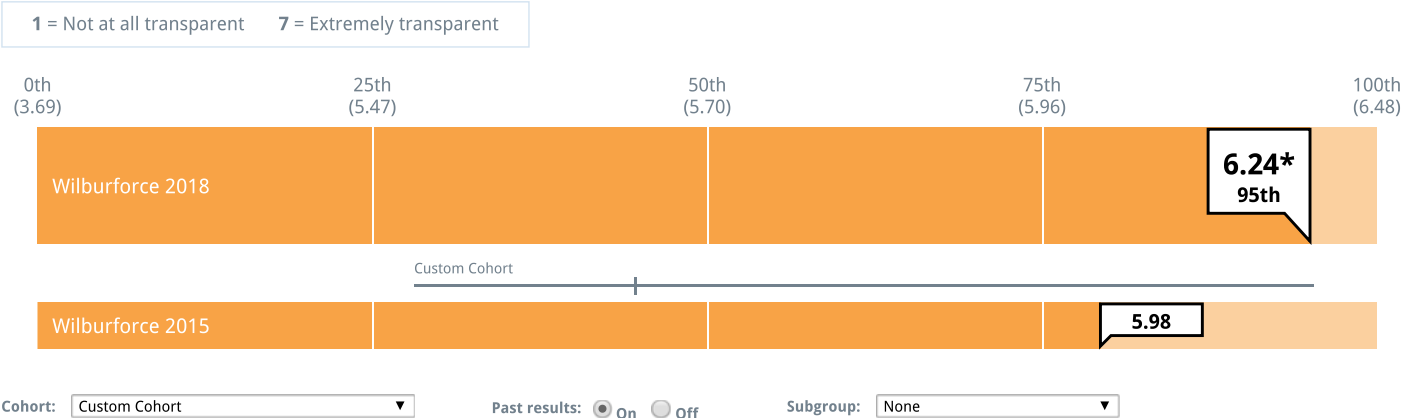
Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding measure below is an average of partner ratings on the following measures:

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

## Understanding Measure



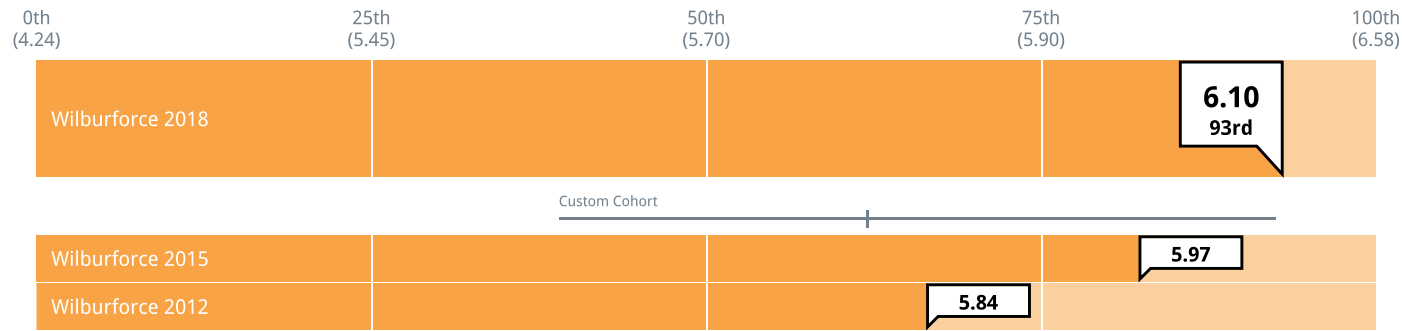
## Overall, how transparent is Wilburforce with your organization?



# Beneficiary and Contextual Understanding

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

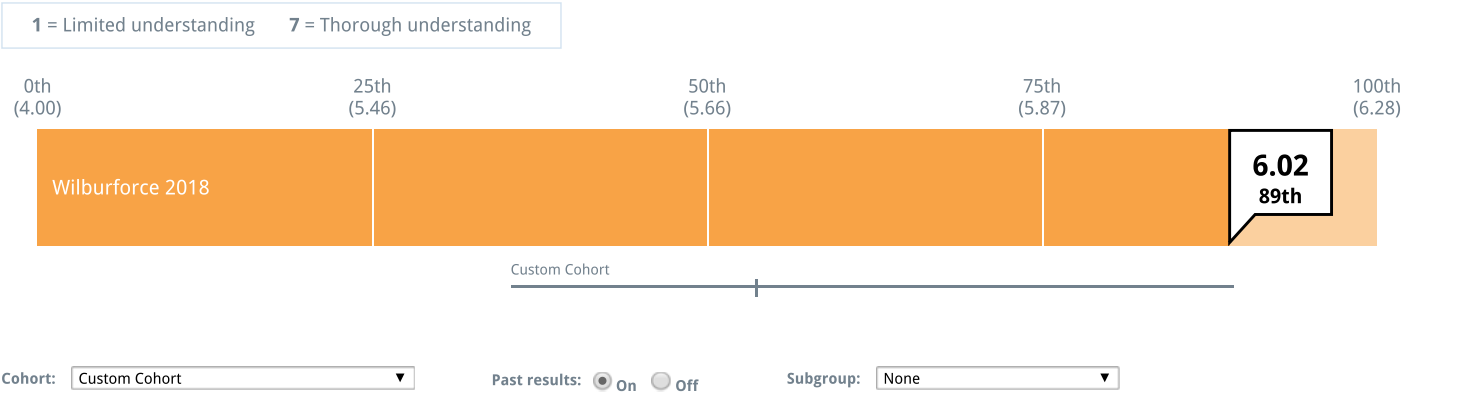
1 = Limited understanding    7 = Thorough understanding



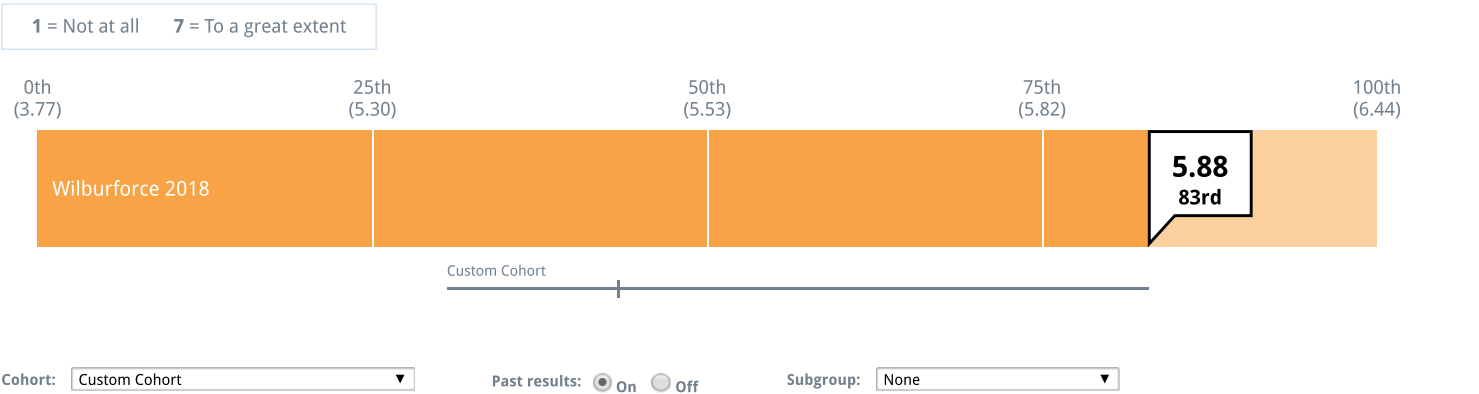
Cohort: Custom Cohort    Past results: ☒ On ☐ Off    Subgroup: None

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

How well does Wilburforce understand your intended beneficiaries' needs?



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

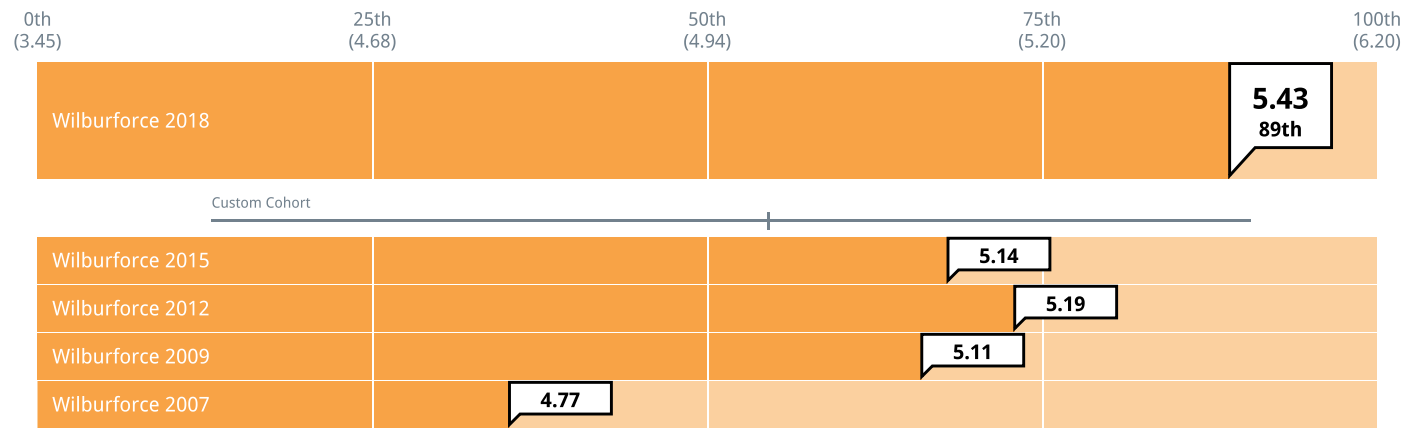




Grant Processes

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

1 = Not at all helpful    7 = Extremely helpful



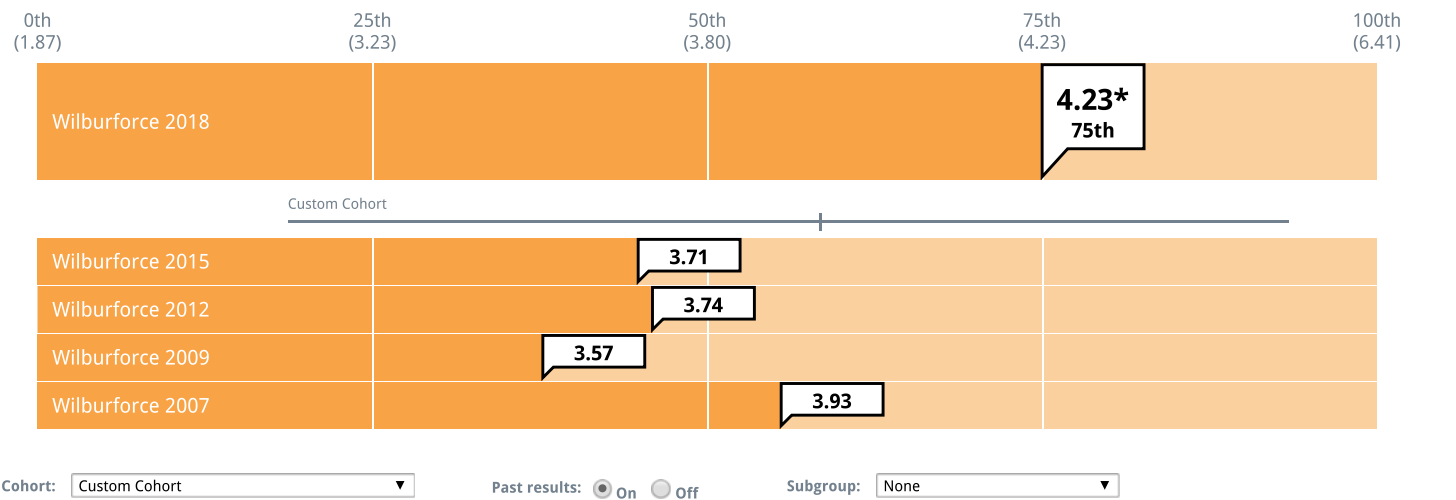
Cohort: Custom Cohort    Past results: ☒ On ☐ Off    Subgroup: None

Selection Process

Did you submit a proposal for this grant?	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Submitted a Proposal	93%	96%	98%	97%	96%	98%	94%	97%
Did Not Submit a Proposal	7%	4%	2%	3%	4%	2%	6%	3%

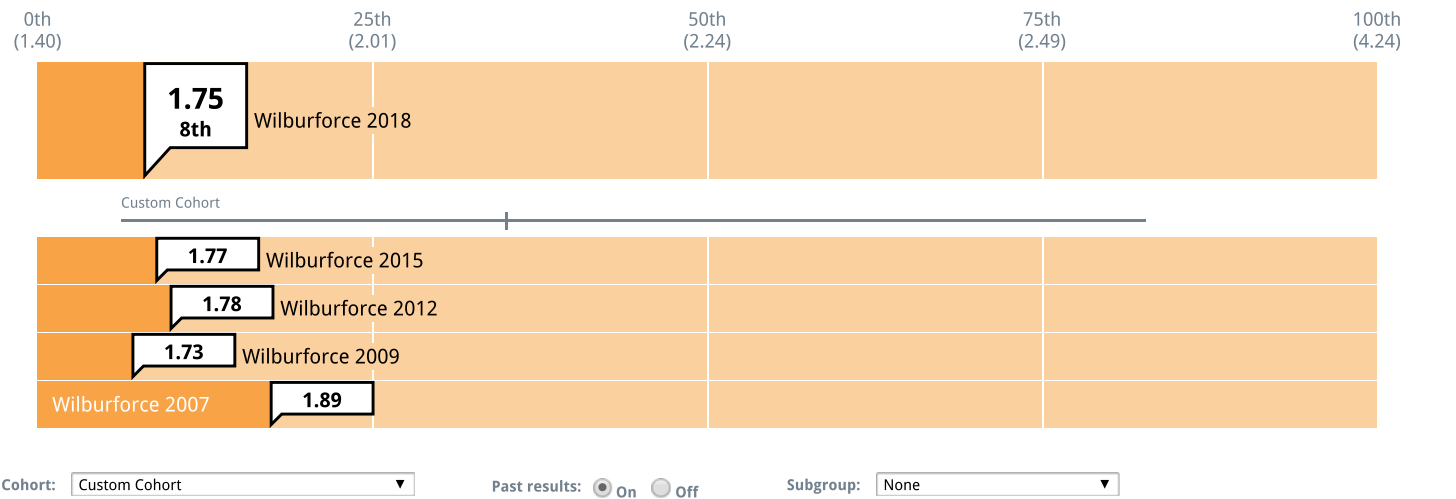
How involved was Wilburforce staff in the development of your grant proposal?

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



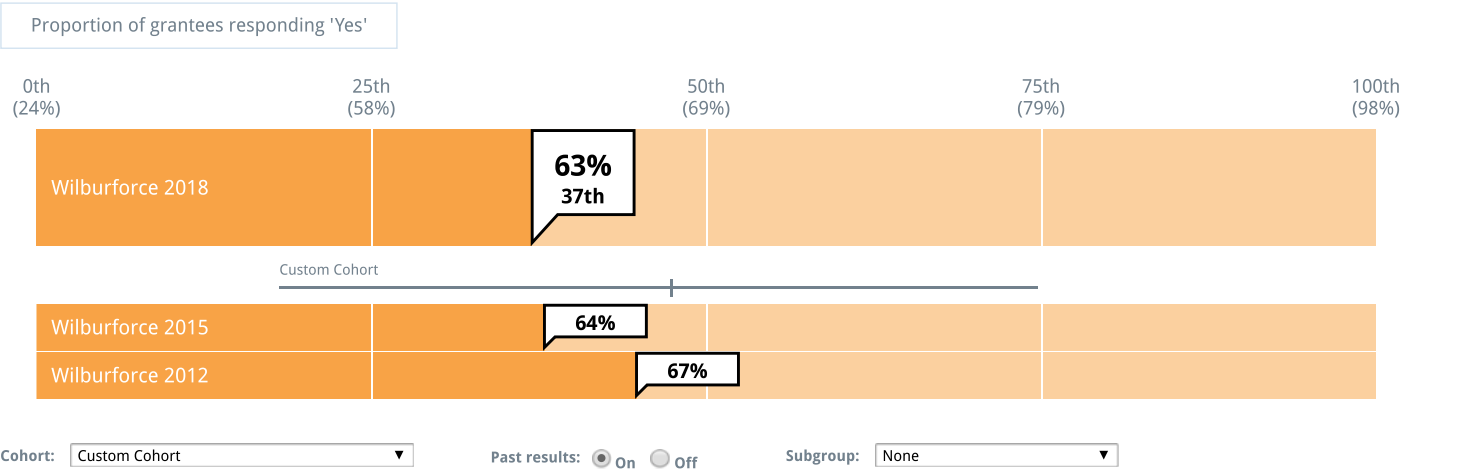
## Time Between Submission and Clear Commitment

“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	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Less than 1 month	9%	16%	7%	4%	16%	10%	6%	7%
1 - 3 months	86%	76%	79%	83%	72%	79%	56%	64%
4 - 6 months	5%	7%	13%	13%	11%	11%	29%	23%
7 - 9 months	0%	0%	1%	0%	0%	0%	5%	4%
10 - 12 months	0%	0%	0%	0%	0%	0%	2%	1%
More than 12 months	0%	1%	0%	0%	0%	0%	2%	1%

# Reporting and Evaluation Process

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



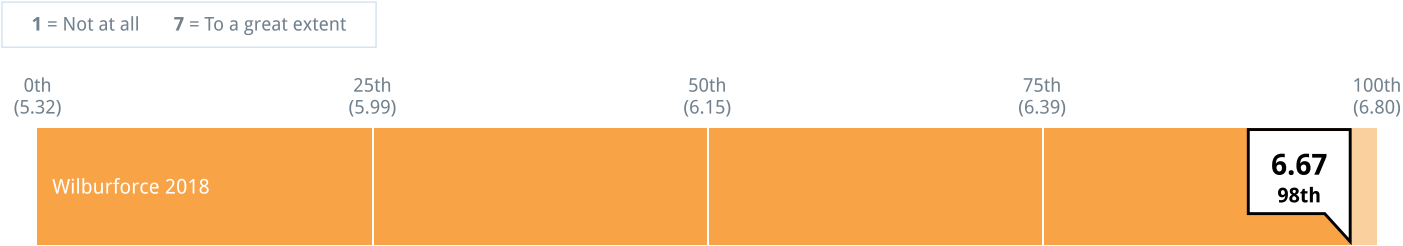
The following questions were recently added to the grantee survey and depict comparative data from fewer than one-third of funders in the dataset.

Participation in Reporting and/or Evaluation Processes	Wilburforce 2018	Average Funder
Participated in a reporting process only	58%	56%
Participated in an evaluation process only	1%	1%
Participated in both a reporting and an evaluation process	33%	32%
Participated in neither a reporting nor an evaluation process	8%	12%

# Reporting Process

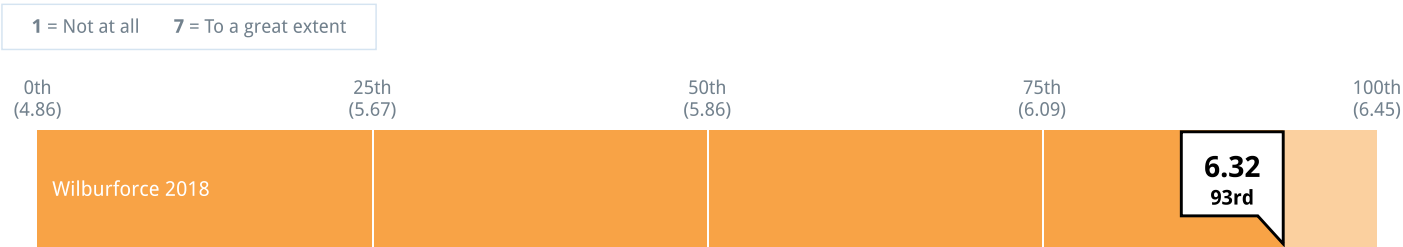
The following questions were only asked of grantees that indicated having participated in a reporting process. See the “Reporting and Evaluation Process” page for data on the proportion of grantees participating in this process.

## To what extent was Wilburforce's reporting process straightforward?



Cohort: None    Past results: ☒ On   ☐ Off    Subgroup: None

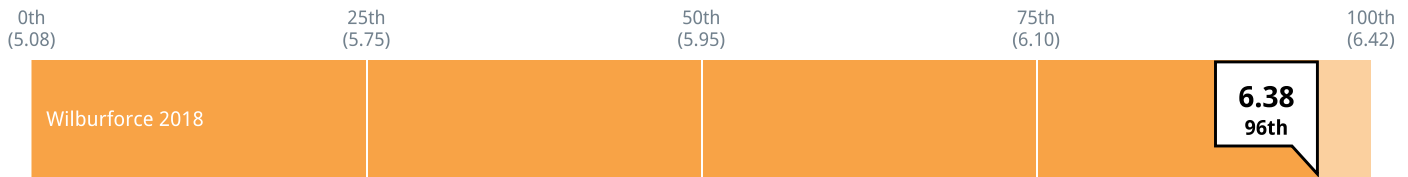
## To what extent was Wilburforce's reporting process adaptable, if necessary, to fit your circumstances?



Cohort: None    Past results: ☒ On   ☐ Off    Subgroup: None

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

1 = Not at all    7 = To a great extent



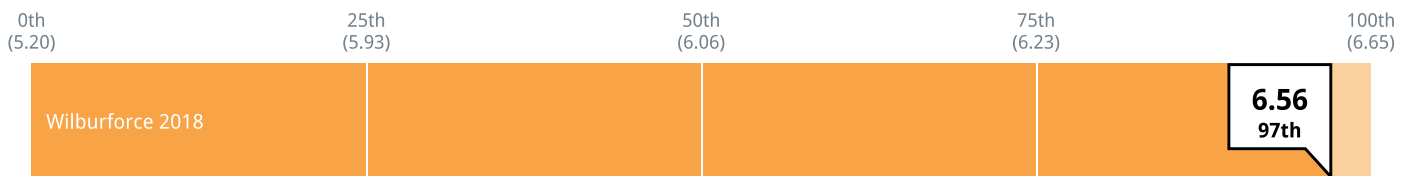
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

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

1 = Not at all    7 = To a great extent



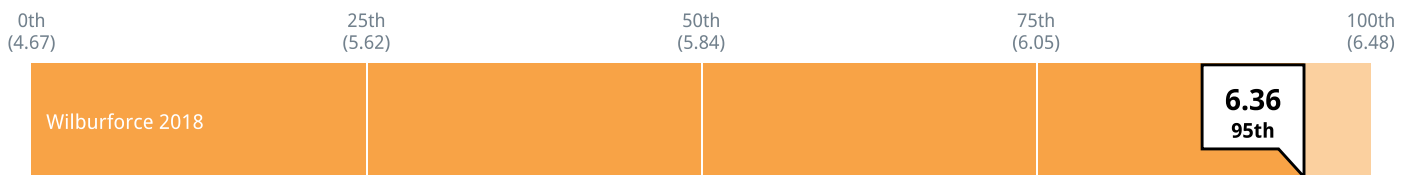
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

### To what extent was Wilburforce's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all    7 = To a great extent



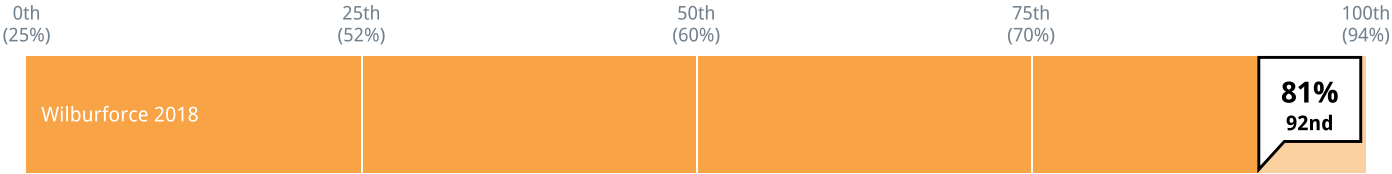
Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

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

Proportion of grantees responding 'Yes'



Cohort: None ▼

Past results: ☒ On ☐ Off

Subgroup: None ▼

## Evaluation Process

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

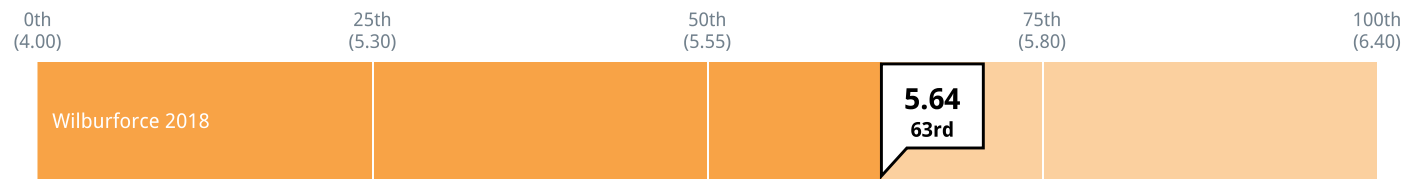
"Who was primarily responsible for carrying out the evaluation?"	Wilburforce 2018	Average Funder
Evaluation staff at Wilburforce	38%	21%
Evaluation staff at your organization	45%	51%
External evaluator, chosen by Wilburforce	14%	14%
External evaluator, chosen by your organization	3%	14%

"Did Wilburforce provide financial support for the evaluation?"	Wilburforce 2018	Average Funder
Yes, the evaluation's costs were fully funded by Wilburforce	40%	34%
Yes, the evaluation's costs were partially funded by Wilburforce	4%	17%
No, the evaluation's costs were not funded by Wilburforce	56%	49%



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

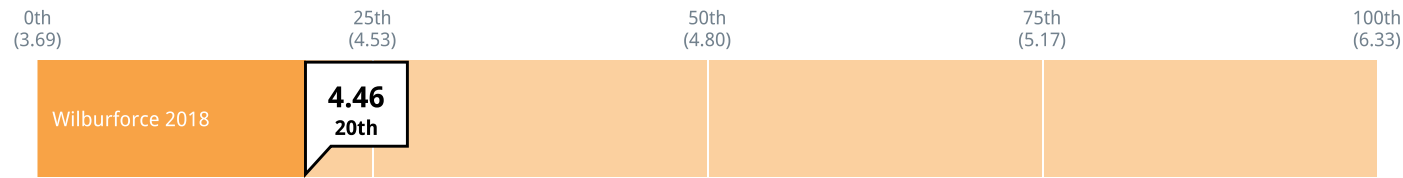
1 = Not at all    7 = To a great extent



Cohort: None ▼    Past results: ☒ On ☐ Off    Subgroup: None ▼

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

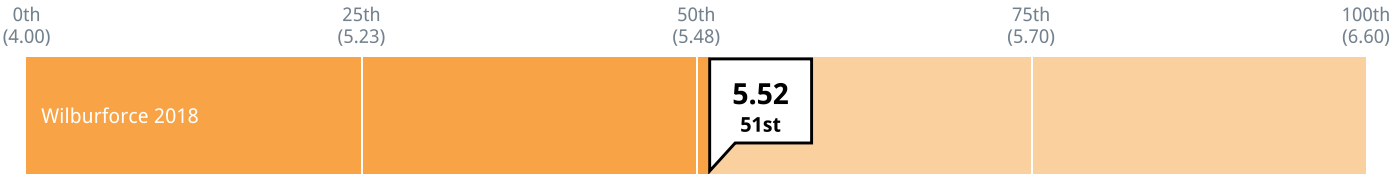
1 = Not at all    7 = To a great extent



Cohort: None ▼    Past results: ☒ On ☐ Off    Subgroup: None ▼

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

1 = Not at all    7 = To a great extent



Cohort: None ▼

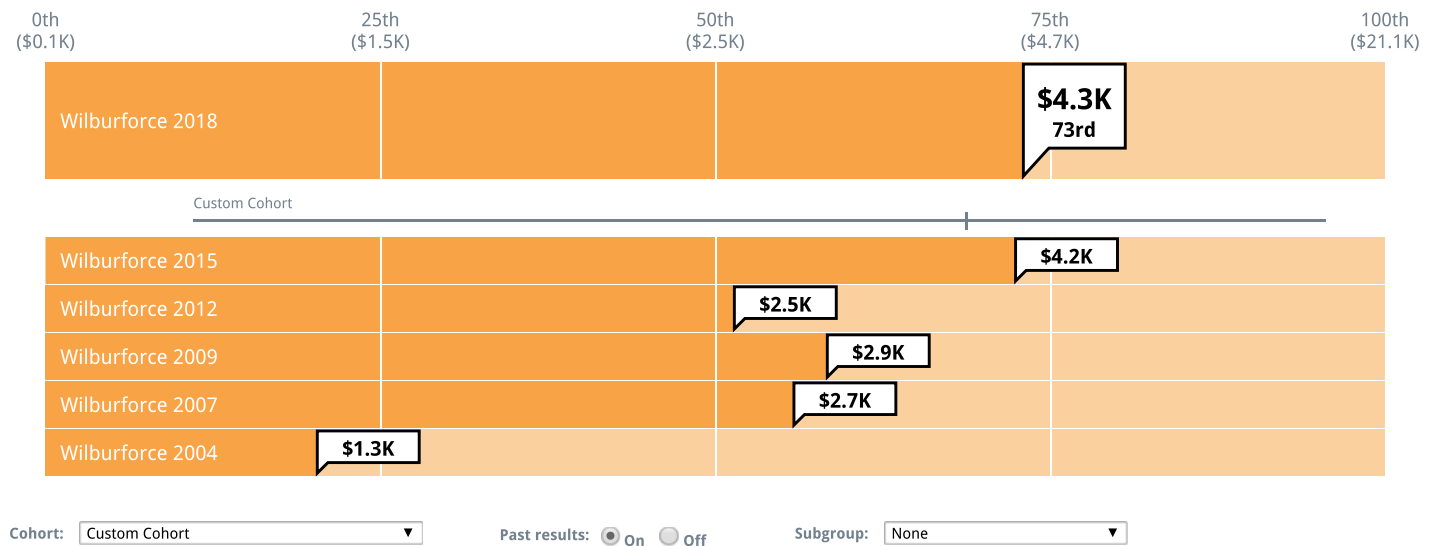
Past results: ☒ On ☐ Off

Subgroup: None ▼

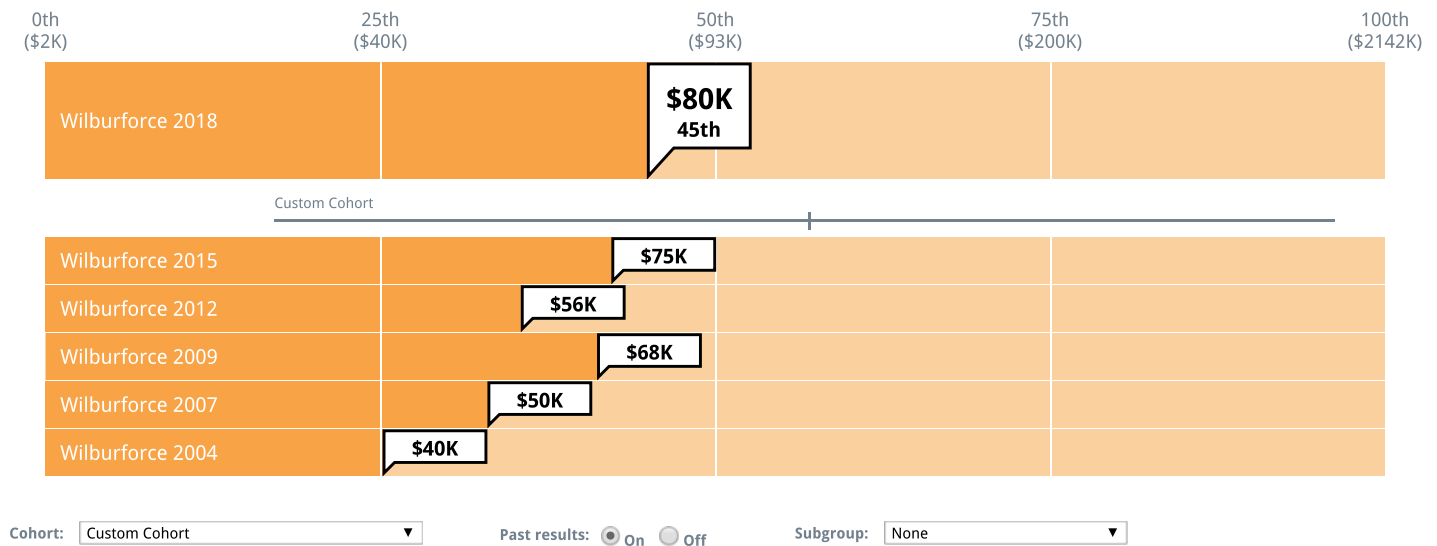
## Dollar Return and Time Spent on Processes

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

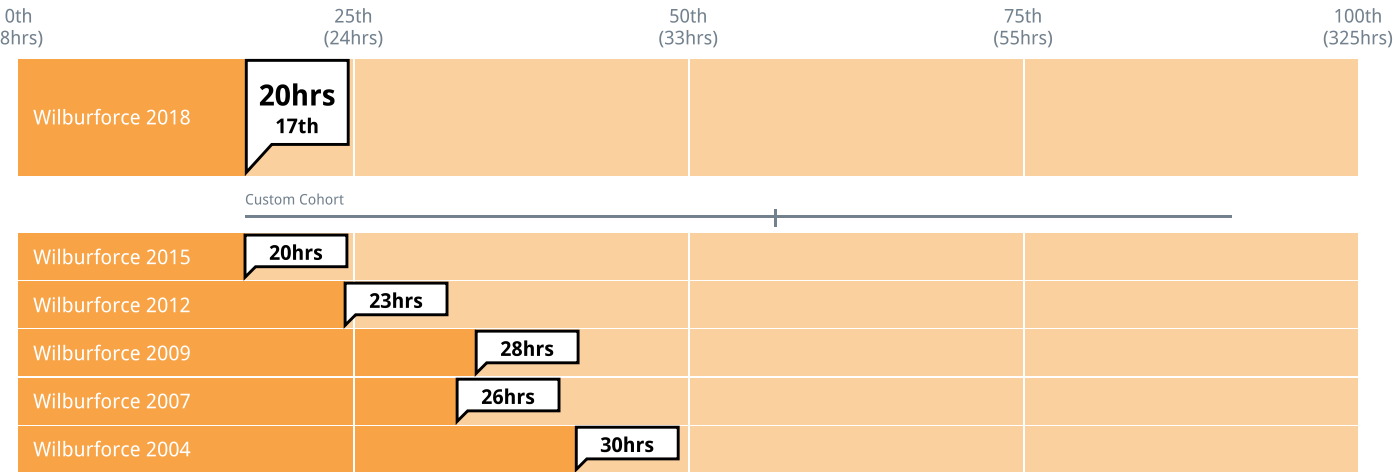
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



### Median Grant Size



Median hours spent by grantees on funder requirements over grant lifetime



Cohort: 

Custom Cohort

Past results: 

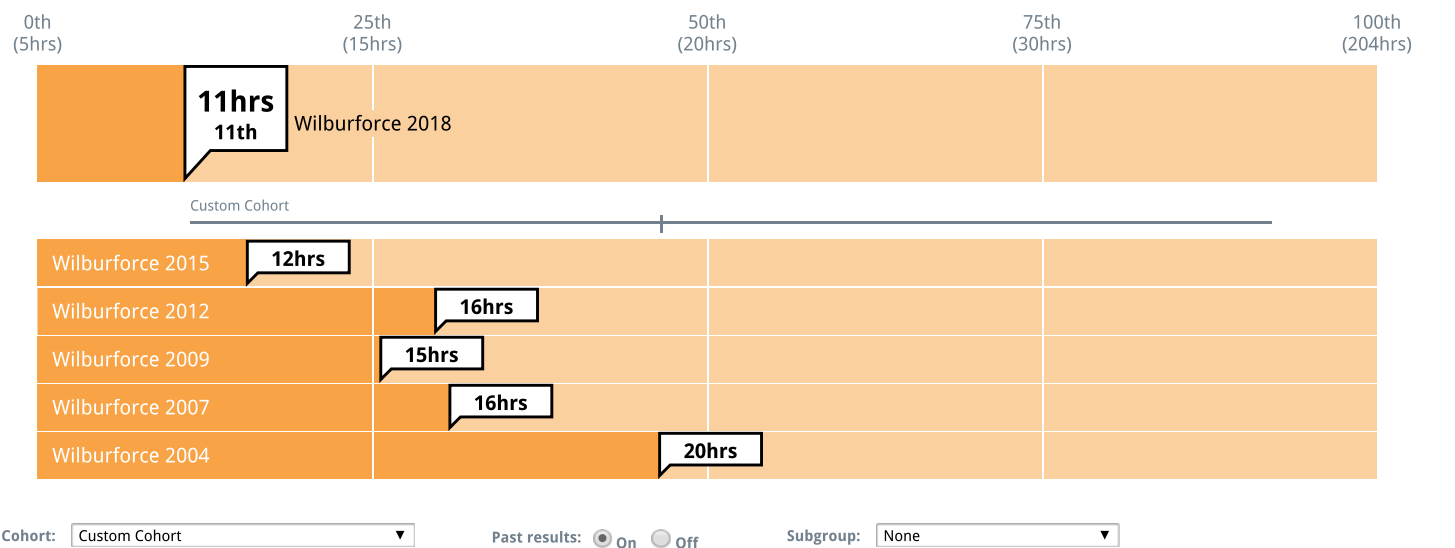
☒ On ☐ Off

Subgroup: 

None

Time Spent on Selection Process

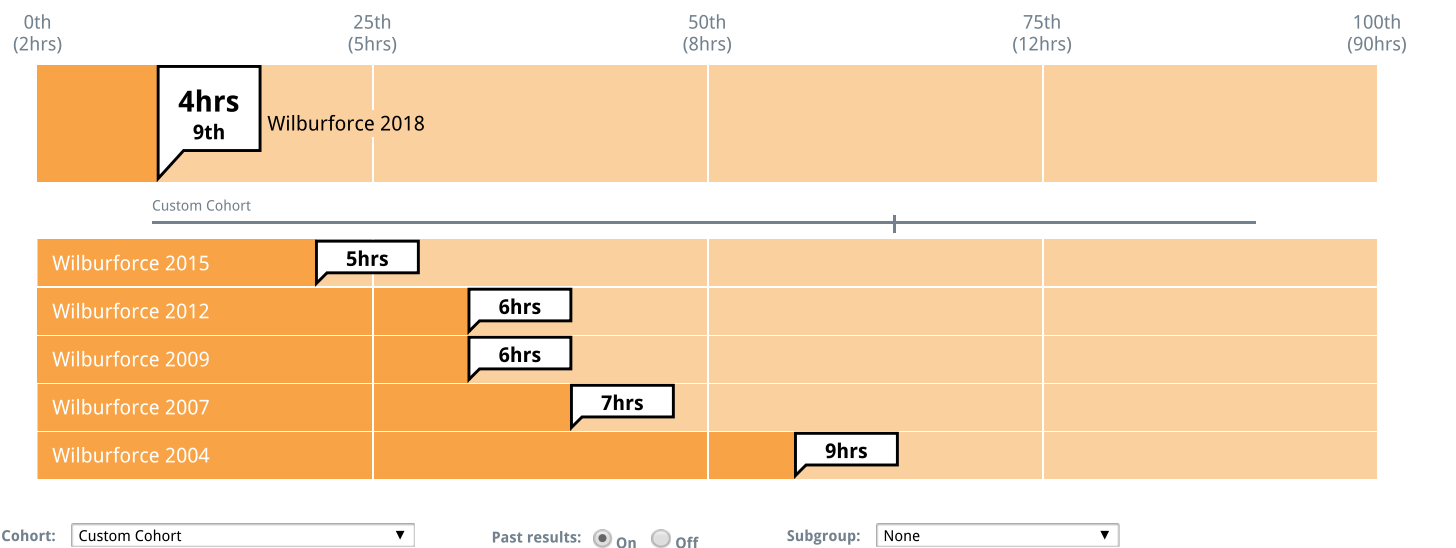
Median Hours Spent on Proposal and Selection Process



Time Spent On Proposal And Selection Process	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
1 to 9 hours	35%	36%	25%	29%	24%	16%	20%	15%
10 to 19 hours	38%	31%	28%	30%	29%	28%	21%	22%
20 to 29 hours	15%	19%	19%	21%	23%	23%	18%	18%
30 to 39 hours	5%	7%	11%	8%	13%	12%	8%	9%
40 to 49 hours	5%	7%	10%	6%	5%	12%	12%	13%
50 to 99 hours	3%	1%	5%	4%	4%	7%	11%	12%
100 to 199 hours	0%	0%	2%	2%	0%	1%	6%	8%
200+ hours	0%	0%	0%	1%	1%	1%	4%	3%

Time Spent on Reporting and Evaluation Process

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



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
1 to 9 hours	76%	74%	65%	64%	66%	50%	52%	50%
10 to 19 hours	22%	15%	19%	21%	18%	27%	20%	23%
20 to 29 hours	1%	6%	9%	9%	9%	14%	11%	12%
30 to 39 hours	1%	3%	3%	1%	1%	7%	4%	3%
40 to 49 hours	0%	2%	1%	1%	3%	1%	4%	4%
50 to 99 hours	0%	0%	1%	3%	1%	1%	5%	5%
100+ hours	0%	0%	1%	1%	1%	0%	5%	3%

# Non-Monetary Assistance

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

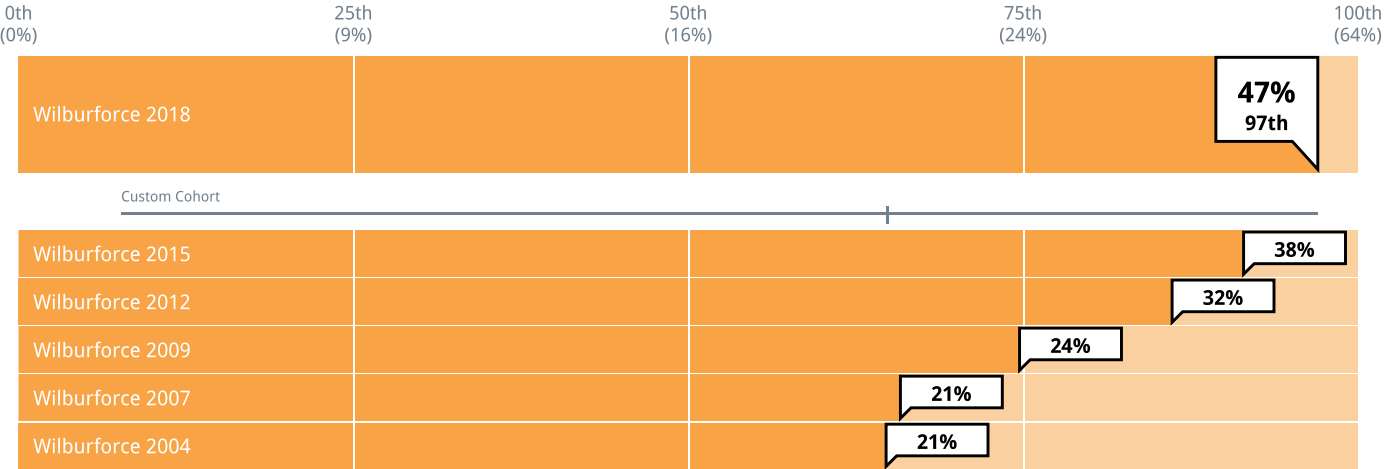
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions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

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



Non-Monetary Assistance Patterns	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Comprehensive	24%	21%	12%	16%	11%	13%	7%	6%
Field-focused	23%	18%	20%	8%	9%	7%	11%	15%
Little	42%	46%	55%	52%	44%	51%	40%	43%
None	11%	16%	13%	24%	35%	28%	42%	36%

Proportion of grantees that received field-focused or comprehensive assistance



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

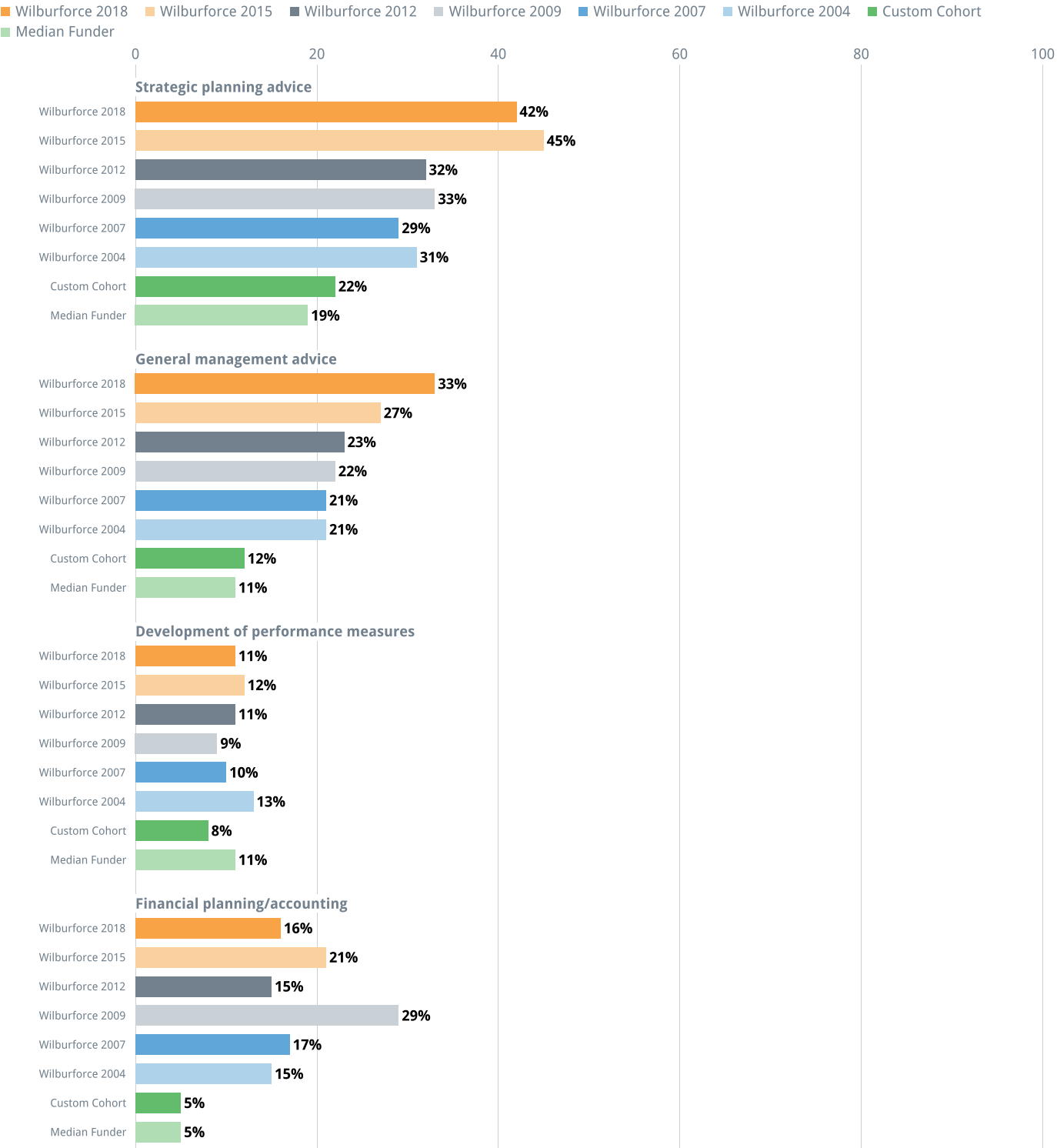
**Behind the numbers:** Grantees who report receiving field-focused or comprehensive non-monetary assistance from the Foundation rate it significantly more positively for the majority of measures in the report.



# Management Assistance Activities

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

## Percentage of Grantees that Received Management Assistance

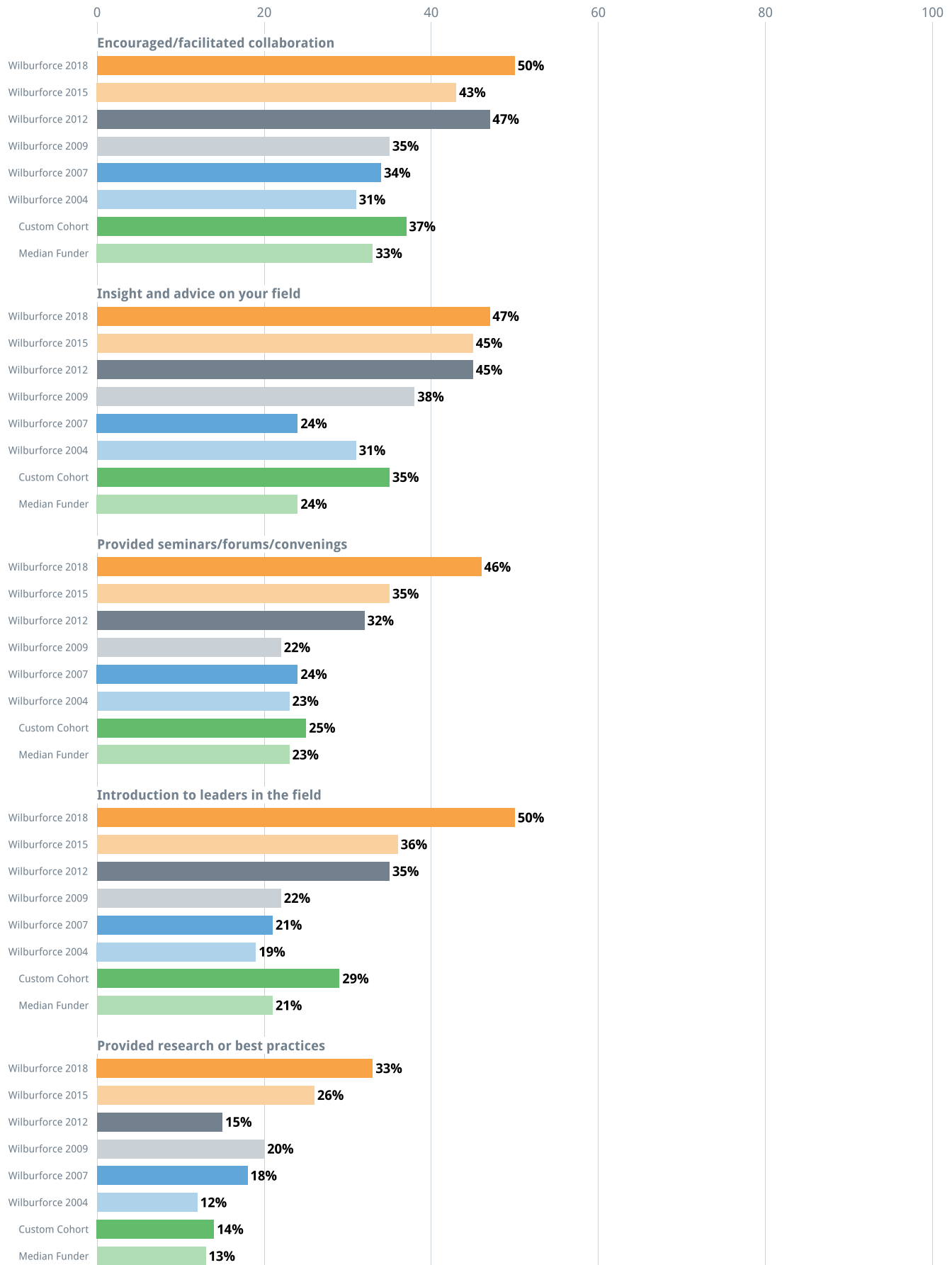


## Field-Related Assistance Activities

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

## Percentage of Grantees that Received Field-Related Assistance

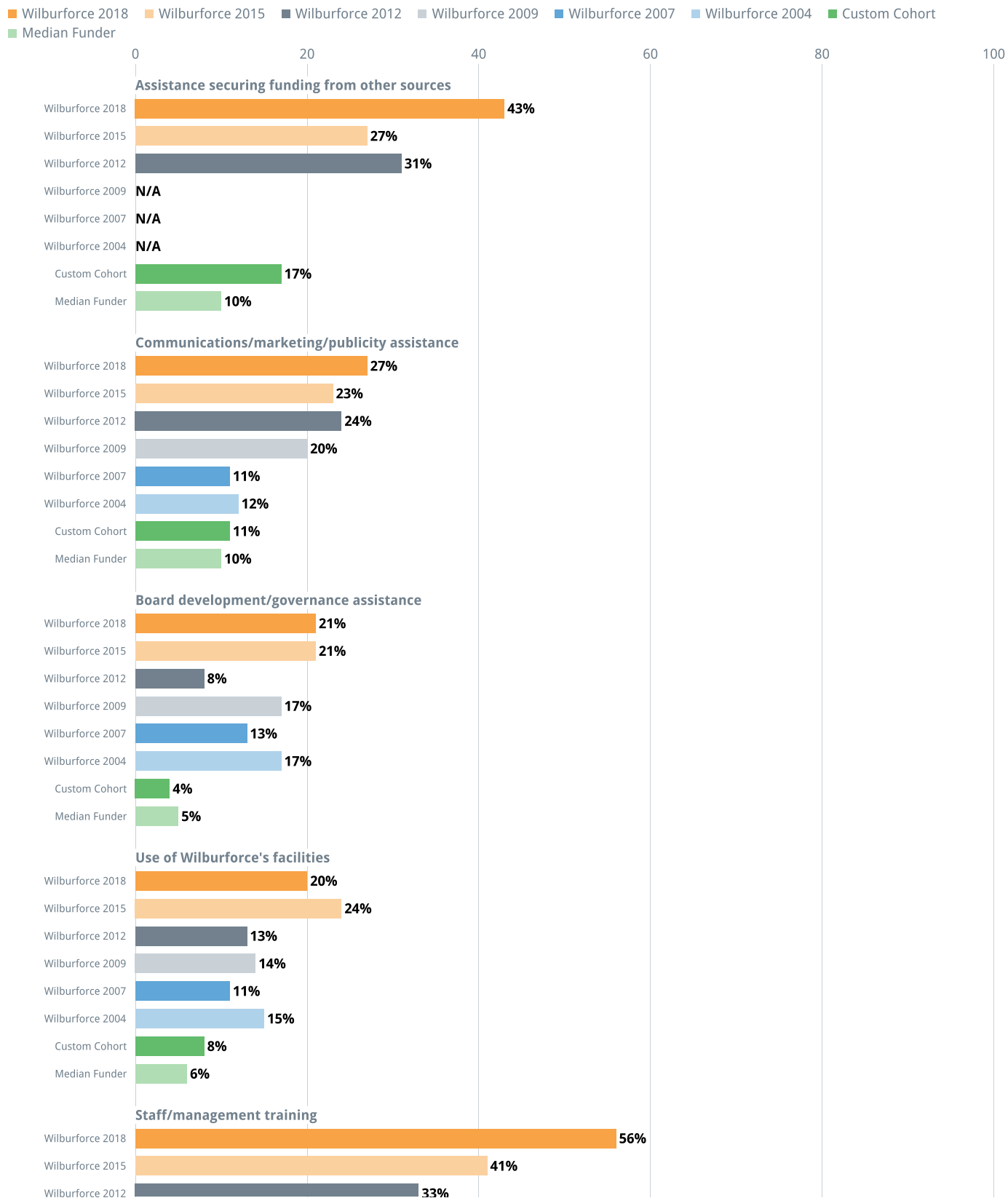
■ Wilburforce 2018 
 ■ Wilburforce 2015 
 ■ Wilburforce 2012 
 ■ Wilburforce 2009 
 ■ Wilburforce 2007 
 ■ Wilburforce 2004 
 ■ Custom Cohort 
 ■ Median Funder

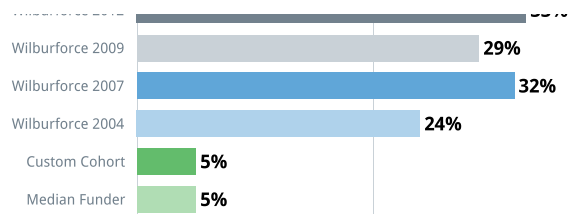


## Other Assistance Activities

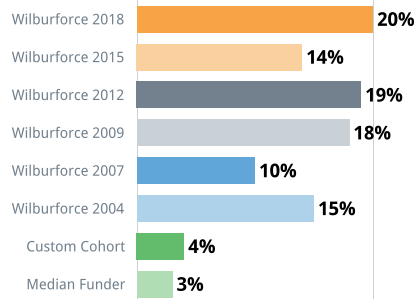
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by Wilburforce) associated with this funding."

### Percentage of Grantees that Received Other Assistance





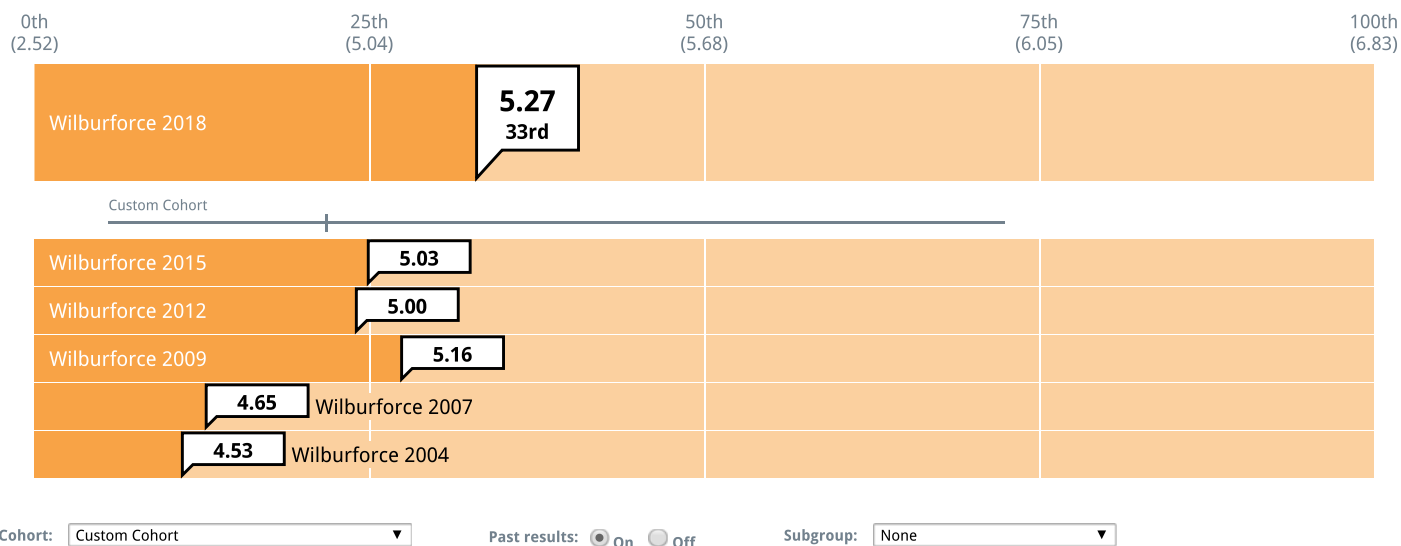
#### Information technology assistance



## Impact on and Understanding of Grantees' Local Communities

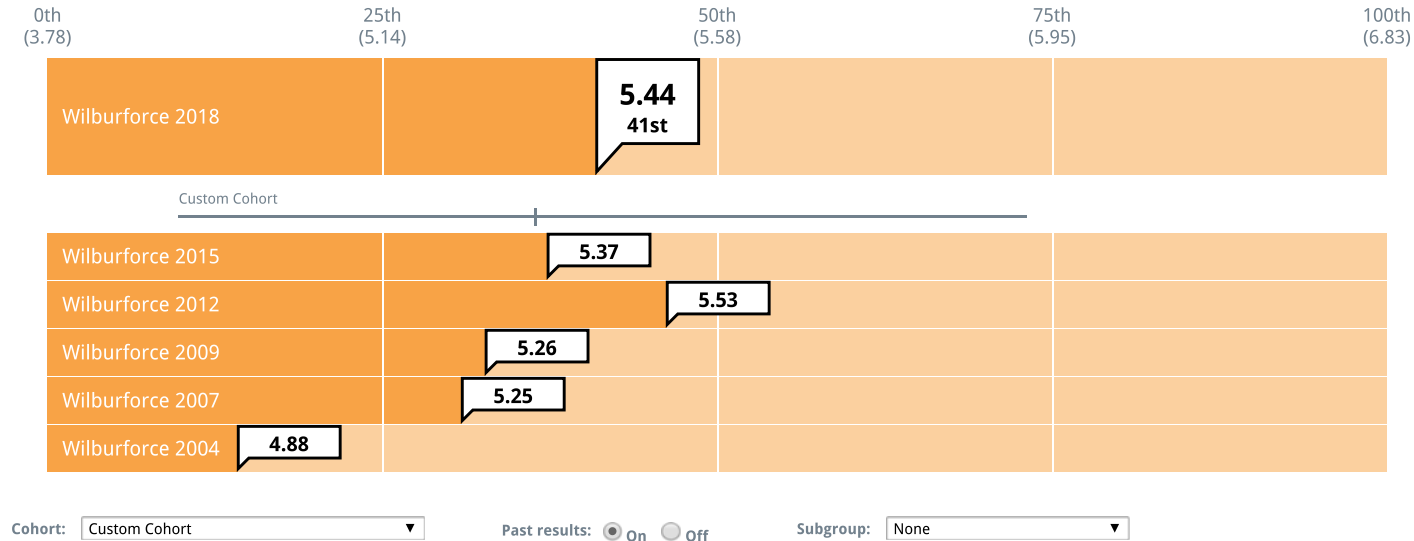
### Overall, how would you rate Wilburforce's impact on your local community?

1 = No impact    7 = Significant positive impact



### How well does Wilburforce understand the local community in which you work?

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



## Wilburforce Foundation-Specific Questions

Who are the Foundation staff people with whom you have had the most extensive contact about your grant? Wilburforce 2018

Denise Joines, Senior Program Officer, and Yolanda Morris, Program Associate	28%
Liz Bell, Program Officer, and Bob Freimark, Program Associate	28%
Wendy Vanasselt, Program Officer, and Carol Orr, Program Associate	28%
Lisa Weinstein, Program Officer	4%
Paul Beaudet, Executive Director	2%
Other	10%

Have you worked with Training Resources for the Environmental Community (TREC)? Wilburforce 2018

Yes	81%
No	19%

## Grantees' Open-Ended Comments

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

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

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

### CEP's Qualitative Analysis

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

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



# Quality of Processes, Interactions and Communications

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

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

Positivity of Comments about the Quality of Wilburforce's Processes, Interactions, and Communications	Wilburforce 2018	Average Funder	Custom Cohort
Positive comment	90%	72%	79%
Comment with at least one constructive theme	10%	28%	21%

# Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. Of the [responses](#)Total grantees that responded to the survey, 51 provided constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

## Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Non-monetary Assistance	27%
Field Impact and Understanding	20%
Grantmaking Characteristics and Strategy	20%
Communications	10%
Quality of Interactions	8%
Foundation Processes	6%
Impact on and Understanding of Grantee Communities and Organizations	4%
Other	6%

## Selected Comments

Grantees were asked to provide any suggestions for how Wilburforce could improve. The [responses](#)Total grantees that responded to the survey provided a total of 51 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Non-monetary Assistance (27% N=14)

- Assistance with Funding from Other Sources (N = 5)
  - "Connecting grantees to other funders is always appreciated."
  - "Introductions and relationship building with other funders."
  - "Perhaps more opportunities to meet and interact with other fundees. It's always good to share stories and experience around similar conservation problems."
  - "More connection to other possible funding sources."
  - "Reach out to other funders to share the successes of its grantees and encourage them to meet with us and consider funding us"
- Capacity (N = 3)
  - "Hosting a grant-writing workshop for those developing and submitting grants."
  - "It would be helpful for Wilburforce to go a step further in developing trainings for [certain] types of grantees, focused on generating financial incentives for conservation including but not limited to ecotourism, improved access to markets, and marketing wildlife-friendly products."
- Collaborations (N = 3)
  - "Actions and steps that Wilburforce takes to encourage collaboration among their grantees are always helpful and perhaps there is even more that can be done there."
  - "Better link science and advocacy grantees/knowledge sharing & shaping."
- Convenings (N = 3)
  - "Convene an annual gathering of conservation NGOs in the Northern Rockies to share strategies and celebrate victories"
  - "Host a 'meet-and-greet' for the organization's development, grant-writing staff and the program officers - to provide an opportunity to learn from each other and gain some deeper understanding of the grant process."

### Field Impact and Understanding (20% N=10)

- Influencing Other Funders (N = 7)
  - "...trying to help encourage other funders to areas where it is most needed, and I think more of that will continue to be important"
  - "How do we position Wilburforce as a funder who could train or inform other conservation funders around realistic needs and best practices of this work?"
  - "I know they try, but I wish Wilburforce could convince other foundations to follow their lead. We need more Wilburforce-like Foundations!"
  - "We would love to see Wilburforce's model exported to other foundations, to make them better funders."
- Understanding of the Field (N = 2)
  - "More... community connections to better understand the context of our work."
- Other (N = 1)

### Grantmaking Characteristics and Strategy (20% N=10)

- Length of Grant Commitments (N = 3)
  - "More multi-year grants."
  - "...providing multi-year support would better help us plan more effectively."
- Size of Grants (N = 3)
  - "Even though we have got an annual grant for many years the size of grant has varied a lot. A multi-year grant with known amounts would help with planning and budgeting."
  - "They could have greater impact on our issues and in our region by supporting fewer groups with larger grants."
- Strategy (N = 3)
  - "How do we best introduce new and budding organizations who bring exciting tactics and strategies to Wilburforce as it seems most organizations have a long history with the foundation. It was a little intimidating for us to trying to "break in" 10 years ago."
  - "...weight its level of support to conservation organizations that it supports by the proportional of the real, lasting conservation impact each organization has."

### Communications (10% N=5)

- Clarity of Communications (N = 5)
  - "Communicate big picture."
  - "Back to a previous comment about better understanding Wilburforce's overall objectives and seeing if there is a better fit for our organization and the Foundation than the current grant program. The current grant program is good, I just wonder if there are better more effective options."

- "Still unclear how the CSP and the regional programs are intertwined."
- "Knowing about all of their programs and how our grant ties into the other work they are doing. How are we helping build whatever it is they are building."
- "Perhaps, we would be better served, if we had a better sense of Wilburforce's overall strategy and goals beyond our issue area."

#### **Quality of Interactions (8% N=4)**

- More Frequent Interactions (N = 3)
  - "One thing you could do is to provide a little extra funding in each grant, dedicated to regular (annual or bi-annual) face to face meetings between fundees and Wilburforce staff. This could help make the relationships even stronger."
  - "Would love to have more interaction with program staff. Always enjoy my interactions with them."
- Other (N = 1)

#### **Foundation Processes (6% N=3)**

- Foundation Processes (N = 3)
  - "...scaling the proposal and report writing more to the size of the grant and adapting the reporting schedule to align with our fiscal year."
  - "Wilburforce should take measures to ensure that individuals and organizations they are funding have a proven, positive track record that will help strengthen and build the conservation community and movement overall."

#### **Impact on and Understanding of Grantee Communities and Organizations (4% N=2)**

- Understanding of Grantee Communities and Organizations (N = 2)
  - "To make WF an even better funder, we would suggest learning/exploring/talking about our business (our organization and the field) at a deeper level to explore why we do or don't do certain things, either strategically, relative to partnerships, etc., including engaging with the more challenging aspects of sustaining an organization, fundraising versus outcomes, the social pressures in the field, and more."

#### **Other (6% N=3)**

- Other (N = 3)

## Contextual Data

### Grantmaking Characteristics

Length of Grant Awarded	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Average grant length	2.4 years	2 years	2 years	2.1 years	1.9 years	1.6 years	2.2 years	2.2 years

Length of Grant Awarded	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
1 year	51%	52%	50%	45%	46%	63%	44%	42%
2 years	20%	25%	28%	29%	27%	20%	25%	29%
3 years	19%	15%	17%	19%	21%	14%	19%	18%
4 years	1%	2%	1%	2%	3%	2%	4%	4%
5 or more years	9%	6%	6%	5%	3%	1%	8%	7%

Type of Grant Awarded	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Custom Cohort
Program / Project Support	55%	69%	75%	73%	64%	65%	67%
General Operating / Core Support	43%	30%	21%	23%	32%	22%	27%
Capital Support: Building / Renovation / Endowment Support / Other	0%	1%	0%	2%	0%	5%	2%
Technical Assistance / Capacity Building	2%	0%	4%	2%	2%	4%	2%
Scholarship / Fellowship	1%	0%	0%	0%	2%	2%	2%
Event / Sponsorship Funding	0%	0%	0%	1%	0%	2%	1%

Grant Size

Grant Amount Awarded	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Median grant size	\$80K	\$75K	\$56K	\$67.5K	\$50K	\$40K	\$93K	\$110.5K

Grant Amount Awarded	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Less than \$10K	1%	0%	0%	3%	1%	8%	9%	3%
\$10K - \$24K	6%	4%	21%	16%	22%	18%	12%	8%
\$25K - \$49K	19%	25%	20%	20%	21%	30%	13%	15%
\$50K - \$99K	28%	32%	21%	23%	21%	24%	15%	16%
\$100K - \$149K	19%	13%	13%	19%	18%	5%	10%	9%
\$150K - \$299K	12%	18%	15%	11%	12%	10%	16%	16%
\$300K - \$499K	11%	5%	7%	6%	2%	2%	9%	10%
\$500K - \$999K	1%	2%	2%	1%	1%	1%	8%	10%
\$1MM and above	3%	1%	2%	1%	2%	2%	9%	12%

Median Percent of Budget Funded by Grant (Annualized)	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	8%	7%	5%	7%	8%	6%	4%	5%

## Grantee Characteristics

Operating Budget of Grantee Organization	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Median Budget	\$0.8M	\$0.8M	\$0.9M	\$0.7M	\$0.6M	\$0.5M	\$1.5M	\$1.4M

Operating Budget of Grantee Organization	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
<\$100K	5%	4%	8%	10%	11%	8%	8%	5%
\$100K - \$499K	31%	34%	31%	33%	31%	45%	19%	19%
\$500K - \$999K	22%	14%	14%	19%	18%	17%	13%	14%
\$1MM - \$4.9MM	28%	27%	28%	27%	27%	24%	30%	32%
\$5MM - \$24MM	6%	7%	8%	6%	10%	6%	18%	16%
>=\$25MM	8%	14%	10%	5%	3%	1%	11%	14%

## Funding Relationship

Pattern of Grantees' Funding Relationship with Wilburforce	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Average Funder	Custom Cohort
First grant received from Wilburforce	11%	7%	10%	29%	21%
Consistent funding in the past	85%	84%	83%	53%	63%
Inconsistent funding in the past	3%	9%	7%	18%	16%

Funding Status and Grantees Previously Declined Funding	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from Wilburforce	100%	99%	99%	92%	92%	94%	82%	85%
Percent of grantees previously declined funding by Wilburforce	14%	18%	31%	26%	19%	27%	30%	21%



## Grantee Demographics

Job Title of Respondents	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Custom Cohort
Executive Director	60%	58%	50%	55%	65%	66%	47%	47%
Other Senior Management	18%	17%	16%	5%	11%	10%	16%	16%
Project Director	16%	13%	20%	22%	14%	12%	13%	17%
Development Director	2%	3%	2%	4%	4%	2%	8%	6%
Other Development Staff	5%	3%	5%	6%	0%	2%	7%	7%
Volunteer	0%	0%	0%	0%	0%	0%	1%	0%
Other	0%	6%	8%	7%	6%	7%	8%	6%

Gender of Respondents	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Custom Cohort
Female	42%	39%	45%	47%	35%	62%	53%
Male	57%	59%	55%	50%	65%	35%	44%
Prefer to self-identify	0%	0%	0%	1%	0%	0%	0%
Prefer not to say	1%	2%	0%	3%	0%	3%	2%

Race/Ethnicity of Respondents	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Custom Cohort
African-American/Black	1%	0%	0%	0%	1%	7%	4%
American Indian/Alaskan Native	1%	0%	1%	1%	0%	1%	1%
Asian (incl. Indian subcontinent)	0%	1%	0%	2%	0%	4%	5%
Caucasian/White	95%	92%	97%	90%	97%	80%	80%
Hispanic/Latino	1%	2%	1%	0%	1%	5%	4%
Multi-racial	1%	4%	0%	4%	1%	3%	3%
Pacific Islander	0%	0%	0%	0%	0%	0%	0%
Race/Ethnicity not included above	2%	1%	1%	2%	0%	1%	3%

## Funder Characteristics

Financial Information	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Total assets	\$115.7M	\$43M	\$12M	\$6.1M	N/A	\$2.3M	\$227.6M	\$1177.8M
Total giving	\$11.2M	\$11.1M	\$9.9M	\$10.7M	\$8.6M	\$9M	\$16.3M	\$48M

Funder Staffing	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Custom Cohort
Total staff (FTEs)	10	11	11	11	11	7	15	28
Percent of staff who are program staff	70%	73%	64%	82%	82%	100%	41%	45%

Grantmaking Processes	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Median Funder	Custom Cohort
Proportion of grants that are proactive	100%	100%	97%	99%	43%	90%
Proportion of grantmaking dollars that are proactive	100%	100%	99%	99%	60%	95%

## Additional Survey Information

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

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Wilburforce’s grantee survey was 116.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	116
How well does the Foundation understand the field in which you work?	115
To what extent has the Foundation advanced the state of knowledge in your field?	99
To what extent has the Foundation affected public policy in your field?	95
Overall, how would you rate the Foundation's impact on your local community?	100
How well does the Foundation understand the local community in which you work?	106
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	110
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	112
How well does the Foundation understand your organization's strategy and goals?	114
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	108
Who most frequently initiated the contact you had with your program officer during this grant?	116
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	111
Has your main contact at the Foundation changed in the past six months?	115
Did you submit a proposal to the Foundation for this grant?	116
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?	108
How involved was Foundation staff in the development of your grant proposal?	108
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	102
Have you ever been declined funding from the Foundation?	96
Are you currently receiving funding from the Foundation?	116
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	116
How well does the Foundation understand your intended beneficiaries' needs?	106
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	105
Have you participated in a reporting or evaluation process?	109
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	90
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	98
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	97
To what extent was the Foundation's reporting process...Straightforward?	95
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	97
Did the Foundation provide financial support for the evaluation?	25
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	28
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	28
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	29
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## About CEP and Contact Information

### Mission:

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

### Vision:

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

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

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

## About the GPR

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

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

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