Ford Foundation 2020 Grantee Perception Report - Public

Generated on July 27, 2021

CEP

THE CENTER FOR EFFECTIVE PHILANTHROPY

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.

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		5.99	74th Custom Cohort
Organizational Impact Impact on Grantees' Organizations		6.38	79th Custom Cohort
Approchability Comfort Approaching Ford if a Problem Arises		6.24	52nd Custom Cohort
Clarity of Communications Clarity of Communications about Ford's Goals and and Strategy		5.59	33rd Custom Cohort
Selection Process Helpfulness of the Selection Process		5.45	85th Custom Cohort
Non-Monetary Assistance Intensive Non-Monetary Assistance		22.97%	71st Custom Cohort

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.
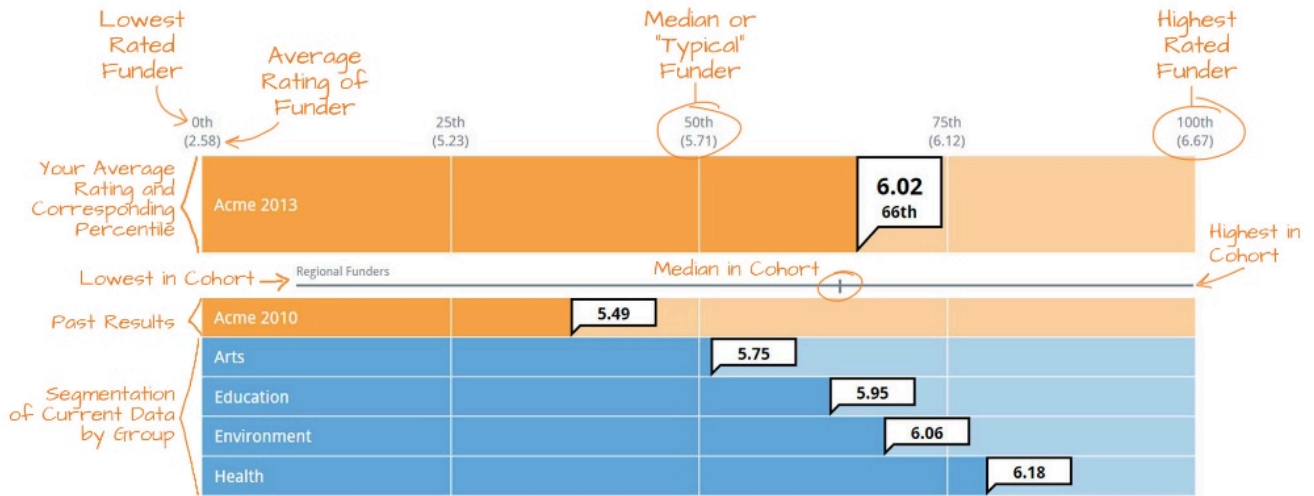
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

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.

5.81*
60th

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Ford 2020	September and October 2020	2687	1467	55%
Ford 2017	May and June 2017	2693	1550	58%
Ford 2014	October and November 2014	2938	1631	56%
Ford 2012	May and June 2012	3244	1939	60%
Ford 2008	September and October 2008	3385	2025	60%

Survey Year	Year of Active Grants
Ford 2020	2019
Ford 2017	2016
Ford 2014	2013
Ford 2008	2007

Throughout this report, Ford Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 300 funders. The full list of participating funders can be found at https://cep.org/gpr-participants/.

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

Comparative Cohorts

Customized Cohort

Ford selected a set of 14 funders to create a smaller comparison group that more closely resembles Ford in scale and scope.

Custom Cohort
Bill & Melinda Gates Foundation
Carnegie Corporation of New York
Ford Foundation
Gordon and Betty Moore Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Margaret A. Cargill Philanthropies
Robert Wood Johnson Foundation
The Atlantic Philanthropies
The David and Lucile Packard Foundation
The Kresge Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

Standard Cohorts

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

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	40	Funders with median grant size of $20K or less
Large Grant Providers	90	Funders with median grant size of $200K or more
High Touch Funders	36	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	42	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	82	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	100	Funders that make at most 10% of grants by invitation only
International Funders	55	Funders that fund outside of their own country
European Funders	25	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	58	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	70	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	158	All private foundations in the GPR dataset
Family Foundations	76	All family foundations in the GPR dataset
Community Foundations	34	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	35	Funders who surveyed grantees during COVID-19 (GPR only)

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.

Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($225K)	100th ($3300K)
Ford 2020				**$250K** 78th	
Custom Cohort					
Ford 2017				$250K	
Ford 2014				$250K	
Ford 2012				$230K	
Ford 2008				$200K	
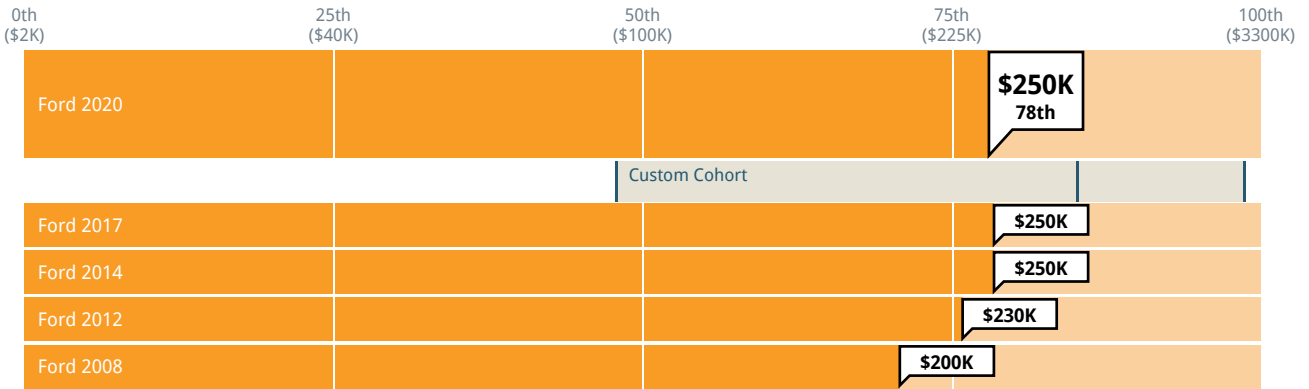
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (7.9yrs)
Ford 2020				**2.4yrs** 63rd	
Custom Cohort					
Ford 2017			2.3yrs		
Ford 2014			2.3yrs		
Ford 2012			2.5yrs		
Ford 2008			2.5yrs		
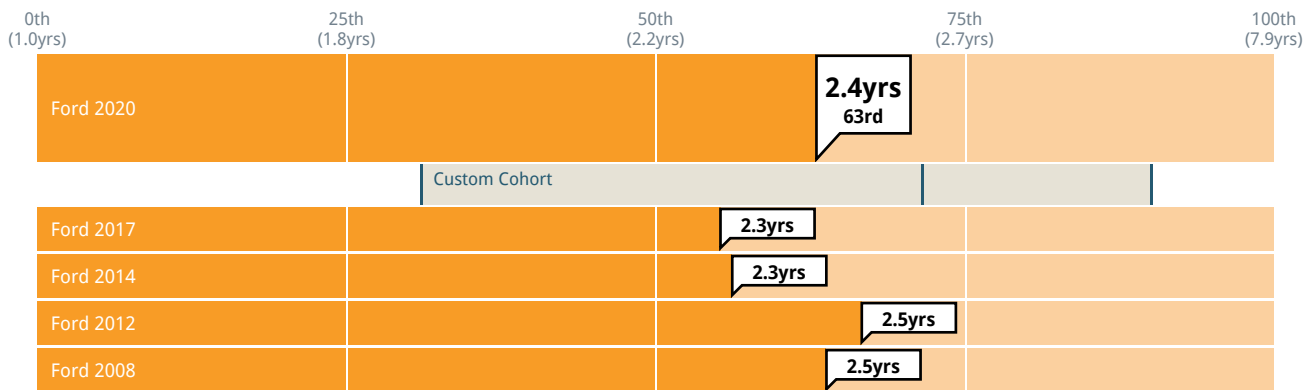
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Median Organizational Budget

	0th ($0.0M)	25th ($0.9M)	50th ($1.5M)	75th ($3.0M)	100th ($30.0M)
Ford 2020			**$1.4M** 42nd		
Custom Cohort					
Ford 2017		$1.3M			
Ford 2014		$1.3M			
Ford 2012		$1.2M			
Ford 2008	$0.8M				
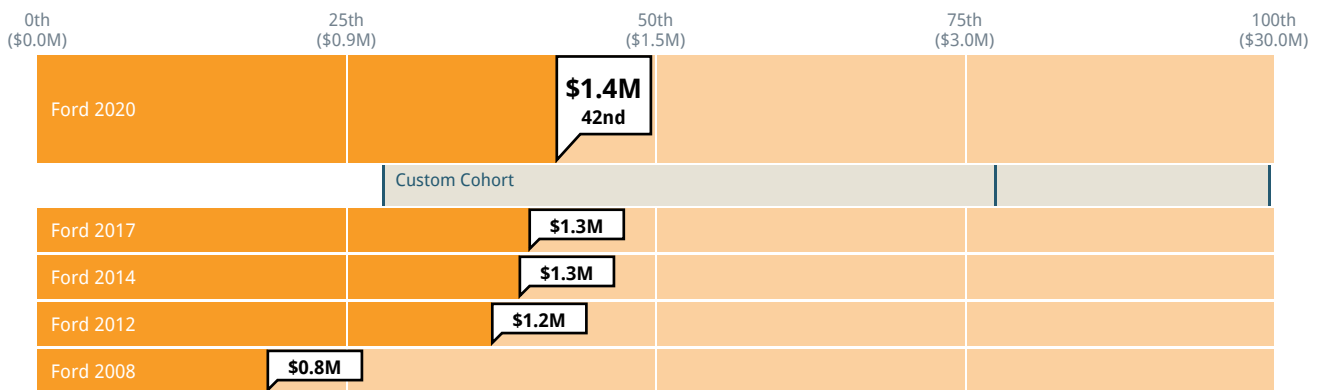
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Selected Cohort: Custom Cohort						
Grant History	**Ford 2020**	**Ford 2017**	**Ford 2014**	**Ford 2012**	**Average Funder**	**Custom Cohort**
Percentage of first-time grants	21%	19%	19%	19%	29%	34%

Selected Cohort: Custom Cohort						
Program Staff Load	**Ford 2020**	**Ford 2017**	**Ford 2014**	**Ford 2012**	**Median Funder**	**Custom Cohort**
Dollars awarded per program staff full-time employee	$3.1M	$2.8M	$4.9M	$3.8M	$2.7M	$5.8M
Applications per program full-time employee	8	11	14	13	27	12
Active grants per program full-time employee	25	20	31	31	30	25

Proportion of Unrestricted Funding

Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)'

0th (0%)	25th (7%)	50th (16%)	75th (31%)	100th (94%)

Ford 2020

Custom Cohort

47%
88th
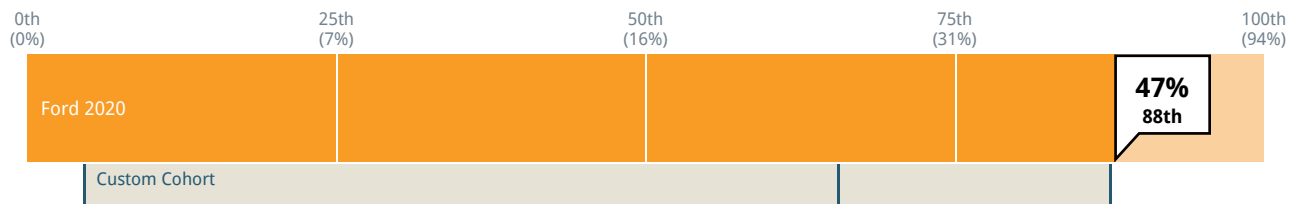
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Proportion of grantees receiving multi-year unrestricted grants
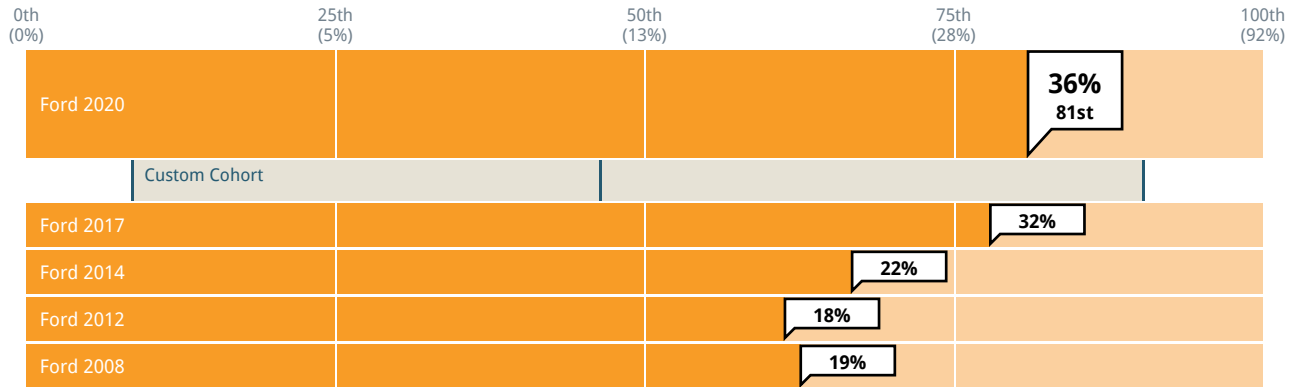
0th (0%)	25th (5%)	50th (13%)	75th (28%)	100th (92%)

Ford 2020			**36%** **81st**	
Custom Cohort				
Ford 2017			32%	
Ford 2014		22%		
Ford 2012	18%			
Ford 2008	19%			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

	0th (4.21)	25th (5.50)	50th (5.78)	75th (5.99)	100th (6.70)
Ford 2020				**5.99** 74th	
Custom Cohort					
Ford 2017			5.82		
Ford 2014				5.91	
Ford 2012			5.76		
Ford 2008			5.85		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None
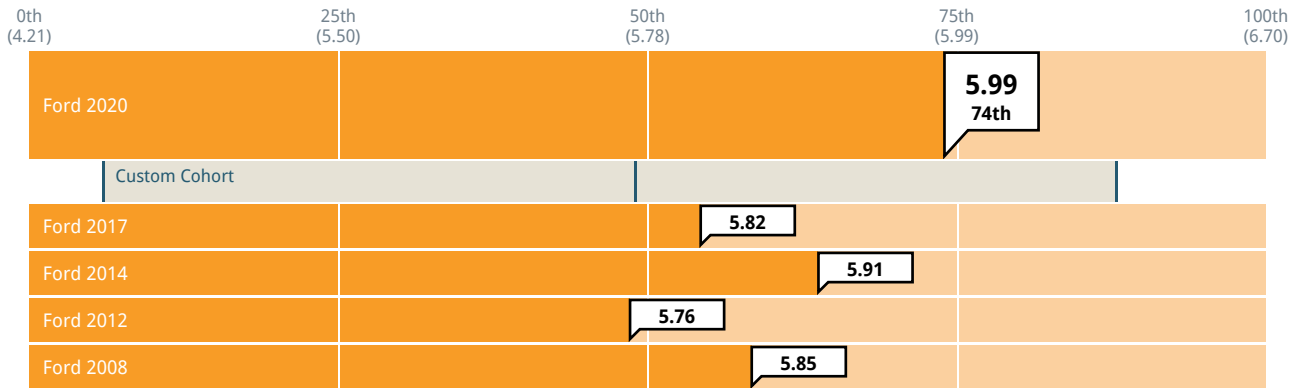
How well does the Foundation understand the field in which you work?

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

	0th (4.66)	25th (5.47)	50th (5.71)	75th (5.94)	100th (6.63)
Ford 2020				**5.95** 76th	
Custom Cohort					
Ford 2017			5.84		
Ford 2014				5.91	
Ford 2012			5.85		
Ford 2008			5.84		
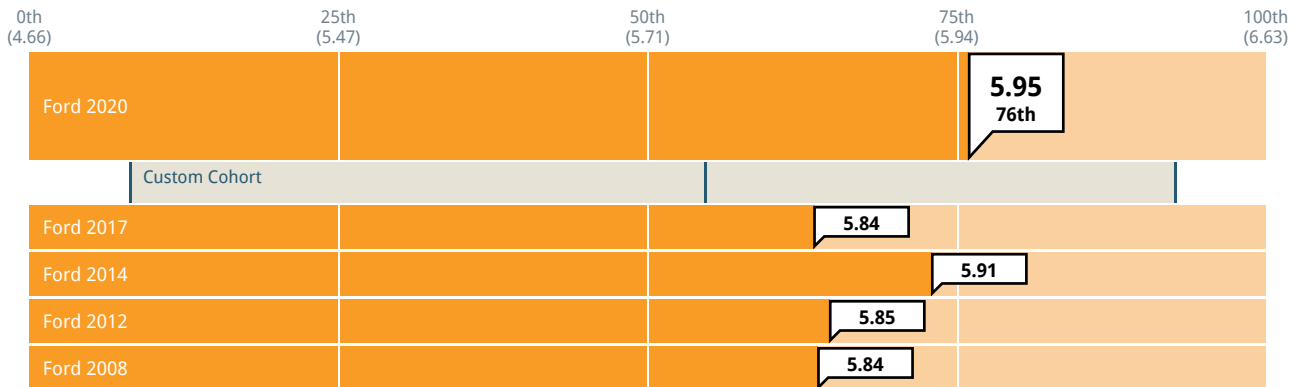
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Advancing Knowledge and Public Policy

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

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

0th (3.58)	25th (4.76)	50th (5.14)	75th (5.46)	100th (6.44)

Ford 2020 — **5.50** / **80th**

Custom Cohort

Ford 2017 — 5.44
Ford 2014 — 5.47
Ford 2012 — 5.44
Ford 2008 — 5.39

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

1 = Not at all   **7** = Major influence on shaping public policy
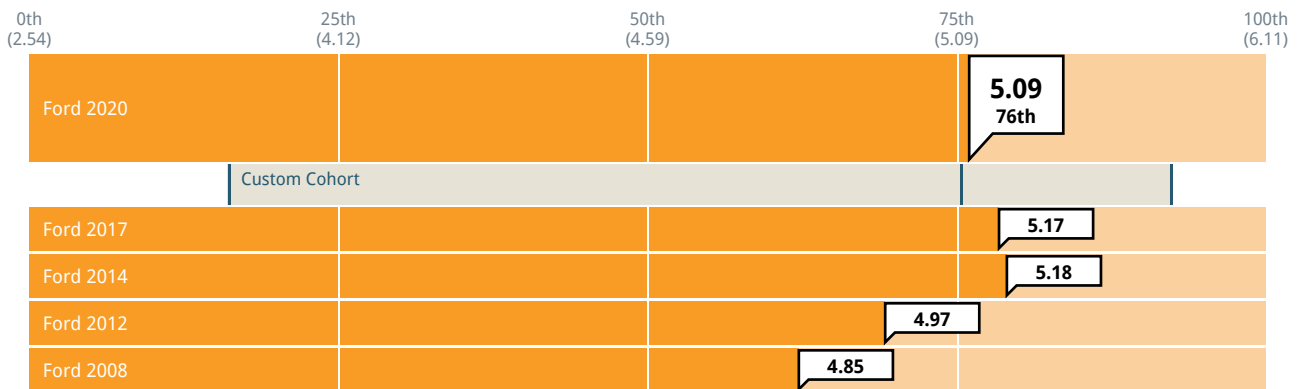
0th (2.54)	25th (4.12)	50th (4.59)	75th (5.09)	100th (6.11)

Ford 2020 — **5.09** / **76th**

Custom Cohort

Ford 2017 — 5.17
Ford 2014 — 5.18
Ford 2012 — 4.97
Ford 2008 — 4.85

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Impact on and Understanding of Grantees' Local Communities

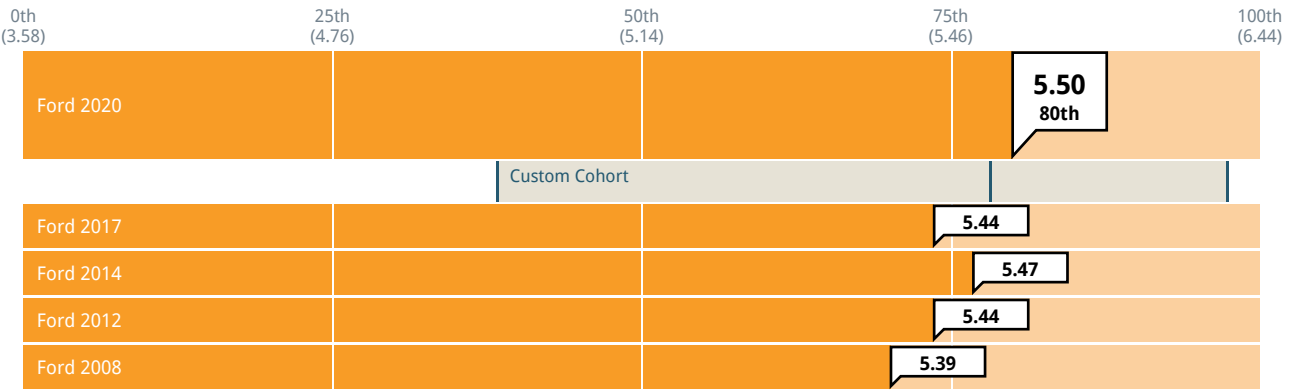**Overall, how would you rate the Foundation's impact on your local community?**

1 = No impact   **7** = Significant positive impact

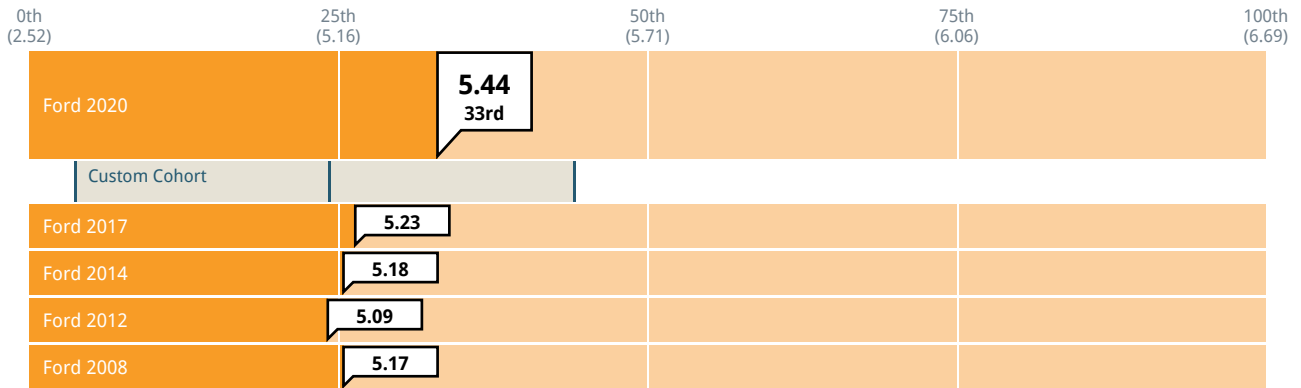|	0th (2.52)	25th (5.16)	50th (5.71)	75th (6.06)	100th (6.69)
Ford 2020		**5.44** / **33rd**			
Custom Cohort					
Ford 2017		5.23			
Ford 2014		5.18			
Ford 2012	5.09				
Ford 2008		5.17			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

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

	0th (3.78)	25th (5.16)	50th (5.59)	75th (5.96)	100th (6.72)
Ford 2020			**5.49** / **44th**		
Custom Cohort					
Ford 2017			5.44		
Ford 2014			5.43		
Ford 2012		5.29			
Ford 2008		5.26			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Impact on and Understanding of Grantees' Organizations

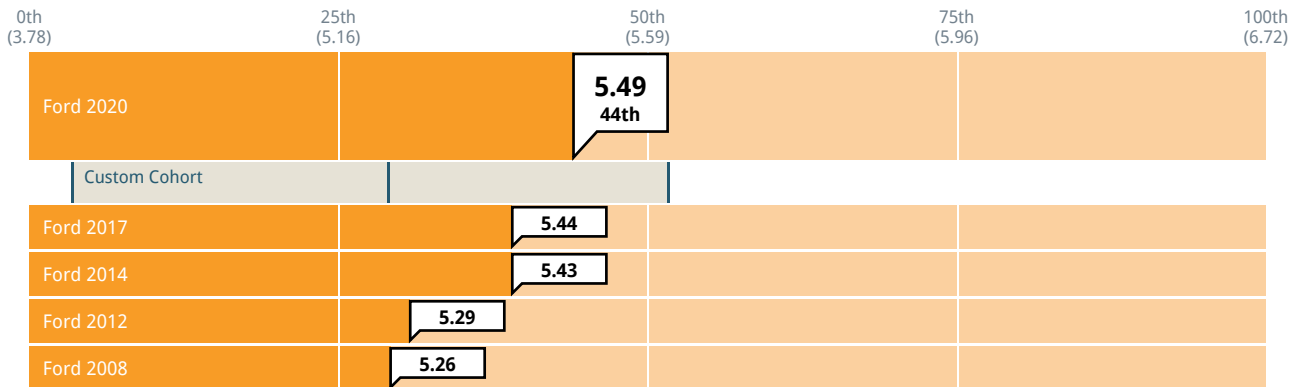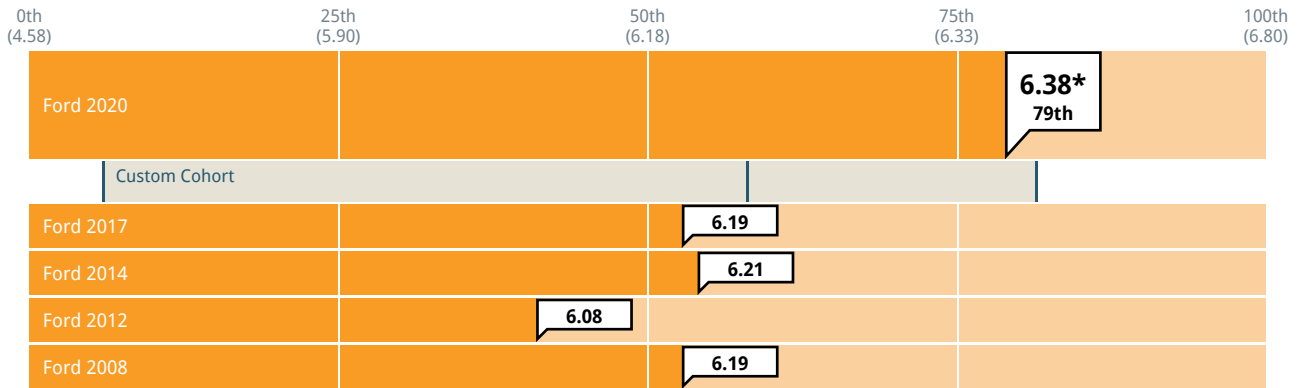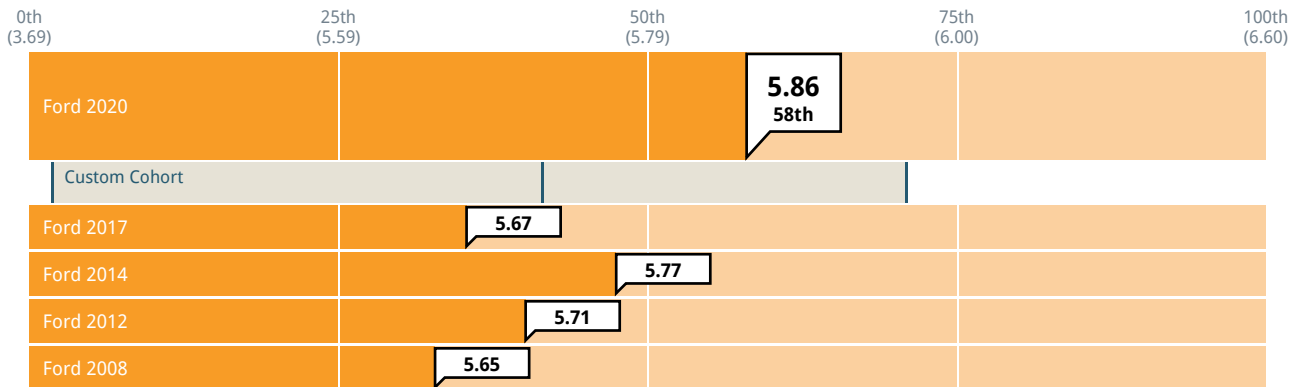## Overall, how would you rate the Foundation's impact on your organization?

1 = No impact   7 = Significant positive impact

	0th (4.58)	25th (5.90)	50th (6.18)	75th (6.33)	100th (6.80)
Ford 2020				6.38* 79th	
Custom Cohort					
Ford 2017			6.19		
Ford 2014			6.21		
Ford 2012		6.08			
Ford 2008			6.19		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

1 = Limited understanding   7 = Thorough understanding

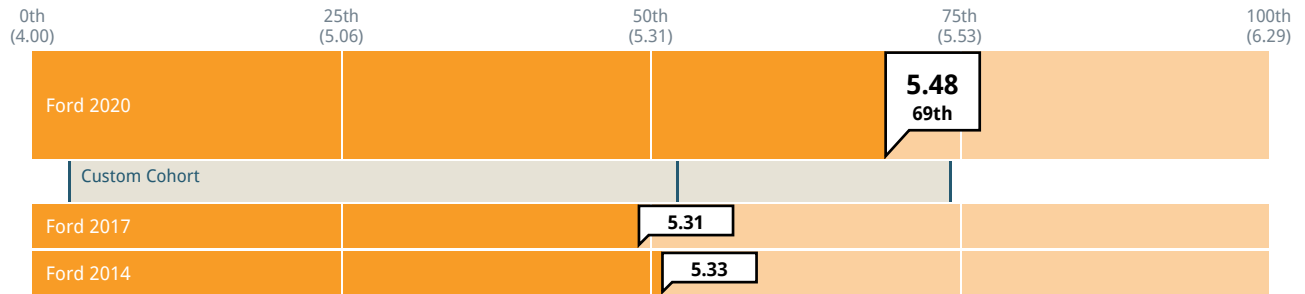|	0th (3.69)	25th (5.59)	50th (5.79)	75th (6.00)	100th (6.60)
Ford 2020			5.86 58th		
Custom Cohort					
Ford 2017		5.67			
Ford 2014			5.77		
Ford 2012		5.71			
Ford 2008		5.65			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Grantee Challenges

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

1 = Not at all aware	**7** = Extremely aware

0th (4.00)	25th (5.06)	50th (5.31)	75th (5.53)	100th (6.29)

Ford 2020 — **5.48** / **69th**

Custom Cohort

Ford 2017 — **5.31**

Ford 2014 — **5.33**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Impact of COVID-19 on Nonprofits

As a result of COVID-19, what barriers are inhibiting your organization from carrying out its work?

| Barriers:	This is a significant barrier	I anticipate this will be a significant barrier	This is not now, nor do I anticipate it being, a significant barrier in the future	Don't know/N/A
Ability to create social distancing in your organization's physical space(s)	26%	19%	51%	3%
Creating social distancing while carrying out programming	41%	28%	28%	3%
Accessing beneficiary populations (due to mobility issues, lack of transportation, lack of internet connectivity)	47%	24%	24%	5%
Lack of necessary supplies required to safely conduct business (i.e. PPE, disinfectants, etc.)	10%	18%	67%	5%
Cash flow problems	17%	32%	44%	7%
Loss of revenue/Budget challenges	28%	41%	25%	6%
Infrastructure costs to accommodate COVID-19 (i.e. reconfiguring work and/or programmatic spaces, investing in technology, etc.)	24%	32%	39%	5%
Maintaining staff levels needed to resume and/or carry out programming	20%	34%	42%	4%
Other	54%	18%	5%	22%

Communicating COVID-19 Issues with the Foundation

The following questions were recently added to the grantee survey and depict comparative data from 11 funders.

When communicating with Ford about the COVID-19 pandemic, I feel comfortable discussing the...
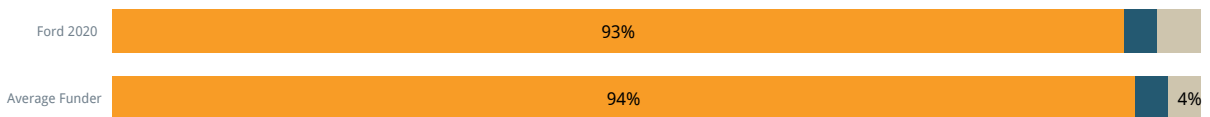
Evolving needs of the populations we serve

■ Yes ■ No ■ Don't know

Ford 2020	95%
Average Funder	96%
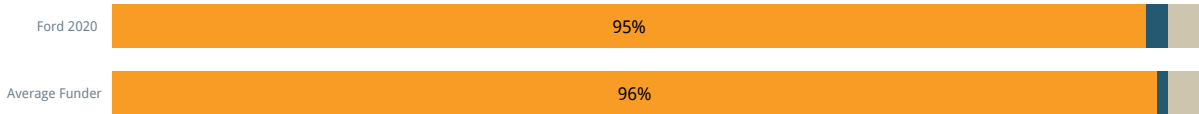
Cohort: None   **Past results:** on

Evolving needs of our organization

■ Yes ■ No ■ Don't know

Ford 2020	93%
Average Funder	94% (4%)

Cohort: None   **Past results:** on

The following question was asked only of grantees based in the United States.

Implications of race in our organization's response to COVID-19

■ Yes ■ No ■ Don't know

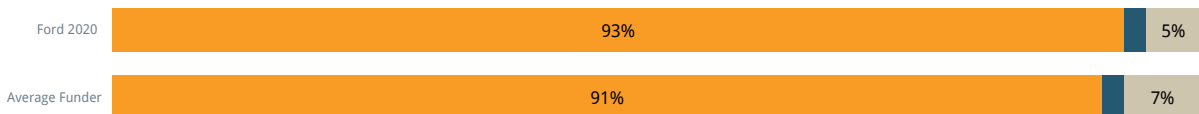|	
Ford 2020	93% (5%)
Average Funder	91% (7%)

Cohort: None   **Past results:** on

The following question was asked only of grantees based outside of the United States.

Implications of COVID-19 on our work with historically disadvantaged communities

■ Yes ■ No ■ Don't know

Ford 2020	91% (6%)

Cohort: None   **Past results:** on
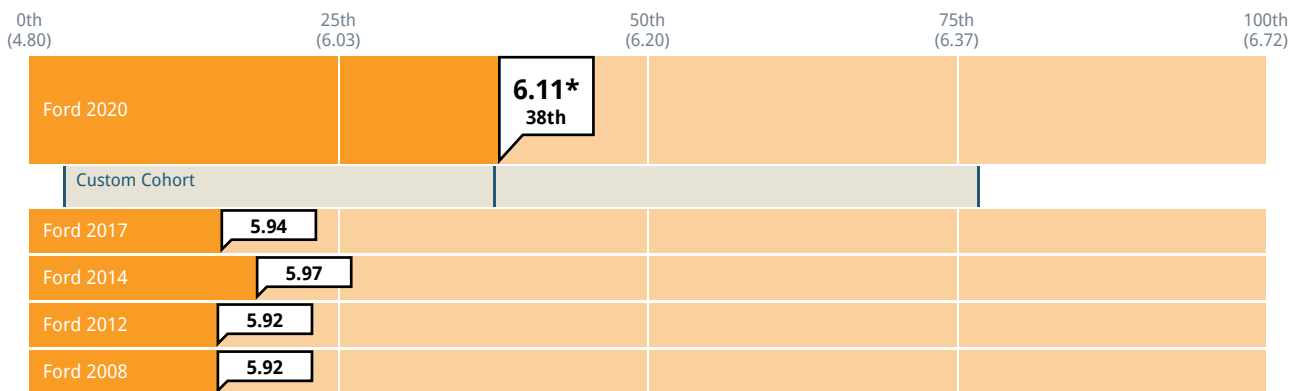
Funder-Grantee Relationships

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

Funder-Grantee Relationships Summary Measure

1 = Very negative   **7** = Very positive

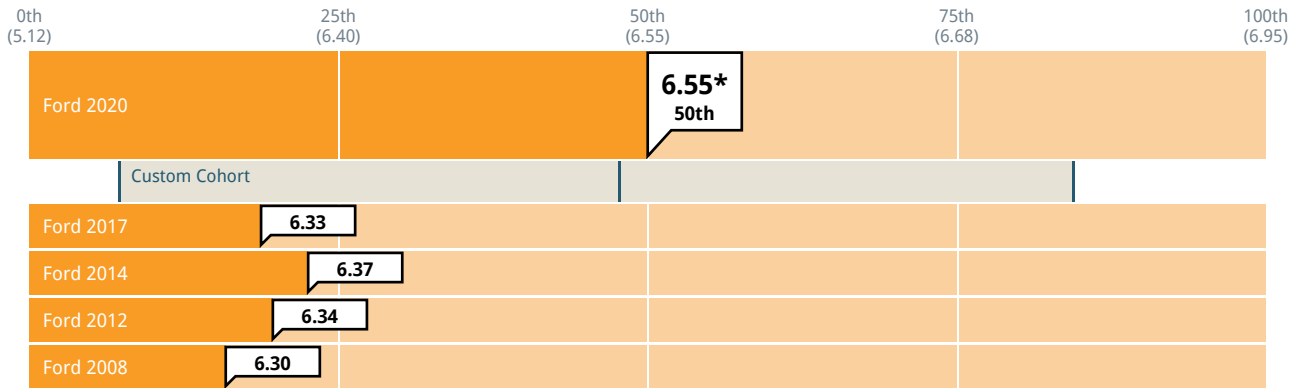|	0th (4.80)	25th (6.03)	50th (6.20)	75th (6.37)	100th (6.72)
Ford 2020			6.11* 38th		
Custom Cohort					
Ford 2017	5.94				
Ford 2014	5.97				
Ford 2012	5.92				
Ford 2008	5.92				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Quality of Interactions
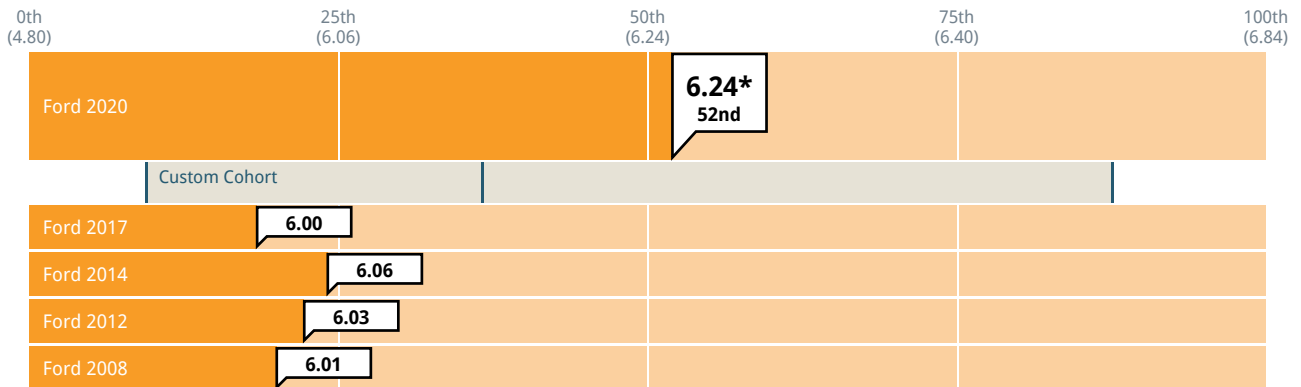
Overall, how fairly did the Foundation treat you?

1 = Not at all fairly   **7** = Extremely fairly

	0th (5.12)	25th (6.40)	50th (6.55)	75th (6.68)	100th (6.95)
Ford 2020			**6.55*** 50th		
Custom Cohort					
Ford 2017	6.33				
Ford 2014	6.37				
Ford 2012	6.34				
Ford 2008	6.30				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

1 = Not at all comfortable   **7** = Extremely comfortable

	0th (4.80)	25th (6.06)	50th (6.24)	75th (6.40)	100th (6.84)
Ford 2020			**6.24*** 52nd		
Custom Cohort					
Ford 2017	6.00				
Ford 2014	6.06				
Ford 2012	6.03				
Ford 2008	6.01				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Overall, how responsive was Foundation staff?

1 = Not at all responsive   **7** = Extremely responsive
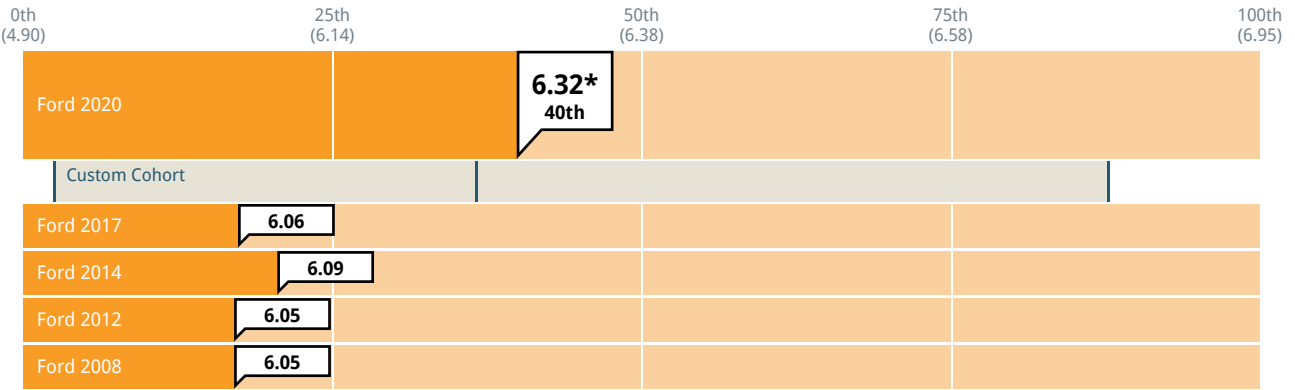
0th (4.90)	25th (6.14)	50th (6.38)	75th (6.58)	100th (6.95)

Ford 2020 — 6.32* 40th

Custom Cohort

Ford 2017 — 6.06

Ford 2014 — 6.09

Ford 2012 — 6.05

Ford 2008 — 6.05

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

To what extent did the Foundation exhibit trust in your organization's staff during this grant?
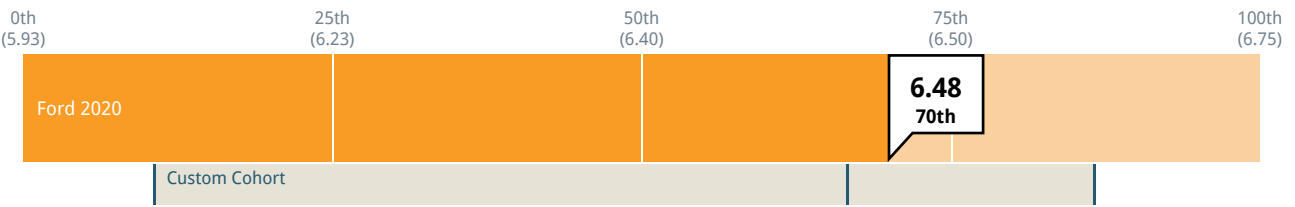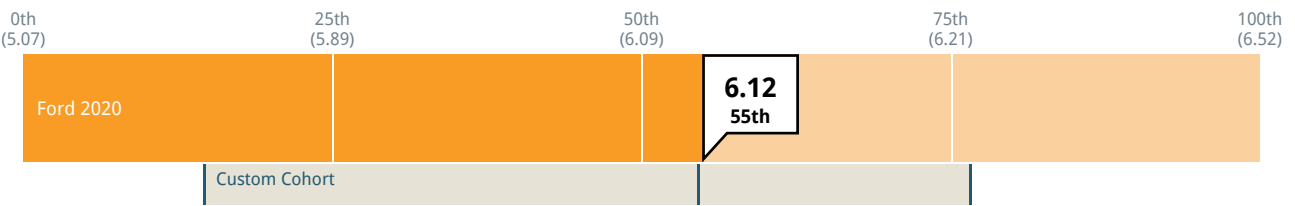
1 = Not at all   **4** = Somewhat   **7** = To a great extent

0th (5.93)	25th (6.23)	50th (6.40)	75th (6.50)	100th (6.75)

Ford 2020 — 6.48 70th

Custom Cohort

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

To what extent did the Foundation exhibit candor about the Foundation's perspectives on your work during this grant?

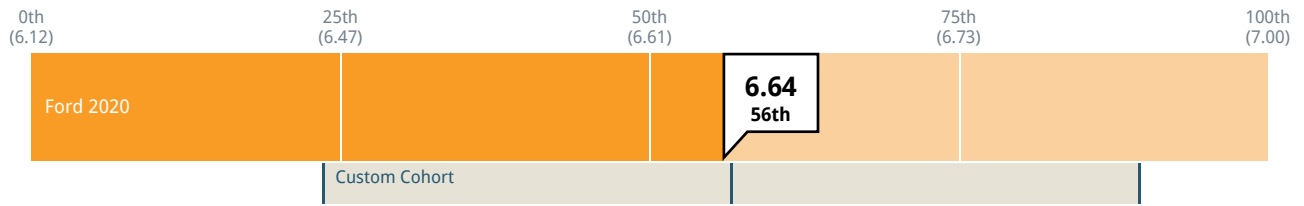**1** = Not at all   **4** = Somewhat   **7** = To a great extent

0th (5.07)	25th (5.89)	50th (6.09)	75th (6.21)	100th (6.52)

Ford 2020 — 6.12 55th

Custom Cohort

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

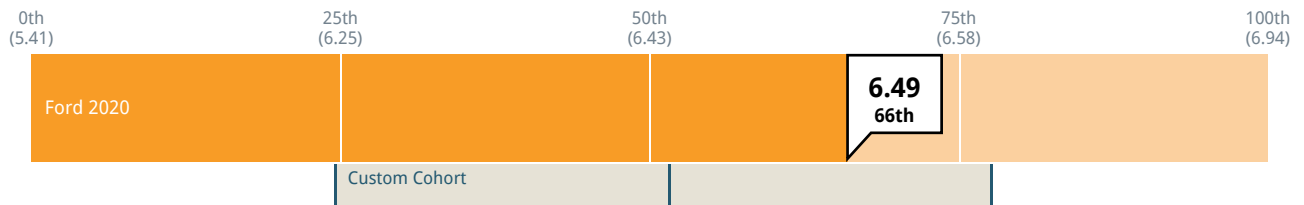**To what extent did the Foundation exhibit respectful interaction during this grant?**

1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th	25th	50th	75th	100th
(6.12)	(6.47)	(6.61)	(6.73)	(7.00)

Ford 2020

6.64
56th

Custom Cohort

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

To what extent did the Foundation exhibit compassion for those affected by your work during this grant?

1 = Not at all	**4** = Somewhat	**7** = To a great extent

0th	25th	50th	75th	100th
(5.41)	(6.25)	(6.43)	(6.58)	(6.94)

Ford 2020

6.49
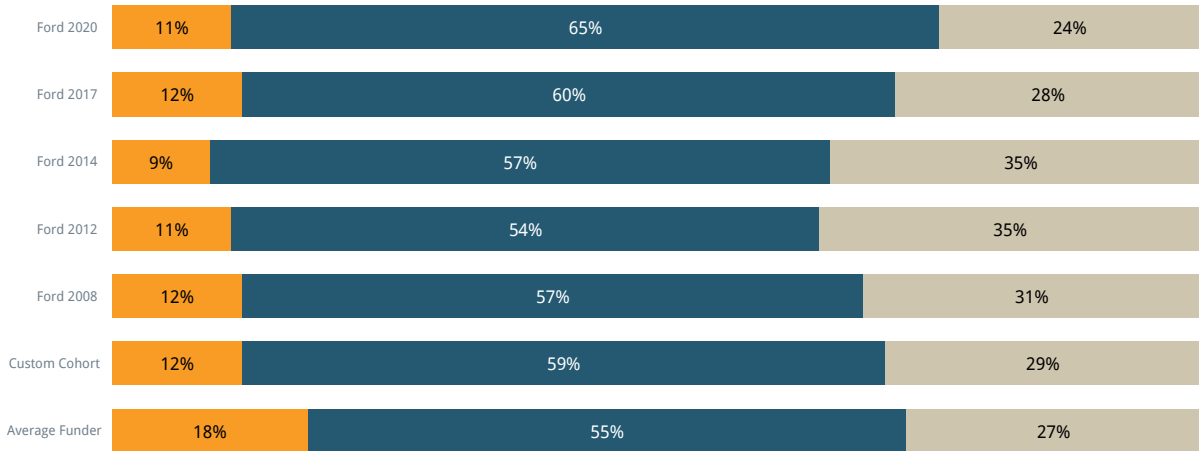**66th**

Custom Cohort

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

21

Interaction Patterns

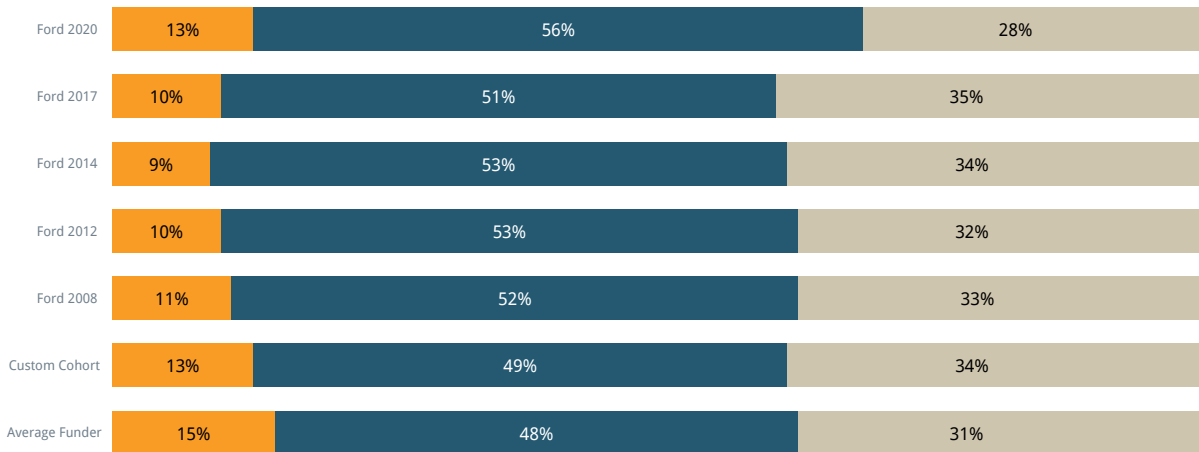## How often do/did you have contact with your program officer during this grant?

■ Yearly or less often   ■ Once every few months   ■ Monthly or more often

	Yearly or less often	Once every few months	Monthly or more often
Ford 2020	11%	65%	24%
Ford 2017	12%	60%	28%
Ford 2014	9%	57%	35%
Ford 2012	11%	54%	35%
Ford 2008	12%	57%	31%
Custom Cohort	12%	59%	29%
Average Funder	18%	55%	27%

Cohort: Custom Cohort   **Past results:** on

Who most frequently initiated the contact you had with Program Officer?

■ Program Officer   ■ Both of equal frequency   ■ Grantee

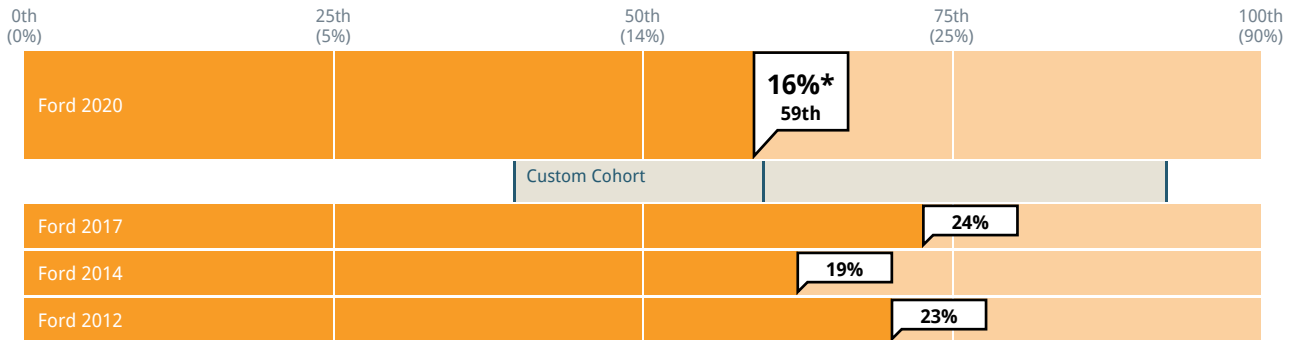|	Program Officer	Both of equal frequency	Grantee
Ford 2020	13%	56%	28%
Ford 2017	10%	51%	35%
Ford 2014	9%	53%	34%
Ford 2012	10%	53%	32%
Ford 2008	11%	52%	33%
Custom Cohort	13%	49%	34%
Average Funder	15%	48%	31%

Cohort: Custom Cohort   **Past results:** on

Contact Change and Site Visits

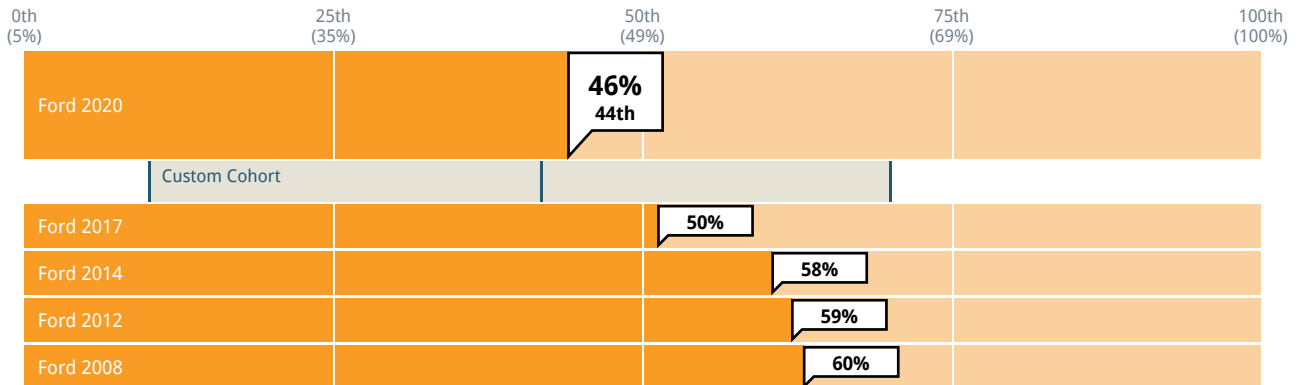**Has your main contact at the Foundation changed in the past six months?**

Proportion of grantees responding 'Yes'

	0th (0%)	25th (5%)	50th (14%)	75th (25%)	100th (90%)
Ford 2020			**16%*** 59th		
Custom Cohort					
Ford 2017				24%	
Ford 2014			19%		
Ford 2012			23%		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

Proportion of grantees responding 'Yes'

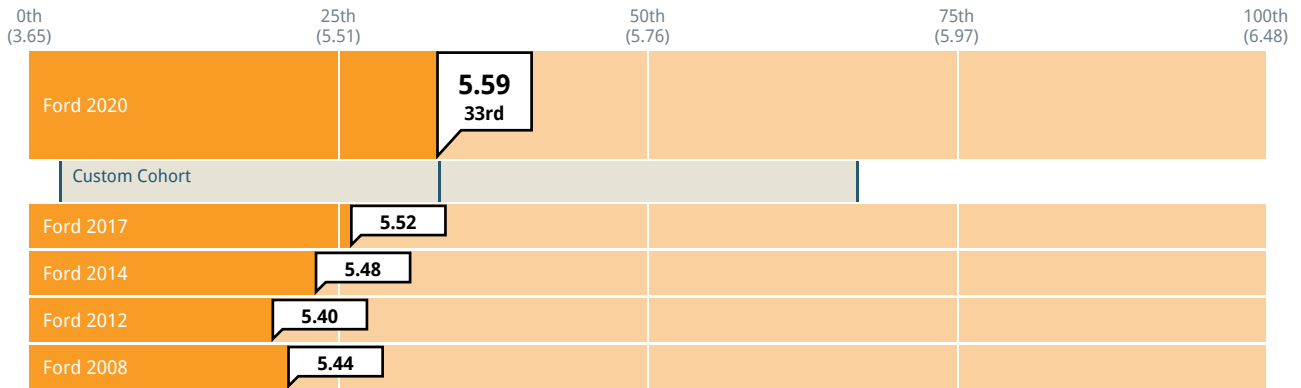|	0th (5%)	25th (35%)	50th (49%)	75th (69%)	100th (100%)
Ford 2020			**46%** 44th		
Custom Cohort					
Ford 2017			50%		
Ford 2014			58%		
Ford 2012			59%		
Ford 2008			60%		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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Communication

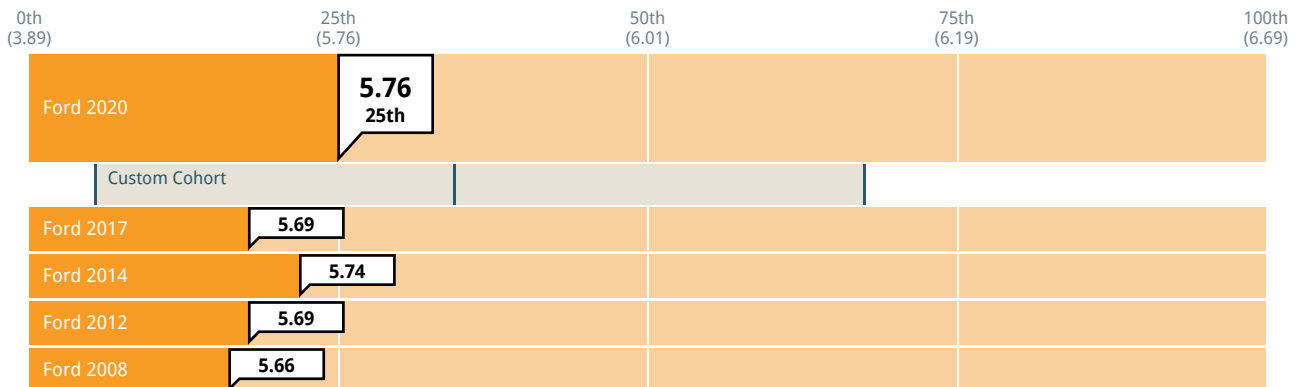**How clearly has the Foundation communicated its goals and strategy to you?**

1 = Not at all clearly   **7** = Extremely clearly

0th (3.65)	25th (5.51)	50th (5.76)	75th (5.97)	100th (6.48)

Ford 2020 — **5.59 33rd**

Custom Cohort

Ford 2017 — **5.52**

Ford 2014 — **5.48**

Ford 2012 — **5.40**

Ford 2008 — **5.44**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

1 = Not at all consistent   **7** = Completely consistent

0th (3.89)	25th (5.76)	50th (6.01)	75th (6.19)	100th (6.69)

Ford 2020 — **5.76 25th**

Custom Cohort

Ford 2017 — **5.69**

Ford 2014 — **5.74**

Ford 2012 — **5.69**

Ford 2008 — **5.66**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

The following question was recently added to the grantee survey and depicts comparative data from 36 funders in the grantee dataset.

How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?

1 = Limited understanding   **7** = Thorough understanding

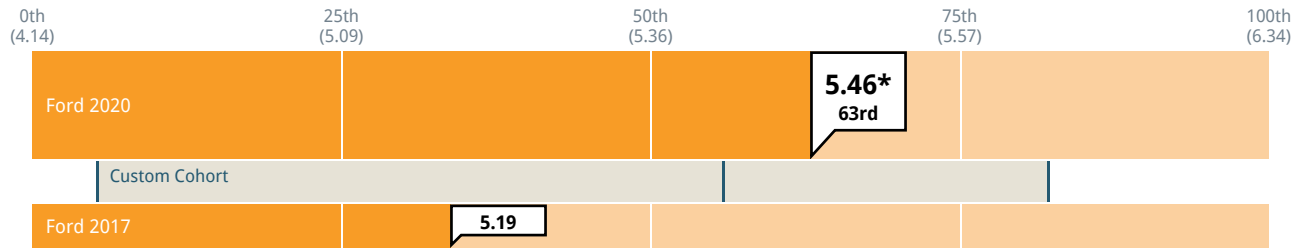■ Ford 2020   ■ Median Funder

Understanding of fit into the Foundation's broader efforts

Ford 2020	5.51
Median Funder	5.51
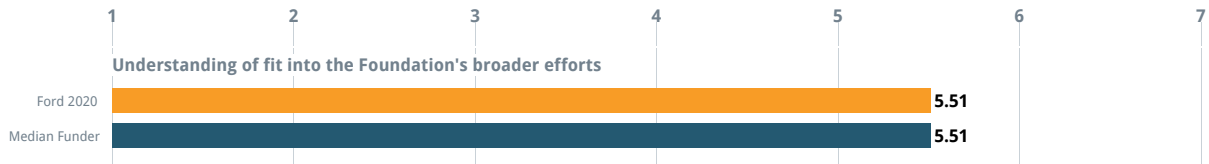
Cohort: None   **Past results:** on

Openness

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

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

0th (4.14)	25th (5.09)	50th (5.36)	75th (5.57)	100th (6.34)

Ford 2020   **5.46***   **63rd**

Custom Cohort

Ford 2017   **5.19**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None
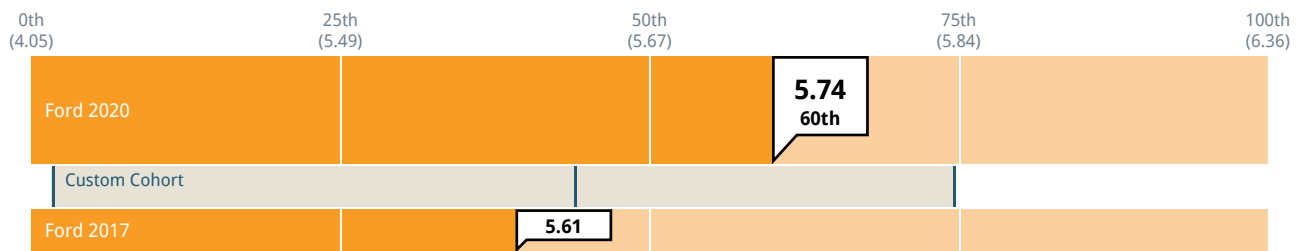
Top Predictors of Relationships

CEP's research has shown that the 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 summary measure below is an average of ratings on the following measures:

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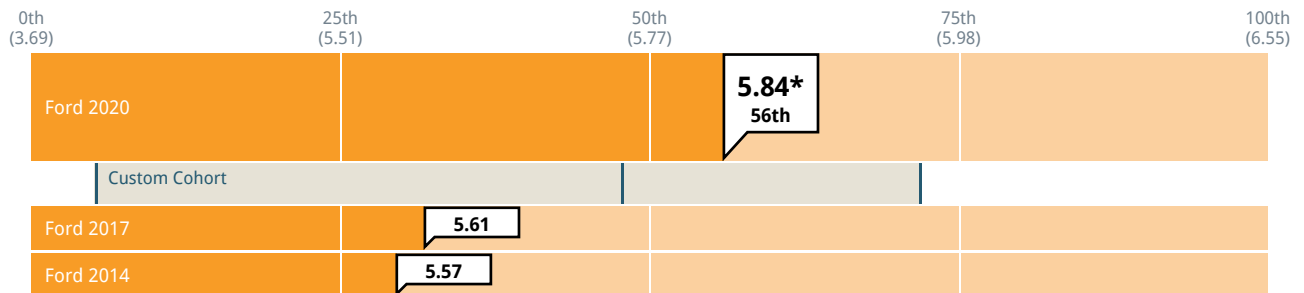
Understanding Summary Measure

1 = Very negative   **7** = Very positive

0th (4.05)	25th (5.49)	50th (5.67)	75th (5.84)	100th (6.36)

Ford 2020 — **5.74** 60th

Custom Cohort

Ford 2017 — **5.61**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent   **7** = Extremely transparent

0th (3.69)	25th (5.51)	50th (5.77)	75th (5.98)	100th (6.55)

Ford 2020 — **5.84*** 56th

Custom Cohort

Ford 2017 — **5.61**

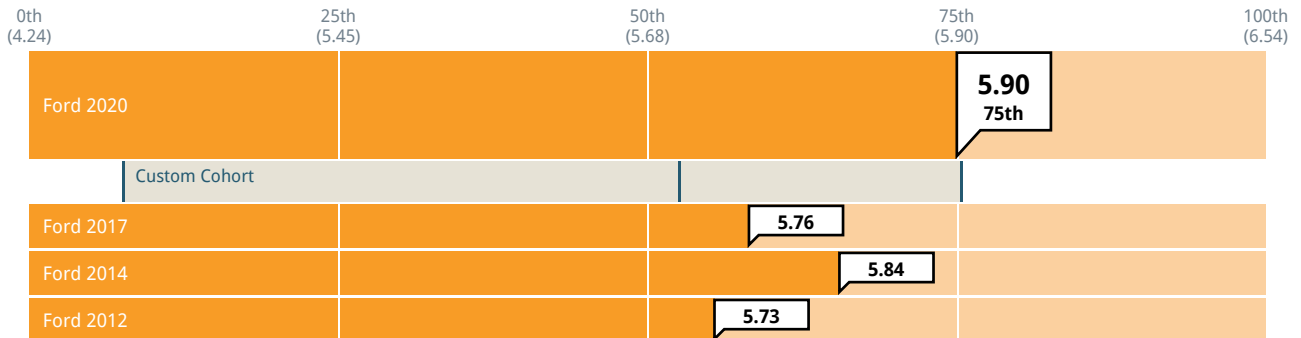**Ford 2014** — **5.57**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Beneficiaries and Contextual Understanding

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

1 = Limited understanding   **7** = Thorough understanding

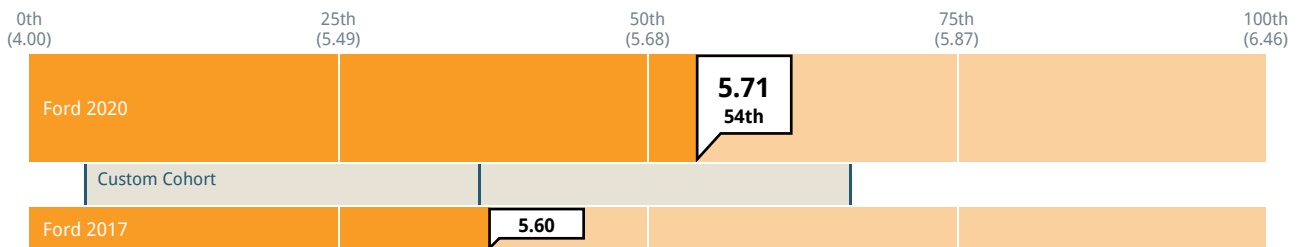|	0th (4.24)	25th (5.45)	50th (5.68)	75th (5.90)	100th (6.54)
Ford 2020				**5.90** 75th	
Custom Cohort					
Ford 2017			5.76		
Ford 2014			5.84		
Ford 2012			5.73		

Cohort: Custom Cohort   **Past results:** on   **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, constituents, or participants.

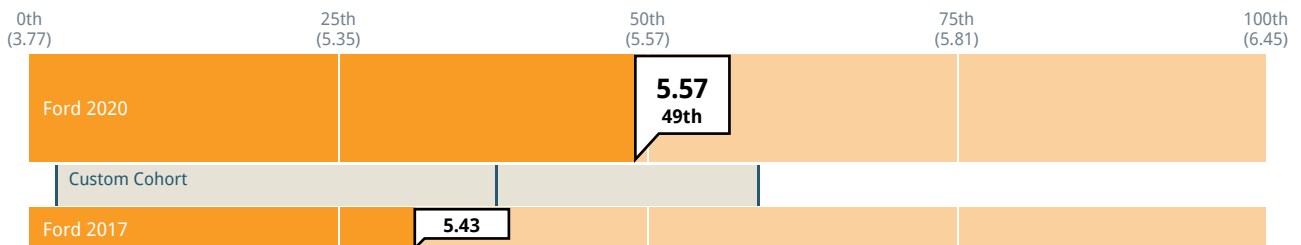**How well does the Foundation understand your intended beneficiaries' needs?**

1 = Limited understanding   **7** = Thorough understanding

	0th (4.00)	25th (5.49)	50th (5.68)	75th (5.87)	100th (6.46)
Ford 2020			**5.71** 54th		
Custom Cohort					
Ford 2017		5.60			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

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

	0th (3.77)	25th (5.35)	50th (5.57)	75th (5.81)	100th (6.45)
Ford 2020			**5.57** 49th		
Custom Cohort					
Ford 2017		5.43			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

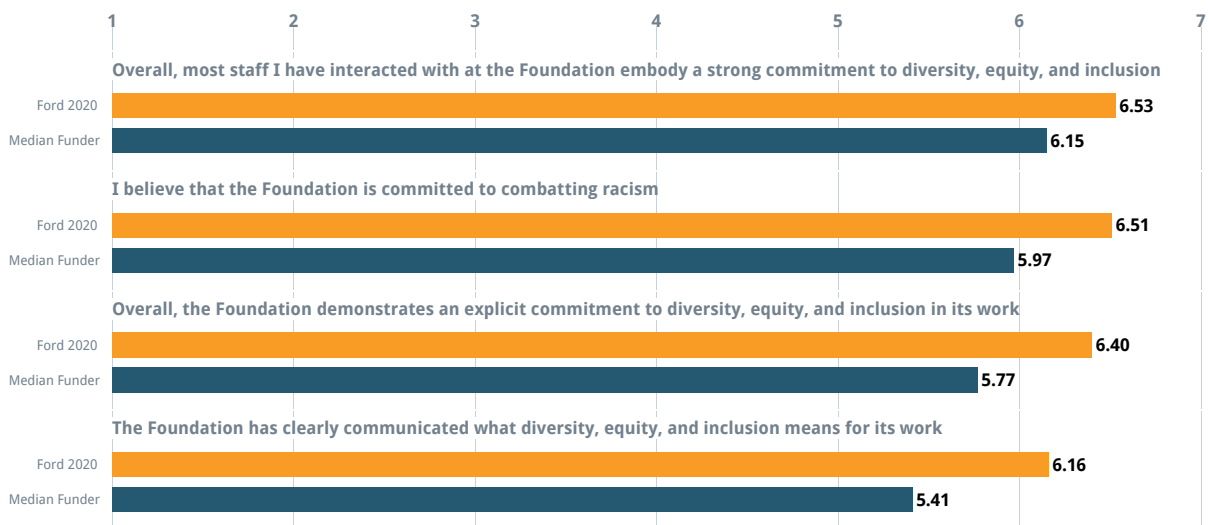# Diversity, Equity, Inclusion and Grantee Demographics

The following section includes data on measures related to respondent demographics, demographics of grantee CEO/Executive directors, as well as survey questions related to diversity, equity, and inclusion (DEI).

The subsequent question was recently added to the grantee survey and depicts data from 11 funders in CEP's dataset.

Please rate the extent to which you agree or disagree with the following statements about diversity, equity, and inclusion:

1 = Strongly disagree   **4** = Neither agree nor disagree   **7** = Strongly agree

■ Ford 2020   ■ Median Funder

Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion
- Ford 2020: 6.53
- Median Funder: 6.15

I believe that the Foundation is committed to combatting racism
- Ford 2020: 6.51
- Median Funder: 5.97

Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
- Ford 2020: 6.40
- Median Funder: 5.77

The Foundation has clearly communicated what diversity, equity, and inclusion means for its work
- Ford 2020: 6.16
- Median Funder: 5.41

Cohort: None   **Past results:** on

Primary Benefit of Grant

The subsequent question was recently added to the grantee survey and depicts data from 11 funders in CEP's dataset.

Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?

■ Yes   ■ No   ■ Don't know

|	Yes	No	Don't know
Ford 2020	82%	13%	5%
Average Funder	73%	20%	7%
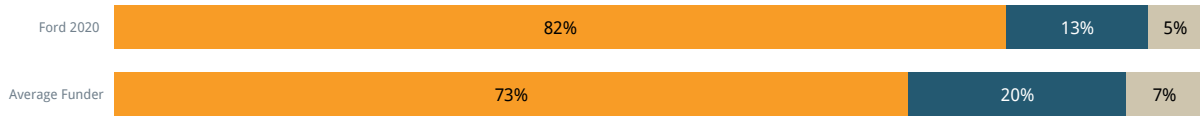
Cohort: None   **Past results:** on

The following question is asked only of grantees who answer "yes" to the question above.

Specifically, are Black, Indigenous and/or people of color (BIPOC) communities or individuals the primary intended beneficiaries of the efforts funded by this grant?

■ Yes   ■ No   ■ Don't know

	Yes	No	Don't know
Ford 2020	84%	14%	
Average Funder	71%	25%	5%
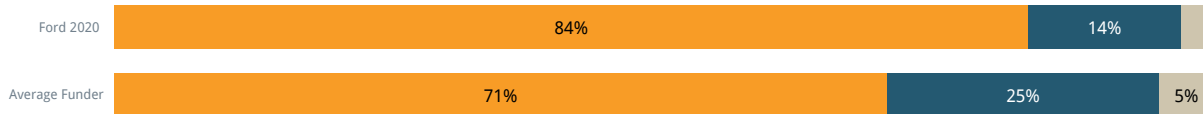
Cohort: None   **Past results:** on

Respondent Demographics

Differences in Ratings by Respondent Demographics

It is CEP's standard practice to analyze responses for differences by the following demographics characteristics:

- **Respondent Person of Color Status:**
  - Ratings from respondents who identify as a person of color trend *higher* on the following measures:
    - Understanding of grantees' goals and strategy
    - Awareness of challenges facing grantee organizations
    - Extent to which the Foundation is open to ideas from grantees
    - Candor about the Foundation's perspectives on grantees' work
    - Compassion for those affected by grantees' work
    - Helpfulness of the selection process in strengthening the funded organization/program
    - Adaptability of the reporting process to fit grantees' circumstances
  - However, ratings from respondents who identify as a person of color trend *lower* on the following measures for agreement that:
    - Most staff grantees interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion
    - The Foundation is committed to combatting racism
    - The Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
    - The Foundation has clearly communicated what diversity, equity, and inclusion means for its work

- **Respondent Gender:** Ratings from respondents who identify as "men" trend higher than respondents who identify as "women" for the following measures:
  - Comfort approaching the Foundation should a problem arise
  - Overall transparency
  - Extent to which the Foundation is open to ideas from grantees
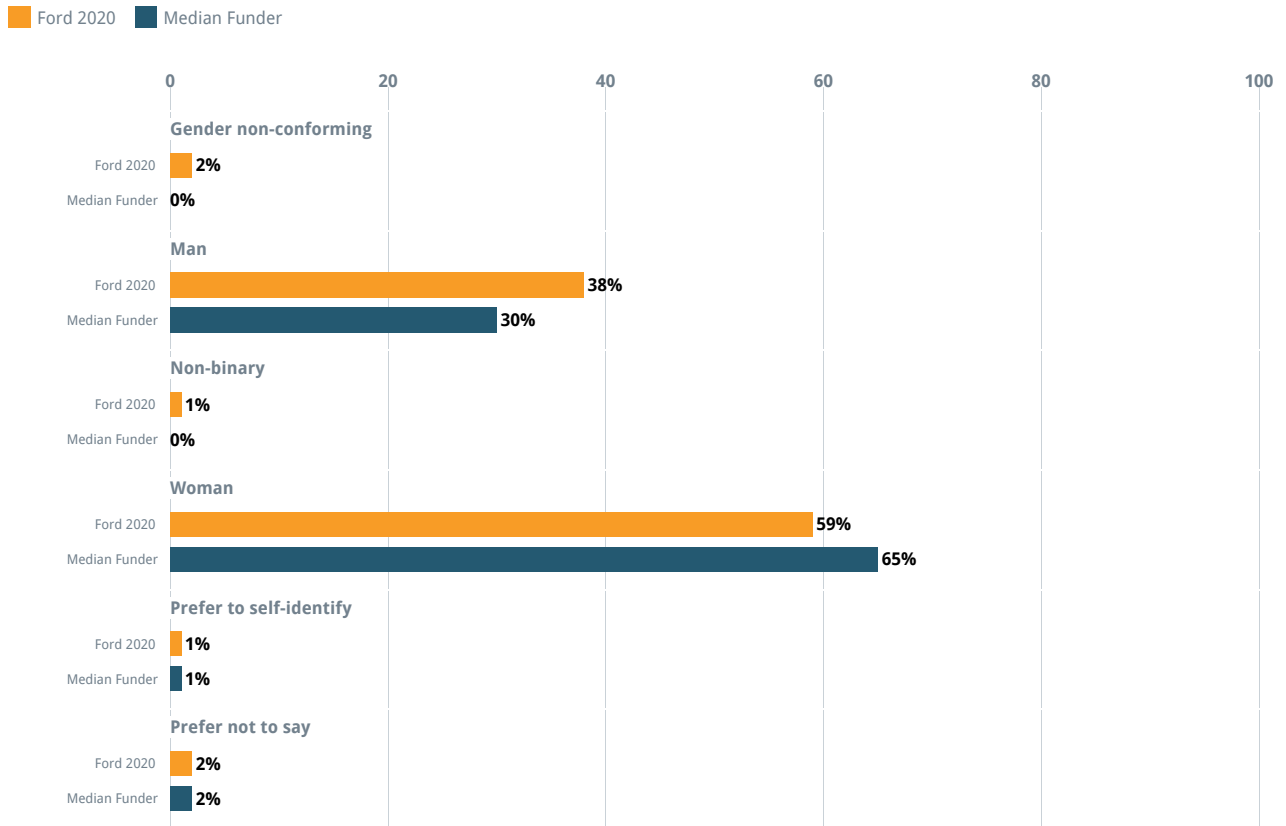 - Helpfulness of the selection process in strengthening the funded organization/program

Note: Survey questions about race and ethnicity and gender were recently modified to match best practices, so only have comparative data from 11 funders.

Survey language and response options for questions about race and ethnicity are guided by best practices shared by National Institutes of Health, Pew Research Center, Psi Chi Journal of Psychological Research, and the US Census Bureau.

Survey language and response options for questions about gender are guided by best practices shared by Funders For LGBTQ Issues, HRC Foundation's Welcoming Schools, and the Williams Institute of the University of California – Los Angeles School of Law.

In CEP's previous version of the question on gender identity, 63% of the the average funder's respondents identified as female, 34% male, 0% preferred to self-identify, and 3% indicated they preferred not to say. Respondents could only select one answer option to this question.
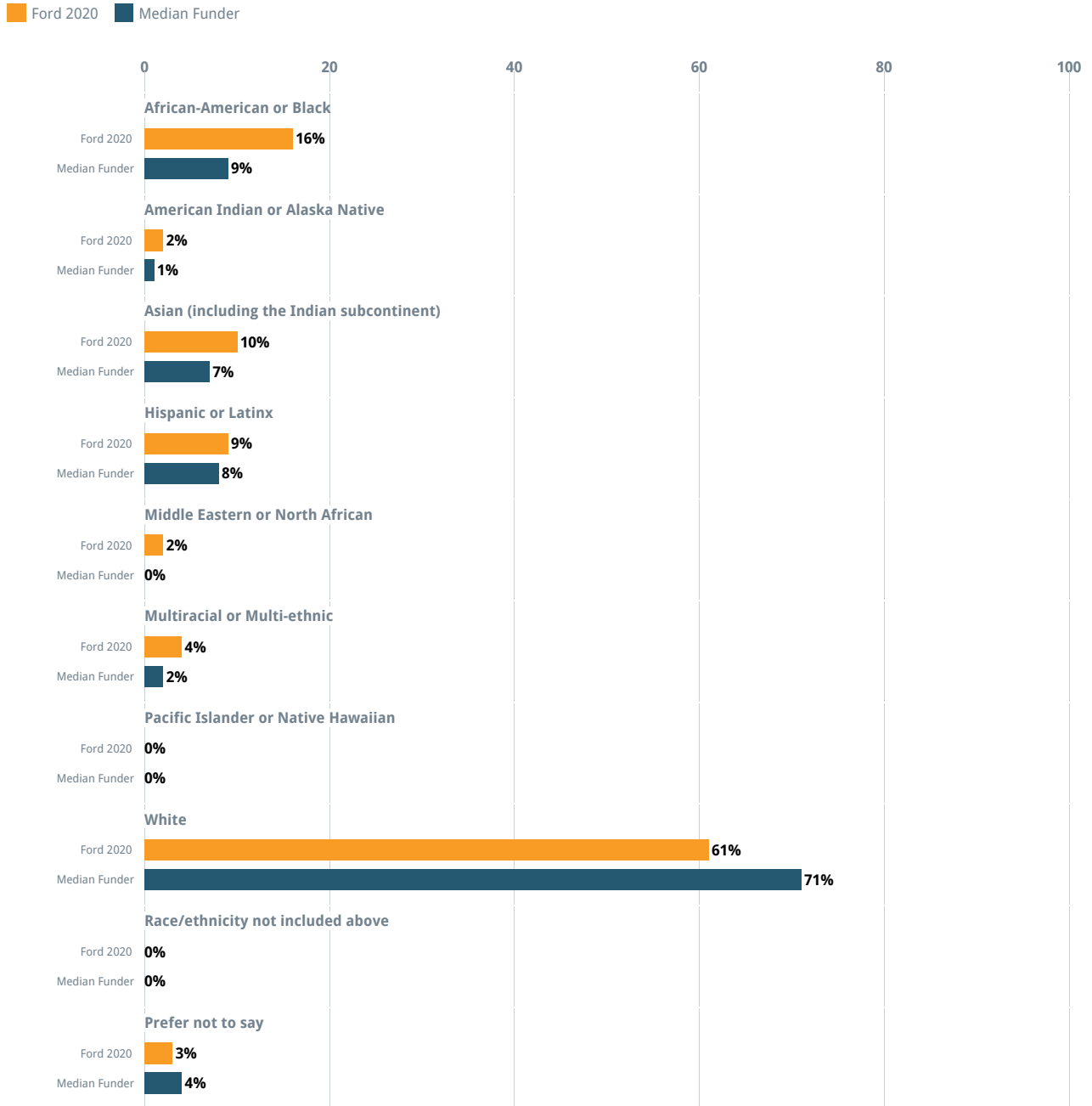
Please select the option that represents how you describe yourself:

■ Ford 2020   ■ Median Funder

	0	20	40	60	80	100

Gender non-conforming
Ford 2020 — 2%
Median Funder — 0%

Man
Ford 2020 — 38%
Median Funder — 30%

Non-binary
Ford 2020 — 1%
Median Funder — 0%

Woman
Ford 2020 — 59%
Median Funder — 65%

Prefer to self-identify
Ford 2020 — 1%
Median Funder — 1%

Prefer not to say
Ford 2020 — 2%
Median Funder — 2%

Cohort: None   **Past results:** on

In CEP's previous version of the question on racial/ethnic identity, 7% of the the average funder's respondents identified as African-American or Black, 1% American Indian or Alaskan Native, 4% Asian (incl. Indian subcontinent), 5% Hispanic or Latinx, 0% Pacific Islander or Native Hawaiian, 78% White, and 1% indicated their race/ethnicity was not included in the above options. Respondents could select multiple answers to this question.

What is your race/ethnicity?

0   20   40   60   80   100

African-American or Black

Ford 2020 — 16%
Median Funder — 9%

American Indian or Alaska Native

Ford 2020 — 2%
Median Funder — 1%

Asian (including the Indian subcontinent)

Ford 2020 — 10%
Median Funder — 7%

Hispanic or Latinx

Ford 2020 — 9%
Median Funder — 8%

Middle Eastern or North African

Ford 2020 — 2%
Median Funder — 0%

Multiracial or Multi-ethnic

Ford 2020 — 4%
Median Funder — 2%

Pacific Islander or Native Hawaiian

Ford 2020 — 0%
Median Funder — 0%

White

Ford 2020 — 61%
Median Funder — 71%

Race/ethnicity not included above

Ford 2020 — 0%
Median Funder — 0%

Prefer not to say

Ford 2020 — 3%
Median Funder — 4%

Cohort: None   **Past results:** on

This following questions were recently added to the grantee survey and depict comparative data from 47 funders in the dataset.

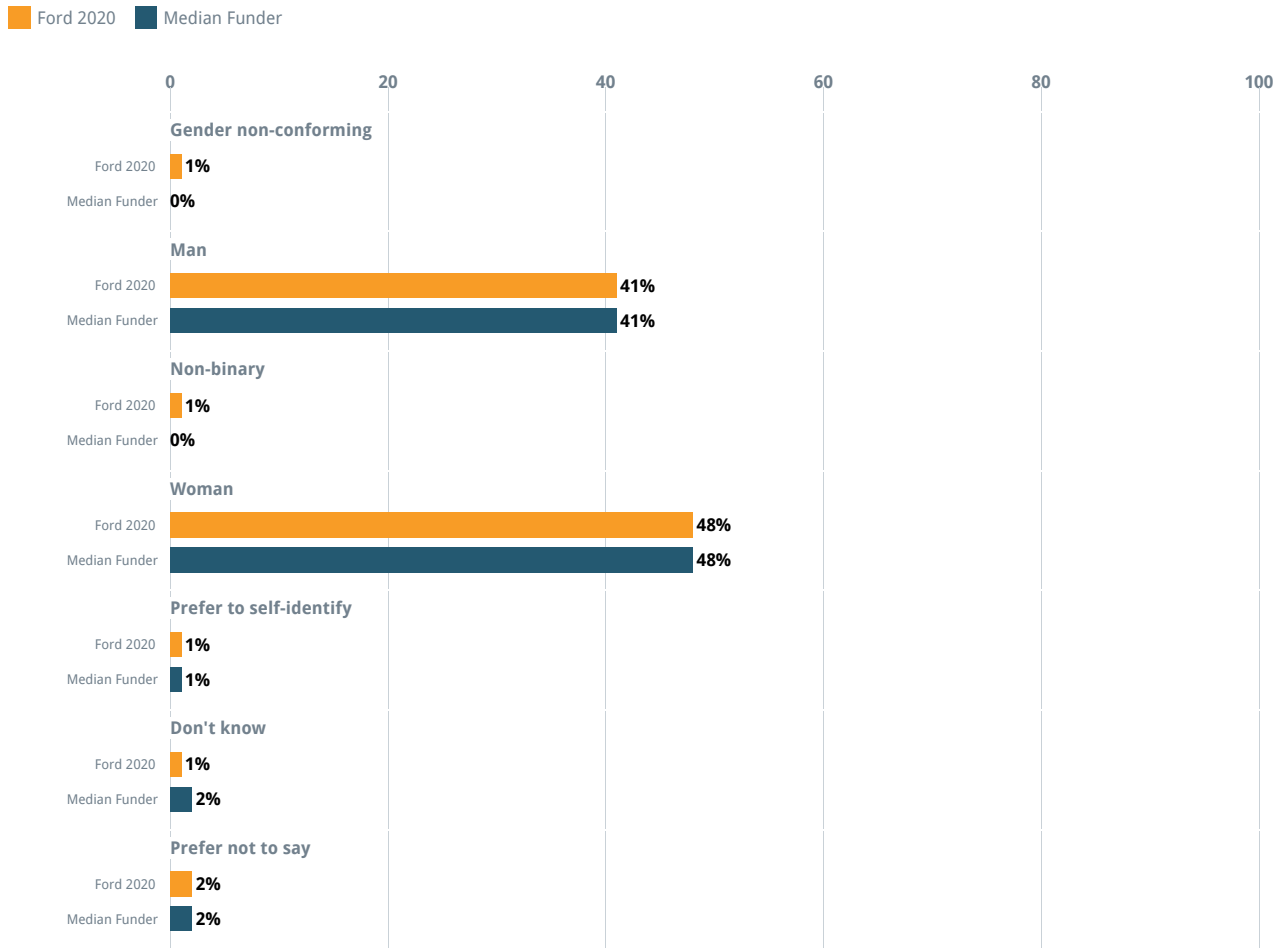| Selected Cohort: None		
Do you identify as a person of color?	**Ford 2020**	**Average Funder**
Yes	36%	18%
No	60%	77%
Prefer not to say	4%	5%

Organization ED/CEO Demographics

Differences in Ratings by Demographics of NGO Leaders

It is CEP's standard practice to analyze responses for differences by the following demographics characteristics:

- **ED - Person of Color Status:** No consistent differences were found
- **ED - Gender:** No consistent differences were found

Please select the option that represents how the CEO/Executive Director of your organization describes themselves:
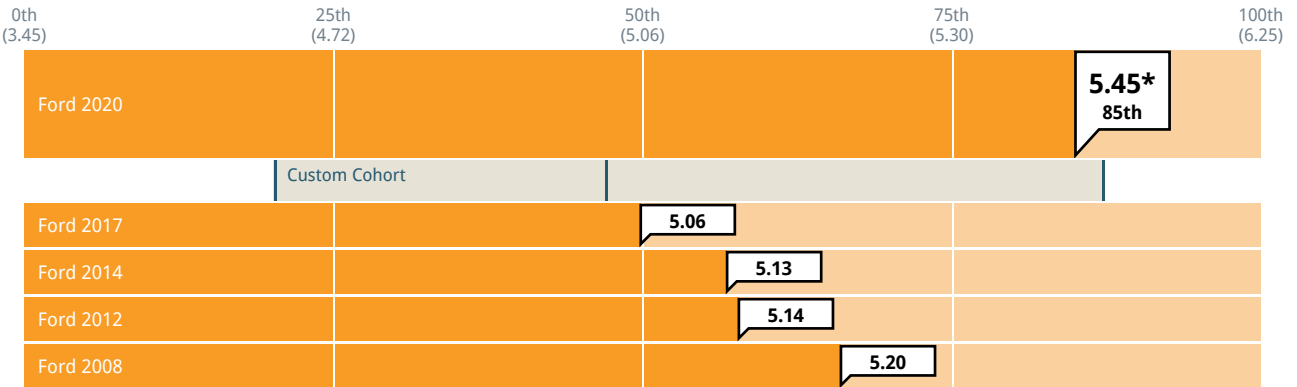
Ford 2020 ■ Median Funder ■

| | | 0 | 20 | 40 | 60 | 80 | 100 |

Gender non-conforming
- Ford 2020: 1%
- Median Funder: 0%

Man
- Ford 2020: 41%
- Median Funder: 41%

Non-binary
- Ford 2020: 1%
- Median Funder: 0%

Woman
- Ford 2020: 48%
- Median Funder: 48%

Prefer to self-identify
- Ford 2020: 1%
- Median Funder: 1%

Don't know
- Ford 2020: 1%
- Median Funder: 2%

Prefer not to say
- Ford 2020: 2%
- Median Funder: 2%

Cohort: None   **Past results:** on

Does the CEO/Executive Director of your organization identify as a person of color?	Ford 2020	Average Funder
Yes	43%	19%
No	54%	74%
Don't know	1%	3%
Prefer not to say	2%	4%

Grant Processes

How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?
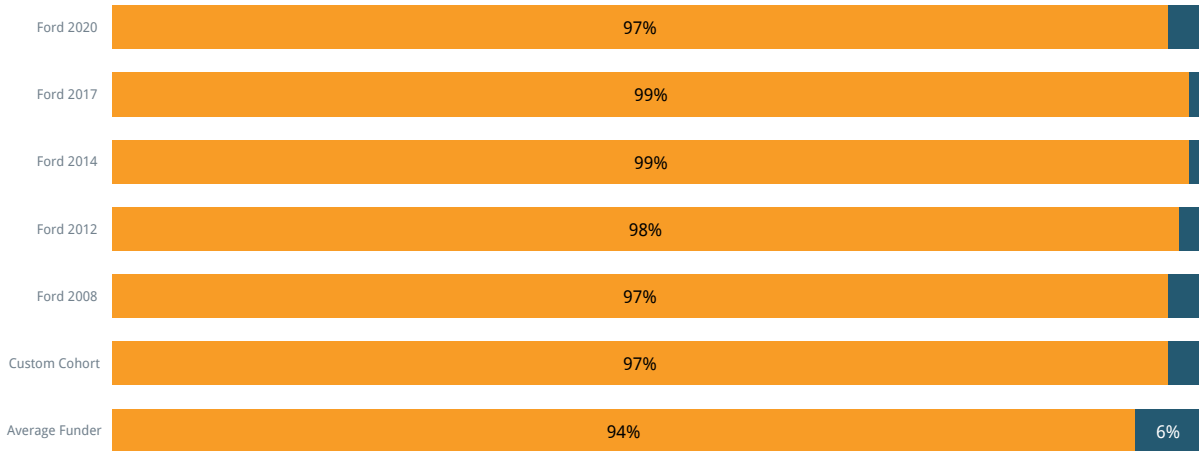
1 = Not at all helpful   **7** = Extremely helpful

	0th (3.45)	25th (4.72)	50th (5.06)	75th (5.30)	100th (6.25)

Ford 2020 — **5.45*** 85th

Custom Cohort

Ford 2017 — 5.06

Ford 2014 — 5.13

Ford 2012 — 5.14

Ford 2008 — 5.20

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Selection Process

Did you submit a proposal for this grant?

■ Submitted a proposal   ■ Did not submit a proposal

Ford 2020	97%	
Ford 2017	99%	
Ford 2014	99%	
Ford 2012	98%	
Ford 2008	97%	
Custom Cohort	97%	
Average Funder	94%	6%

Cohort: Custom Cohort   **Past results:** on

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

	0th (1.32)	25th (2.01)	50th (2.25)	75th (2.50)	100th (4.24)
Ford 2020			**2.21** 46th		
Custom Cohort					
Ford 2017			2.31		
Ford 2014			2.37		
Ford 2012			2.36		
Ford 2008		2.28			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

38
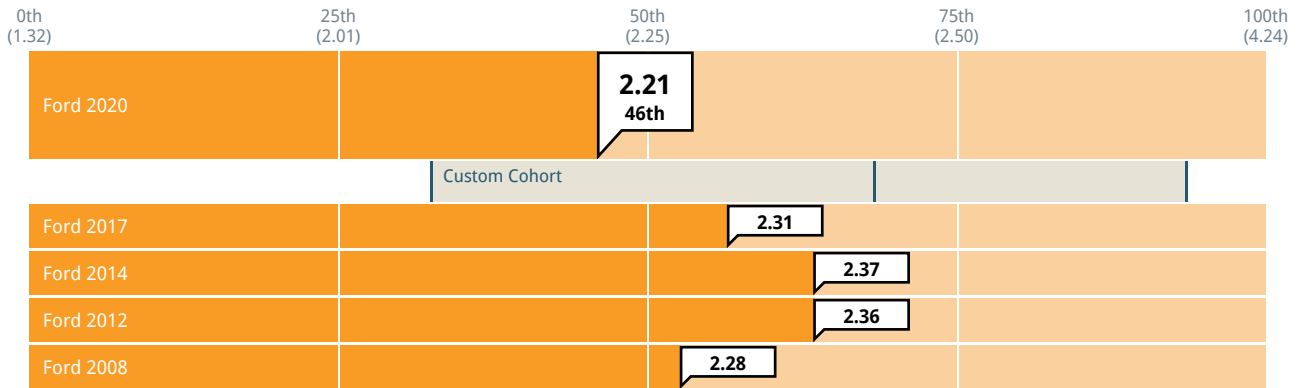
Time Between Submission and Clear Commitment

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

Selected Cohort: Custom Cohort

Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Ford 2020	Ford 2017	Ford 2014	Ford 2012	Ford 2008	Average Funder
Less than 3 months	60%	64%	64%	58%	59%	62%
4 - 6 months	32%	24%	27%	29%	28%	29%
7 - 12 months	8%	9%	7%	10%	10%	7%
More than 12 months	1%	3%	2%	3%	3%	2%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - Ford's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by Ford to assess or learn about a grant, a program, or Ford's efforts.

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?
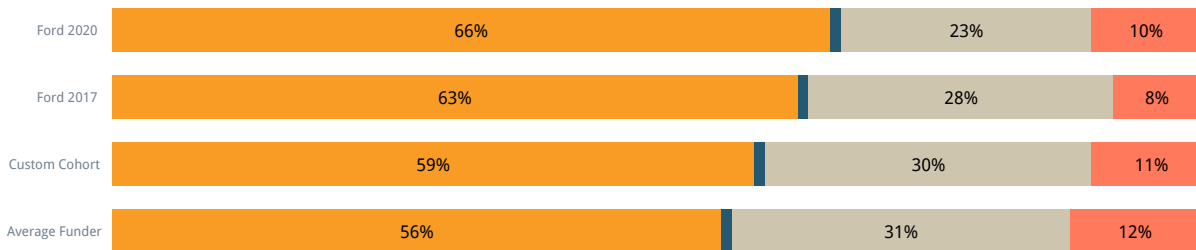
Proportion of grantees responding 'Yes'

	0th (18%)	25th (57%)	50th (69%)	75th (79%)	100th (100%)

Ford 2020 — **71%** **53rd**

Custom Cohort

Ford 2017 — **68%**

Ford 2014 — **76%**

Ford 2012 — **75%**
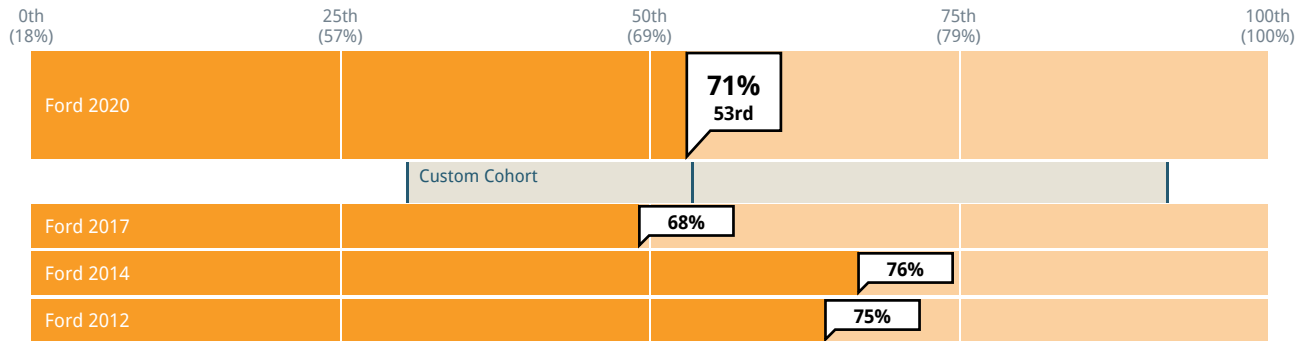
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Participation in Reporting and/or Evaluation Processes

- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
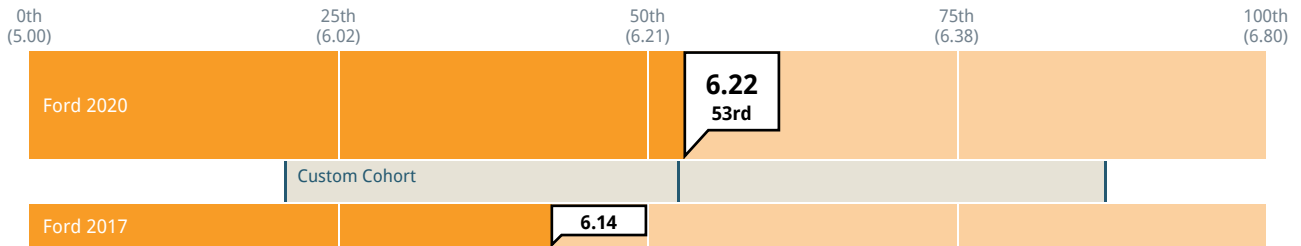- Participated in neither a reporting nor an evaluation process

	Reporting only	Evaluation only	Both	Neither
Ford 2020	66%		23%	10%
Ford 2017	63%		28%	8%
Custom Cohort	59%		30%	11%
Average Funder	56%		31%	12%

Cohort: Custom Cohort   **Past results:** on

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.

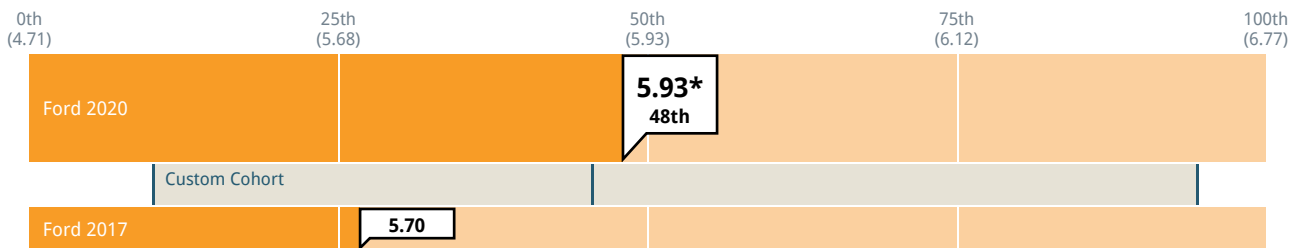### To what extent was the Foundation's reporting process straightforward?

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

0th (5.00)	25th (6.02)	50th (6.21)	75th (6.38)	100th (6.80)

Ford 2020 — **6.22** 53rd

Custom Cohort

Ford 2017 — 6.14

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

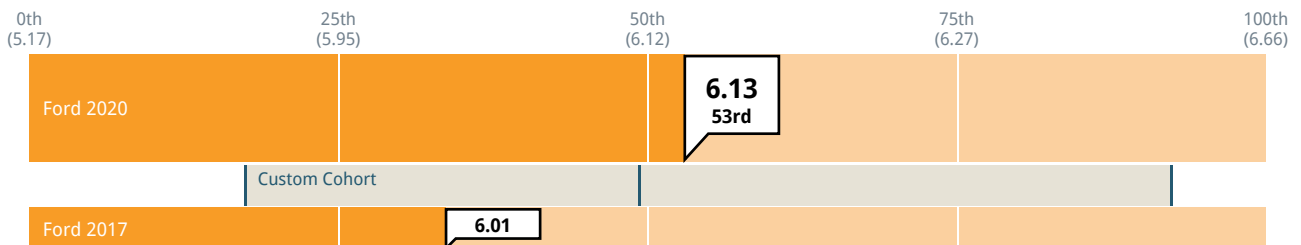### To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

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

0th (4.71)	25th (5.68)	50th (5.93)	75th (6.12)	100th (6.77)

Ford 2020 — **5.93*** 48th

Custom Cohort

Ford 2017 — 5.70

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?
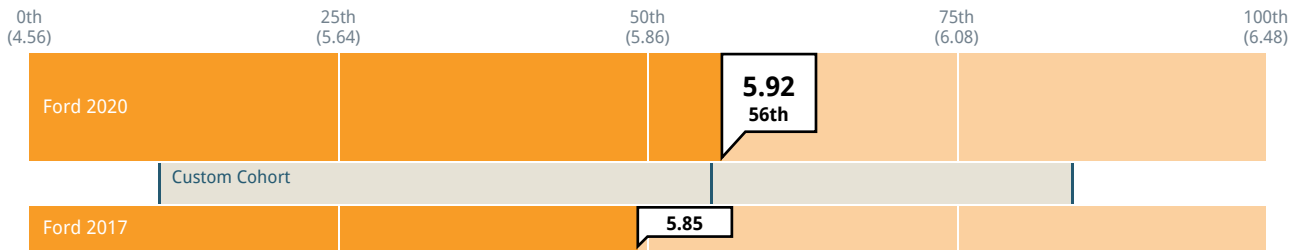
1 = Not at all   **7** = To a great extent

0th (5.17)	25th (5.95)	50th (6.12)	75th (6.27)	100th (6.66)

Ford 2020 — **6.13** 53rd

Custom Cohort

Ford 2017 — 6.01

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

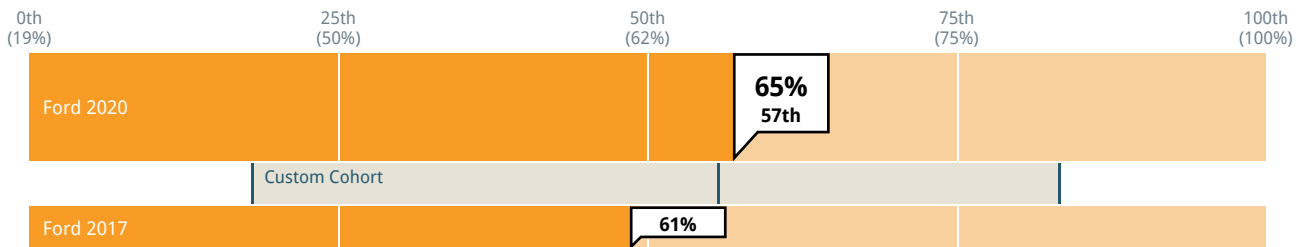**To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?**

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

0th (4.56)	25th (5.64)	50th (5.86)	75th (6.08)	100th (6.48)

Ford 2020 — **5.92** / **56th**

Custom Cohort

Ford 2017 — **5.85**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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

Proportion of grantees responding 'Yes'

0th (19%)	25th (50%)	50th (62%)	75th (75%)	100th (100%)

Ford 2020 — **65%** / **57th**

Custom Cohort

Ford 2017 — **61%**

Cohort: Custom Cohort   **Past results:** on   **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?

- Evaluation staff at the Foundation
- Evaluation staff at your organization
- External evaluator, chosen by the Foundation
- External evaluator, chosen by your organization

Ford 2020	30%	28%	25%	17%
Ford 2017	29%	27%	23%	22%
Custom Cohort	17%	28%	33%	22%
Average Funder	22%	48%	16%	14%
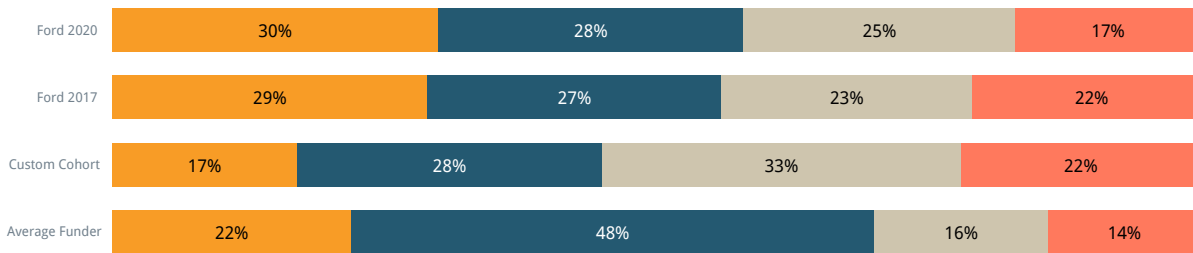
Cohort: Custom Cohort   **Past results:** on

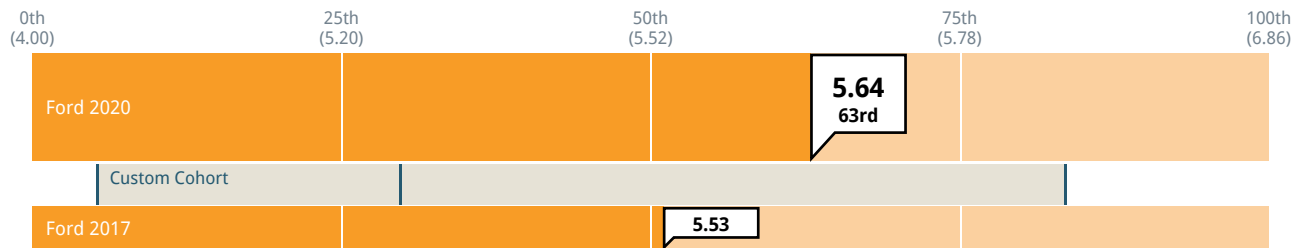## Did the Foundation provide financial support for the evaluation?

- Yes, the evaluation's costs were fully funded by the Foundation
- Yes, the evaluation's costs were partially funded by the Foundation
- No, the evaluation's costs were not funded by the Foundation

Ford 2020	61%	14%	25%
Ford 2017	49%	21%	30%
Custom Cohort	61%	16%	23%
Average Funder	38%	16%	45%
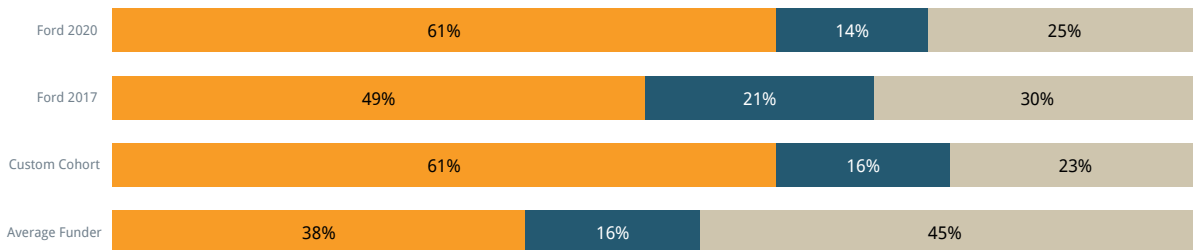
Cohort: Custom Cohort   **Past results:** on

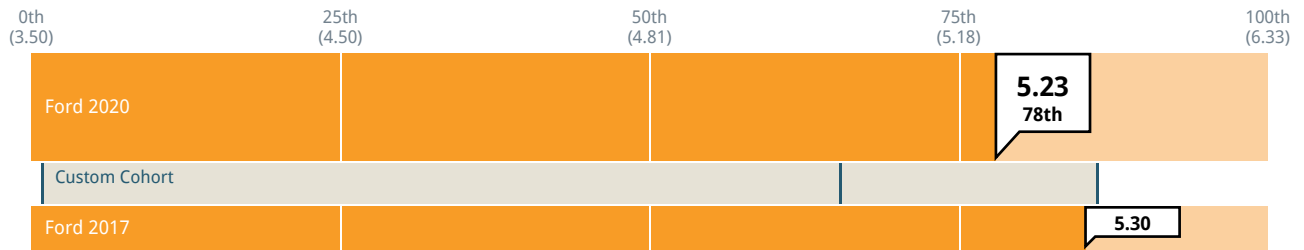## To what extent did the evaluation incorporate input from your organization in the design of the evaluation?

1 = Not at all	7 = To a great extent

0th (4.00)	25th (5.20)	50th (5.52)	75th (5.78)	100th (6.86)

Ford 2020 — **5.64** **63rd**

Custom Cohort

Ford 2017 — 5.53

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

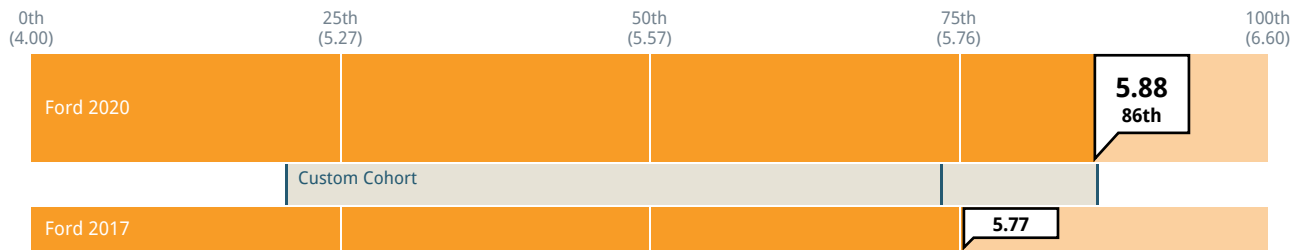**To what extent did the evaluation result in your organization making changes to the work that was evaluated?**

1 = Not at all   7 = To a great extent

0th (3.50)	25th (4.50)	50th (4.81)	75th (5.18)	100th (6.33)

Ford 2020 — **5.23** 78th

Custom Cohort

Ford 2017 — 5.30

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

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To what extent did the evaluation generate information that you believe will be useful for other organizations?
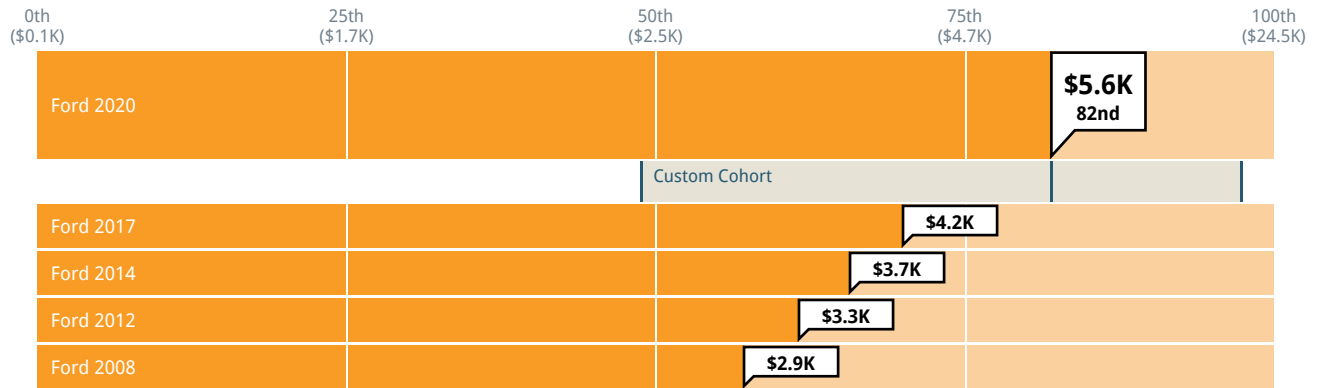
1 = Not at all   7 = To a great extent

0th (4.00)	25th (5.27)	50th (5.57)	75th (5.76)	100th (6.60)

Ford 2020 — **5.88** 86th

Custom Cohort

Ford 2017 — 5.77

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

44

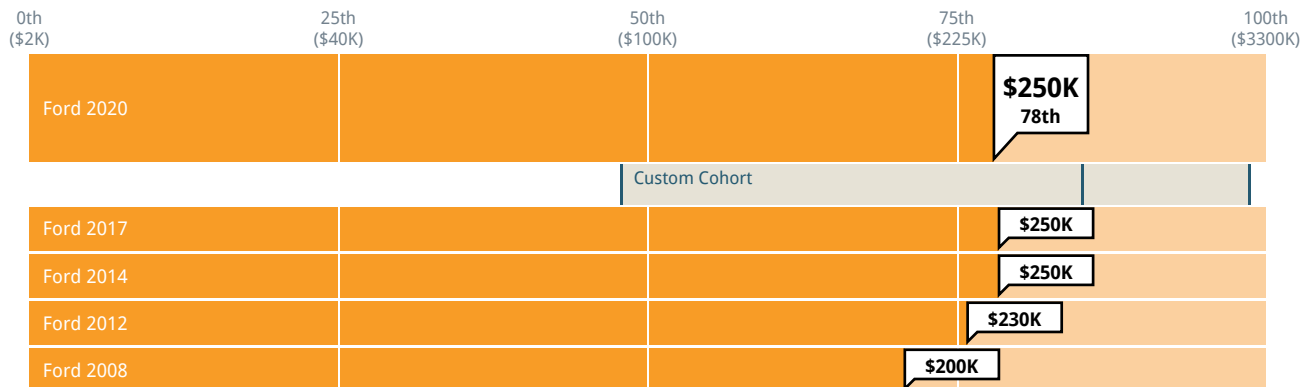# Dollar Return and Time Spent on Processes

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
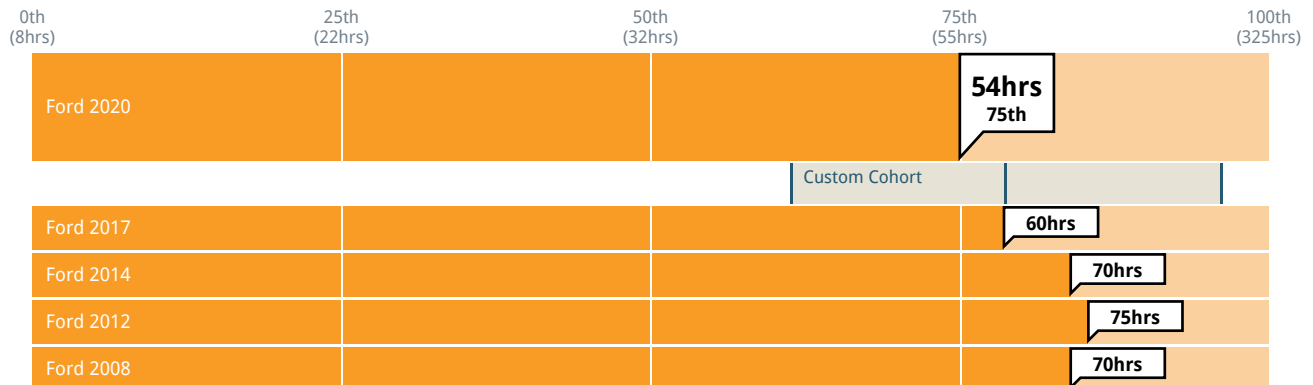
	0th ($0.1K)	25th ($1.7K)	50th ($2.5K)	75th ($4.7K)	100th ($24.5K)
Ford 2020				**$5.6K** 82nd	
			Custom Cohort		
Ford 2017				$4.2K	
Ford 2014			$3.7K		
Ford 2012			$3.3K		
Ford 2008			$2.9K		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($225K)	100th ($3300K)
Ford 2020				**$250K** 78th	
			Custom Cohort		
Ford 2017				$250K	
Ford 2014				$250K	
Ford 2012				$230K	
Ford 2008				$200K	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Median hours spent by grantees on funder requirements over grant lifetime

	0th (8hrs)	25th (22hrs)	50th (32hrs)	75th (55hrs)	100th (325hrs)
Ford 2020				**54hrs** 75th	
			Custom Cohort		
Ford 2017				60hrs	
Ford 2014				70hrs	
Ford 2012				75hrs	
Ford 2008				70hrs	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Time Spent on Selection Process

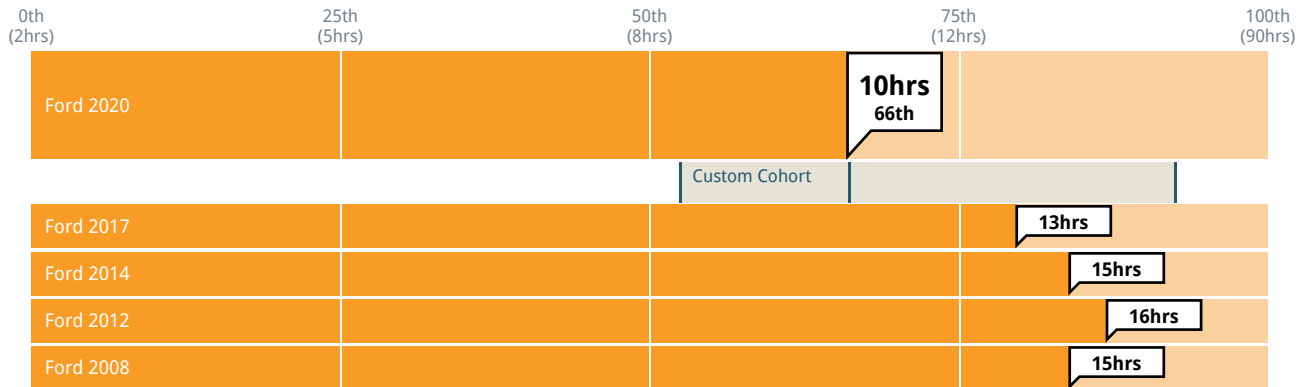## Median Hours Spent on Proposal and Selection Process
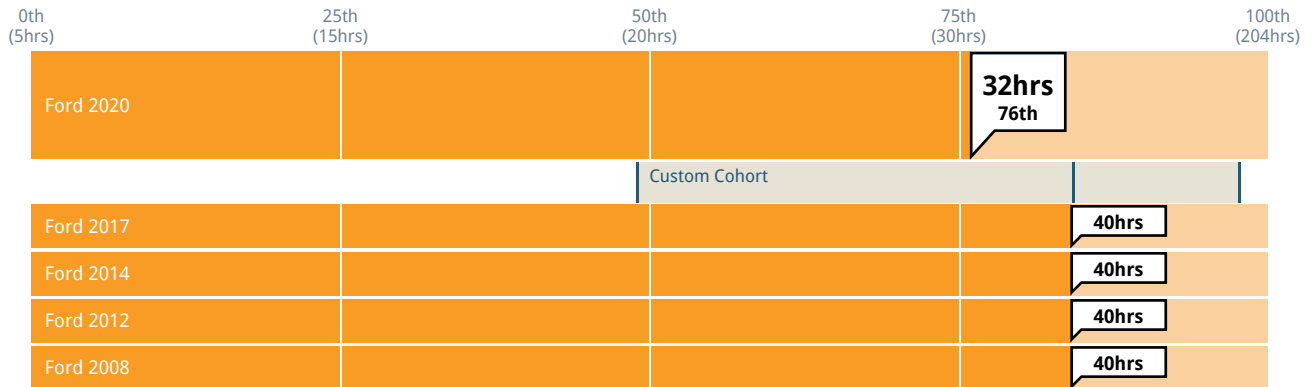
	0th (5hrs)	25th (15hrs)	50th (20hrs)	75th (30hrs)	100th (204hrs)

Ford 2020 — **32hrs** **76th**

Custom Cohort

Ford 2017 — 40hrs

Ford 2014 — 40hrs

Ford 2012 — 40hrs

Ford 2008 — 40hrs

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Selected Cohort: Custom Cohort

Time Spent On Proposal And Selection Process	Ford 2020	Ford 2017	Ford 2014	Ford 2012	Ford 2008	Average Funder
1 to 9 hours	13%	8%	6%	5%	6%	21%
10 to 19 hours	15%	14%	14%	11%	13%	21%
20 to 29 hours	16%	17%	15%	15%	15%	18%
30 to 39 hours	8%	10%	10%	10%	9%	8%
40 to 49 hours	16%	17%	16%	17%	16%	12%
50 to 99 hours	17%	17%	20%	22%	20%	11%
100 to 199 hours	9%	12%	13%	14%	15%	6%
200+ hours	7%	5%	6%	8%	6%	4%

Time Spent on Reporting and Evaluation Process

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

	0th (2hrs)	25th (5hrs)	50th (8hrs)	75th (12hrs)	100th (90hrs)

Ford 2020 — **10hrs 66th**

Custom Cohort

Ford 2017 — 13hrs

Ford 2014 — 15hrs

Ford 2012 — 16hrs

Ford 2008 — 15hrs

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

Selected Cohort: Custom Cohort

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Ford 2020	Ford 2017	Ford 2014	Ford 2012	Ford 2008	Average Funder
1 to 9 hours	44%	36%	31%	30%	32%	53%
10 to 19 hours	23%	24%	25%	23%	26%	20%
20 to 29 hours	12%	15%	15%	17%	13%	10%
30 to 39 hours	5%	6%	5%	7%	6%	4%
40 to 49 hours	5%	6%	6%	4%	6%	4%
50 to 99 hours	6%	8%	10%	11%	10%	5%
100+ hours	5%	6%	7%	9%	9%	5%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by Ford.
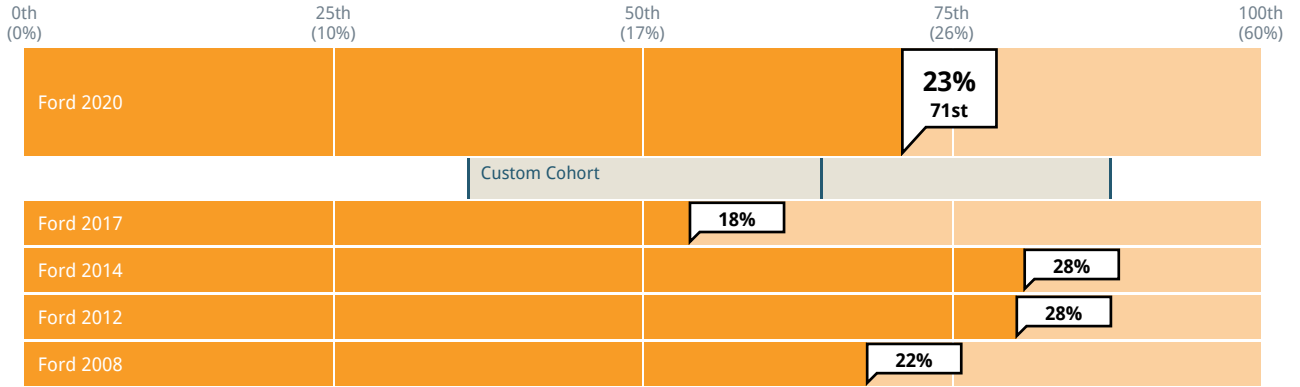
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of Ford facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

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.
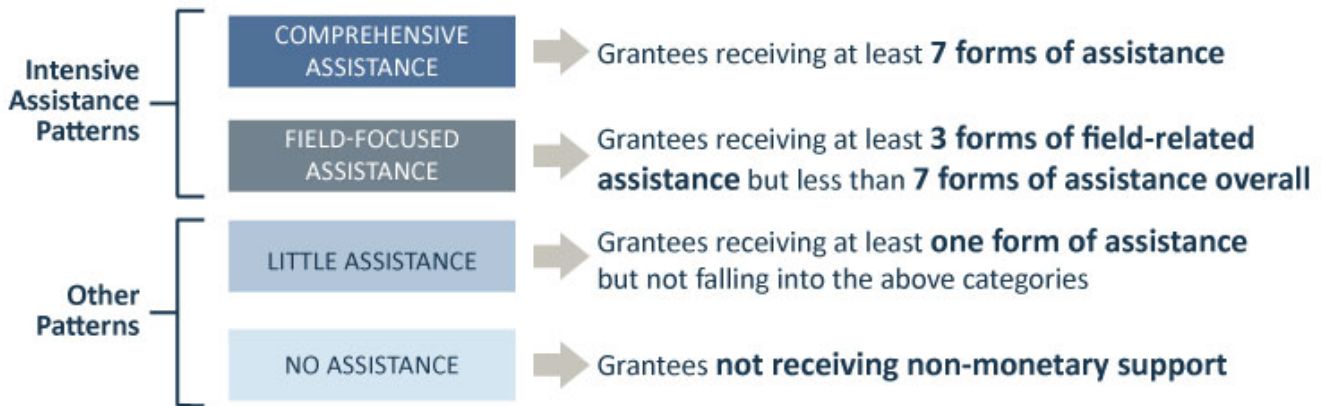
Selected Cohort: Custom Cohort						
Non-Monetary Assistance Patterns	**Ford 2020**	**Ford 2017**	**Ford 2014**	**Ford 2012**	**Ford 2008**	**Average Funder**
Comprehensive	9%	6%	10%	9%	9%	7%
Field-focused	14%	12%	18%	19%	14%	12%
Little	43%	44%	41%	38%	42%	40%
None	34%	38%	31%	35%	36%	41%

Proportion of grantees that received field-focused or comprehensive assistance

0th (0%)	25th (10%)	50th (17%)	75th (26%)	100th (60%)

Ford 2020 — **23%** / **71st**

Custom Cohort

Ford 2017 — **18%**

Ford 2014 — **28%**

Ford 2012 — **28%**

Ford 2008 — **22%**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** None

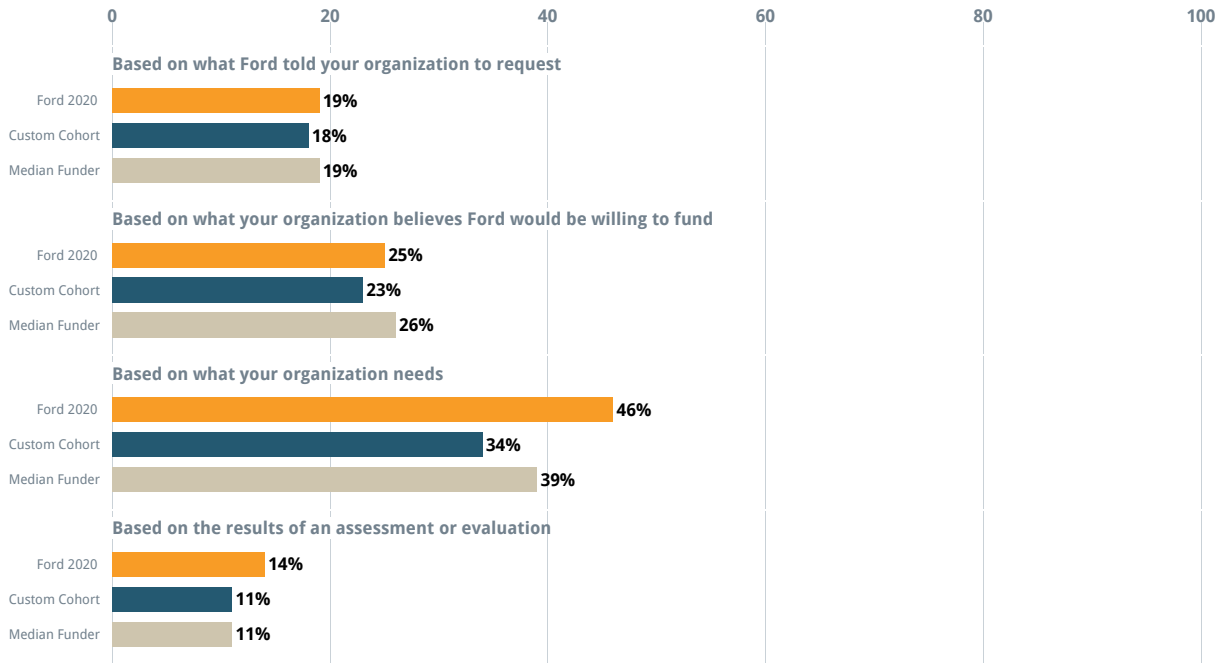The following question was recently added to the grantee survey and depicts comparative data from 99 funders in the dataset.

Have you ever requested support from the Foundation to help strengthen your organization?

■ Ford 2020   ■ Custom Cohort   ■ Median Funder

0	20	40	60	80	100

I have never requested support from Ford to strengthen my organization

Ford 2020 — **36%**

Custom Cohort — **50%**
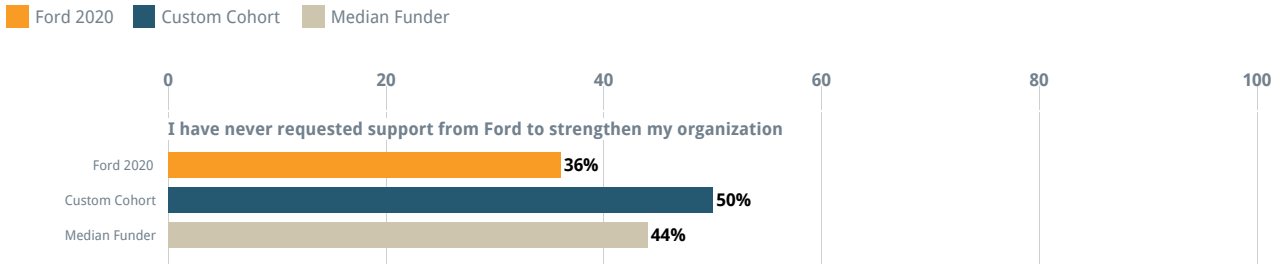
Median Funder — **44%**

Cohort: Custom Cohort   **Past results:** on

If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?
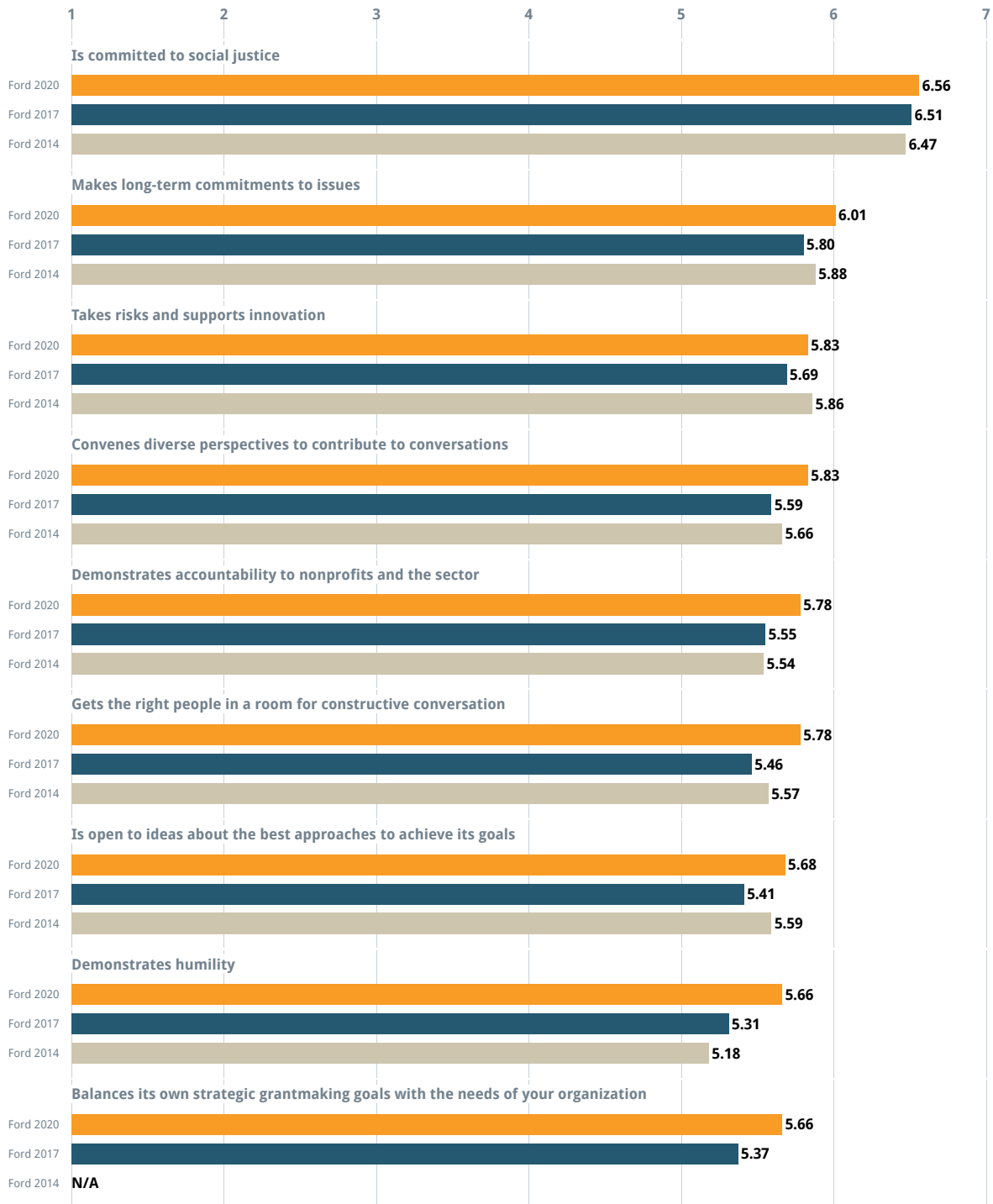
Ford 2020   Custom Cohort   Median Funder

Based on what Ford told your organization to request

Ford 2020 — 19%
Custom Cohort — 18%
Median Funder — 19%

Based on what your organization believes Ford would be willing to fund

Ford 2020 — 25%
Custom Cohort — 23%
Median Funder — 26%

Based on what your organization needs

Ford 2020 — 46%
Custom Cohort — 34%
Median Funder — 39%

Based on the results of an assessment or evaluation

Ford 2020 — 14%
Custom Cohort — 11%
Median Funder — 11%

Cohort: Custom Cohort   **Past results:** on

50

Association of Ford with Different Characteristics - Overall

1 = Do not associate with Ford   **7** = Strongly associate with Ford

■ Ford 2020   ■ Ford 2017   ■ Ford 2014

Is committed to social justice
Ford 2020: 6.56
Ford 2017: 6.51
Ford 2014: 6.47

Makes long-term commitments to issues
Ford 2020: 6.01
Ford 2017: 5.80
Ford 2014: 5.88

Takes risks and supports innovation
Ford 2020: 5.83
Ford 2017: 5.69
Ford 2014: 5.86

Convenes diverse perspectives to contribute to conversations
Ford 2020: 5.83
Ford 2017: 5.59
Ford 2014: 5.66

Demonstrates accountability to nonprofits and the sector
Ford 2020: 5.78
Ford 2017: 5.55
Ford 2014: 5.54

Gets the right people in a room for constructive conversation
Ford 2020: 5.78
Ford 2017: 5.46
Ford 2014: 5.57

Is open to ideas about the best approaches to achieve its goals
Ford 2020: 5.68
Ford 2017: 5.41
Ford 2014: 5.59

Demonstrates humility
Ford 2020: 5.66
Ford 2017: 5.31
Ford 2014: 5.18

Balances its own strategic grantmaking goals with the needs of your organization
Ford 2020: 5.66
Ford 2017: 5.37
Ford 2014: N/A

Cohort: None   **Past results:** on

Association of Ford with Different Characteristics - Overall (cont.)

| **1** = Do not associate with Ford | **7** = Strongly associate with Ford |

■ Ford 2020 ■ Ford 2017 ■ Ford 2014

1   2   3   4   5   6   7

Builds fields other funders aren't addressing

Ford 2020	5.60
Ford 2017	5.44
Ford 2014	5.58
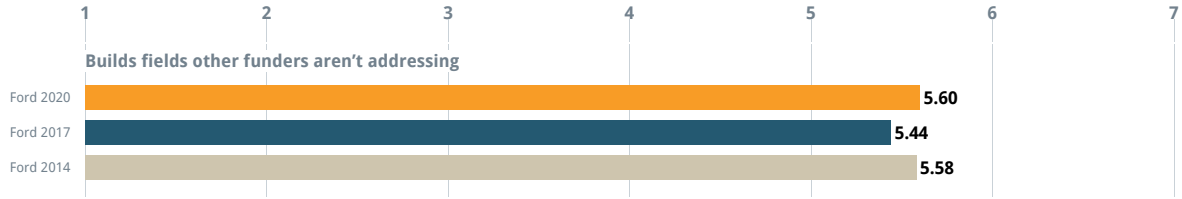
Cohort: None   **Past results:** on

BUILD

Note: All questions about BUILD grants were asked only of those grantees designated as BUILD grant recipients in the Foundation's grants list provided to CEP. The findings here represent 187 responses from those grantees. (In 2017 these questions were asked only of grantees that *only* received a BUILD grant.)

More than half of BUILD grantees are also part of other offices and programs at Ford, and their responses are included in both these BUILD specific questions and the results for those other programs or offices. It is important to keep this context in mind for interpreting differences from past data.

Due to the limited size of this population as compared to the Foundation overall, subgroup data is not displayed for any questions about BUILD.

"Separate from other grant or non-monetary support you receive from the Foundation, how would you rate your BUILD grant's impact on your organization?"

Impact of BUILD Grant on Grantees' Organizations - Overall

1 = No impact	**7** = Significant positive impact

Ford 2020 Ford 2017

	1	2	3	4	5	6	7

Ford 2020 **6.60**
Ford 2017 **6.57**
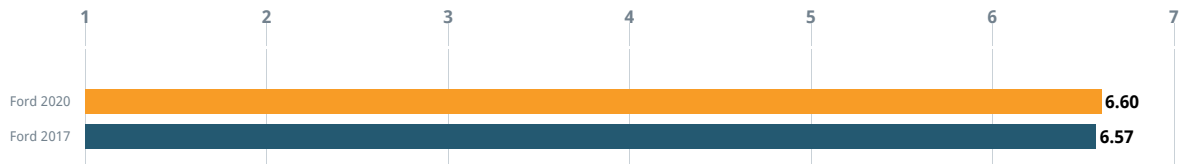
Cohort: None   **Past results:** on

"Have you interacted directly with a member of the Foundation's BUILD team?"

Selected Cohort: None		
Have you interacted directly with a member of the Foundation's BUILD team (Kathy Reich, Monica Aleman, Chris Cardona, Victoria Dunning, and Marissa Tirona)?	**Ford 2020**	**Ford 2017**
No	9%	20%
Yes	91%	80%

Overall, how responsive was the Foundation's BUILD team?

Note: this question was only asked of respondents who indicated interacting with a member of the BUILD team.

Responsiveness of BUILD Team - Overall

1 = Not at all responsive	**7** = Extremely responsive

Ford 2020 ■ Ford 2017

|	1	2	3	4	5	6	7
Ford 2020							**6.37**
Ford 2017							**6.36**
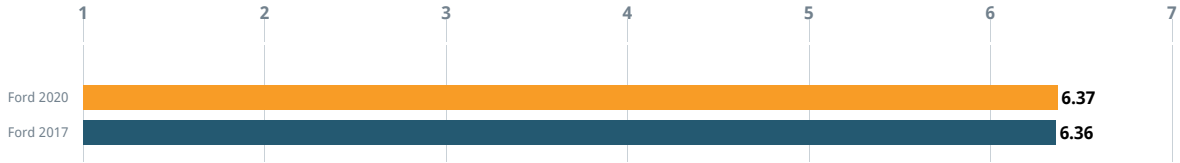
Cohort: None   **Past results:** on

Overall, how well coordinated was the Foundation's BUILD team with your other Ford Foundation contacts/program staff?

Note: this question was only asked of respondents who indicated interacting with a member of the BUILD team.

Coordination Between BUILD Team and Other Staff - Overall

1 = Not at all coordinated	**7** = Extremely well-coordinated

Ford 2020 ■ Ford 2017

	1	2	3	4	5	6	7
Ford 2020							**6.28**
Ford 2017							**6.00**
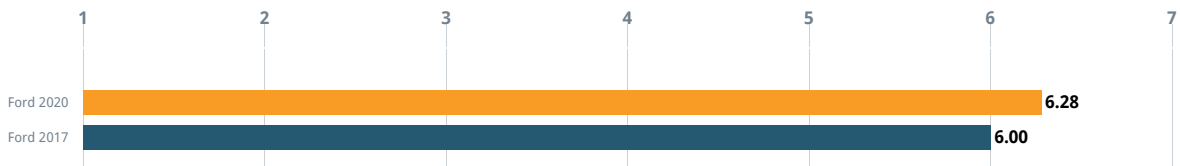
Cohort: None   **Past results:** on

Strategy

To what extent are you aware of how your work fits into the larger strategic goals of the program that funds you?	Ford 2020
I am aware of the strategic goals of the program, and I see how my organization fits into them.	76%
I am aware of the strategic goals of the program, but I am not fully clear how my organization fits into it.	11%
I am not aware of the strategic goals of the program, but I know why my organization received funding.	13%
I am not aware of the strategic goals of the program, and I don't know why my organization received funding.	1%

To what extent were you given the opportunity to provide input into Foundation's strategy for the program from which you receive funding?

■ I was given an opportunity to provide input, and did provide input.   ■ I was given an opportunity to provide input, but did not choose to do so.
■ I was not given an opportunity to provide input.

Ford 2020	45%	52%

Cohort: None   **Past results:** on

How comfortable do you feel questioning or disagreeing with strategic/programmatic suggestions from Foundation staff about your organization's work?

| **1** = Not at all comfortable   **7** = Extremely comfortable |

■ Ford 2020

	1	2	3	4	5	6	7
Ford 2020						5.73	
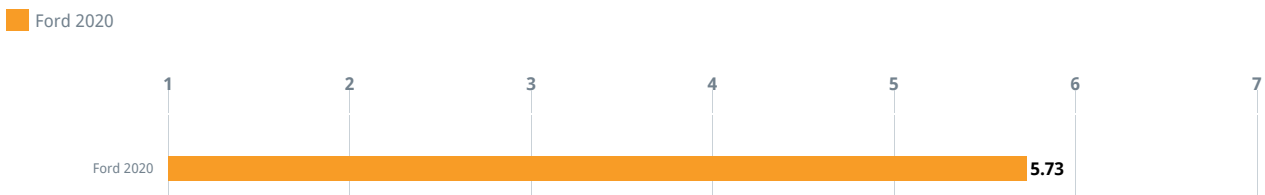
Cohort: None   **Past results:** on

To what extent has the Foundation provided flexibility to adjust your work based on changes to your organization's internal and external environment?

1 = Not at all   7 = To a great extent

■ Ford 2020

	1	2	3	4	5	6	7

Ford 2020 ——————————————————————— 6.38

Cohort: None   **Past results:** on

Conversations about Diversity, Equity, Inclusion

Have you and your program officer discussed your organization's goals and/or challenges related to diversity, equity, and inclusion (DEI)?

🟧 Yes 🟦 No ⬜ Don't Know

Ford 2020	63%	28%	9%

Cohort: None   **Past results:** on

The question below was asked only of grantees who responded that they had discussed their organization's goals and/or challenges related to DEI with their Program Officer.

Did your program officer offer any concrete advice or resources to support your DEI efforts?

🟧 Yes 🟦 No, and advice or resources would be welcome ⬜ No, but we don't feel we need advice or resources right now

Ford 2020	61%	20%	19%

Cohort: None   **Past results:** on

Have you and your program officer specifically discussed the financial sustainability of your organization?

🟧 Yes 🟦 No ⬜ Don't Know

Ford 2020	57%	37%	6%

Cohort: None   **Past results:** on

The question below was asked only of grantees who responded that they had discussed their financial sustainability with their Program Officer.

Did your program officer offer any concrete advice or resources to support your financial sustainability?

🟧 Yes 🟦 No, and advice or resources would be welcome ⬜ No, but we don't feel we need advice or resources right now

Ford 2020	69%	23%	8%

Cohort: None   **Past results:** on

Full Cost

The following questions were asked only of grantees that received program/project support.

These last few questions ask about the extent to which your grant covered the full costs of the associated program/project.

- Direct costs are the costs to execute the project itself.
- Indirect costs are the organizational costs associated with executing the project but not directly used in the project (e.g., a proportional share of rent, a proportional share of finance staff salary).
- Indirect cost rate is a percentage applied to direct costs in budgeting to estimate indirect costs.
- If your program is supported by multiple funders, think about the proportion of costs that this grant represents within the total funding received from all funders.

Selected Cohort: None

To what extent did the grant cover the full costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)? If your program is supported by multiple funders, think about the proportion of costs that this grant represents within the total funding received from all funders.	Ford 2020
The grant covered its direct and indirect costs plus extra that allows the organization to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.).	14%
The grant covered direct and indirect costs, but no more.	42%
The grant covered the direct costs of the work, but not all indirect costs.	26%
This grant did not cover even the direct costs of the work.	8%
Not Applicable : This multi-funder project was ultimately not fully funded, so a question of what costs this grant covered is not applicable.	5%
Don't know	5%

Selected Cohort: None

Which best describes the process used to set an indirect cost rate for this project?	Ford 2020
We provided an indirect rate, which the Foundation accepted	31%
The Foundation provided an indirect rate, without opportunity for discussion	13%
We settled on an indirect rate in discussion with Foundation staff	25%
In determining grant amount, we did not specifically address indirect costs	20%
I don't know	12%

How strongly do you agree or disagree with the following statements about how indirect and direct costs were set?

1 = Strongly disagree   **4** = Neither agree nor disagree   **7** = Strongly agree

■ Ford 2020

	1	2	3	4	5	6	7

The process was straightforward
Ford 2020 ████████████████████████ 6.18

The final indirect rate was fair to my organization
Ford 2020 ████████████████████████ 6.00
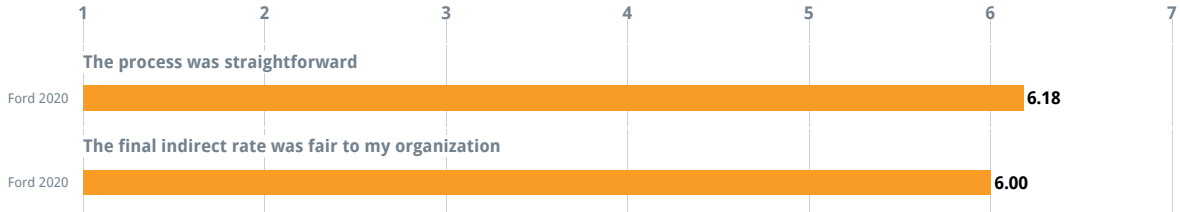
Cohort: None   **Past results:** on

Grantees' Open-Ended Comments

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

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

■ Positive comment ■ Comment with at least one constructive theme

Ford 2020	80%	20%
Ford 2017	70%	30%
Custom Cohort	74%	26%
Average Funder	73%	27%
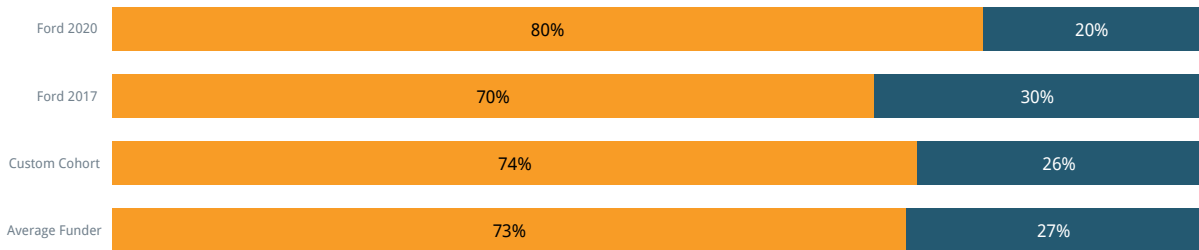
Cohort: Custom Cohort   **Past results:** on

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. A random sample of these suggestions were categorized by CEP and grouped into the topics below. CEP conducted a random sample of these suggestions, stratified by Foundation office to ensure representation across groups. Overall, CEP coded 338 grantee comments, one-third of Ford's total responses to this question. Of these 338, grantees provided a total of 308 distinct suggestions. All proportions quoted are with respect to the 308 distinct coded suggestions.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Interactions with Grantees	18%
Impact on Grantees' Fields	15%
Grantmaking Characteristics	14%
Proposal and Reporting Processes	12%
Non-Monetary Assistance	11%
Impact on Grantees' Organizations	10%
Communications	10%
Internal Ford Dynamics	5%
Change Management	3%
Other Suggestions	3%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. A random sample of these suggestions were categorized by CEP and grouped into the topics below. CEP conducted a random sample of these suggestions, stratified by Foundation office to ensure representation across groups. Overall, CEP coded 338 grantee comments, one-third of Ford's total responses to this question. Of these 338, grantees provided a total of 308 distinct suggestions. All proportions quoted are with respect to the 308 distinct coded suggestions.

Interactions with Grantees (18% N=54)

- More Substantive and Frequent Interactions (N = 41)

  - "Greater interaction by its officers or executives throughout the course of the project, not only at the beginning when negotiating the grant, but during the execution period or, even, propose some type of qualitative evaluation during the middle part of the project. Autonomy is fine, but a certain monitoring or rather, accompaniment, with staff members that have an overview of the entire region, can contribute to promoting the projects developed by each country."
  - "More transformational interactions with grantees are necessary. I felt our relationship was transactional and largely informed by reporting needs. Investment in continuous interactions with grantees would go a long way in improving relations and addressing the subtle power imbalances between the Foundation and grantees."
  - "Regular communication with grantees."
  - "More accessibility of the program officers during the grants. When preparing the proposal they are very keen and helpful, but later on it is difficult to get them. It also takes a lot of time to be able to discuss with them a new proposal."
  - "The foundation could be more involved in their grantees' organization. offer more guidance especially for startups. Have a more open-door policy. Being able to comfortably talk to them when problems arise would help."
  - "We have intermittent interactions with our program officer, who seems stretched, when we're able to get on his schedule every blue moon."

- More Site Visits (N = 8)

  - "Spend some time on the ground with us! (maybe after the pandemic)"
  - "For the funded strategies to be more impactful, the Foundation could adopt the practice of meeting regularly with non-profits, community members, and beneficiaries to listen to their current challenges and proposed solutions."

- Multiple Points of Contact at Ford (N = 3)

  - "With different grants you have different program officers and some are more responsive than others."

- Other (N = 2)

Impact on Grantees' Fields (15% N=46)

- Suggestions for Fields the Foundation Should Fund (N = 27)

  - "I think that the Foundation will need to adapt to the changing environment in ..., Africa and world at large, where individuals are increasingly playing a more effective role than institutions in some situations due to their nimbleness and creativity. Incorporating and creating a diversity of organizational and individual support will be very helpful in ensuring that civic space is protected from encroaching authoritarianism around the world."
  - "Support advocacy based research."
  - "Resourcing more BIPOC led institutions and programs."

- Fund Grassroots Organizations (N = 7)

  - "We would encourage the foundation to make its support more accessible and available to grassroots communities/organizations and informal networks that may not be as tapped in to privileged philanthropic networks as more established organizations with official fundraising teams and the like."
  - "The Foundation is already playing a leadership role in bringing equity to the forefront across many fields and areas, and doing so by deeply investing in organizations that know their community and their particular issues and needs. The Foundation should continue to do this and to expand these efforts; to build up local organizations and seed grassroots efforts that make an immediate difference in people's lives."

- Extend Influence to Other Funders (N = 5)

  - "More vocal in championing international issues it funds around."

- Intersectionality (N = 4)

  - "Being more explicit on its intersectional work and how its various programs are shaped from an intersectional approach."

- Grantee Context (N = 3)

  - "Be more sensitive to regional priorities in implementing the mission defined by New York, e.g., reducing inequality."

Grantmaking Characteristics (14% N=42)

- Longer Grants (N = 19)

  - "Long term core funding (up to five years) for grantees with proven trackrecord will enable them to be more strategic, to ensure organisational

sustainability, as well as effectiveness and program development."
- "Multiyear grants beyond 2 years would be incredibly impactful."
- "Continuous support: bringing changes in a society takes a long time."

- More Unrestricted Funding (N = 12)

  - "If the foundation moved to providing general support more time will be spent on the complex issues we all face rather than negotiating the various details of project and budget management."
  - "Strengthen unrestricted fund initiative like "BUILD.""

- Increase Grant Size (N = 6)

  - "There is need for bigger budgets to be able to create bigger impacts."

- Multi-Year General Operating Support (N = 5)

  - "Core, long-term support to groups and funds."

Proposal and Reporting Processes (12% N=38)

- Streamline (N = 14)

  - "The reduction of processes and reprocessing when generating financial and narrative reports."
  - "Please be more flexible in your grant proposal and reporting requirements, especially for existing grantees (seeking renewal grants). It is so much easier on us grantees if we can submit materials that we have submitted to other funders - including submitting our Annual Report - instead of having to write responses to Ford's specific questions."
  - "I think making the process for reporting and applying simpler. I wish there were less paperwork and the categories are also confusing and sometimes hard to work out."

- More Flexible Timelines/Processes (N = 10)

  - "Streamline project approval processes and the disbursement of resources."
  - "Adaptability as well as flexibility in the funding process."

- Clarify Guidelines (N = 4)

  - "More transparency or information about the granting process for first time inquiries."

- FLUXX (N = 2)

  - "The Fluxx platform as it is not very user friendly and inconsistent with the grant agreements."

- Minimize Time Between Submission of Application and Receipt of Funds (N = 2)

- Open Proposal Process (N = 2)

  - "It is appreciated that the Foundation does a deliberate mapping of organizations it wants to work with and request for proposals. However, it is important to also consider a public call for proposals which deepens the concept of inclusivity, diversity and fairness to other organizations putting in efforts towards a collective goal for societal change."

- Other (N = 4)

Non-Monetary Assistance (11% N=33)

- Convene and Facilitate Collaboration Among Grantees (N = 27)

  - "To coordinate between the regional Foundation's partners who are working on the same mandate."
  - "Facilitating even more discussions among the community of organizations that it funds."
  - "As Ford has a multidisciplinary approach to solving intractable problems it would be powerful for grantees to see the pieces and to be able to see what others are doing in their issues but maybe with other tactics."
  - "List of partners working on the same thematic areas on in our country funded by Ford that we can collaborate with."

- Other (N = 6)

Impact on Grantees' Organizations (10% N=32)

- Assistance Securing Funding from Other Resources (N = 18)

  - "The foundation should be proactive in linking us with other funders within their ecosystem that can support our work."
  - "Discuss financial and development strategy & introduce grantee to others that have interest in said project and get ball rolling immediately to raise the rest of the funds."
  - "Offering more cross philanthropic introductions."

- Build Grantee Capacity (N = 8)

  - "Invest in capacity building to build the talent and organizational strength of the sector."
  - "Assist with organizational and governance structure to increase organizational effectiveness."

- Understanding Grantee Organizations (N = 3)

    ◦ "Greater knowledge about what the supported organizations do and about their strategies."

- Support Sustainability (N = 2)

    ◦ "Investing in sustainability of the impact of the work of grantees."

- Other (N = 1)

Communications (10% N=30)

- Ford Foundation's Strategic Direction (N = 20)

    ◦ "Timely and consistent updates about changes to Ford's strategy that could impact grant applications."
    ◦ "Greater clarity around thematic priorities (both among foundation staff and current/potential grantees) and more thorough exit strategies when funding for a specific issue is phased out."
    ◦ "Our major confusion was over the ever-changing implementation of the strategic plan. Plan seemed great....but what it meant in practice at the Foundation, changed almost monthly. Conversations with Staff one month saying we encourage a focus on X policy; then [in subsequent months], the Foundation is no longer interested in that policy or evidence about it."
    ◦ "We don't really understand where the Foundation is heading in the future and how/if we fit into that picture."
    ◦ "While Ford was rethinking its strategy, we felt very insecure about whether we would be part of it. That has an enormous impact in our work, internal relations and ability to make plans. Knowing we will have a consistent support for a longer time is extremely important to even be able to make plans and have a bolder strategy."

- Increase Transparency (N = 5)

    ◦ "I think greater transparency and community inclusion in decisions about changing field commitments for funding."

- Clarity of the Foundation's Goals and Strategies (N = 3)

    ◦ "Ensure opportunities for grantees to hear more about the Foundation's strategy or any opportunities to engage in learning more about things they are supporting outside or similar to the subject matter that has us working together with them. I might just be missing opportunities, but webinars or Zoom calls that engage grantees it better understanding what is important or top of mind for the Foundation's strategy could be helpful."

- Other (N = 2)

Internal Ford Dynamics (5% N=14)

- Decrease Internal Silos (N = 5)

    ◦ "I think the Foundation operates in silos. Sometimes it doesn't seem like one part of the organization knows (or cares) about what the other part of the organization is doing."

- Capacity of Ford Staff (N = 3)

    ◦ "I understand that the foundation program manager is extremely busy and would benefit from more support."

- Less Bureaucracy (N = 3)

    ◦ "Turn around time on being able to turn conversations into commitments. Most often (at least as per the program officer) this was not an issue on their side, but a constraint from their superiors."

- Increase Staff Diversity (N = 2)

    ◦ "Hire a Native officer who has knowledge and experience in the field of Indigenous Arts & Cultures. Perhaps appoint an Indigenous person to the board of directors. It's been a while since Indigenous Peoples (Chief Mankiller and Rick West) served on their board..."

- Other (N = 1)

Change Management (3% N=10)

- Less Change (N = 6)

    ◦ "Not spend years and years on doing and redoing its various strategies, keeping the funding process hostage."
    ◦ "Minimize frequency of internal restructuring and restrategizing that absorb staff attention and create temporary inertia."

- Incorporate Feedback from Stakeholder in Developing Strategy (N = 4)

    ◦ "Consider the grantees as important partners when making strategic decisions about the Foundation's programs."

Other Suggestions (3% N=9)

- Other (N = 9)

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 Ford's grantee survey was 1467.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	1407
How well does the Foundation understand the field in which you work?	1412
To what extent has the Foundation advanced the state of knowledge in your field?	1304
To what extent has the Foundation affected public policy in your field?	1140
Overall, how would you rate the Foundation's impact on your local community?	1179
How well does the Foundation understand the local community in which you work?	1234
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	1421
How well does the Foundation understand your organization's strategy and goals?	1408
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	1347
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	1421
How often do/did you have contact with your program officer during this grant?	1461
Who most frequently initiated the contact you had with your program officer during this grant?	1461
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	1356
Has your main contact at the Foundation changed in the past six months?	1407
Did you submit a proposal to the Foundation for this grant?	1452
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?	1397
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	1312
Are you currently receiving funding from the Foundation?	1418
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	1429
How well does the Foundation understand your intended beneficiaries' needs?	1362
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	1347
Have you participated in a reporting or evaluation process?	1399
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	1145
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	1217
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	1206
To what extent was the Foundation's reporting process...Straightforward?	1190
Did the Foundation provide financial support for the evaluation?	267
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	284
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	275
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	274
Funder-Grantee Relationships Summary Measure	1304
Understanding Summary Measure	1327
To what extent did the Foundation exhibit the following during this grant…Trust in your organization's staff	1448

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant…Candor about the Foundation's perspectives on your work	1442
To what extent did the Foundation exhibit the following during this grant…Respectful interaction	1449
To what extent did the Foundation exhibit the following during this grant…Compassion for those affected by your work	1441
Was the funding you received restricted to a specific use?	1443
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	1437
Based on what your organization believes the Foundation would be willing to fund	1437
Based on what your organization needs	1437
Based on the results of an assessment or evaluation	1437
Not applicable - I have never requested support from the Foundation to strengthen my organization	1437
Please rate the extent to which you agree or disagree with the following statements about Diversity, Equity and Inclusion:	
The Foundation has clearly communicated what Diversity, Equity and Inclusion means for its work	1416
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	1399
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	1372
I believe that the Foundation is committed to combatting racism	1353
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	1450
Specifically, are Black, Indigenous and/or people of color (BIPOC) communities or individuals the primary intended beneficiaries of the efforts funded by this grant?	552
Does the CEO/Executive Director of your organization identify as a person of color?	620
Please select the option that represents how the CEO/Executive Director of your organization describes themselves (gender)	1426

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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