

Grantee Perception Report[®]

PREPARED FOR
Wilburforce Foundation

SEPTEMBER 2015



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

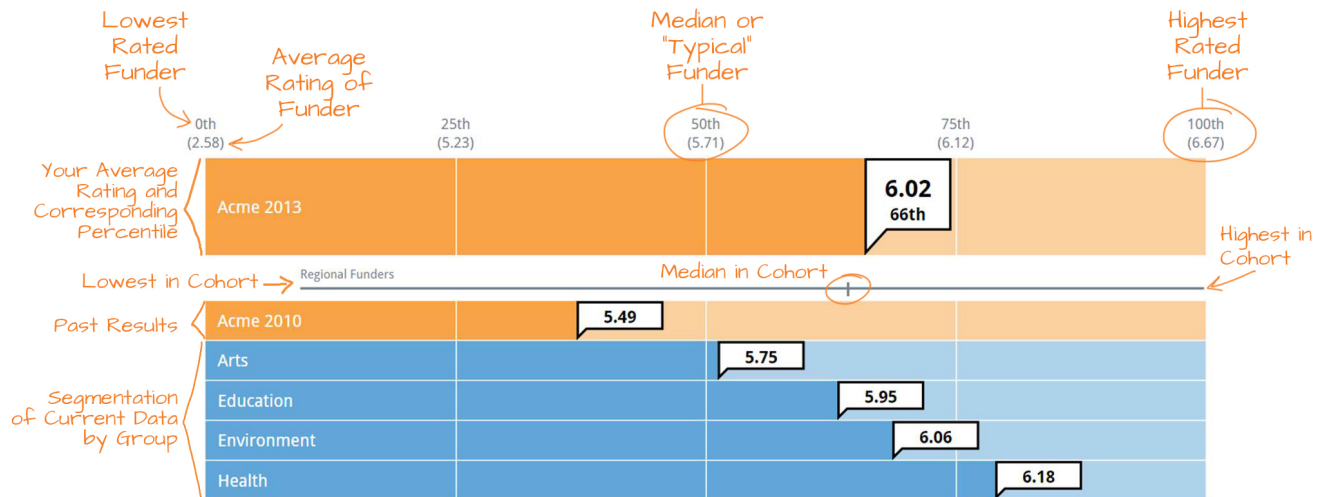
www.effectivephilanthropy.org

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

TABLE OF CONTENTS

INTERPRETING YOUR CHARTS	3
OVERVIEW AND EXECUTIVE SUMMARY	4
GPR Ratings Summary	8
Word Cloud	9
SURVEY POPULATION	10
COMPARATIVE COHORTS	11
GRANTMAKING CHARACTERISTICS	13
IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS	15
Field-Focused Measures	17
IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS	18
FUNDER-GRANTEE RELATIONSHIPS	21
Interactions Measures	22
Communications Measures	25
Funder Transparency Measures	29
GRANT PROCESSES	32
Selection Process	33
Reporting and Evaluation Process	36
DOLLAR RETURN AND TIME SPENT ON PROCESSES	39
Time Spent on Processes	40
NON-MONETARY ASSISTANCE	42
GRANTEE SUGGESTIONS FOR THE FOUNDATION	47
Summary of Other Grantee Comments	50
CONTEXTUAL DATA	51
Grantmaking Characteristics	51
Grantee Characteristics	53
Funder Characteristics	55
ADDITIONAL MEASURES	56
Impact on and Understanding of Grantees' Local Communities	57
ADDITIONAL SURVEY INFORMATION	58
ABOUT CEP	59

INTERPRETING YOUR CHARTS



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.

5.81*
60th

Overview

In May and June 2015, The Center for Effective Philanthropy (CEP) conducted a survey of Wilburforce's grantees. This overview outlines the key findings from Wilburforce Foundation's Grantee Perception Report (GPR) as well as the methodology used to collect this feedback.

Assessing funder performance is challenging and a range of data sources is required. The GPR provides one set of perspectives that can be useful in understanding philanthropic funder performance and should be interpreted in light of Wilburforce Foundation's particular goals and strategy. The survey covers many areas in which grantees' perceptions might be useful to your foundation. You should place emphasis on the areas covered according to the Foundation's specific priorities. Low ratings in an area that is not core to its strategy may not be concerning.

Executive Summary

- Overall, Wilburforce grantees continue to have exceptionally positive experiences with the Foundation. The Foundation has maintained or improved slightly on many of the already positive ratings it received in a 2012 survey of grantees.
- Similar to 2012, Wilburforce grantees provide ratings that are among the highest in our comparative dataset on multiple measures, including the Foundation's:
 - Impact on and understanding of grantees' fields (99th & 100th percentiles, respectively)
 - Impact on grantees' organizations (91st percentile)
 - The quality of interactions with Foundation staff (all above 90th percentile).
- Grantees provide typical ratings for the clarity with which the Foundation communicates its goals and strategy (55th percentile), similar to 2012.
- Thirty-eight percent of Wilburforce grantees receive the most intensive, helpful kinds of assistance beyond the grant – a proportion that has increased since 2012 and is larger than 94 percent of funders in CEP's comparative dataset.
- The Wilburforce grant application process is more streamlined than in the past and more streamlined than 75 percent of funders in CEP's comparative dataset.

Partnership with Grantees in Achieving Impact

Grantees see Wilburforce as a trusted partner in their own organizations' efforts to make an impact on their fields of work. Given this, Wilburforce's impact on grantee's fields and organizations goes hand in hand; grantees provide extremely strong ratings on both measures – higher than 90 percent of funders.

Further, grantees perceive Wilburforce to have an exceptionally strong understanding of their fields, rating higher on this measure than grantees of all other foundations in CEP's dataset. Grantees also perceive Wilburforce to have a stronger than typical understanding of the social, cultural, and socioeconomic factors that affect their work – an increase since 2012. Grantee comments suggest that this confidence in the Foundation's understanding of the context in which grantees work enables them to turn to the Foundation for expertise and strategic advice when they most need it.

Wilburforce's model of working with grantees consistently and over the long-term supports its ability to have a strong impact on and understanding of their organizations and fields. Eighty-four percent of grantees report receiving consistent funding from Wilburforce in the past – a much higher proportion than typical. Grantees that have received funding for more than 3 years rate higher than grantees that have received funding for fewer years for the Foundation's impact on their organizations and its understanding of social, cultural, and socioeconomic factors that affect their work.

Related, in their comments regarding the Foundation's impact, grantees highlight that Wilburforce's outsized impact stems in part from the consistency in the Foundation's support and from their perception that the Foundation makes smart choices about filling crucial funding gaps, either in their fields or for their organizations.

The largest proportion – 20 percent – of grantees' suggestions for improvement relate to the Foundation's work in their fields. Many of these are disparate requests for funding particular issues, regions, or strategies. There are some others that suggest that the Foundation could do more to step into a leadership role – both in terms of making an impact on the field, as well as sharing with other funders how it creates such strong partnerships and achieves success with its grantees.

Relationships with Grantees

Wilburforce grantees continue to have very positive interactions with the Foundation. Similar to 2012, Wilburforce grantees rate higher than grantees at 90 percent of other funders for the fairness with which the Foundation treats them, their comfort approaching the Foundation when a problem arises, and for the responsiveness of Foundation staff. Wilburforce grantees also continue to provide higher than typical ratings for the consistency of information provided by different communications resources, both personal and written, similar to 2012.

Similar to findings in 2012, grantees provide (only) typical ratings for the clarity with which the Foundation communicates its goals and strategy.

Foundation transparency is a powerful predictor of funder-relationships; overall, Wilburforce grantees indicate that Wilburforce is more transparent than typical. However, grantees provide comparatively lower ratings for the Foundation's transparency in certain areas, including the Foundation's process for selecting grantees, as well as the Foundation's experience trying things that haven't worked. In these areas, Wilburforce grantees rate similarly to grantees at the typical funder, and lower on an absolute scale than on most other measures in the report.

Recommendation: *The Foundation should consider the extent to which it's concerned with receiving typical ratings of clarity and transparency, given the positivity of other measures. If so, Wilburforce should consider communications to reinforce current goals and strategies.*

Streamlined and Helpful Grant Proposal Processes

Many grantees comment about how Wilburforce's grant processes are both streamlined and helpful, particularly because of the opportunity to converse and exchange ideas with the Foundation during the process.

Grantees continue to perceive Wilburforce's proposal process to be more helpful than typical in strengthening their organization and ability to achieve their goals. This finding is similar to 2012. In addition, grantees – particularly those that have been funded for more than three years – report lower than typical levels of staff involvement in the development of the proposals and comparatively low levels of pressure to modify their own priorities in order to create a proposal for Wilburforce funding.

Grantees report that the process itself has been further streamlined since 2012: the typical grantee reports spending 12 hours on the proposal process, which is much less than typical and is a decline from the 16 hours typically reported in 2012. Given that Wilburforce grants tend to be of typical size (about \$75K), grantees receive a higher than typical monetary return on the time spent on Wilburforce's processes – an improvement since 2012.

Although Wilburforce already receives higher than typical ratings for the Foundation's helpfulness in assessing progress toward their organizations' goals, there may be more that the Foundation can do to help grantees strengthen their organizations through its processes. In particular, a smaller than typical proportion of grantees – 64 percent – indicate they exchanged ideas with the Foundation about assessing the results of the funded work, and those that did have a discussion of that type rate more positively for how helpful the selection and reporting/evaluation processes were in strengthening their organizations.

Recommendation: Consider what purpose Wilburforce hopes to achieve through discussions of how grantees will assess the success of funded work, whether staff feel they have the capacity to engage helpfully in those conversations, and whether there are internal examples of effectiveness to model more universally.

Helpful Assistance Beyond the Grant

Similar to 2012, Wilburforce's assistance beyond the grant continues to be very helpful for its grantees, and grantees that receive the most intensive forms of field-focused and comprehensive assistance have the most substantially positive experience.

A larger than typical proportion of Wilburforce grantees (21 percent) receives comprehensive non-monetary assistance – an increase since 2012. The proportion of grantees receiving intensive field-focused assistance is steady at 18 percent, and the proportion of Wilburforce grantees that report they receive no non-monetary assistance is much smaller than typical.

Wilburforce is unusual in its level of provision of intensive, helpful assistance beyond the grant. Taken together, thirty-eight percent of Wilburforce grantees receive this type of assistance – a proportion greater than at 94 percent of funders whose grantees CEP has surveyed and a proportion highest among the environmental programs that make up Wilburforce's cohort of "peers."

The grantees that receive field-focused or comprehensive non-monetary assistance rate significantly higher than other grantees on many key measures throughout the report, including the Foundation's impact on their organizations and the clarity with which the Foundation communicates its goals and strategy. Grantees that receive little non-monetary assistance also rate significantly higher than grantees that receive no assistance, but only on a few measures.

Recommendation: *The Foundation should assess whether the balance of its grantees receiving intensive versus little or no assistance beyond the grant continues to be right for Wilburforce, given grantees' needs and skills.*

Summary of Recommendations

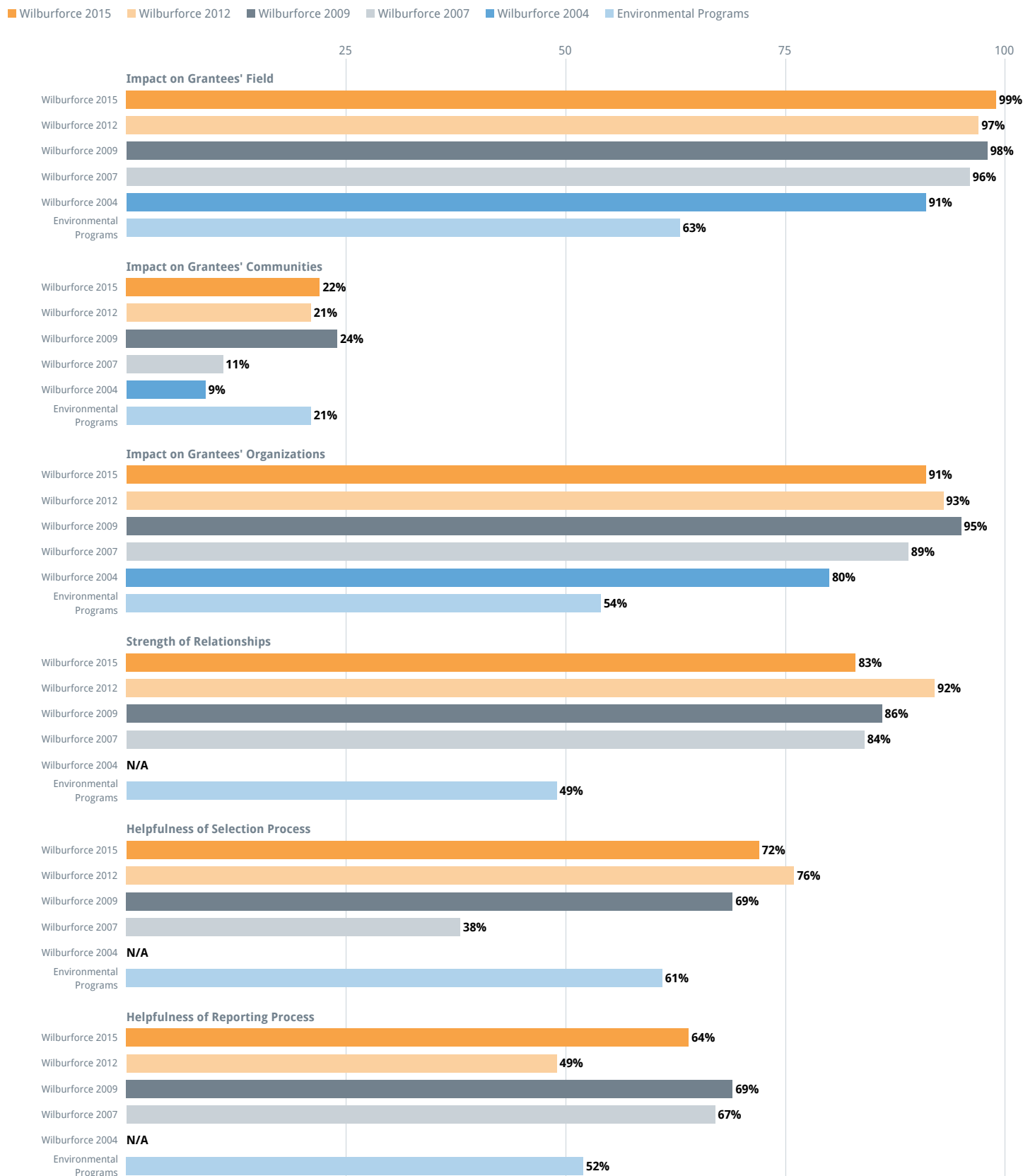
Based on its grantee feedback, CEP recommends that the Wilburforce Foundation focus primarily on maintaining the practices in working with grantees that have enabled it to receive stronger than typical ratings on most measures throughout the report. This survey, akin to a regular check-up on a healthy patient, suggests only small changes that Wilburforce should consider to further improve its effectiveness.

- Continue to consider opportunities to use the Foundation's voice and experience directly in grantees' fields or in advocating for effective practices with other funders.
- More clearly communicate the Foundation's goals and strategy to grantees.
- Determine whether more universal conversations about how grantees assess the results of their funded work would be helpful for the Foundation and its grantees.
- Continue to engage in and monitor the strategic prioritization of grantees that are targeted for the receipt of the intensive and valuable assistance beyond the grant Wilburforce offers to ensure the most crucial recipients receive this assistance.

GPR Ratings Summary

The chart below shows Wilburforce 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 Wilburforce's previous GPR data and the median funder in the selected peer cohort.

Percentile Rank on Key Measures



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. Fifteen grantees described Wilburforce as "supportive," the most commonly used word.



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

SURVEY POPULATION

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Wilburforce 2015	May and June 2015	2014	107	75%
Wilburforce 2012	September and October 2012	2011	110	71%
Wilburforce 2009	September and October 2009	2008	112	79%
Wilburforce 2007	September and October 2007	2006	99	72%
Wilburforce 2004	February and March 2004	2003	122	82%

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://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

COMPARATIVE COHORTS

Customized Cohort

Wilburforce selected a set of 13 funders to create a smaller comparison group that includes each funder's environmental programs.

Environmental Programs

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 Russell Family 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. A full list of standard cohorts and descriptions is below.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	44	Funders with median grant size of \$20K or less
Large Grant Providers	48	Funders with median grant size of \$200K or more
High Touch Funders	21	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	30	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	45	Funders that make at least 90% of grants proactively
Reactive Grantmakers	44	Funders that make at most 10% of grants proactively
International Funders	37	Funders with an international scope of work

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	52	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million Or More	47	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	125	All private foundations in the GPR dataset
Family Foundations	43	All family foundations in the GPR dataset
Community Foundations	31	All community foundations in the GPR dataset
Health Conversion Foundations	25	All health conversation foundations in the GPR dataset
Corporate Foundations	16	All corporate foundations in the GPR dataset

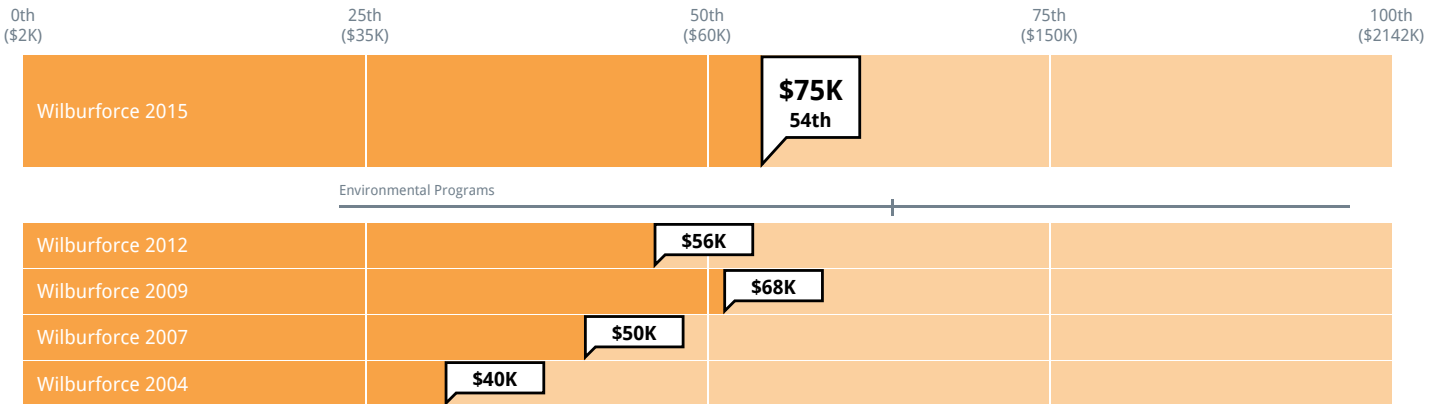
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	20	Funders that are primarily based outside the United States
Recently Established Foundations	41	Funders that were established in 2000 or later

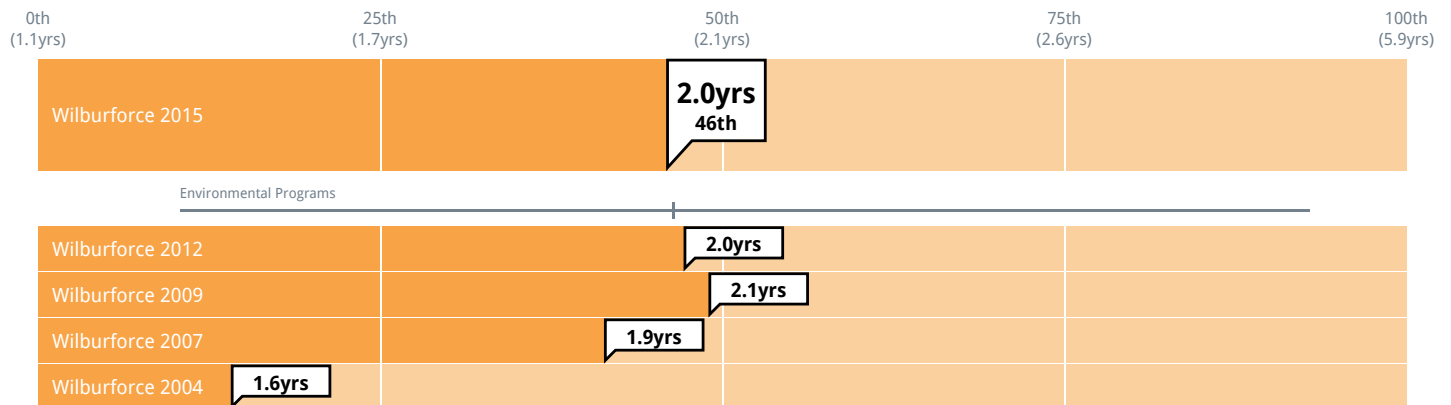
GRANTMAKING CHARACTERISTICS

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

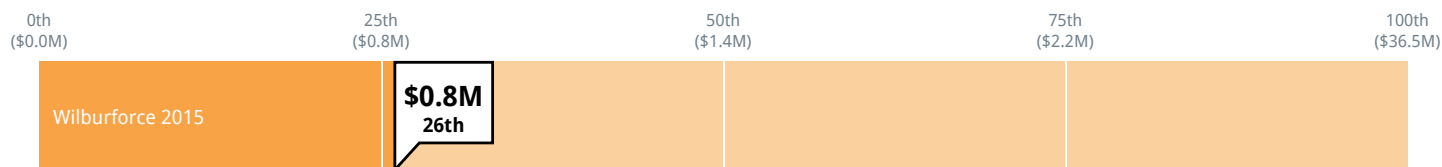
MEDIAN GRANT SIZE



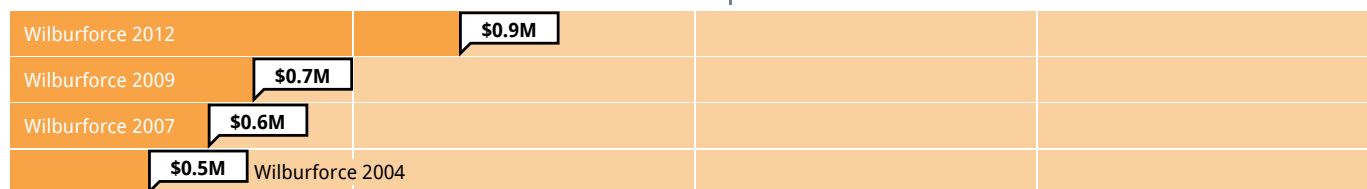
AVERAGE GRANT LENGTH



TYPICAL ORGANIZATIONAL BUDGET



Environmental Programs



Type of Support (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Environmental Programs
Percent of grantees receiving general operating/core support	30%	21%	23%	32%	20%	24%
Percent of grantees receiving program/project support	69%	75%	73%	64%	65%	69%
Percent of grantees receiving other types of support	1%	4%	5%	4%	15%	7%

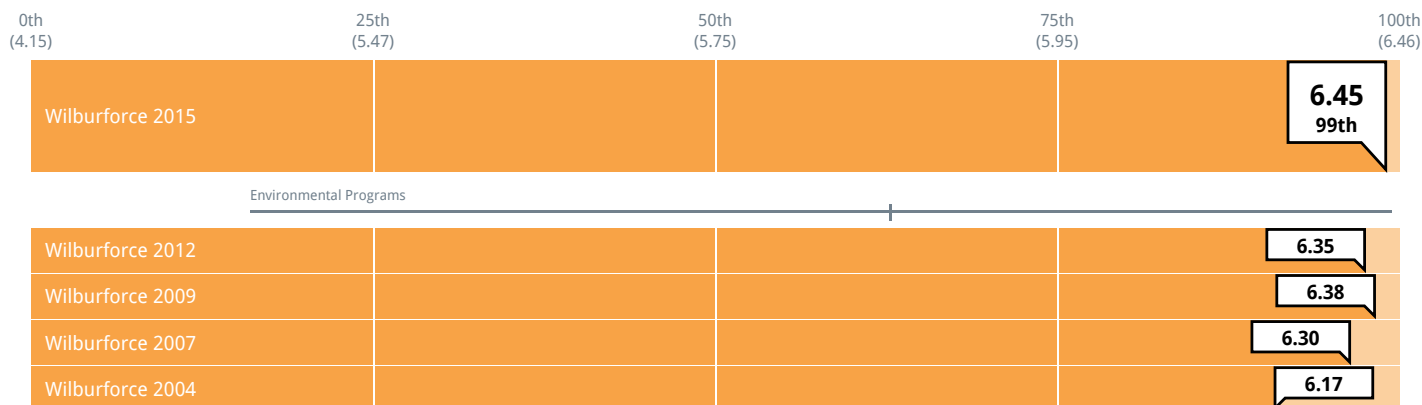
Grant History (Overall)	Wilburforce 2015	Wilburforce 2012	Average Funder	Environmental Programs
Percentage of first-time grants	7%	10%	29%	18%

Program Staff Load (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Dollars awarded per program staff full-time employee	\$1.4M	\$1.4M	\$1.2M	\$1.0M	\$1.3M	\$2.7M	\$4.0M
Applications per program full-time employee	19	41	20	N/A	25	30	20
Active grants per program full-time employee	19	38	20	17	33	33	26

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS

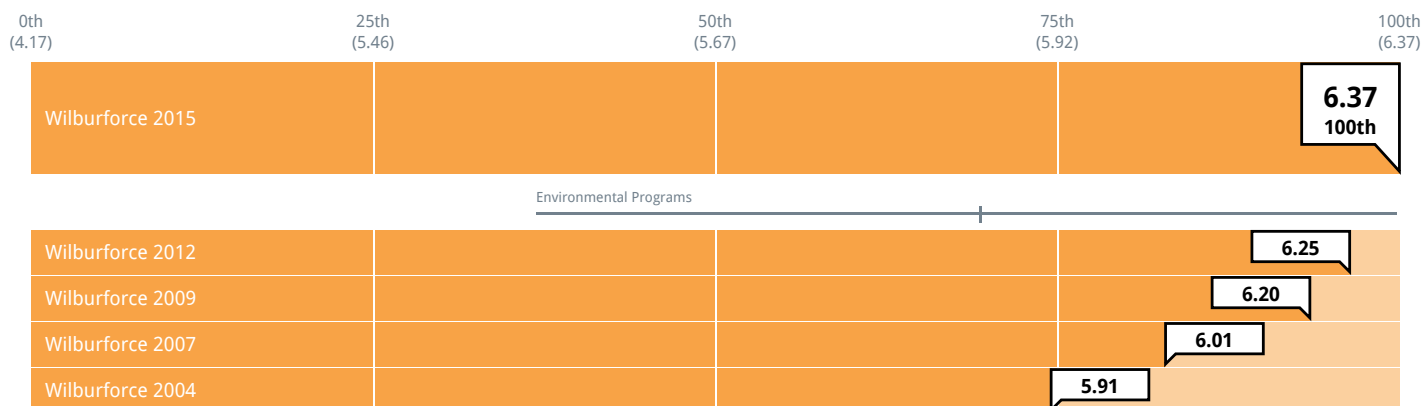
"Overall, how would you rate the Foundation's impact on your field?"

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



Selected Grantee Comments:

» "Wilburforce fills a niche in the philanthropy community that I am shocked that more people don't fill - the connection between science and conservation, science and policy, science and the world. There are science funders. And conservation funders. Funding that space between is critical - Wilburforce and Packard are leaders in this space."

» "Wilburforce is providing support in a key area affecting management of our public lands. However, a significant component of the work is not regarded by many foundation as 'sexy,' involving commenting on draft environmental impact statements and related government processes. Wilburforce is filling a key gap by supporting groups to engage in these important processes while at the same time pursue 'stretch' goals for more ambitious proposals on public lands management."

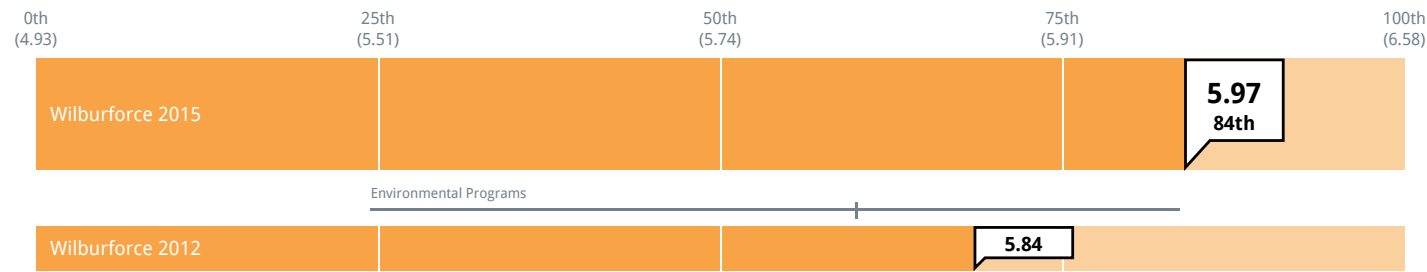
» "Wilburforce has been active and engaged in conservation policy at multiple scales and levels. I see them as having a significant impact not only through funding of research and communication but through the communication and the outreach that they do and that they encourage."

» "I'm blown away by the extent of Wilburforce's reach and impact - they're tiny but powerful! It's hard to overstate their contribution to conservation science and practice in North America; they're like the Gates Foundation of conservation."

Understanding of Contextual Factors

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

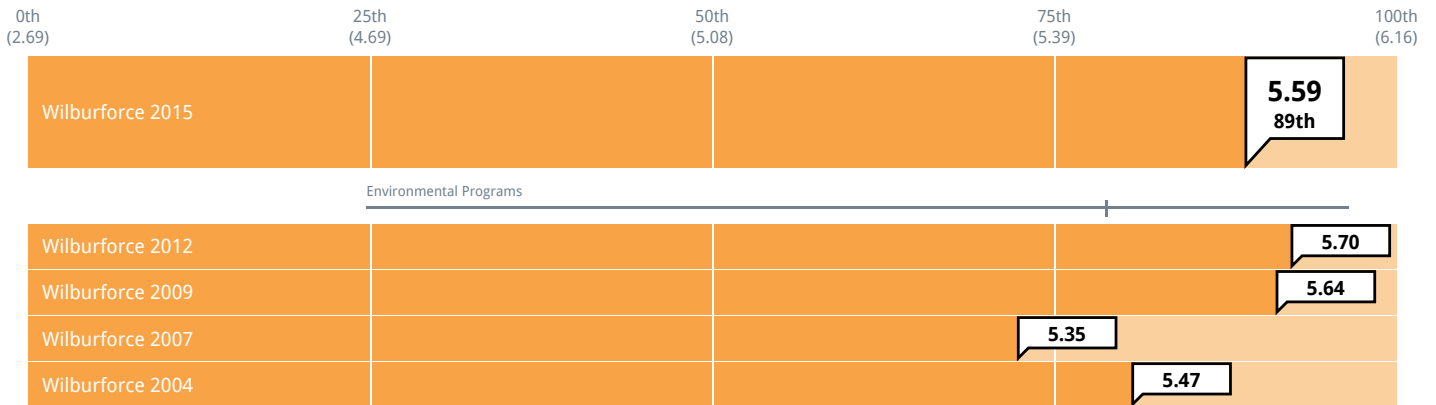
1 = Limited understanding 7 = Thorough understanding



Advancing Knowledge and Public Policy

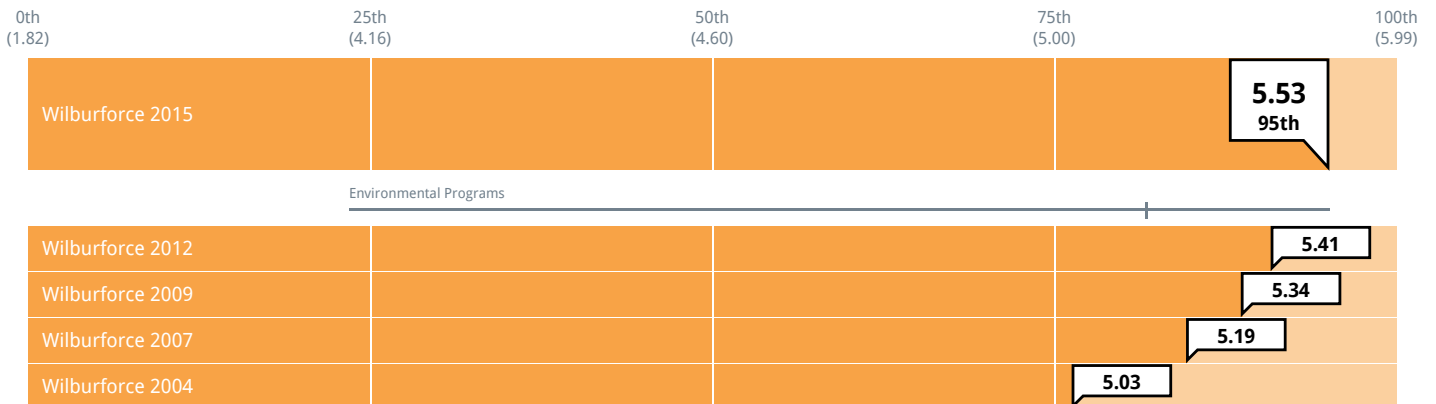
“To what extent has the Foundation advanced the state of knowledge in your field?”

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?”

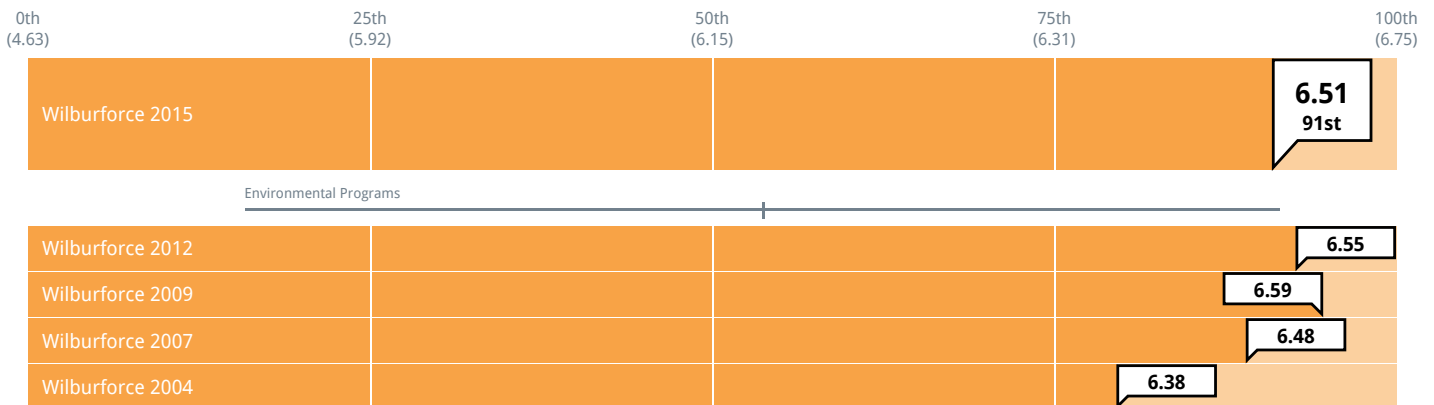
1 = Not at all 7 = Major influence on shaping public policy



IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS

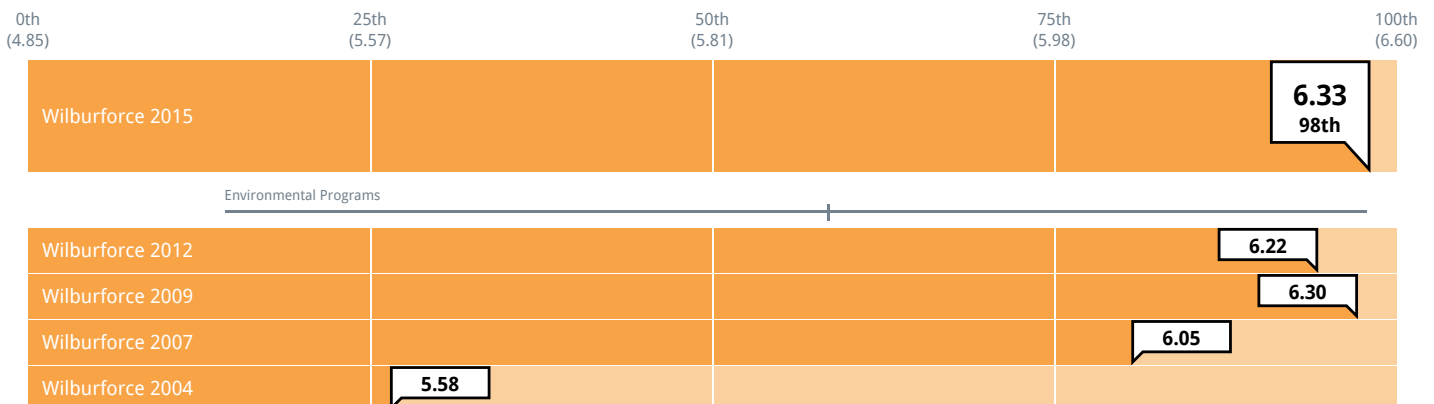
"Overall, how would you rate the Foundation's impact on your organization?"

1 = No impact 7 = Significant positive impact



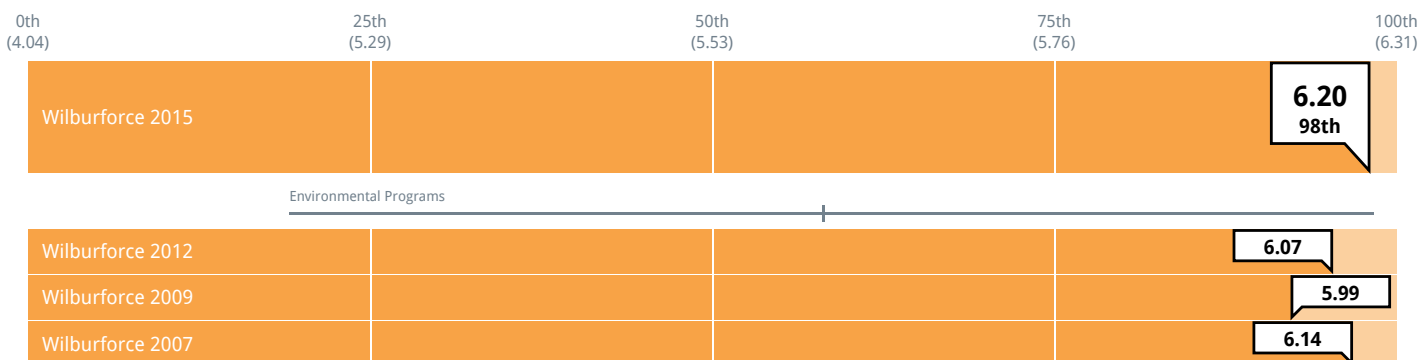
"How well does the Foundation understand your organization's strategy and goals?"

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



Selected Grantee Comments:

» "Wilburforce has had a major impact on our organization. They have been very helpful providing resources needed for our organization to become more professional, more knowledgeable, and enabled us to do more for the environment. They have provided us with the expert and tools we needed to help us do our job more effectively."

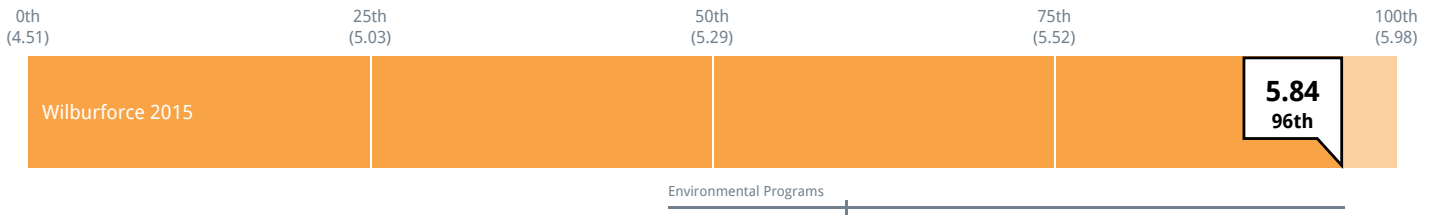
» "The consistent support and endorsement received from the Wilburforce Foundation has been instrumental to our organizational development and success. Wilburforce support for programs...are providing big advances in the science we need to provide effective conservation action of long-term value. The fact that the Foundation has stayed the course with us has been absolutely central to our growing impact upon large landscape conservation."

» "Wilburforce's focus on specific areas provides critical support for place based campaigns, which is great for those types of projects. Our previous grants were for general support. Our current grant is place based. We are having real trouble finding funding for our core operating costs and have needed to reduce our staff hours. It would be helpful if Wilburforce would assist small groups with securing core funding."

Grantee Challenges

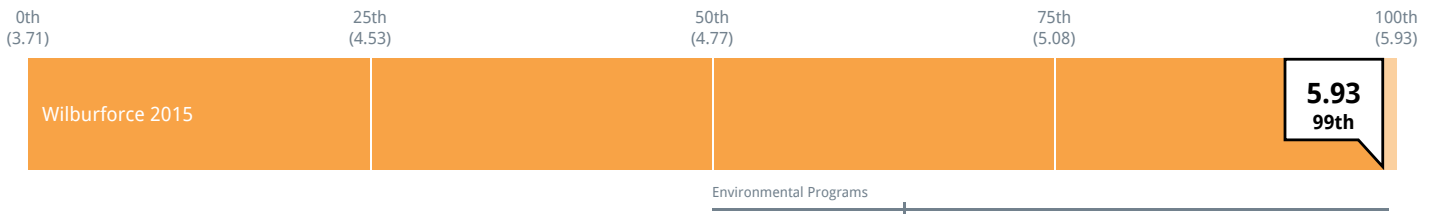
"How aware is the Foundation of the challenges that your organization is facing?"

1 = Not at all aware 7 = Extremely aware



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

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



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)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Average Funder	Environmental Programs
Enhanced Capacity	31%	28%	29%	29%	28%
Expanded Existing Program Work	21%	23%	22%	26%	27%
Maintained Existing Program	35%	37%	40%	20%	21%
Added New Program Work	13%	12%	10%	25%	23%

FUNDER-GRANTEE RELATIONSHIPS

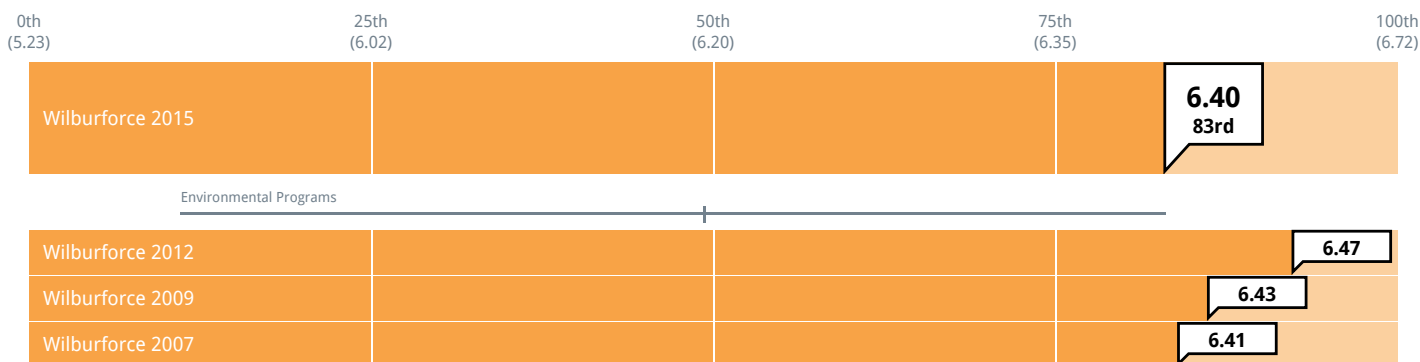
Funder-Grantee Relationships Summary Measure

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

1. Fairness of treatment by the foundation
2. Comfort approaching the foundation if a problem arises
3. Responsiveness of foundation staff
4. Clarity of communication of the foundation's goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive



Selected Grantee Comments:

» "Wilburforce operates from a remarkably 'holistic' approach to work and the world which makes grantees feel valued, creates a great deal of good will, a sense of teamwork, is highly supportive and ultimately helps people and campaigns stay the course which is what it takes to achieve conservation outcomes in our world today. Having personal visits from Wilburforce has been enriching, encouraging, and these visits and the phone calls with staff are very useful in discussing the campaign, as well as other issues and approaches. The staff are always super helpful and are extremely well informed about the issues and region."

» "The program staff we interact with are excellent, well-versed in the issues, supportive, and a joy to work with. When we have questions, they readily respond and provide helpful guidance."

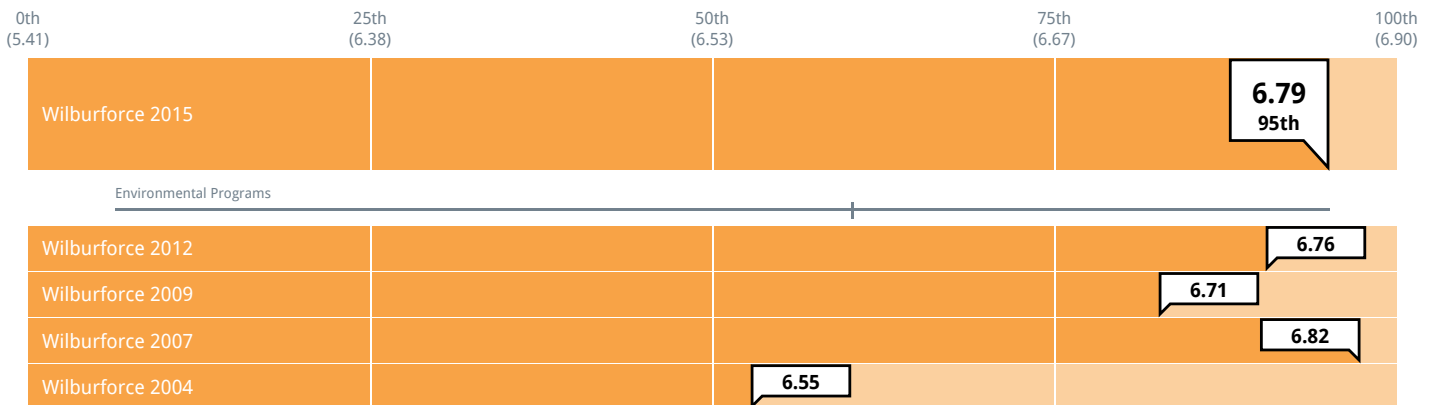
» "Our experience with Wilburforce is professional, competent, helpful and mostly transparent. Sometimes feel that we don't truly know what Wilburforce staff think of our organization and the respect they have/don't have for our organization or staff."

» "My interactions and communications have made me confident that I can reach into the often intimidating foundation world and be supported while I do it. I am supported, encouraged, pushed, and sustained by my interactions with Wilburforce staff. I look forward to a long lasting relationship that does not end at the end of a grant check."

Quality of Interactions

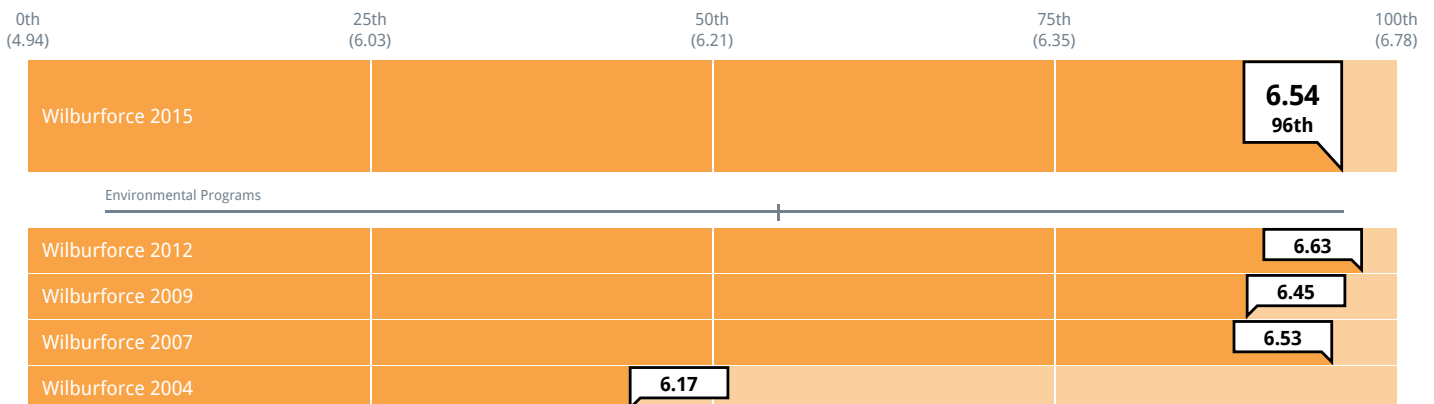
"Overall, how fairly did the Foundation treat you?"

1 = Not at all fairly 7 = Extremely fairly



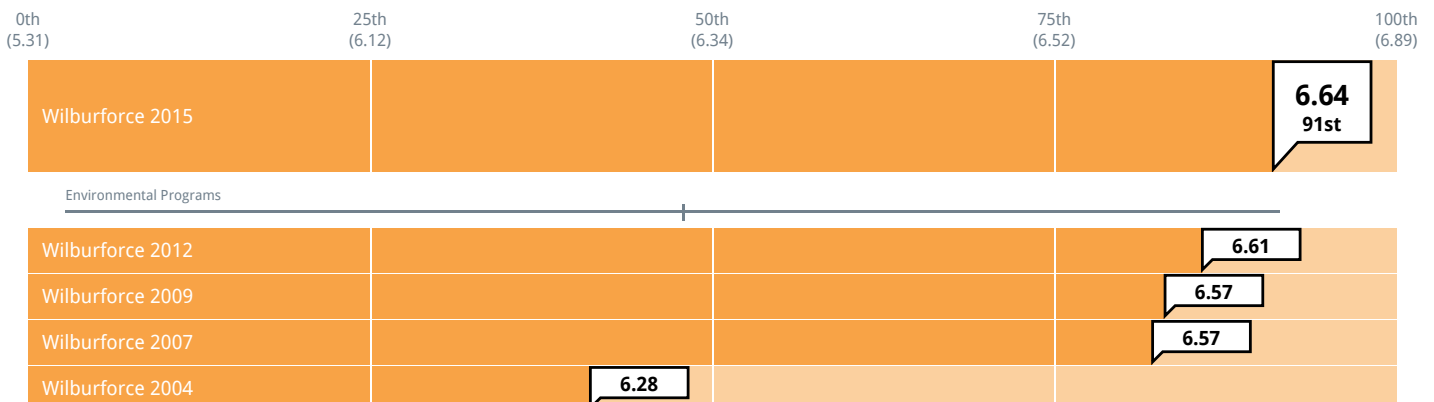
"How comfortable do you feel approaching the Foundation if a problem arises?"

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)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Weekly or more often	0%	0%	1%	0%	0%	2%	2%
A few times a month	9%	7%	11%	8%	6%	11%	11%
Monthly	18%	21%	12%	18%	19%	14%	16%
Once every few months	67%	67%	72%	65%	67%	51%	59%
Yearly or less often	6%	5%	5%	8%	8%	22%	13%

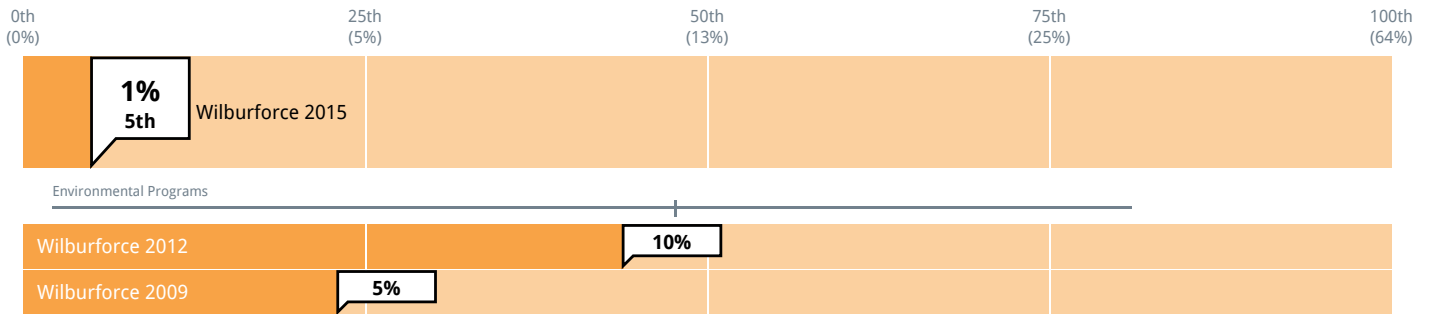
"Who most frequently initiated the contact you had with your program officer?"

Initiation of Contact with Program Officer (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Environmental Programs
Program Officer	10%	9%	9%	5%	15%	9%
Both of equal frequency	66%	69%	69%	58%	49%	55%
Grantee	24%	22%	23%	37%	36%	36%

Contact Change and Site Visits

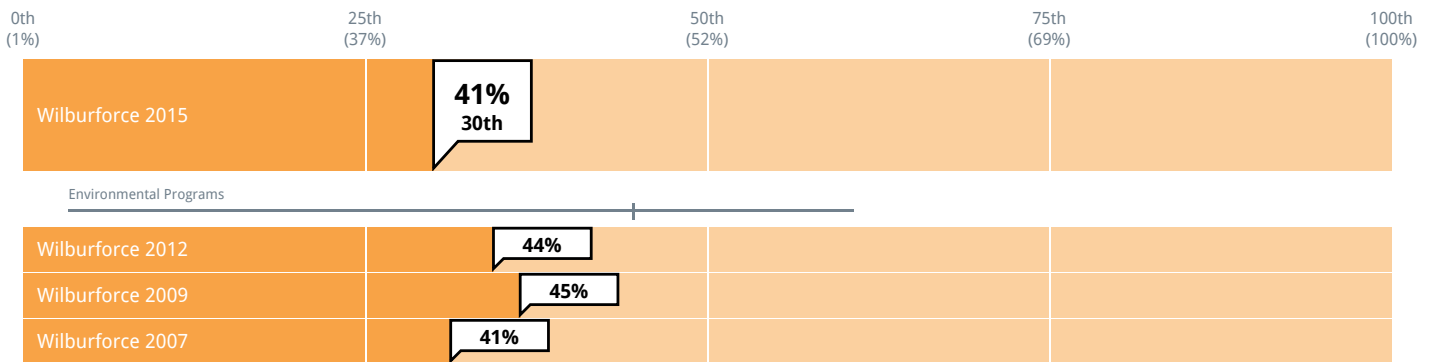
"Has your main contact at the Foundation changed in the past six months?"

Proportion of grantees responding 'Yes'



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

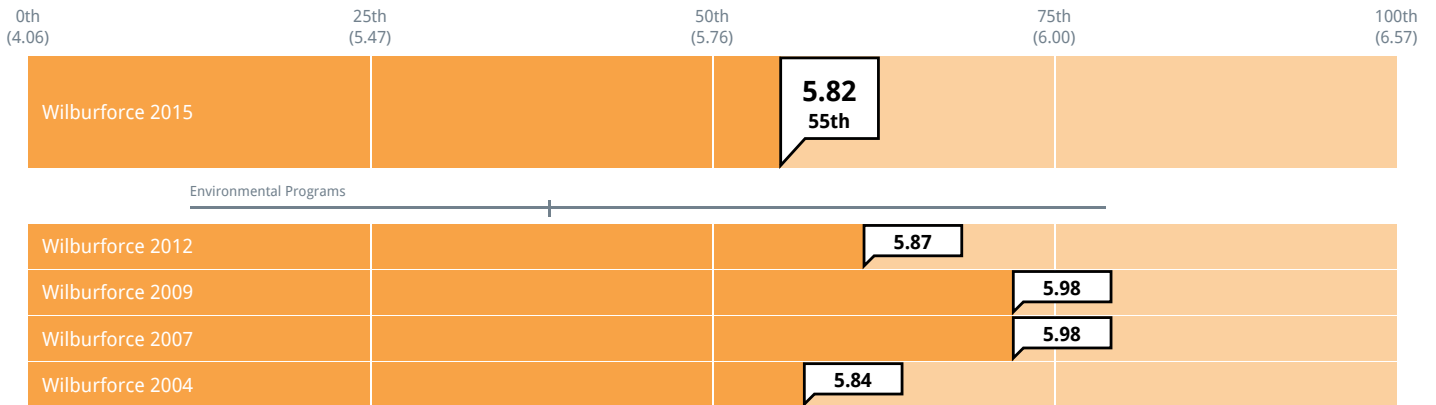
Proportion of grantees responding 'Yes'



Foundation Communication

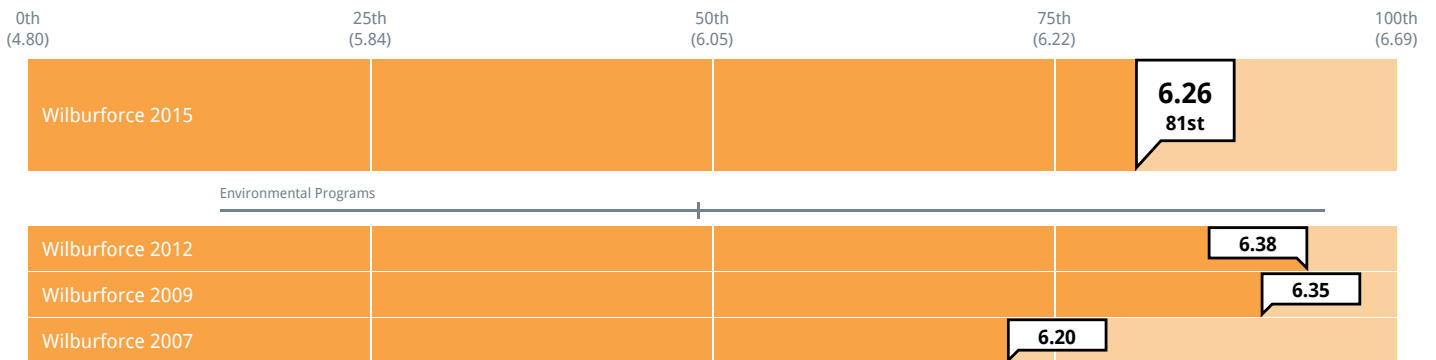
“How clearly has the Foundation communicated its goals and strategy to you?”

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

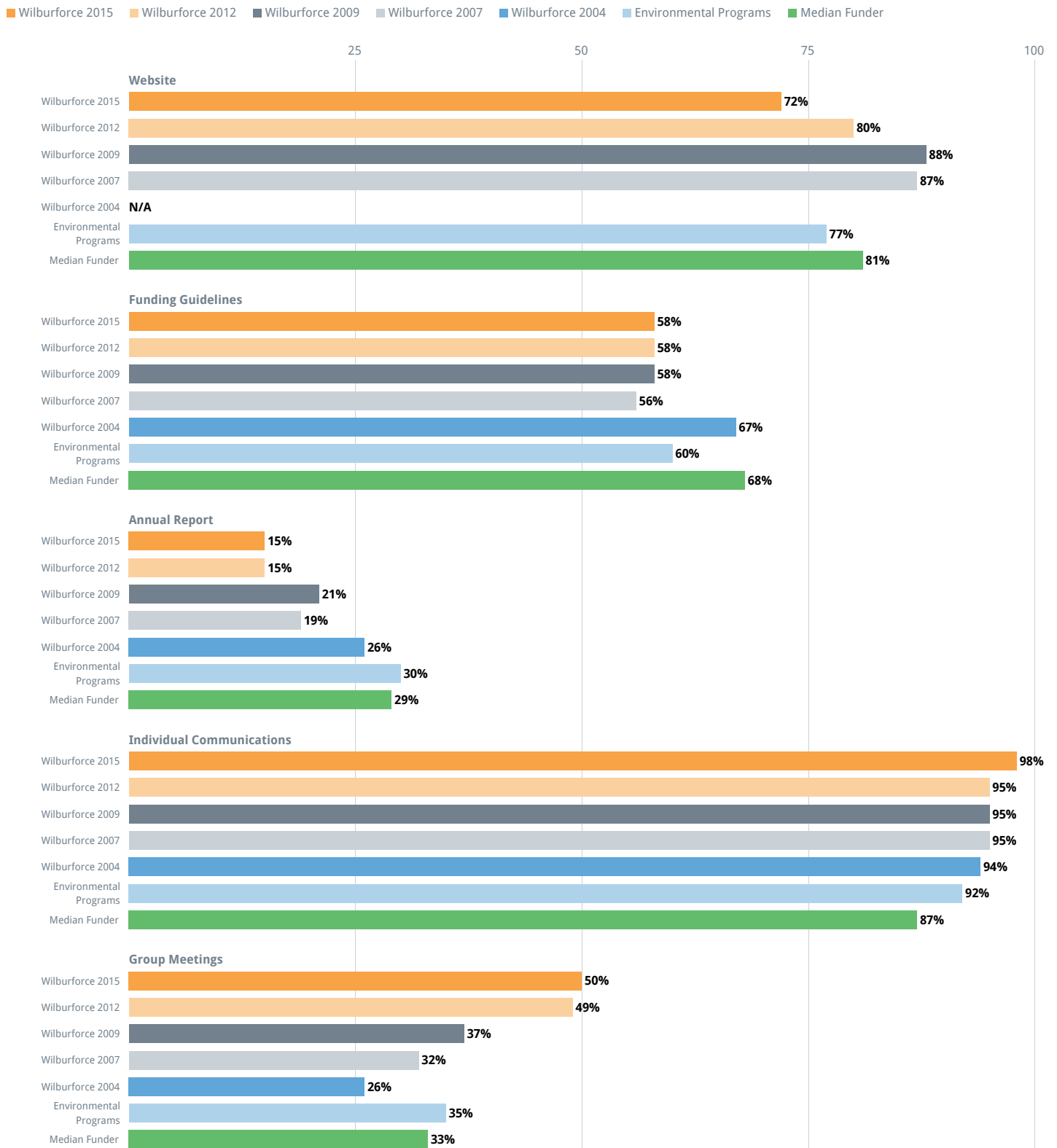


Communication Resources

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

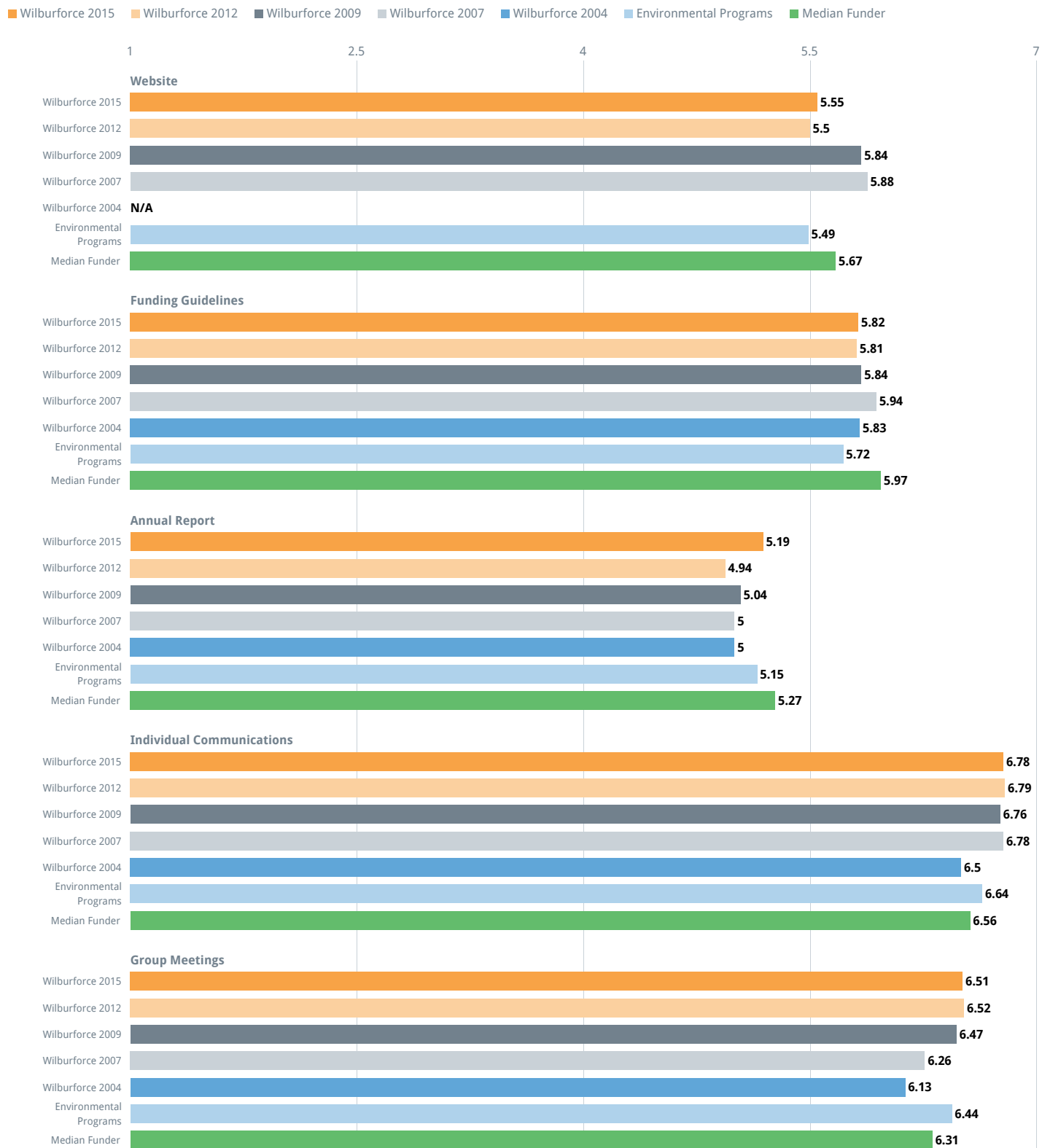
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



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

Helpfulness of Communication Resources - Overall



Social Media

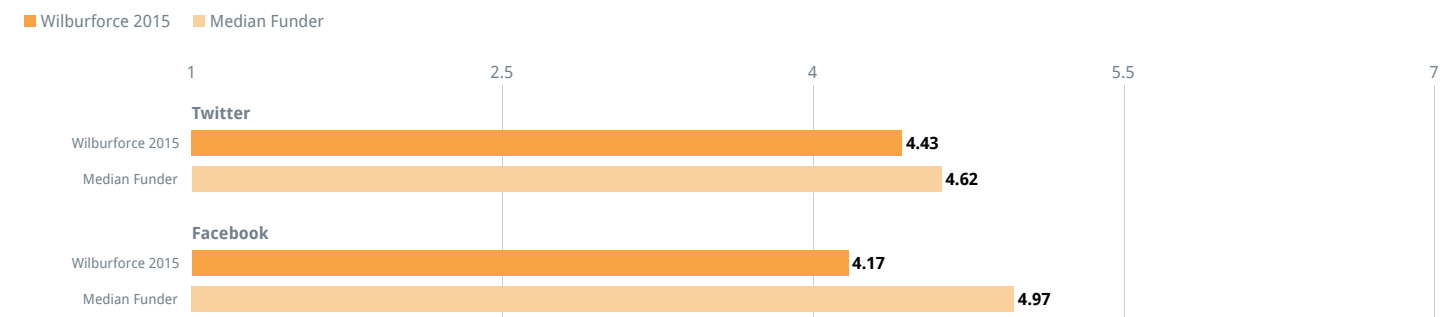
Grantees were asked whether they used each of the following communications resources from Wilburforce and how helpful they found each resource. This chart shows the proportion of grantees who have used each resource.

Usage of Communication Resources - Overall



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

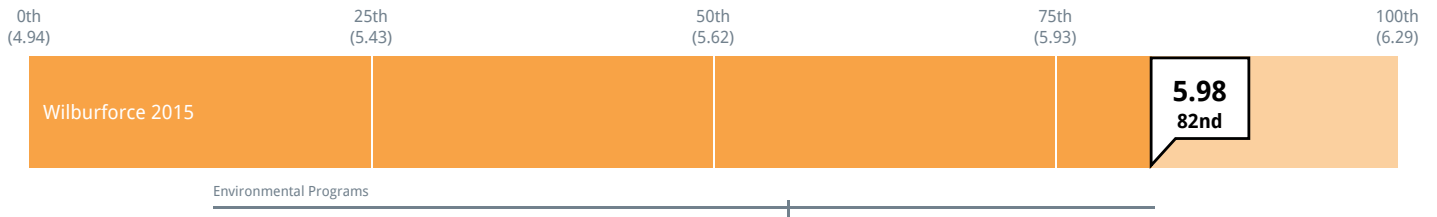
Helpfulness of Communication Resources - Overall



Funder Transparency

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

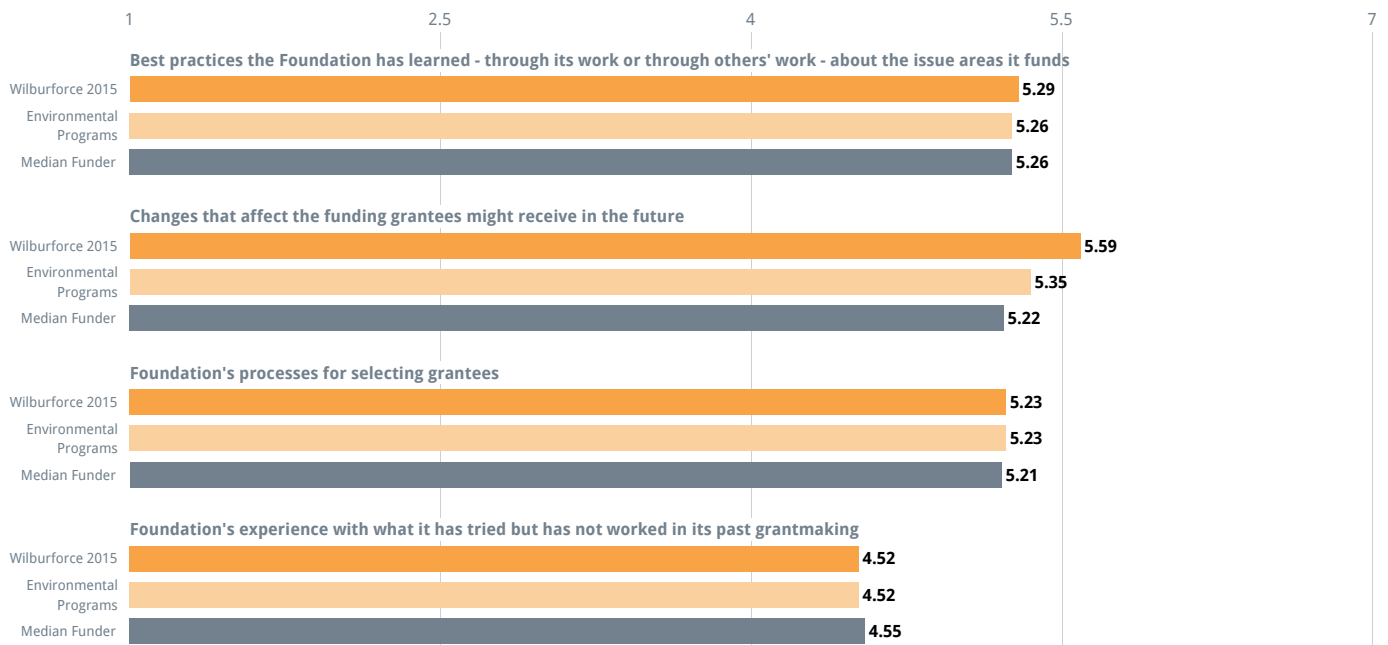
1 = Not at all transparent 7 = Extremely transparent



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

Foundation Transparency - Overall

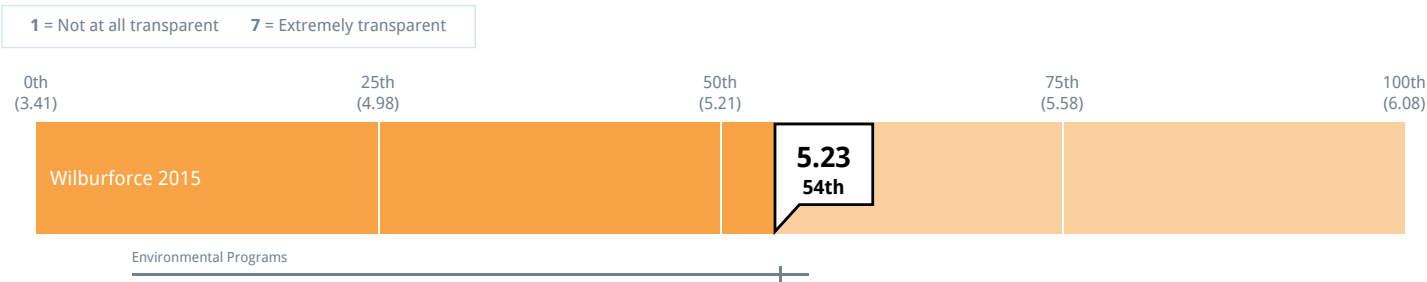
■ Wilburforce 2015 ■ Environmental Programs ■ Median Funder



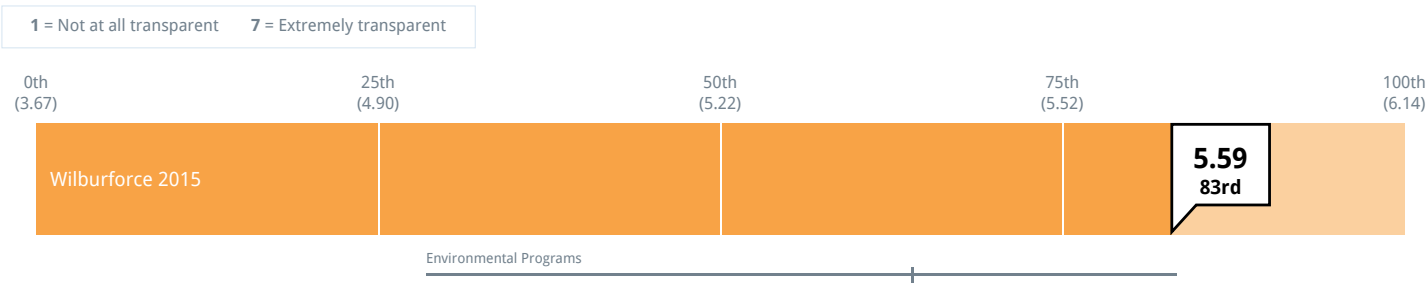
Aspects of Funder Transparency

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

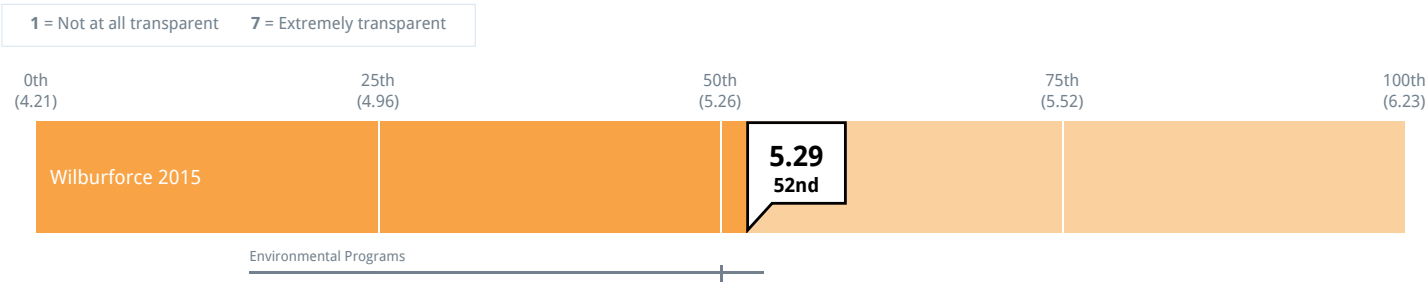
The Foundation's processes for selecting grantees



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

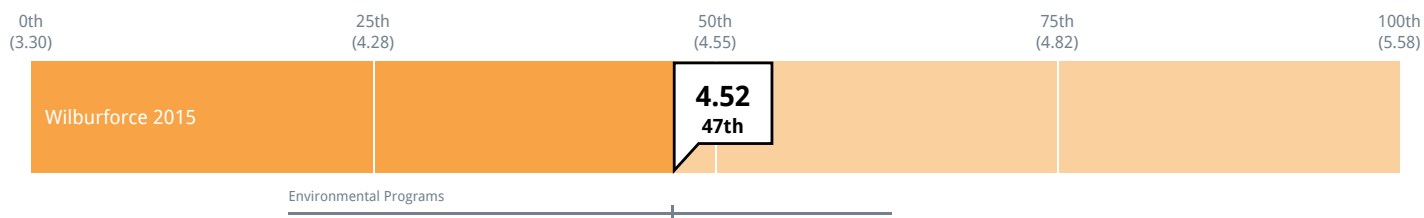


Best practices the Foundation has learned - through its work or through others' work - about the issue areas it funds



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

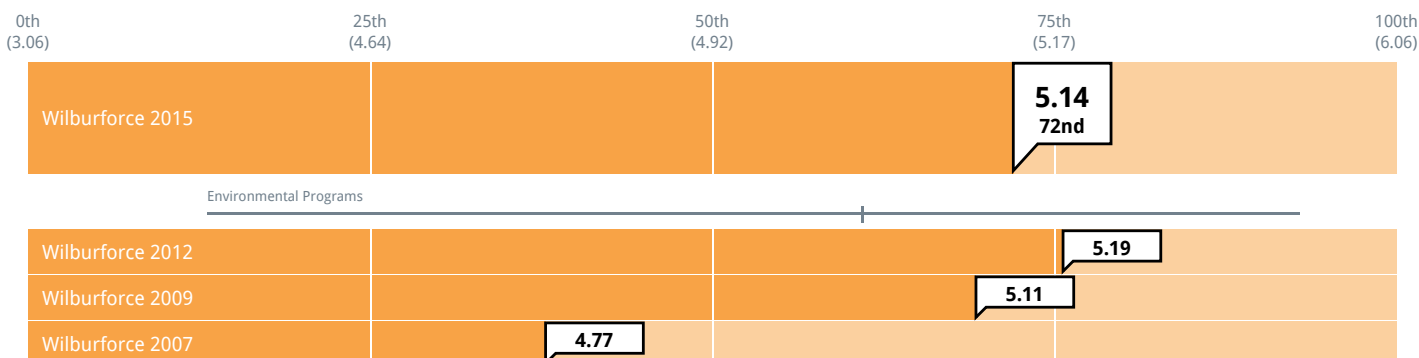
1 = Not at all transparent 7 = Extremely transparent



GRANT PROCESSES

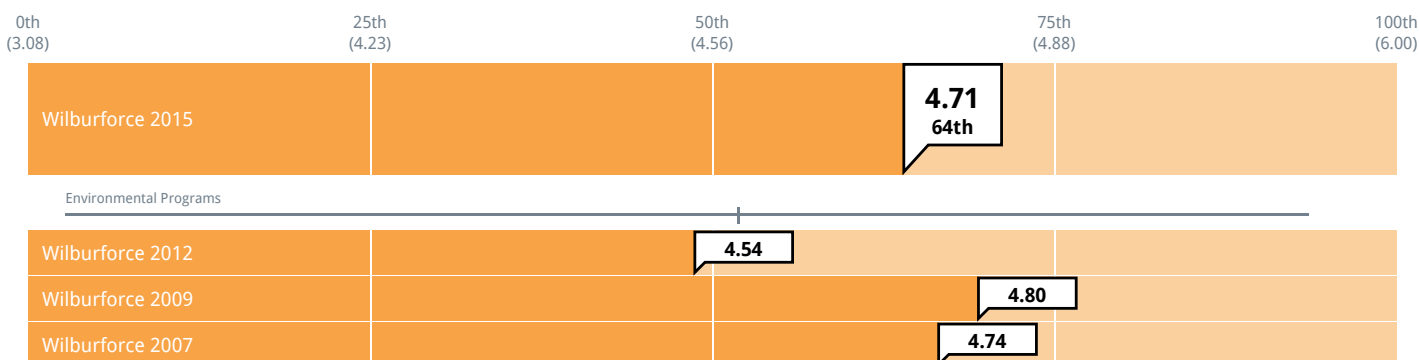
"How helpful was participating in the Foundation's selection process in strengthening the organization/ program funded by the grant?"

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



Selected Grantee Comments:

» "I very much appreciate the Foundation's attempts to make their processes as focused and administratively streamlined as possible. They think creatively about how to minimize the resources that have to go into the grant process, both application and reporting. They customize their applications to get the answers they need from applicants and leave the extraneous stuff out. For repeat grantees such as my organization, they combine reporting and re-application to keep the time investment to no more than what's needed for them to make informed decisions. It feels like they are very cognizant of the amount of time the grant seeking process can suck up, and they look to minimize it so we can focus our resources on the work to be done in the world."

» "I really appreciate the efforts Wilburforce has made to streamline their proposal process, especially being able to combine the grant report with our application for the next grant."

» "The grant proposal is simple, clear and concise. The program staff are always available and/or get back to us right away if we have questions. The phone call visit pre-proposal is very helpful in that we get to report directly to the staff and answer questions, share successes and challenges, etc. The reporting criteria is simple, concise and easy to put together on our end."

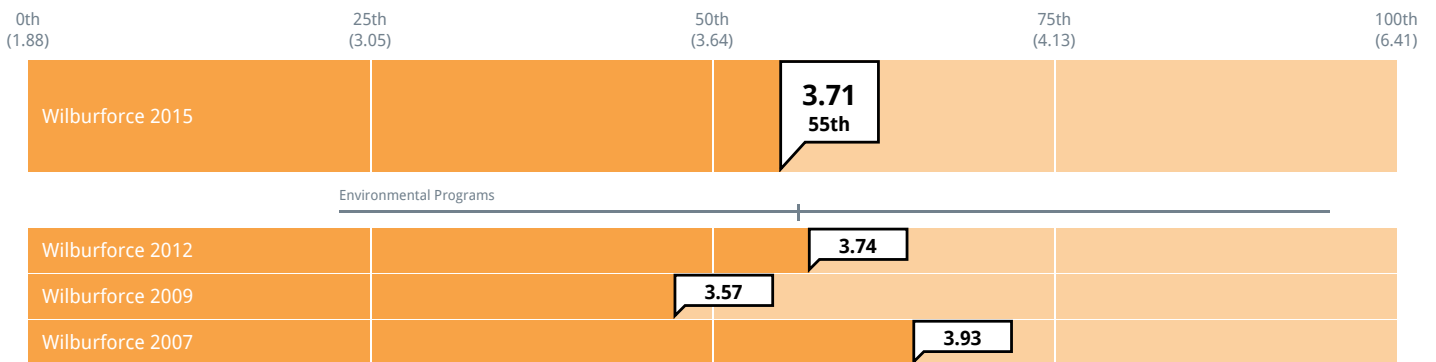
» "I enjoy the phone conversation approach to proposals rather than a written approach although sometimes it is not clear to me whether I have presented the appropriate/necessary information the Foundation is seeking because the conversation is so open ended."

Selection Process

Did you submit a proposal for this grant? (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Submitted a Proposal	96%	98%	97%	96%	98%	93%	96%
Did Not Submit a Proposal	4%	2%	3%	4%	2%	7%	4%

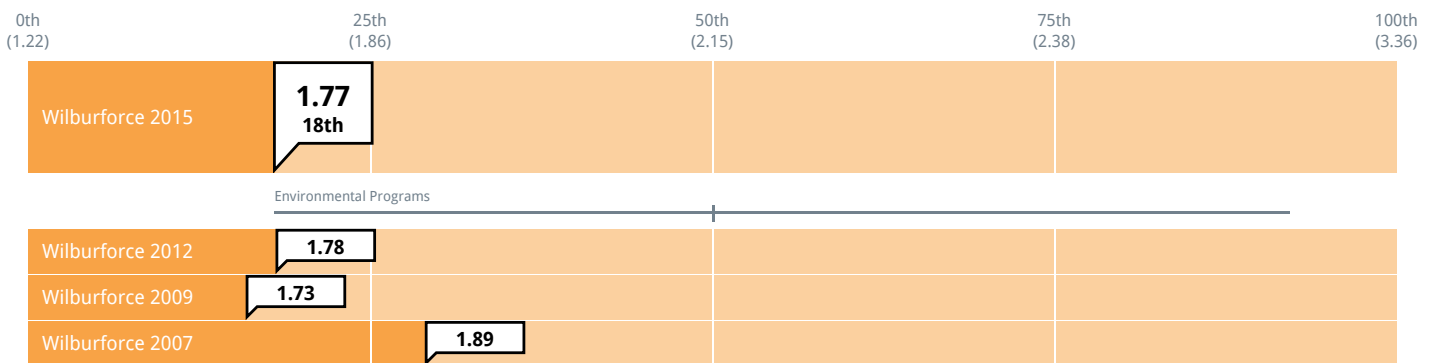
"How involved was the Foundation staff in the development of your proposal?"

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

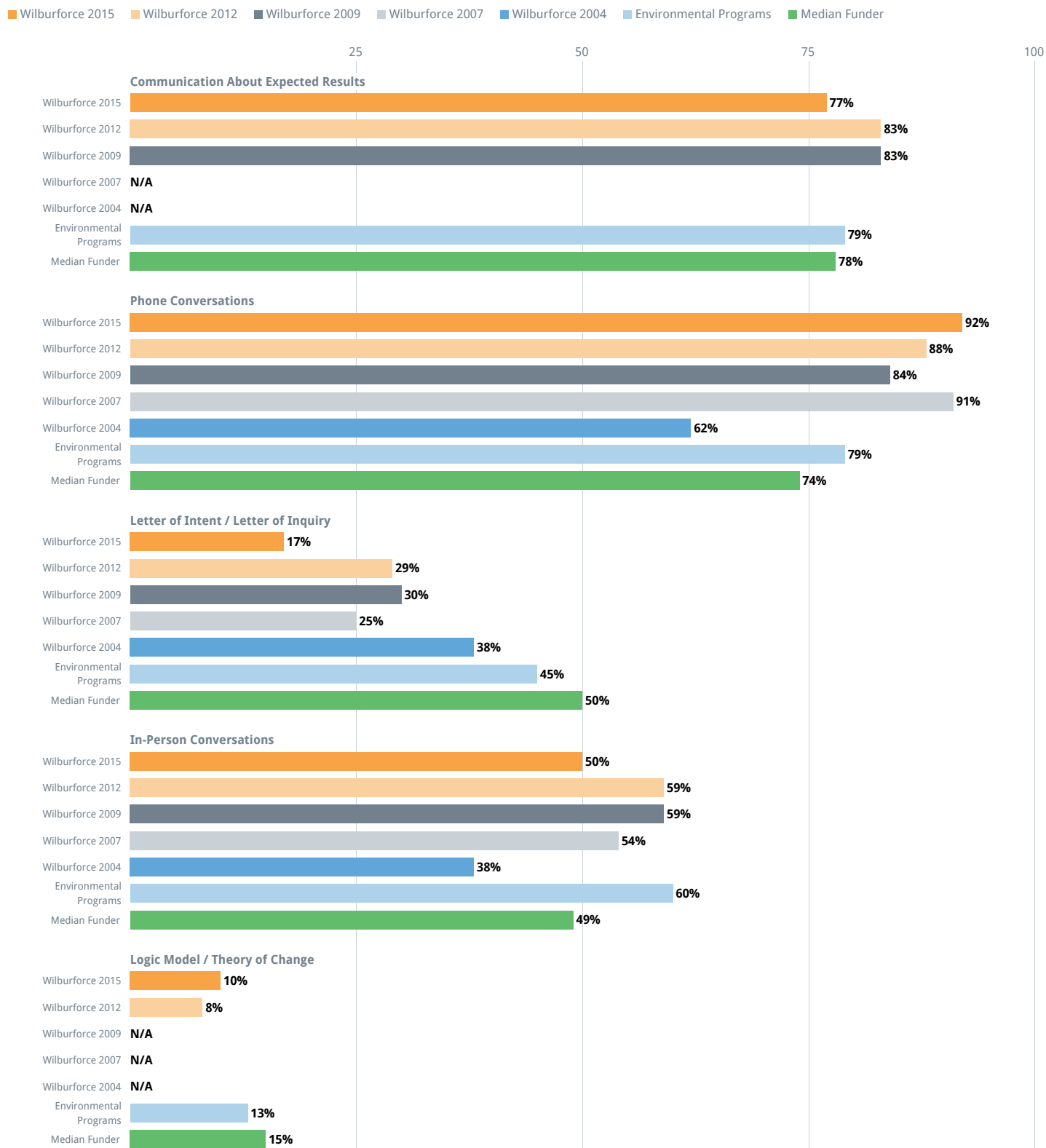
“How much time elapsed from the submission of the grant proposal to clear commitment of funding?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Less than 1 month	16%	7%	4%	16%	10%	6%	6%
1 - 3 months	76%	79%	83%	72%	79%	55%	61%
4 - 6 months	7%	13%	13%	11%	11%	30%	26%
7 - 9 months	0%	1%	0%	0%	0%	5%	5%
10 - 12 months	0%	0%	0%	0%	0%	2%	2%
More than 12 months	1%	0%	0%	0%	0%	2%	1%

Selection Process Activities

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

Selection Process Activities



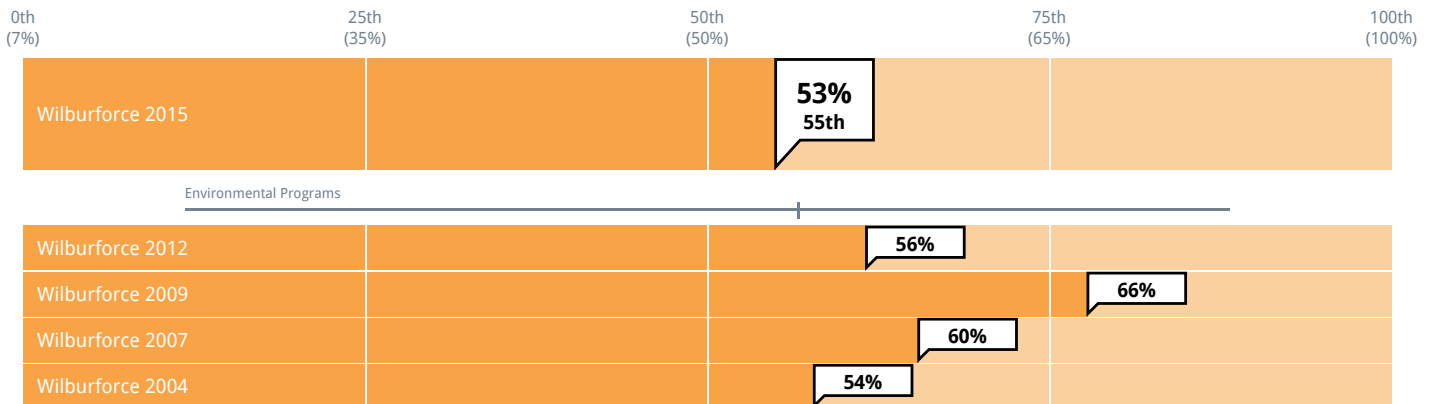
Reporting and Evaluation Process

Participation in Reporting and/or Evaluation Processes (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Participated in a reporting and/or evaluation process	52%	52%	59%	47%	40%	57%	59%
There will be a report/evaluation but it has not occurred yet	43%	41%	36%	48%	59%	35%	36%
There was/will be no report/evaluation	4%	5%	2%	2%	0%	5%	2%
Don't know	1%	3%	4%	2%	1%	4%	2%

Involved External Evaluator in Reporting/Evaluation Process (Overall)	Wilburforce 2015	Wilburforce 2012	Average Funder	Environmental Programs
Yes	4%	2%	20%	14%
No	96%	98%	80%	86%

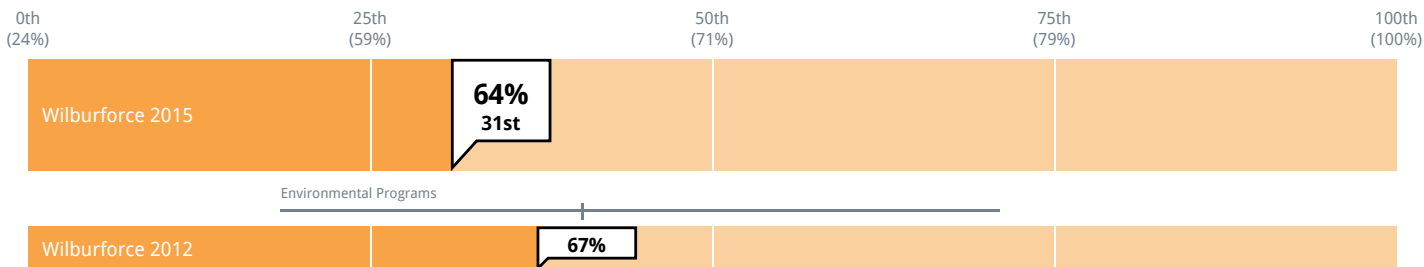
“After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?”

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'



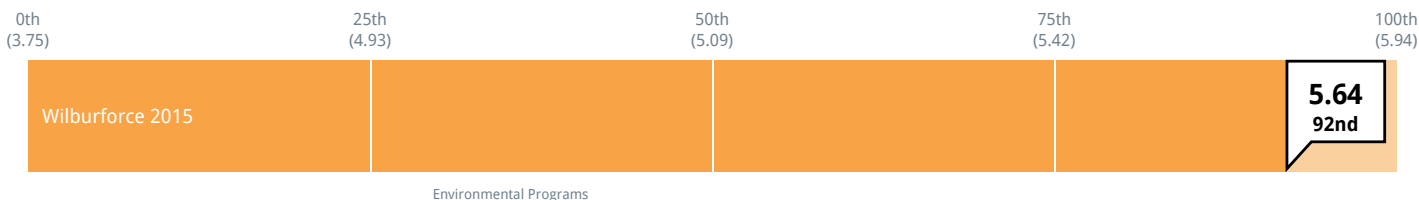
Behind the Numbers

Grantees that report they exchanged ideas with Wilburforce regarding how their organization would assess the results of the work funded by the grant rate the helpfulness of the Foundation's selection and reporting/evaluation processes in strengthening their organizations significantly more positively than grantees that did not exchange ideas with the Foundation.

Grantees that exchanged ideas about how they would assess the results of the work were also significantly more likely to report discussing a completed report or evaluation with the Foundation.

"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

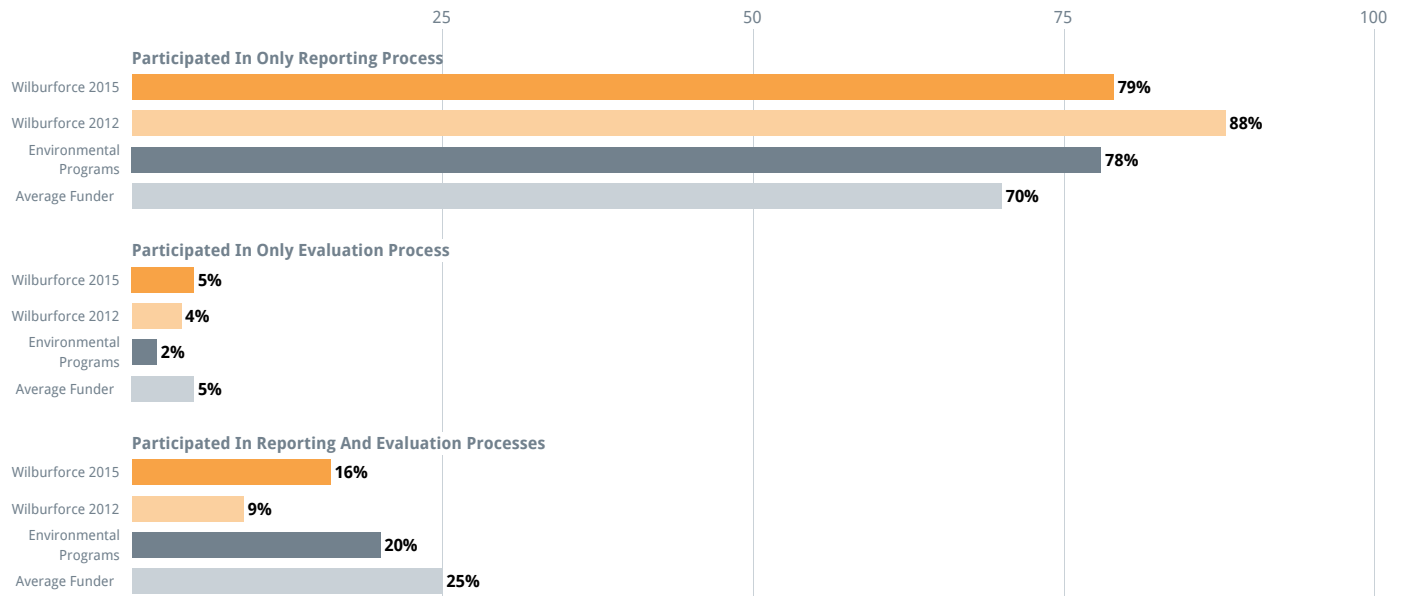


Reporting and Evaluation Process Activities

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

Reporting and Evaluation Process Activities

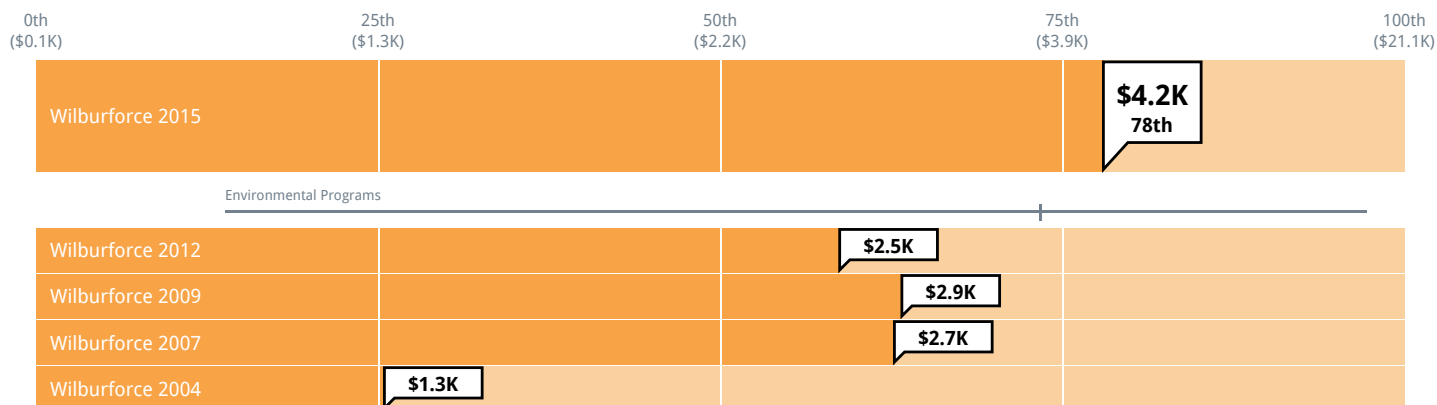
■ Wilburforce 2015 ■ Wilburforce 2012 ■ Environmental Programs ■ Average Funder



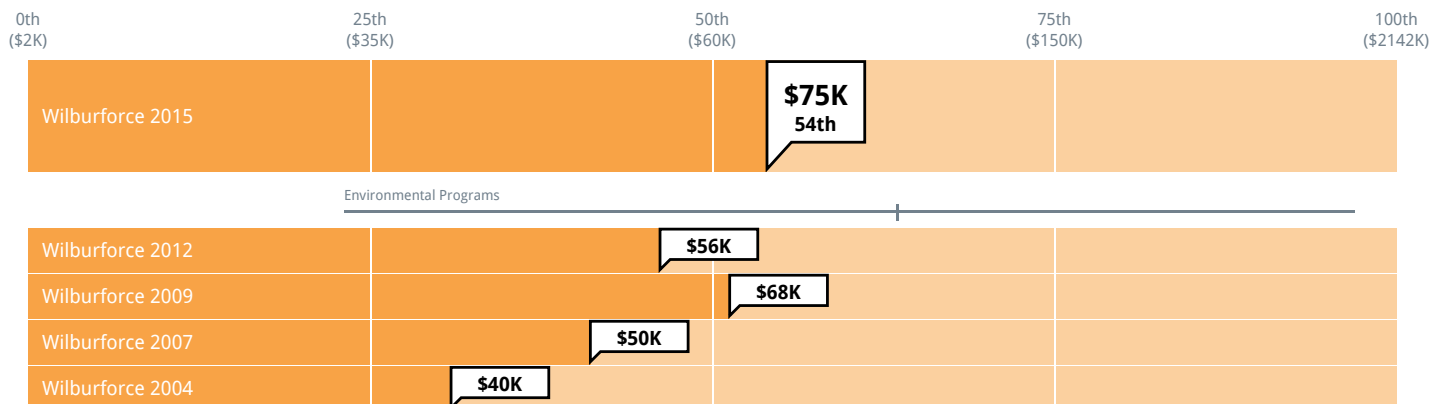
DOLLAR RETURN AND TIME SPENT ON PROCESSES

Dollar Return: Median grant dollars awarded per process hour required

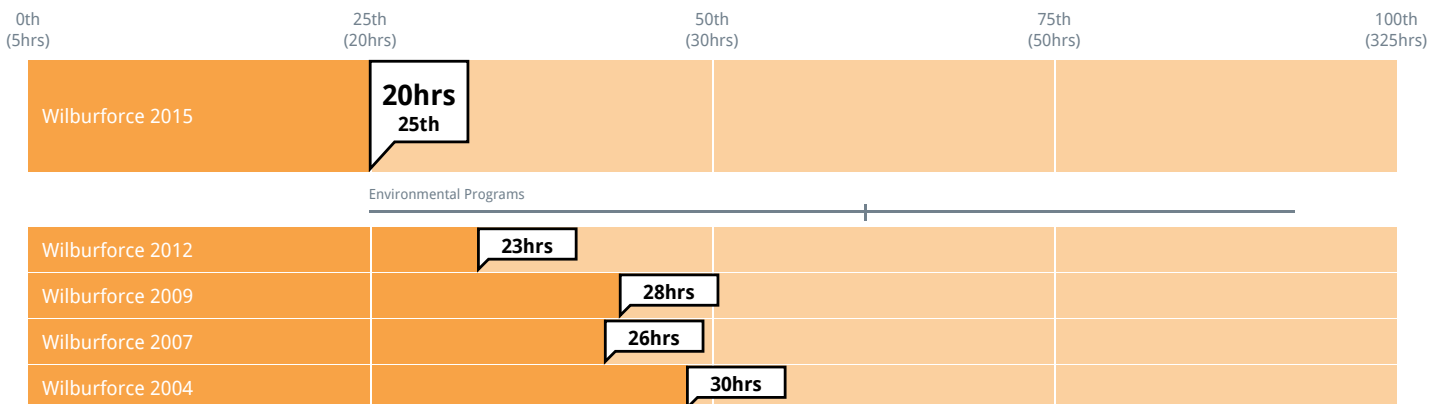
Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant



Median Grant Size

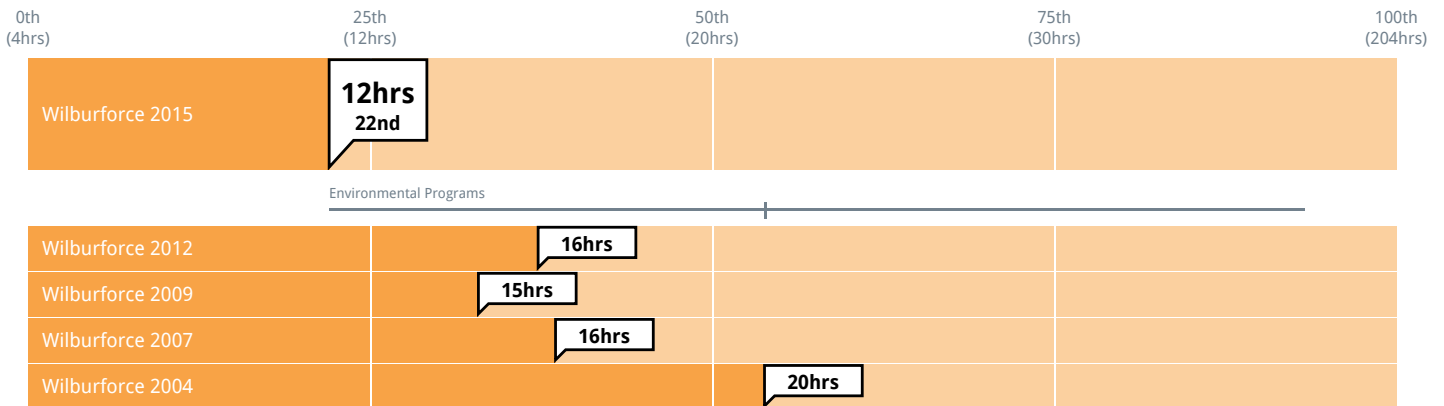


Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

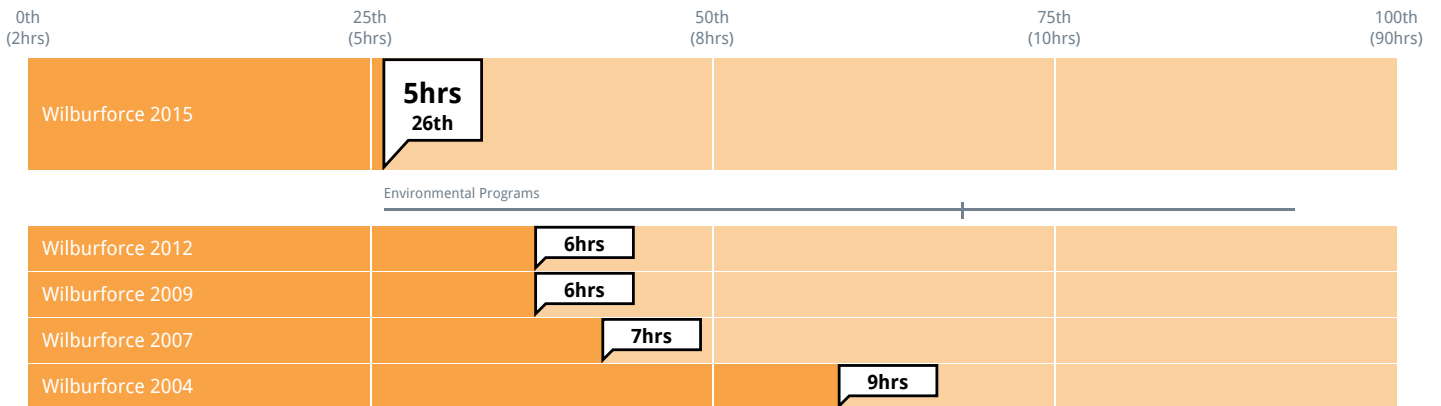
Median Hours Spent on Proposal and Selection Process



Time Spent On Proposal And Selection Process (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
1 to 9 hours	36%	25%	29%	24%	16%	23%	15%
10 to 19 hours	31%	28%	30%	29%	28%	22%	20%
20 to 29 hours	19%	19%	21%	23%	23%	17%	19%
30 to 39 hours	7%	11%	8%	13%	12%	8%	10%
40 to 49 hours	7%	10%	6%	5%	12%	11%	14%
50 to 99 hours	1%	5%	4%	4%	7%	10%	10%
100 to 199 hours	0%	2%	2%	0%	1%	6%	8%
200+ hours	0%	0%	1%	1%	1%	3%	3%

Time Spent on Reporting and Evaluation Process

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



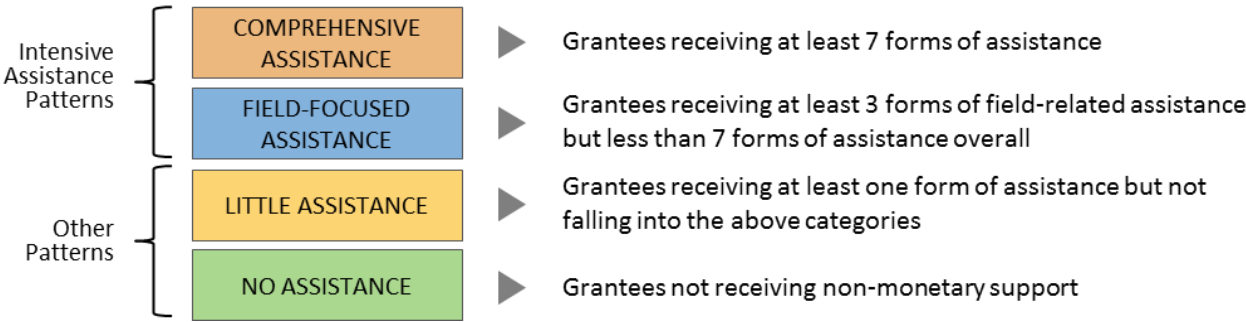
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
1 to 9 hours	74%	65%	64%	66%	50%	54%	49%
10 to 19 hours	15%	19%	21%	18%	27%	19%	22%
20 to 29 hours	6%	9%	9%	9%	14%	10%	12%
30 to 39 hours	3%	3%	1%	1%	7%	4%	4%
40 to 49 hours	2%	1%	1%	3%	1%	3%	5%
50 to 99 hours	0%	1%	3%	1%	1%	5%	5%
100+ hours	0%	1%	1%	1%	0%	4%	3%

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.

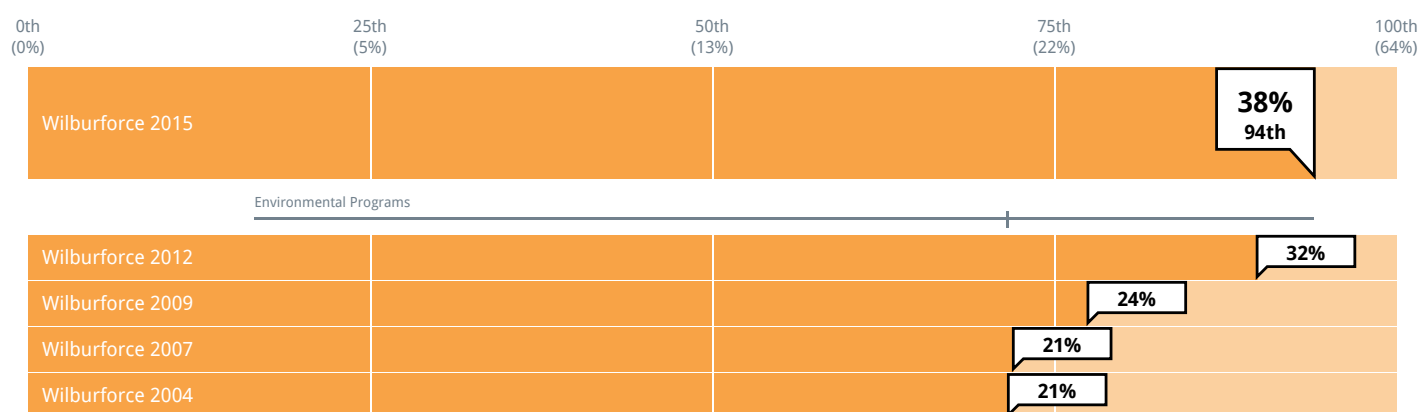


Non-Monetary Assistance Patterns (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Comprehensive	21%	12%	16%	11%	13%	6%	7%
Field-focused	18%	20%	8%	9%	7%	9%	14%
Little	46%	55%	52%	44%	51%	37%	42%
None	16%	13%	24%	35%	28%	48%	37%

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

Proportion of grantees that received field-focused or comprehensive assistance



Behind the Numbers

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

- » The extent to which Wilburforce has advanced the state of knowledge in their fields
- » Wilburforce's impact on their organizations
- » The extent to which Wilburforce improved their ability to sustain the funded work
- » The extent to which the Foundation is aware of and used its resources to help address challenges facing grantees
- » The strength of their relationship with Wilburforce
- » How helpful Wilburforce's processes were in strengthening their organizations

Selected Comments

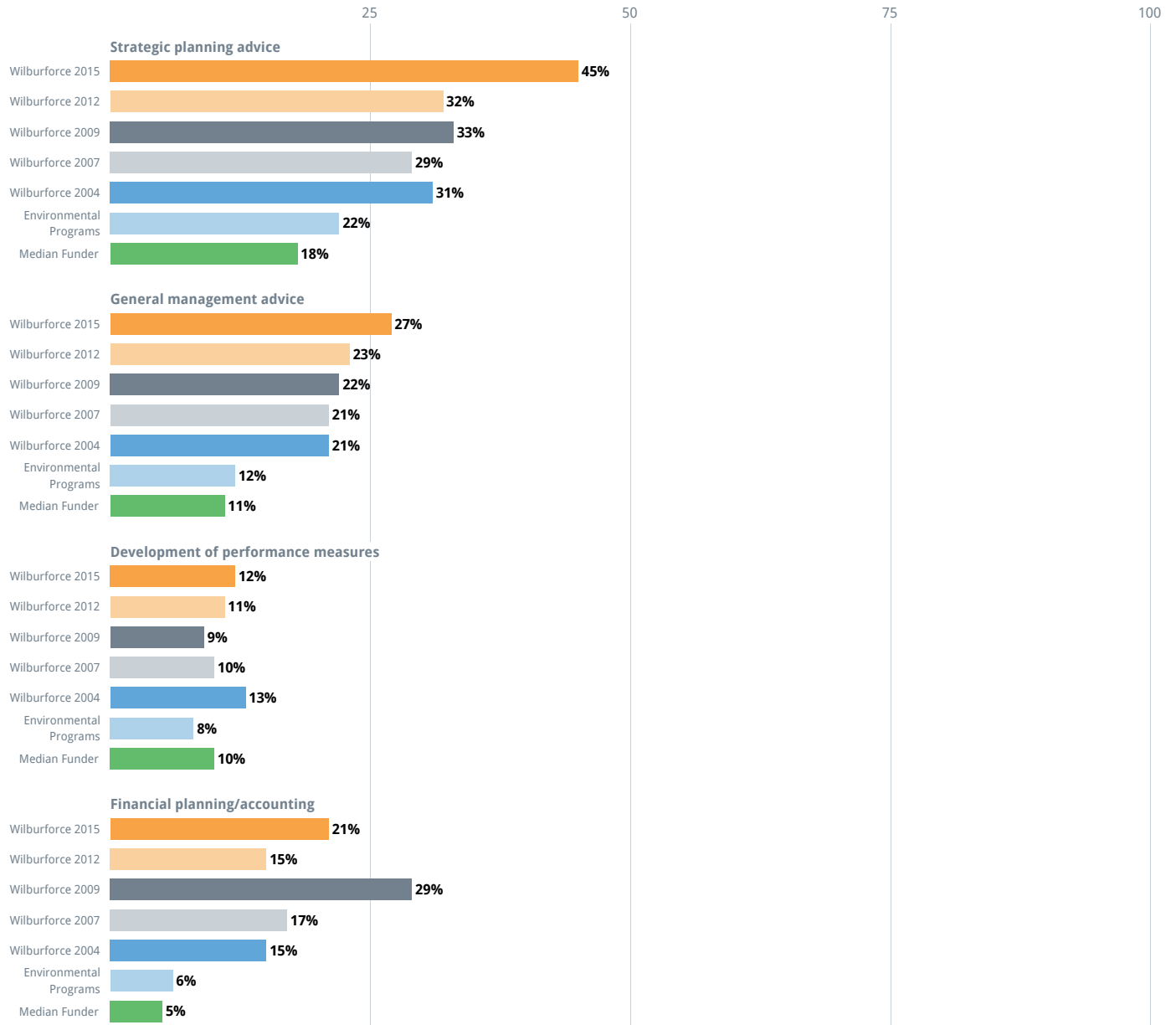
- » "The additional services that Wilburforce has offered to [our organization], management, financial, media, etc. has been of tremendous importance to our success."
- » "Wilburforce is known as a big supporter of the people who work in the conservation world. Through TREC and other means, Wilburforce has helped to create skilled professionals in the conservation profession."
- » "Wilburforce's desire and efforts to improve the infrastructure of the whole movement is incredibly helpful. The training and coaching opportunities that Wilburforce provides via TREC are useful."

Non-Monetary Assistance Activities

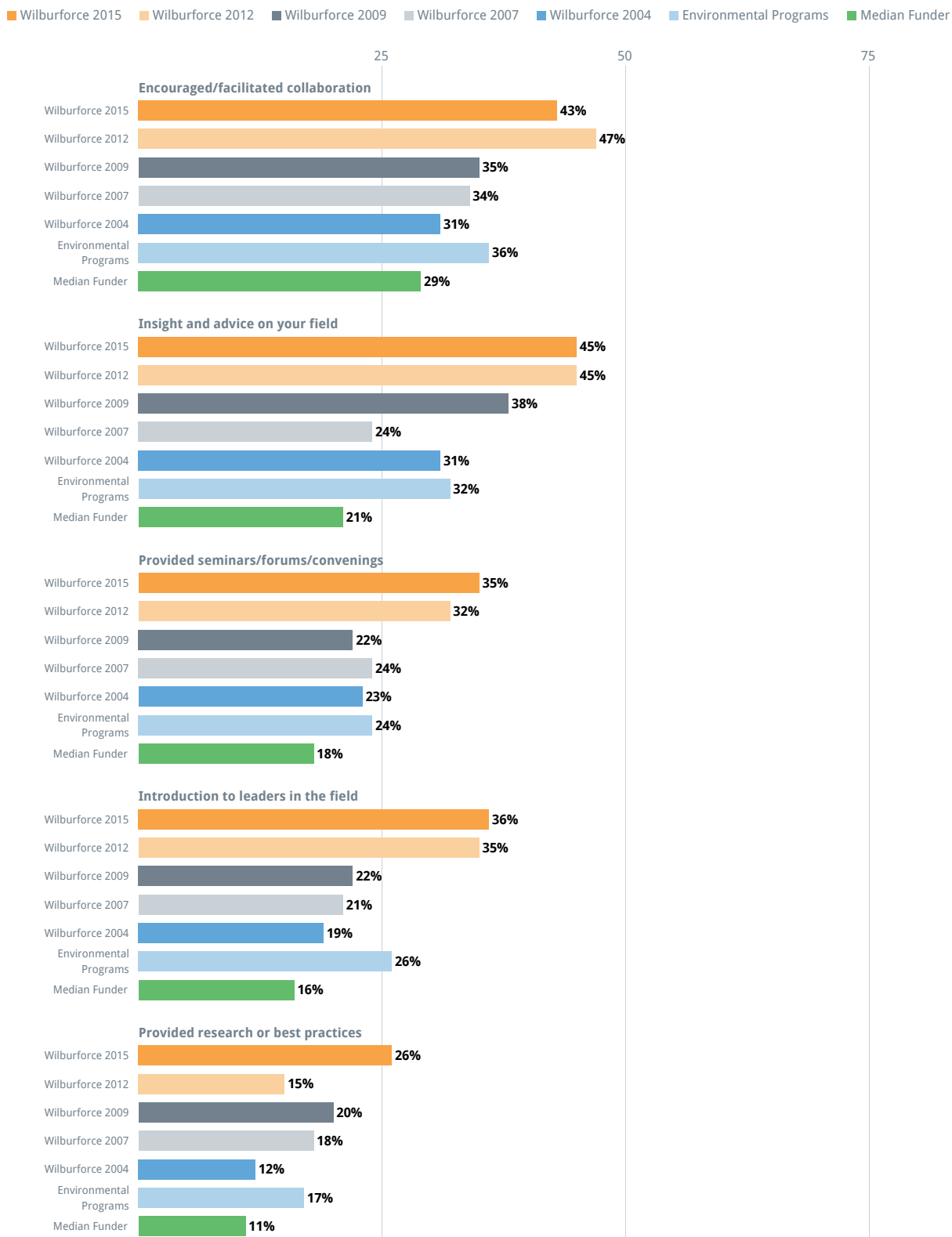
"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by the Foundation) associated with this funding."

Percentage of Grantees that Received Management Assistance

Wilburforce 2015 Wilburforce 2012 Wilburforce 2009 Wilburforce 2007 Wilburforce 2004 Environmental Programs Median Funder

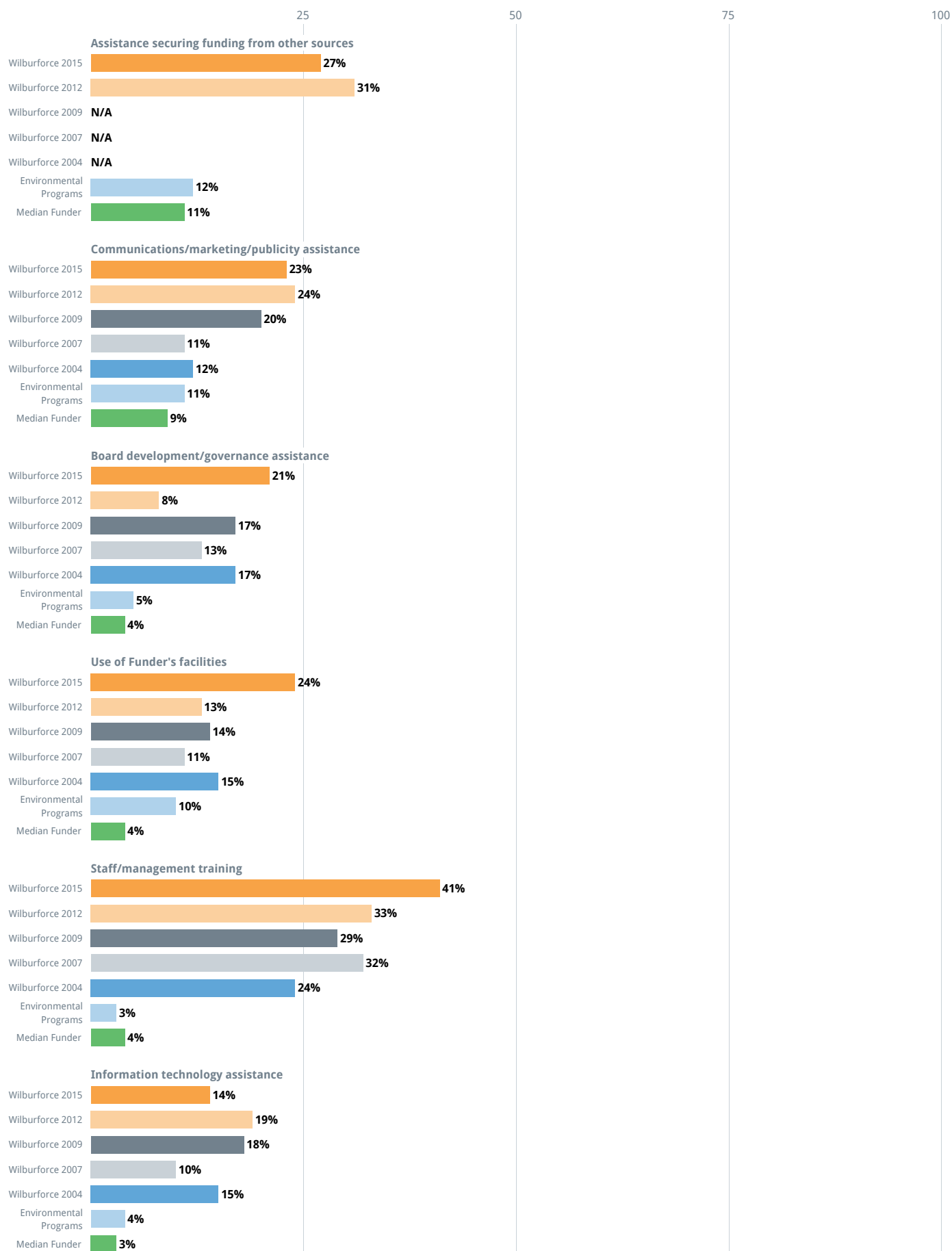


Percentage of Grantees that Received Field-Related Assistance



Percentage of Grantees that Received Other Assistance

Wilburforce 2015 Wilburforce 2012 Wilburforce 2009 Wilburforce 2007 Wilburforce 2004 Environmental Programs Median Funder



GRANTEE SUGGESTIONS FOR THE FOUNDATION

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

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

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Impact on Grantees' Fields	20%
Administrative Processes	16%
Interactions	16%
Grantmaking	13%
Non-Monetary Assistance	11%
Impact on Grantees' Organizations	9%
Clarity of Communication of Strategy and Impact	9%
Foundation	7%

Selected Comments

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

IMPACT ON GRANTEES' FIELDS (20%)

Strategy (N=6)

- » "General funding for critical work in the field of biodiversity, forestry, land use planning etc."
- » "Like many foundations, Wilburforce struggles with how to use its own voice as an agent for change. This is a balancing act for funders that depends on many variables, such as staff bandwidth and the preferences of the donors. Still funders have an inherent platform to use and when they don't take advantage of it they are leaving leverage on the table."
- » "More money for conservation efforts is nearly always appreciated."

Teach other funders (N=2)

- » "I really think they are the epitome of what conservation funders should be. If they could help other foundations adopt some of their practices, it would have an enormous impact."

Understanding of field (N=1)

- » "I think it is important for all conservationists to understand the social and political environment where groups work in order to achieve conservation outcomes. People in the rural West can be hostile towards public lands and conservation, and victory is often a compromise."

ADMINISTRATIVE PROCESSES (16%)

Streamline (N=3)

- » "Reducing the requirements for smaller grants."
- » "The non-project specific financial documentation required in a Wilburforce proposal is unique compared to other foundations and can be burdensome."

Other (N=4)

- » "The grant application period falling as it does right after Christmas often necessitates working during this down-period. A minor change to the middle of January would help."
- » "A consistent process for applying for and receiving grants. More consistent follow-up from Wilburforce staff."

INTERACTIONS (16%)

Site Visit (N=3)

- » "There is no better way to understand our impact on environmental policy than to travel and visit in-person with our target audiences (county commissioners, Senate staff, etc.)."
- » "More site visits!"

More frequent (N=2)

- » "More interaction during the grant cycle with program officers would be incredibly helpful in feeling like I'm part of the team."
- » "More frequent personal check-ins on our work and progress."

Other (N=2)

- » "Depending on the scope of work that Wilburforce funds through their other programs, it may be useful to have interactions with other Wilburforce Program Officers, and better knowledge of the work both within and outside my program area."

GRANTMAKING (13%)

Length (N=2)

- » "Multi-year funding of conservation projects to minimize the amount of time on reporting."

General Operating Support (N=2)

- » "More core/capacity support."
- » "Granting for operations costs is always appreciated."

Other (N=2)

- » "Larger grants to fewer applicants."

NON-MONETARY ASSISTANCE (11%)

Convenings (N=3)

- » "Host funder meetings where Wilburforce grantees can share their work with other potential funders. Host science conferences so grantees can stay up-to-date on the latest science."
- » "It might be worthwhile to have a gathering of grant recipients occasionally-every couple of years-to share what works and what doesn't in the realm of land and water protection."

Other (N=2)

- » "More energy helping to connect us to others who may be helpful in non financial ways."

IMPACT ON GRANTEES' ORGANIZATIONS (9%)

All comments (N=4)

- » "Perhaps involve some (or all!) of your grantees in your strategic planning exercises -- and for us as grantees to better understand exactly why, what and how you are reaching your mission."
- » "Wilburforce and other foundations have the power to insist on collaboration among the groups. No one group has all the answers. Ensuring that not too much power is concentrated in the hands of one group is helpful."
- » "It would be great if we could get grants for our other work from the different program areas."

CLARITY OF COMMUNICATION OF STRATEGY AND IMPACT (9%)

All comments (N=4)

- » "Help us understand how other parts of Wilburforce (beyond our funding area) make a difference."
- » "I don't really understand the basis behind small discretionary grants or staff/board grants. When is it appropriate to ask for them? What are the ranges of values? Is it okay to ask every year?"
- » "More transparency in its programmatic strategies. A better understanding of how the conservation science program works in tandem with its geographical programs."

FOUNDATION (7%)

All comments (N=3)

- » "Consider opening an office in our region. They had one in Bozeman years ago and consolidated that back into Seattle, while this may make for greater efficiency, an office in Missoula in the heart of the Y2Y and Northern Rockies would extend their reach into the field."
- » "Begin to fully plan now for leadership succession - the time is coming!"

Summary of Other Grantee Comments

The table below summarizes the themes described in grantees' comments regarding the impact Wilburforce is having on their fields, communities, or organizations.

Theme	N
Strong Impact on and Understanding of Grantees' Fields	43
Strong Impact on and Understanding of Grantees' Organizations	38
Consistency in Support/Long-Term Support	15
Influence on Public Policy	11
Filling a Funding Gap	10
Helpful Non-Monetary Assistance (TREC)	9
Encourages Collaboration	8
Strong Impact on and Understanding of Community	7
Other	13

The table below summarizes the themes described in grantees' comments regarding the quality of Wilburforce's processes, interactions, and communications.

Theme	N
Strong Relationships	59
Strong Understanding of and Impact on Grantees' Organizations	24
Streamlined Administrative Processes	22
Strong Understanding of and Impact on Grantees' Fields	14
Helpful Administrative Processes	12
Clarity of Communication	6
Helpful Non-Monetary Support	6
Helpful Grantmaking	5
Other	11

CONTEXTUAL DATA

Grantmaking Characteristics

Length of Grant Awarded (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Average grant length	2.0 years	2.0 years	2.1 years	1.9 years	1.6 years	2.1 years	2.0 years

Length of Grant Awarded (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
1 year	52%	50%	45%	46%	63%	49%	44%
2 years	25%	28%	29%	27%	20%	22%	27%
3 years	15%	17%	19%	21%	14%	17%	19%
4 years	2%	1%	2%	3%	2%	4%	4%
5 or more years	6%	6%	5%	3%	1%	8%	7%

Type of Grant Awarded (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Environmental Programs
Program / Project Support	69%	75%	73%	64%	65%	69%
General Operating / Core Support	30%	21%	23%	32%	20%	24%
Capital Support: Building / Renovation / Endowment Support / Other	1%	0%	2%	0%	7%	2%
Technical Assistance / Capacity Building	0%	4%	2%	2%	4%	3%
Scholarship / Fellowship	0%	0%	0%	2%	2%	1%
Event / Sponsorship Funding	0%	0%	1%	0%	2%	0%

Grant Size

Grant Amount Awarded (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Median grant size	\$75K	\$56K	\$68K	\$50K	\$40K	\$60K	\$100K

Grant Amount Awarded (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Less than \$10K	0%	0%	3%	1%	8%	11%	4%
\$10K - \$24K	4%	21%	16%	22%	18%	14%	9%
\$25K - \$49K	25%	20%	20%	21%	30%	14%	17%
\$50K - \$99K	32%	21%	23%	21%	24%	16%	17%
\$100K - \$149K	13%	13%	19%	18%	5%	9%	8%
\$150K - \$299K	18%	15%	11%	12%	10%	15%	17%
\$300K - \$499K	5%	7%	6%	2%	2%	7%	9%
\$500K - \$999K	2%	2%	1%	1%	1%	6%	8%
\$1MM and above	1%	2%	1%	2%	2%	7%	11%

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

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Median Budget	\$0.8M	\$0.9M	\$0.7M	\$0.6M	\$0.5M	\$1.4M	\$1.4M

Operating Budget of Grantee Organization (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
<\$100K	4%	8%	10%	11%	8%	9%	5%
\$100K - \$499K	34%	31%	33%	31%	45%	20%	20%
\$500K - \$999K	14%	14%	19%	18%	17%	14%	14%
\$1MM - \$4.9MM	27%	28%	27%	27%	24%	29%	31%
\$5MM - \$24MM	7%	8%	6%	10%	6%	17%	17%
>=\$25MM	14%	10%	5%	3%	1%	11%	14%

Funding Relationship

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Wilburforce 2015	Wilburforce 2012	Average Funder	Environmental Programs
First grant received from the Foundation	7%	10%	29%	18%
Consistent funding in the past	84%	83%	52%	66%
Inconsistent funding in the past	9%	7%	19%	16%

Funding Status and Grantees Previously Declined Funding (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Percent of grantees currently receiving funding from the Foundation	99%	99%	91%	92%	93%	78%	83%
Percent of grantees previously declined funding by the Foundation	15%	25%	21%	15%	24%	26%	22%

Grantee Demographics

Job Title of Respondents (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Average Funder	Environmental Programs
Executive Director	58%	50%	55%	65%	66%	47%	46%
Other Senior Management	17%	16%	5%	11%	10%	14%	16%
Project Director	13%	20%	22%	14%	12%	12%	17%
Development Director	3%	2%	4%	4%	2%	10%	7%
Other Development Staff	3%	5%	6%	0%	2%	7%	6%
Volunteer	0%	0%	0%	0%	0%	1%	0%
Other	6%	8%	7%	6%	7%	10%	8%

Gender of Respondents (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Environmental Programs
Female	39%	45%	49%	35%	63%	52%
Male	61%	55%	51%	65%	37%	48%

Race/Ethnicity of Respondents (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Average Funder	Environmental Programs
Multi-racial	4%	0%	4%	1%	2%	3%
African-American/Black	0%	0%	0%	1%	7%	4%
Asian (incl. Indian subcontinent)	1%	0%	2%	0%	3%	4%
Hispanic/Latino	2%	1%	0%	1%	5%	4%
American Indian/Alaskan Native	0%	1%	1%	0%	1%	1%
Pacific Islander	0%	0%	0%	0%	0%	1%
Caucasian/White	92%	97%	90%	97%	80%	80%
Other	1%	1%	2%	0%	1%	3%

Funder Characteristics

Financial Information (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Total assets	\$43.0M	\$12.0M	\$6.1M	N/A	\$2.3M	\$199.5M	\$726.1M
Total giving	\$11.1M	\$9.9M	\$10.7M	\$8.6M	\$9.0M	\$13.4M	\$31.2M

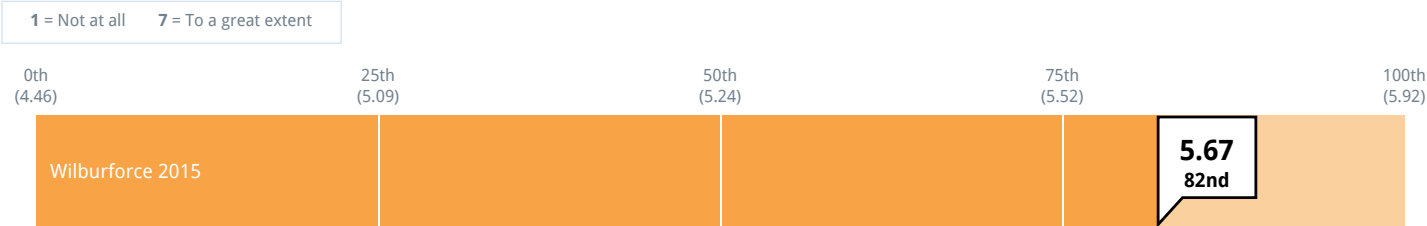
Funder Staffing (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007	Wilburforce 2004	Median Funder	Environmental Programs
Total staff (FTEs)	11	11	11	11	7	13	25
Percent of staff (FTEs) actively managing grantee relationships	82%	91%	N/A	N/A	N/A	42%	47%
Percent of staff who are program staff	73%	64%	82%	82%	100%	41%	45%

Grantmaking Processes (Overall)	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Median Funder	Environmental Programs
Proportion of grants that are proactive	100%	97%	99%	39%	95%
Proportion of grantmaking dollars that are proactive	100%	99%	99%	44%	96%

ADDITIONAL MEASURES

The following measure was added in February 2015 and includes comparative data from only 31 funders.

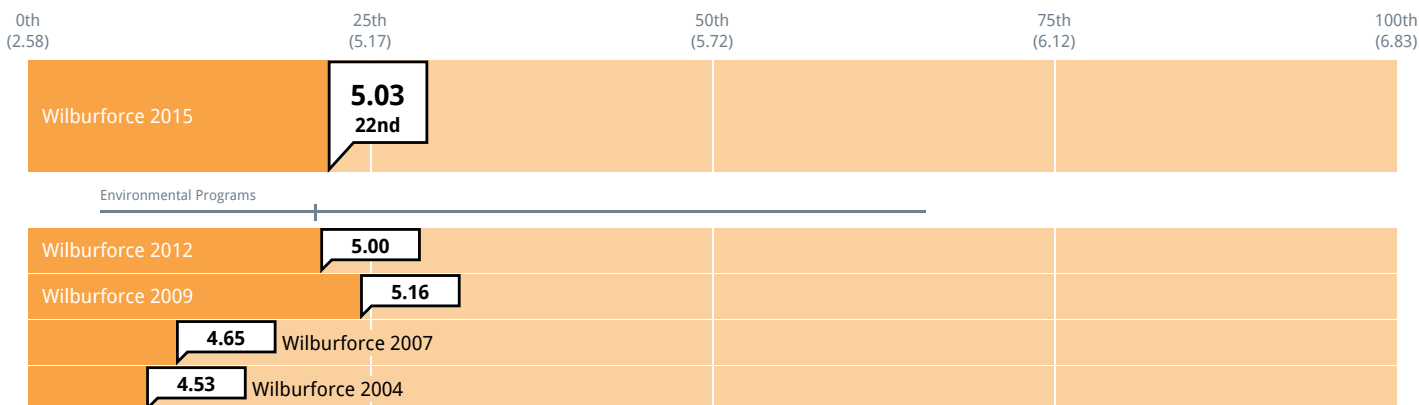
"To what extent is the Foundation open to ideas from grantees about its strategy?"



IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES

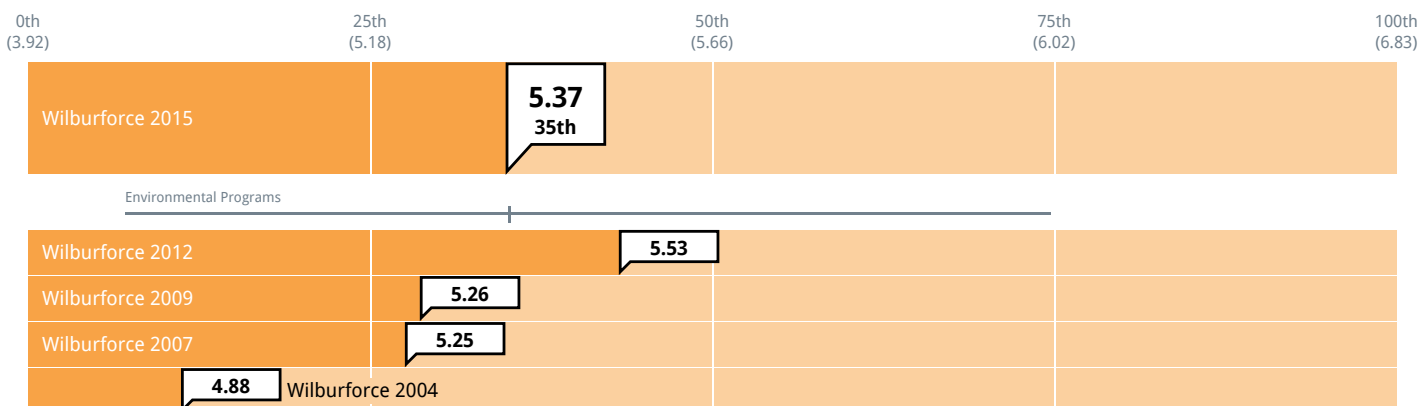
“Overall, how would you rate the Foundation’s impact on your local community?”

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



Selected Grantee Comments:

» “Wilburforce is the single most influential foundation working in the Crown of the Continent. They are not the most directly influential - other foundations are directing activities on the ground by fundees and could be seen as securing clearer accomplishments - but in the big picture, Wilburforce's support for my organization and others working in this region is unquestionably having a more significant long-term impact on the conservation agenda in this landscape.”

» “Wilburforce is helping to a) produce conservation-oriented information and scientific data; and b) better engage local communities who will ultimately need to support any conservation measures. Wilburforce is one of the few funders out there who are really committed to the local involvement piece.”

» “Wilburforce understands the importance not only of getting the win, but also how we get the win. Durable conservation requires local buy-in -- social license -- and Wilburforce is having a tremendous impact in our work, our communities and our organization with regard to winning the right way. By that I mean mainstreaming conservation, building broad-based support, partnering in non-traditional coalitions -- all while at the same time working both the 'inside' and 'outside' avenues that propel public policy victories.”

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 107.

Question	N
Overall, how would you rate the Foundation’s impact on your field?	106
How well does the Foundation understand the field in which you work?	99
To what extent has the Foundation advanced the state of knowledge in your field?	95
To what extent has the Foundation affected public policy in your field?	91
Overall, how would you rate the Foundation’s impact on your local community?	87
How well does the Foundation understand the local community in which you work?	83
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	101
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	103
How well does the Foundation understand your organization’s strategy and goals?	102
Which of the following statements best describes the primary effect the receipt of this grant had on your organization’s programs or operations?	107
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	102
Who most frequently initiated the contact you had with your program officer during this grant?	107
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	101
Has your main contact at the Foundation changed in the past six months?	105
Did you submit [a proposal] to the Foundation for this grant?	107
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?	103
How involved was Foundation staff in the development of your grant proposal?	102
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	100
Was there or will there be a reporting/evaluation process?	106
Was an external evaluator involved in your reporting/evaluation process?	45
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	51
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?	100
Have you ever been declined funding from the Foundation?	91
Are you currently receiving funding from the Foundation?	107
Which of the following best describes the pattern of your organization’s funding relationship with the Foundation?	106

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.

Contact Information

Kevin Bolduc, Vice President - Assessment Tools

(617) 492-0800 ext. 202

kevinb@effectivephilanthropy.org

Mark McLean, Associate Manager - Assessment Tools

(617) 492-0800 ext. 228

markm@effectivephilanthropy.org



THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
Tel: (617) 492-0800
Fax: (617) 492-0888

100 Montgomery Street
Suite 1700
San Francisco, CA 94104
Tel: (415) 391-3070
Fax: (415) 956-9916

www.effectivephilanthropy.org