

Grantee Perception Report[®]

PREPARED FOR
Oak Foundation

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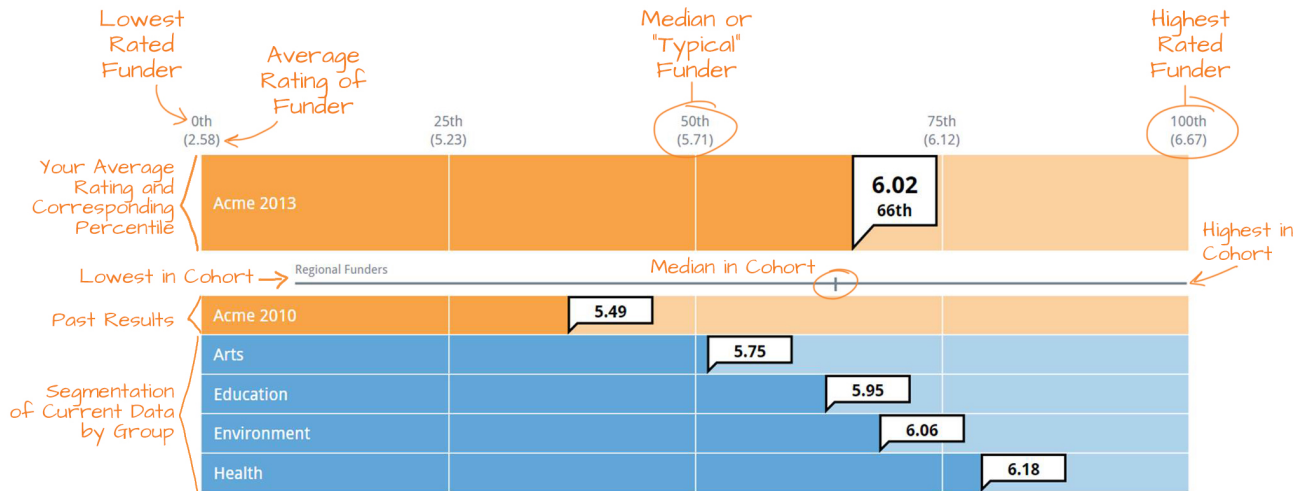
www.effectivephilanthropy.org

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

TABLE OF CONTENTS

HOW TO READ CHARTS	3
EXECUTIVE SUMMARY	4
Word Cloud	5
SURVEY POPULATION	6
GRANTMAKING CHARACTERISTICS	9
IMPACT ON GRANTEES' FIELDS AND LOCAL COMMUNITIES	11
Field-Focused Measures	11
Community-Focused Measures	15
IMPACT ON GRANTEES' ORGANIZATIONS	18
FUNDER-GRANTEE RELATIONSHIPS	23
Interactions Measures	24
Communications Measures	27
Transparency Measures	30
GRANT PROCESSES	35
Selection Process	36
Reporting and Evaluation Process	39
MONETARY RETURN AND TIME SPENT ON PROCESSES	43
Time Spent on Processes	44
NON-MONETARY ASSISTANCE	46
GRANTEE SUGGESTIONS FOR THE FOUNDATION	52
CONTEXTUAL DATA	56
Grantmaking Characteristics	56
Grantee Characteristics	58
Funder Characteristics	61
ADDITIONAL SURVEY INFORMATION	62
ABOUT CEP	64

INTERPRETING YOUR CHARTS

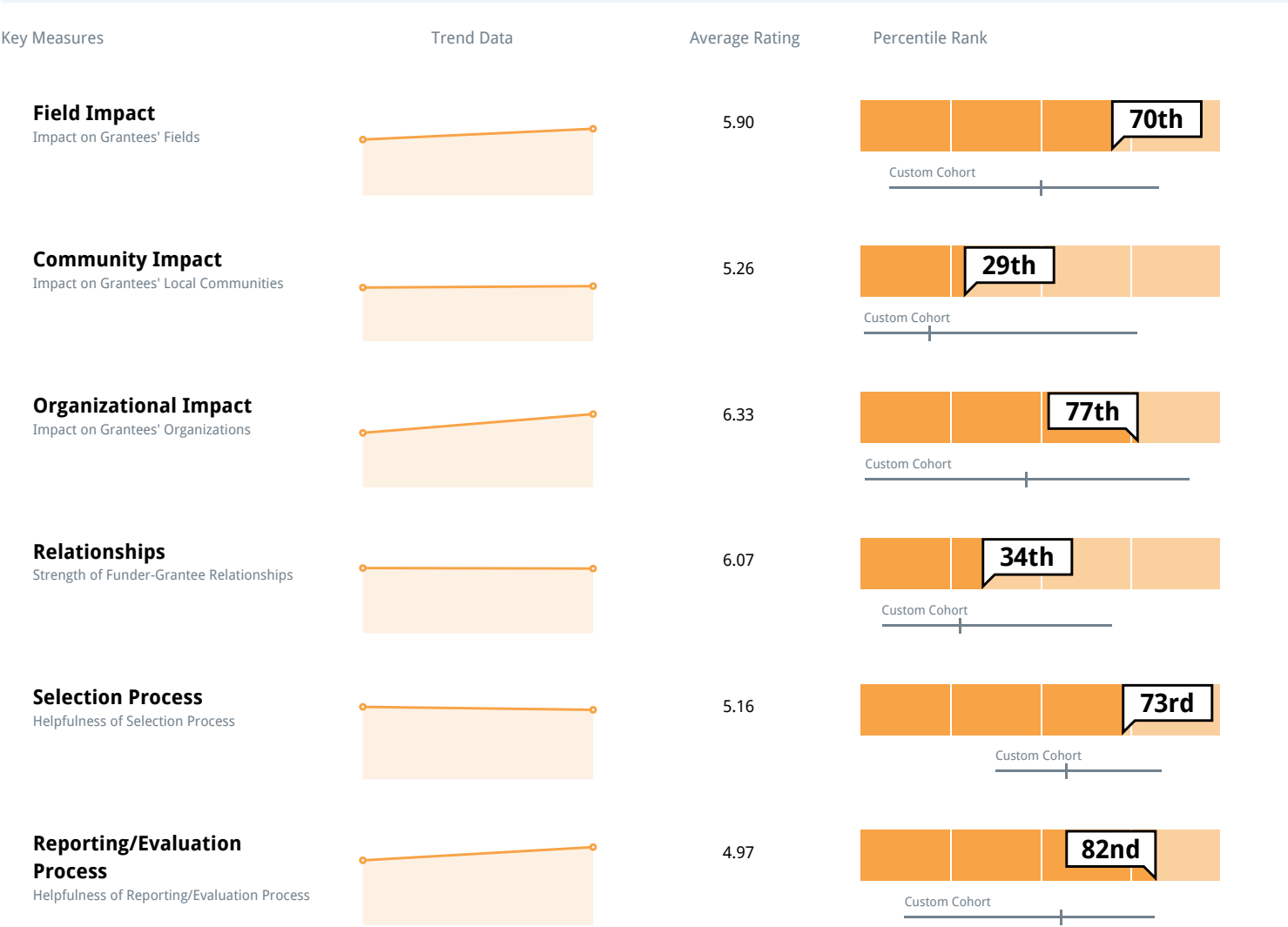


STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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

5.81*
60th

EXECUTIVE SUMMARY



Word Cloud

Grantees were asked, "At this point in time, what is one word that best describes the Foundation?" In the "word cloud" below, the size of each word indicates the frequency with which it was written by grantees. The color of each word is stylistic and not indicative of its frequency. Only words mentioned by at least three grantees were included. Thirty-eight grantees described Oak as "supportive," the most commonly used word.



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

SURVEY POPULATION

Survey	Survey Fielded	Year of Active Grants	Number of Responses Received	Survey Response Rate
Oak 2015	September and October 2015	2013 to Q1 2015	454	77%
Oak 2011	May and June 2011	2010	302	77%

Throughout this report, Oak Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 250 funders. The full list of participating funders can be found at <http://www.effectivephilanthropy.org/assessment-tools/gpr-apr>.

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

Oak selected a set of 14 funders to create a smaller comparison group of large, internationally-focused funders that more closely resemble Oak 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
Margaret A. Cargill Foundation
Oak Foundation
The Atlantic Philanthropies
The Children's Investment Fund Foundation
The David and Lucile Packard Foundation
The Harry and Jeanette Weinberg 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. A full list of standard cohorts and descriptions is below.

Strategy Cohorts

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

Annual Giving Cohorts

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

Foundation Type Cohorts

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

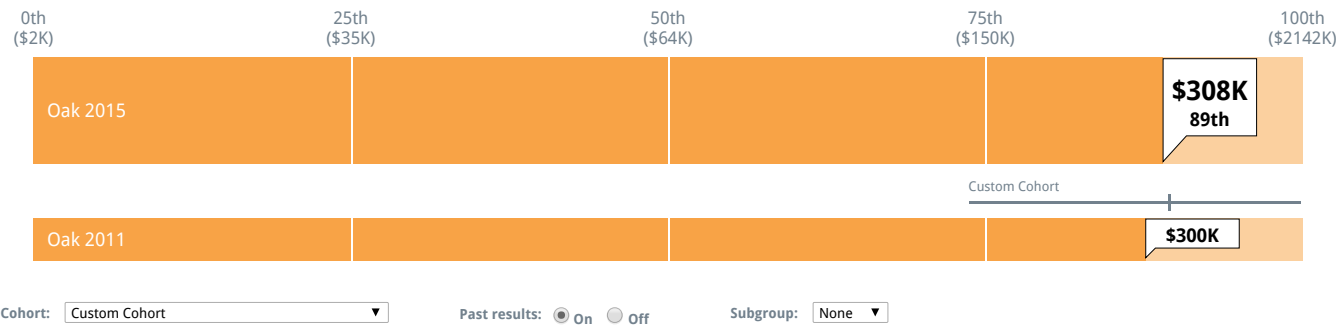
Other Cohorts

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

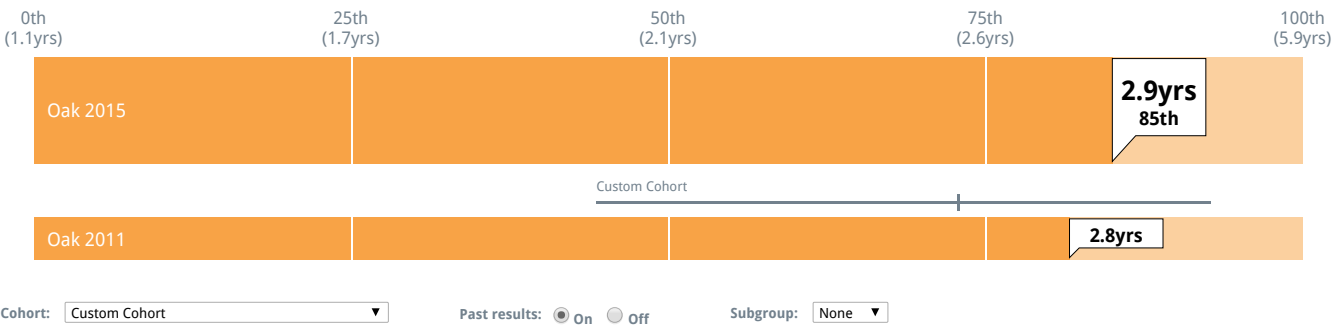
GRANTMAKING CHARACTERISTICS

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

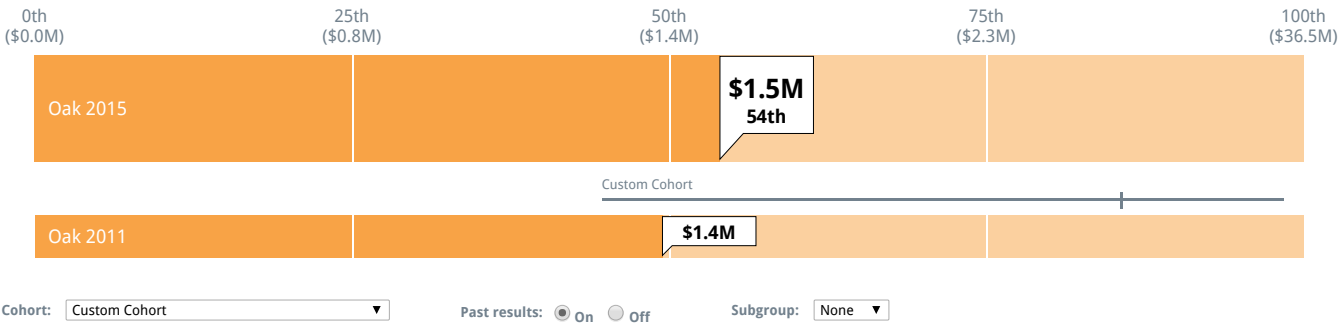
Median Grant Size



Average Grant Length



Typical Organizational Budget



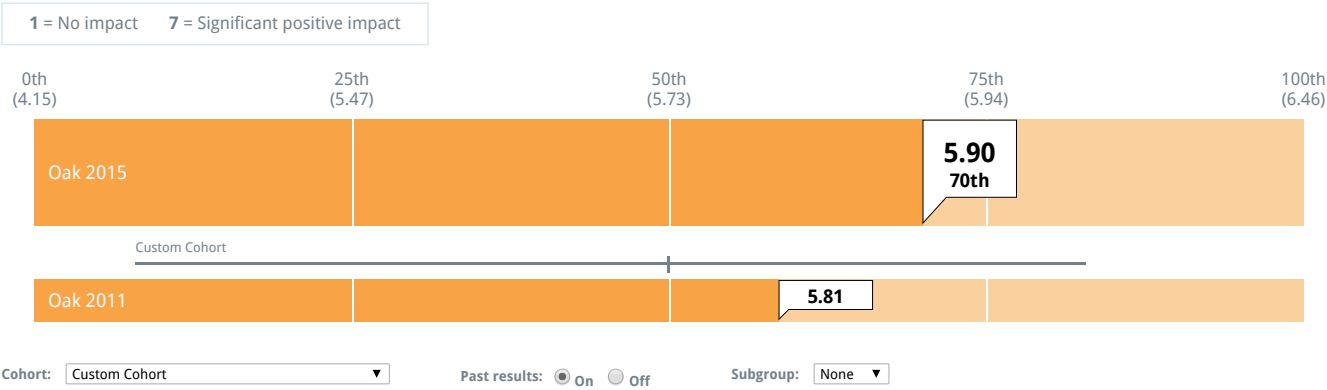
Type of Support (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Percent of grantees receiving general operating/core support	34%	11%	20%	17%
Percent of grantees receiving program/project support	61%	82%	64%	72%
Percent of grantees receiving other types of support	5%	7%	15%	11%

Grant History (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Percentage of first-time grants	42%	43%	29%	39%

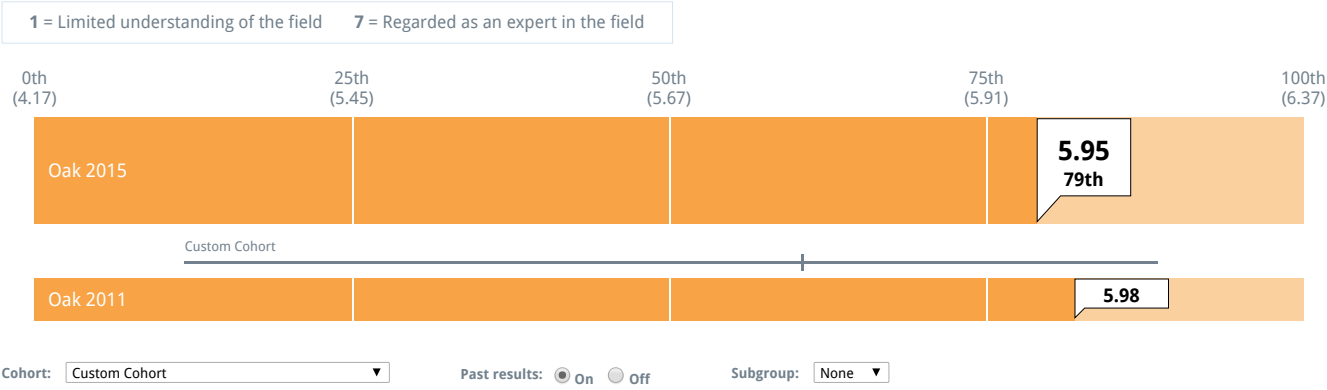
Program Staff Load (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	\$5.6M	\$3.3M	\$2.7M	\$5.5M
Applications per program full-time employee	7	10	30	11
Active grants per program full-time employee	24	22	33	22

IMPACT ON AND UNDERSTANDING OF GRANTEES' FIELDS

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

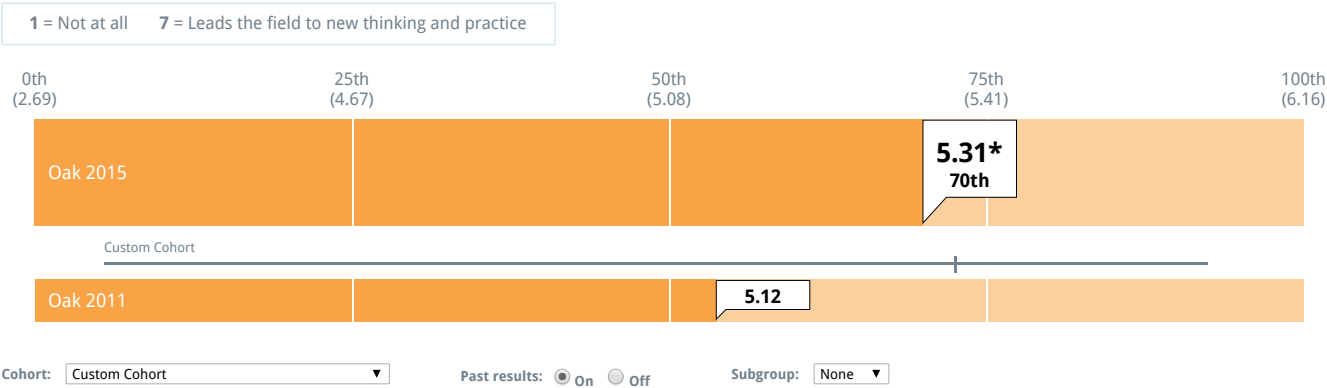


“How well does the Foundation understand the field in which you work?”

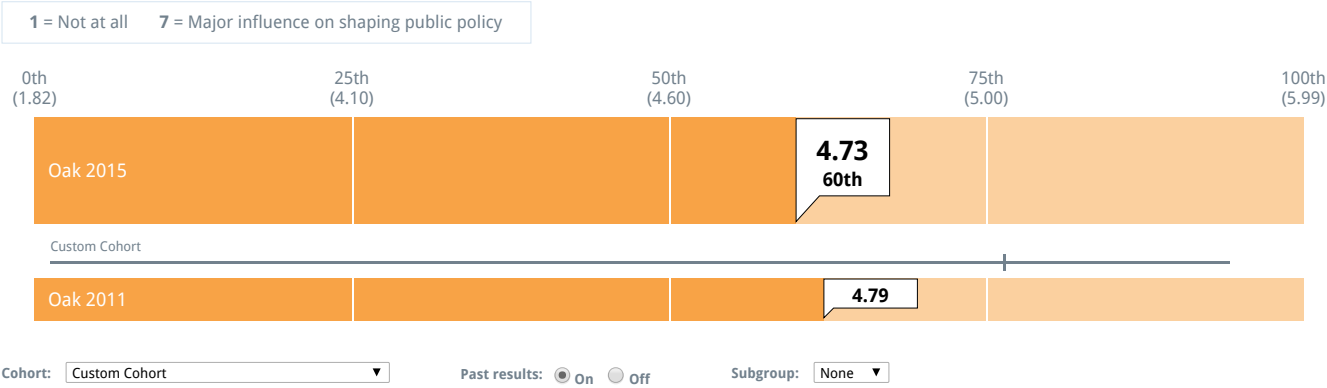


Advancing Knowledge and Public Policy

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



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

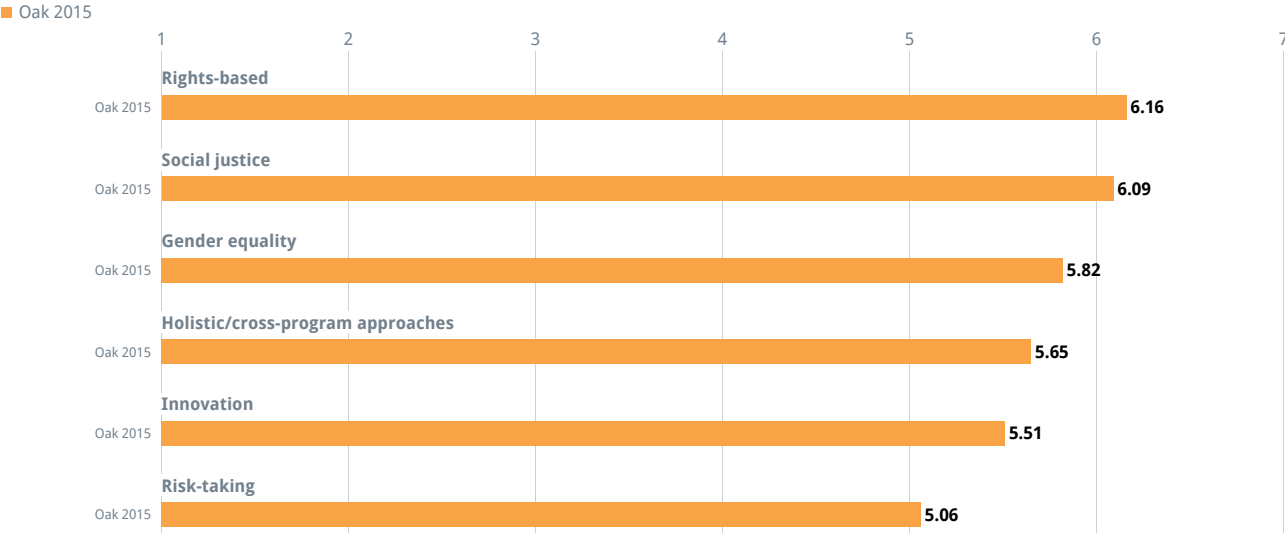


Associations with Oak

"To what extent do you associate the following concepts with Oak Foundation?"

(1 = Not at all, 7 = To a great extent)

Association of Oak with Different Concepts - Overall



Oak's Program Strategy

"To what extent are you aware of the strategy of the Oak program(s) with which you work?"

(1 = Not at all, 7 = To a great extent)

Extent to which Grantees are Aware of Oak Program Strategies - Overall

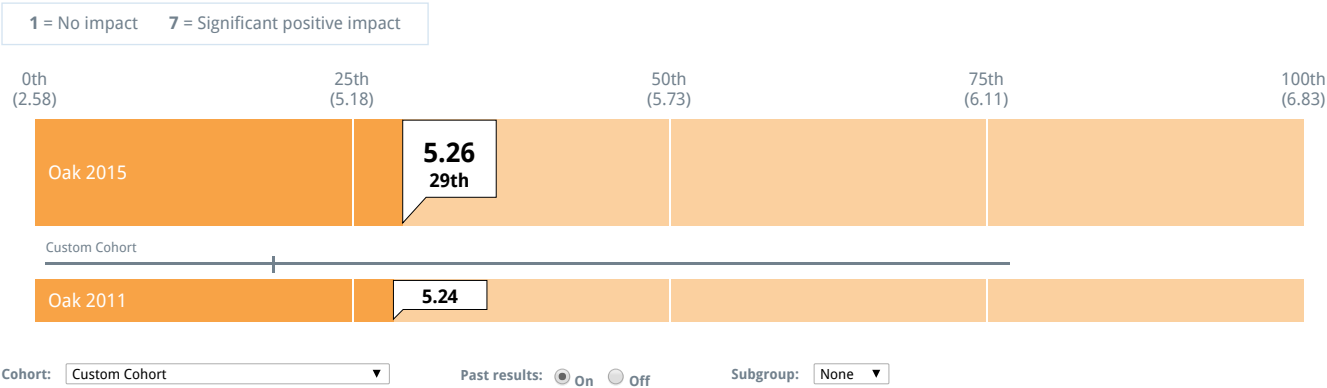


"Have you ever been asked to provide input or comment on this strategy?"

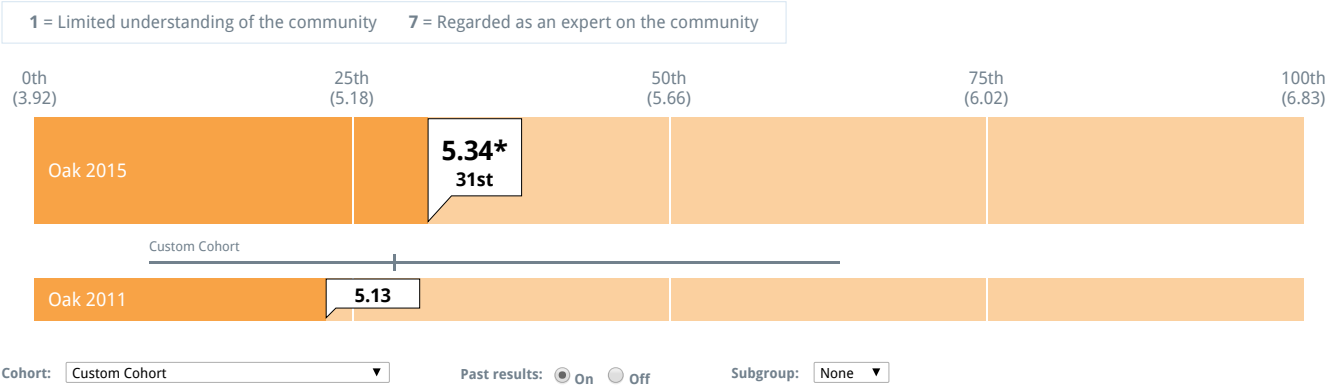
Have you ever been asked to provide input or comment on this strategy? (Overall)		Oak 2015
Yes		31%
No		69%

IMPACT ON AND UNDERSTANDING OF GRANTEES' LOCAL COMMUNITIES

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

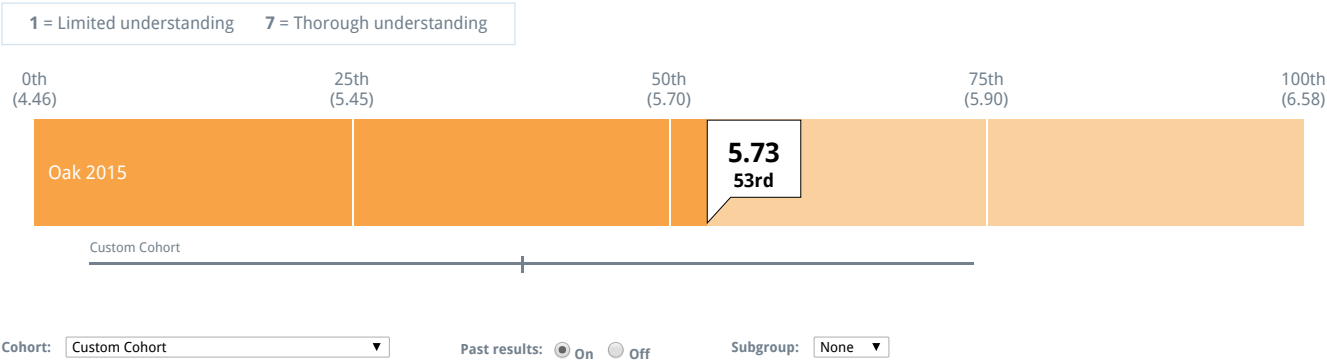


“How well does the Foundation understand the local community in which you work?”



Understanding of Contextual Factors

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



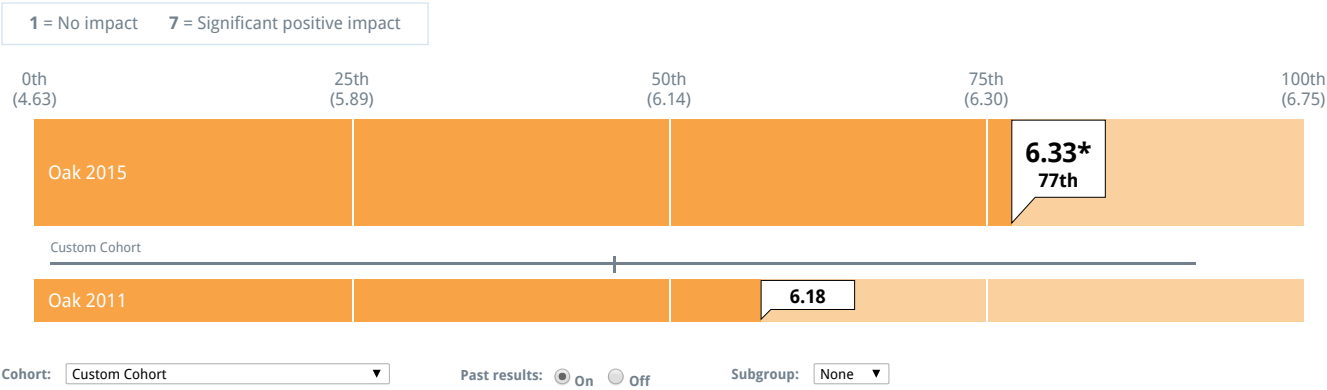
Perceptions of Oak's Focus

"Do you perceive Oak as being a U.S., European, or International foundation?"

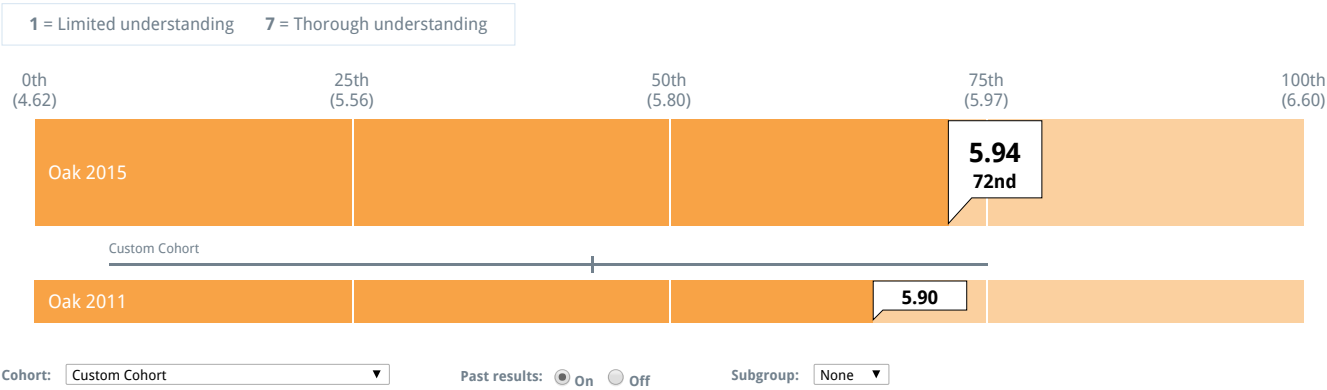
Do you perceive Oak as being a U.S., European, or International foundation? (Overall)	Oak 2015	Oak 2011
U.S.	5%	3%
European	19%	19%
International	76%	77%

IMPACT ON AND UNDERSTANDING OF GRANTEES' ORGANIZATIONS

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

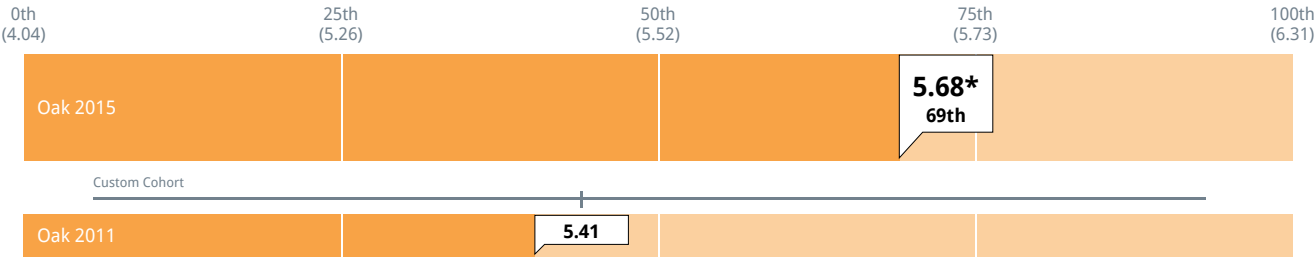


“How well does the Foundation understand your organization’s strategy and goals?”



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

1 = Did not improve ability 7 = Substantially improved ability



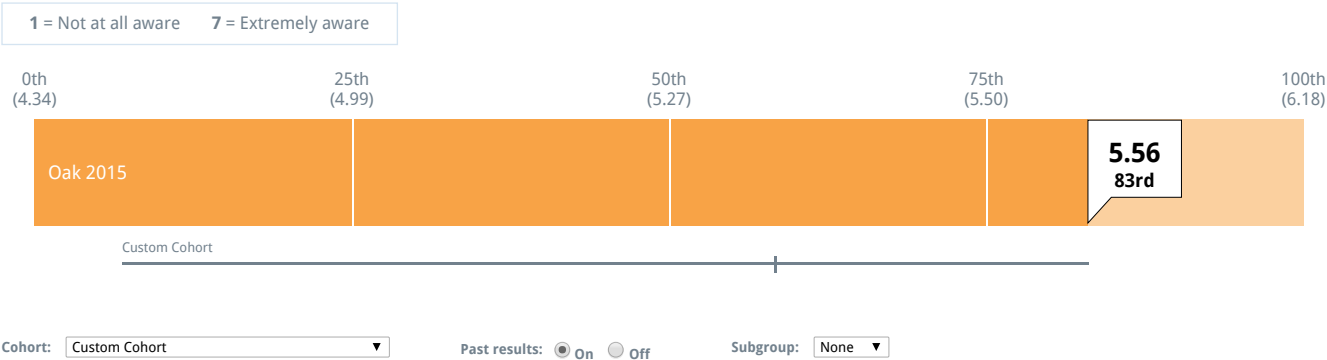
Cohort: Custom Cohort ▼

Past results: ☒ On ☐ Off

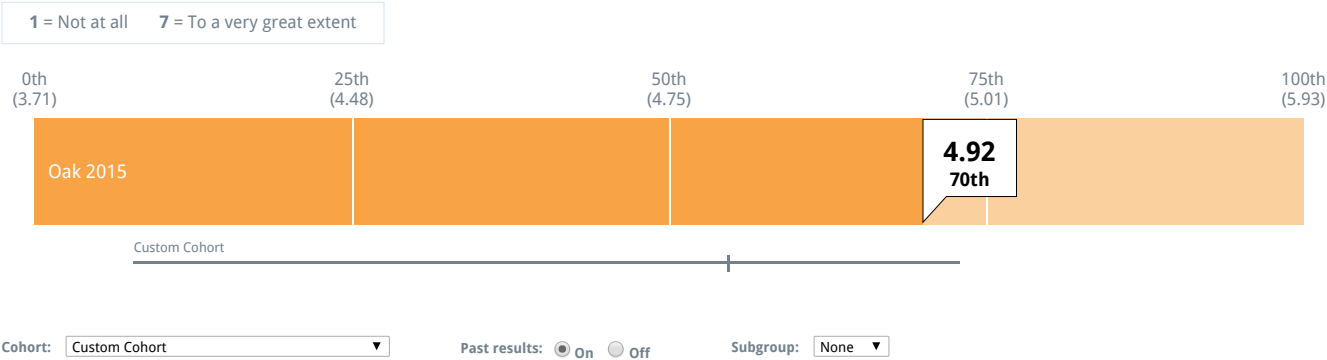
Subgroup: None ▼

Grantee Challenges

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



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



Effect of Grant on Organization

"Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?"

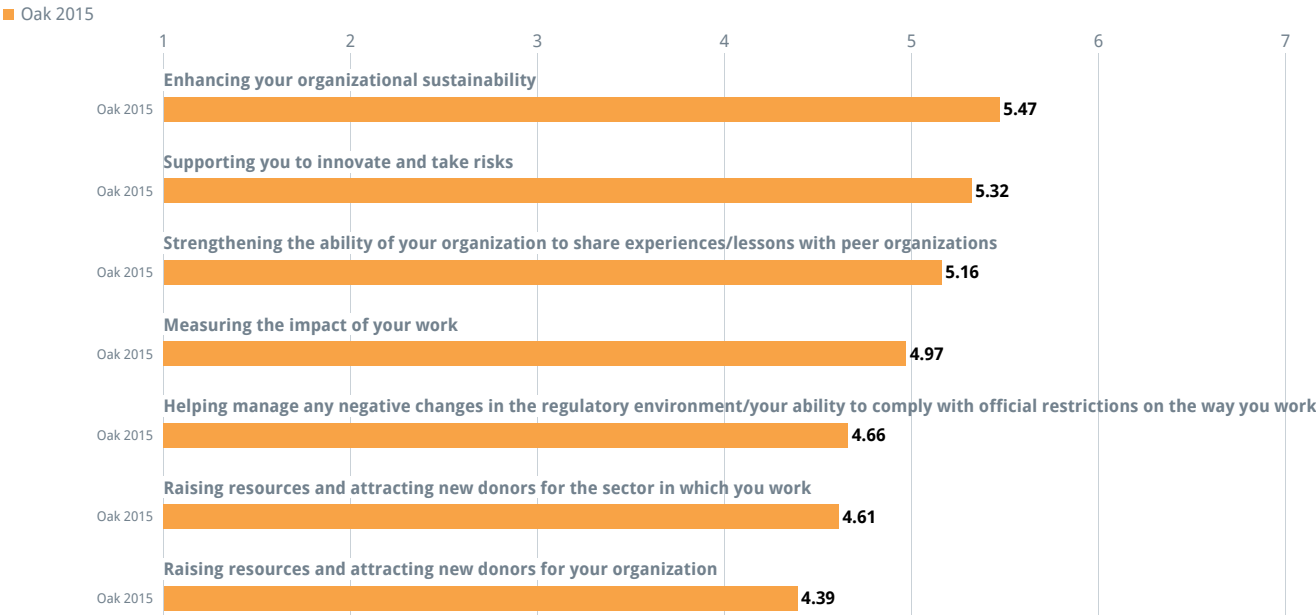
Primary Effect of Grant on Grantee's Organization (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Enhanced Capacity	31%	22%	29%	25%
Expanded Existing Program Work	25%	38%	26%	31%
Maintained Existing Program	18%	17%	20%	14%
Added New Program Work	26%	23%	25%	30%

Support from Oak

"How successful was Oak Foundation in supporting your organization in the following areas"

(1 = Not at all, 7 = To a great extent)

How successful was Oak Foundation in supporting your organization in the following areas - Overall



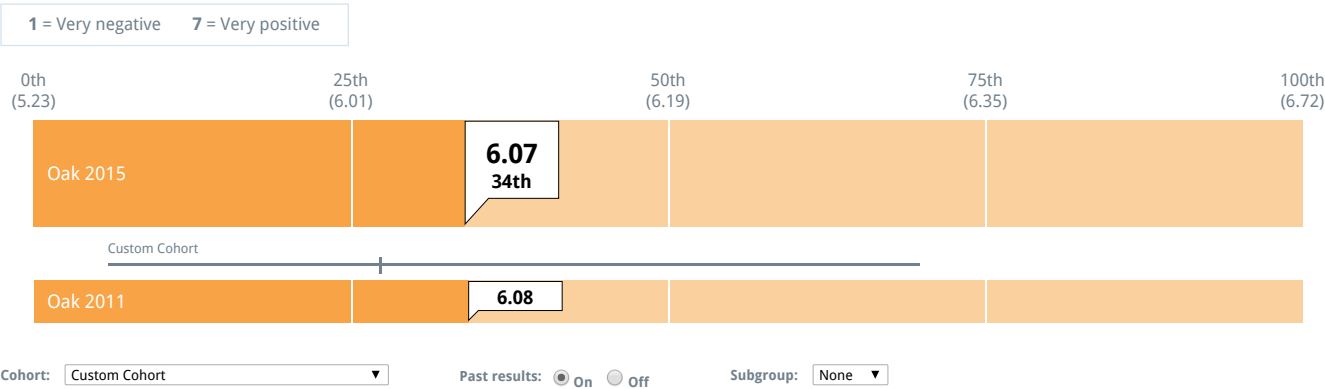
FUNDER-GRANTEE RELATIONSHIPS

FUNDER-GRANTEE RELATIONSHIPS SUMMARY MEASURE

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

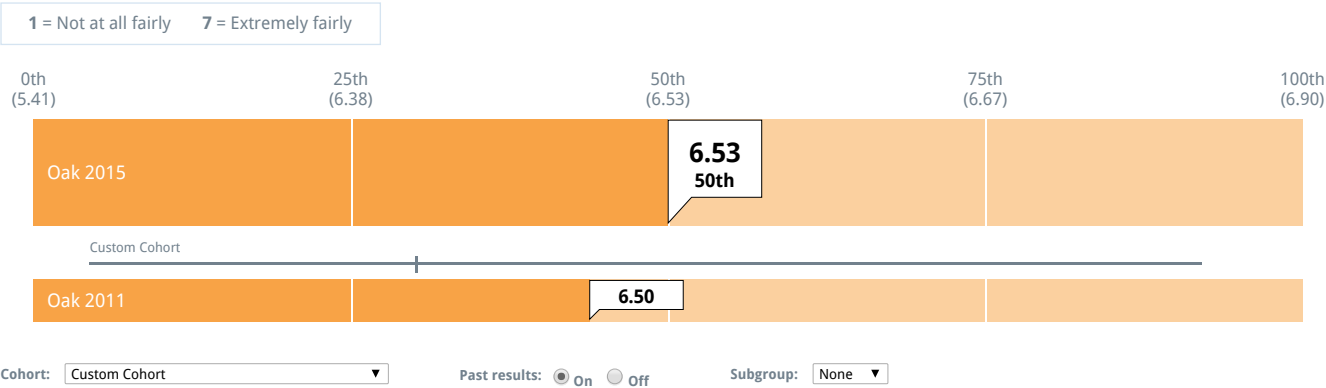
- 1. Fairness of treatment by the Foundation
- 2. Comfort approaching the Foundation if a problem arises
- 3. Responsiveness of Foundation staff
- 4. Clarity of communication of the Foundation's goals and strategy
- 5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

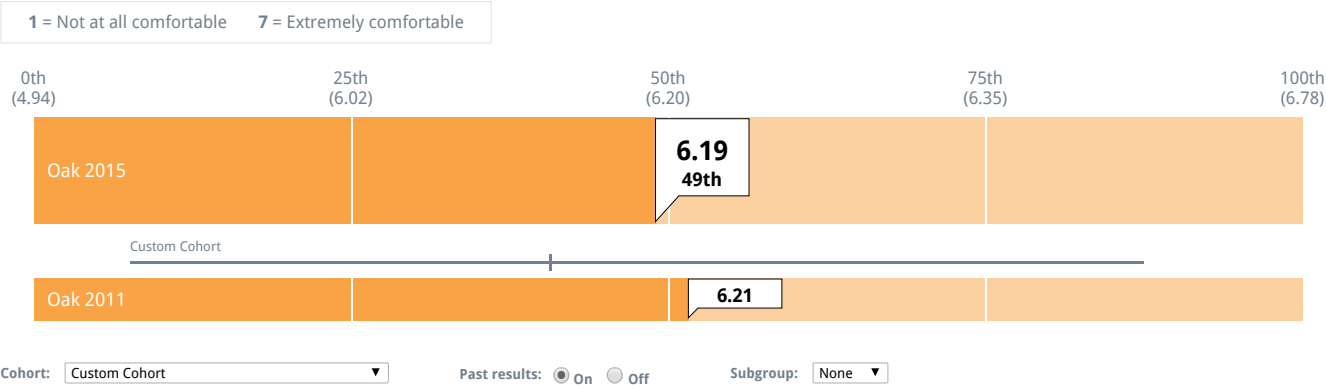


Quality of Interactions

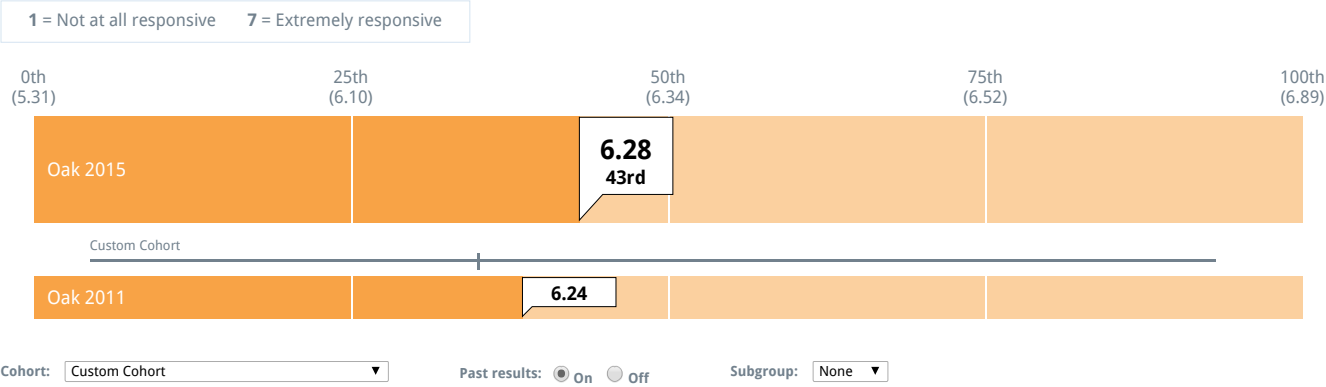
“Overall, how fairly did the Foundation treat you?”



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



“Overall, how responsive was the Foundation staff?”



Interaction Patterns

"HOW OFTEN DO/DID YOU HAVE CONTACT WITH YOUR PROGRAM OFFICER DURING THIS GRANT?"

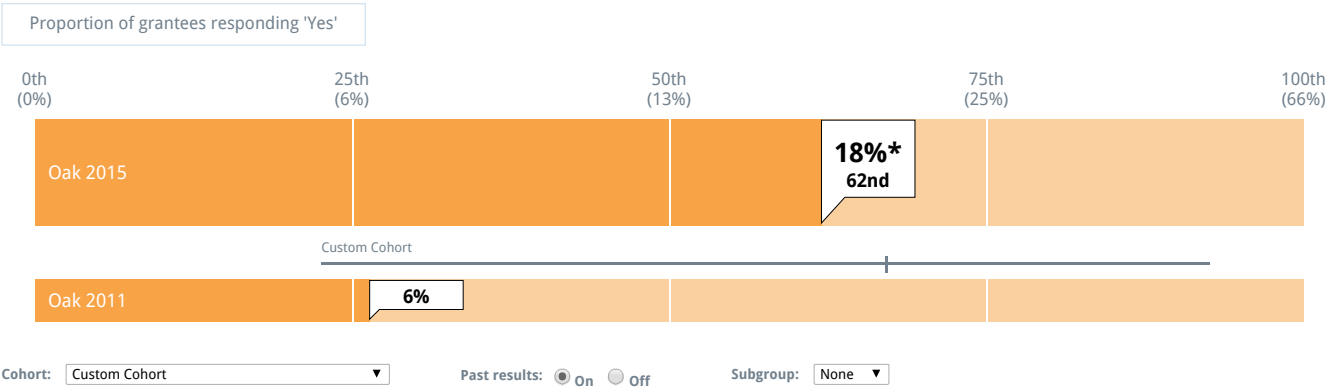
Frequency of Contact with Program Officer (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Weekly or more often	1%	1%	3%	3%
A few times a month	9%	9%	11%	14%
Monthly	16%	17%	14%	18%
Once every few months	68%	65%	51%	53%
Yearly or less often	6%	8%	22%	11%

"WHO MOST FREQUENTLY INITIATED THE CONTACT YOU HAD WITH YOUR PROGRAM OFFICER?"

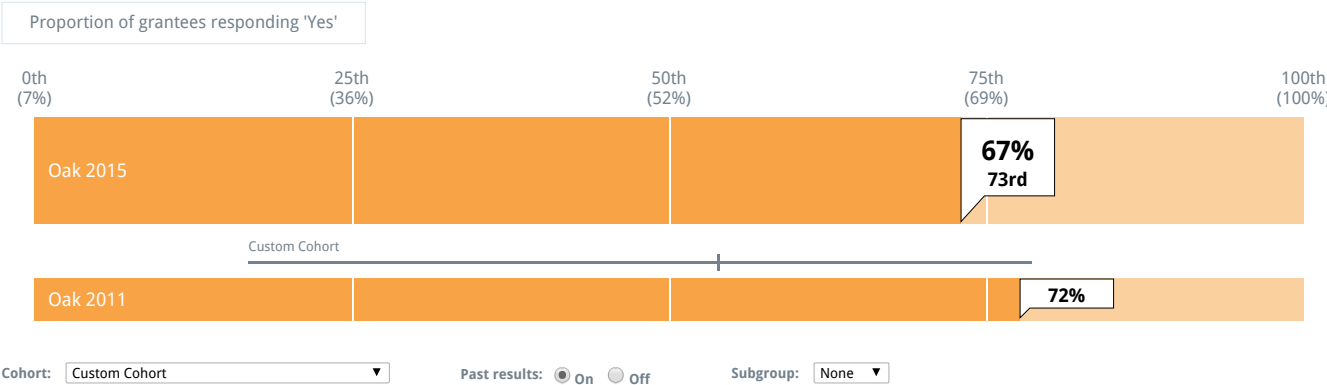
Initiation of Contact with Program Officer (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Program Officer	14%	11%	15%	12%
Both of equal frequency	57%	60%	49%	53%
Grantee	29%	29%	36%	35%

Contact Change and Site Visits

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

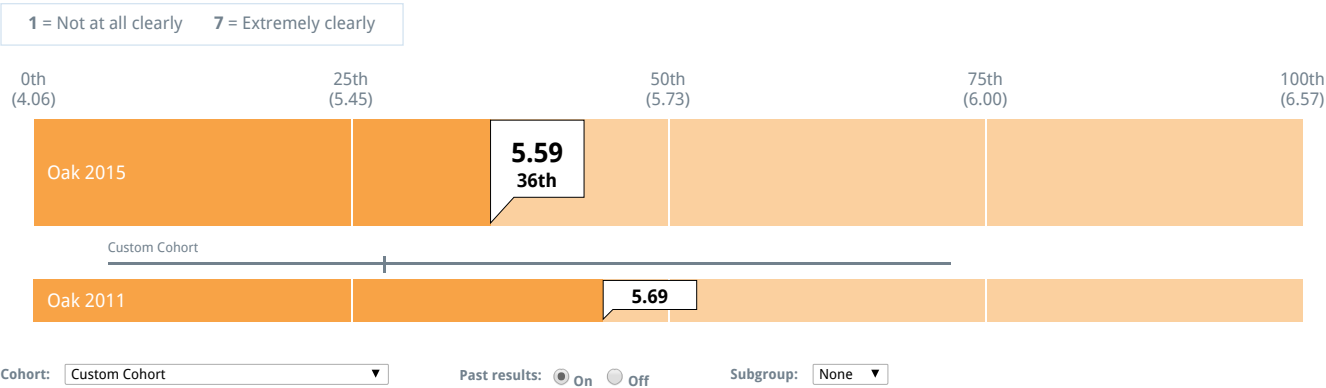


“Did the Foundation conduct a site visit during the course of this grant?”

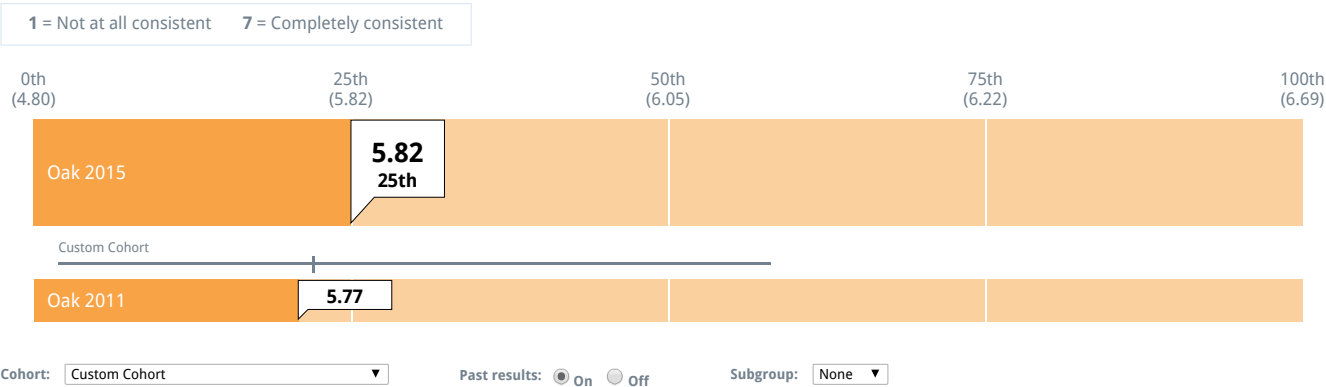


Foundation Communication

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



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

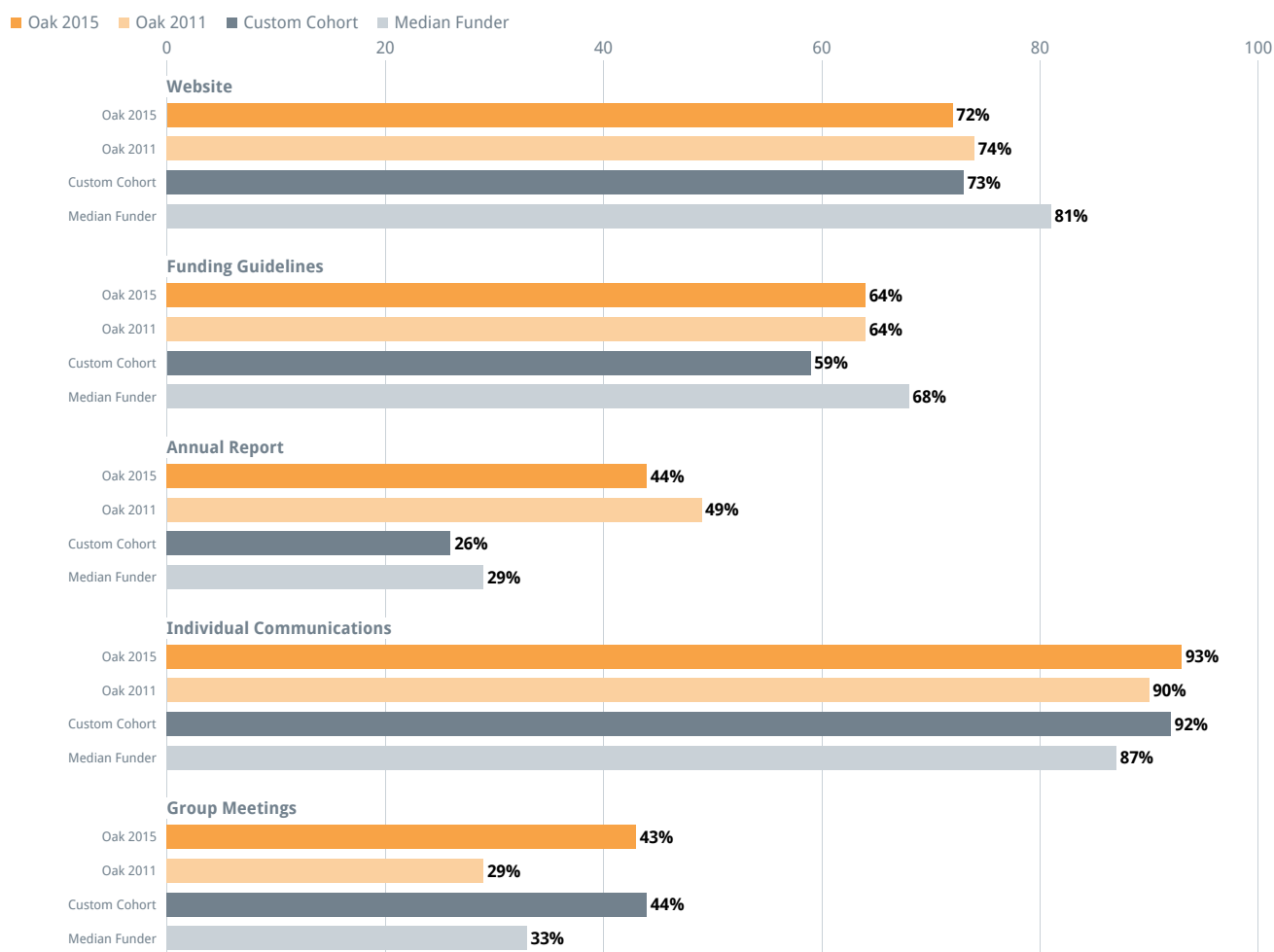


Communication Resources

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

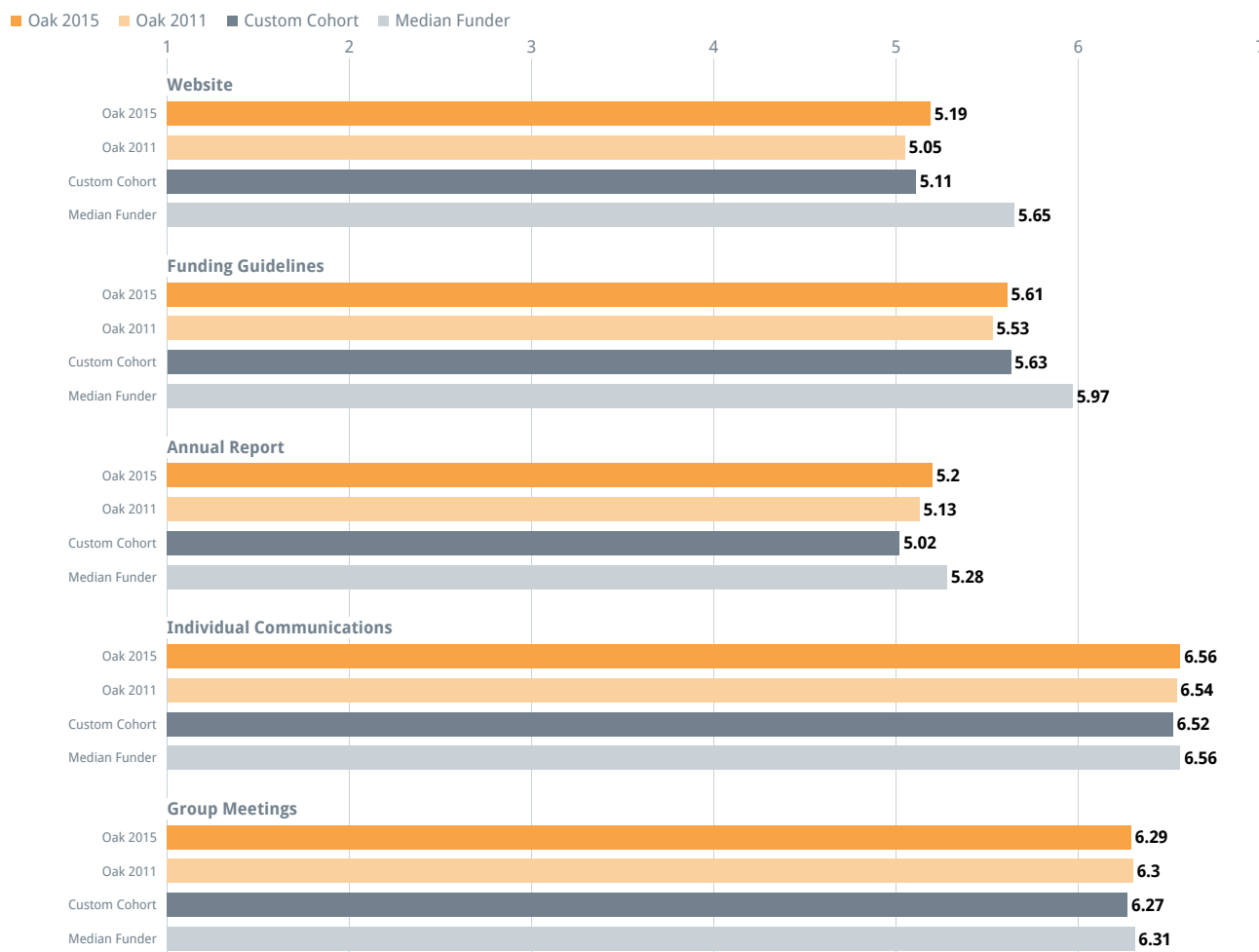
"Please indicate whether you used any of the following resources, and if so how helpful you found each."

Usage of Communication Resources - Overall



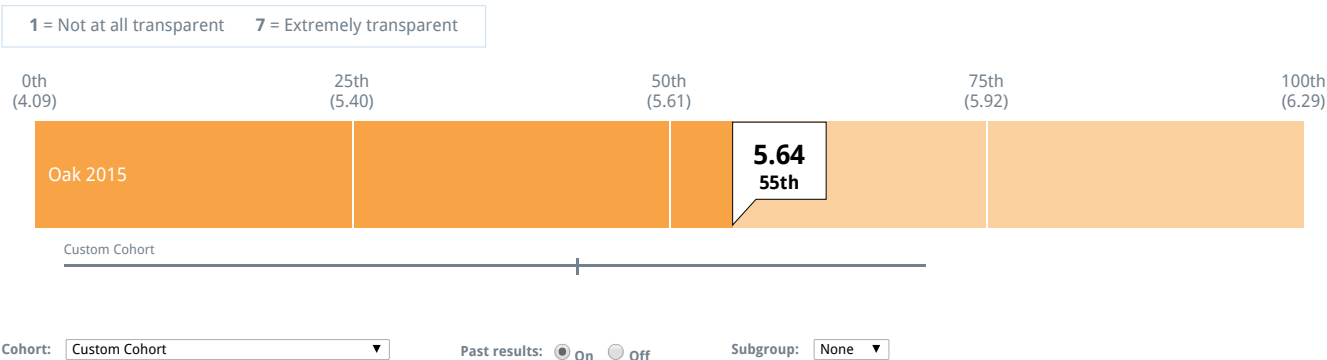
The chart below shows the perceived helpfulness of each resource, where 1 = "Not at all helpful" and 7 = "Extremely helpful."

Helpfulness of Communication Resources - Overall



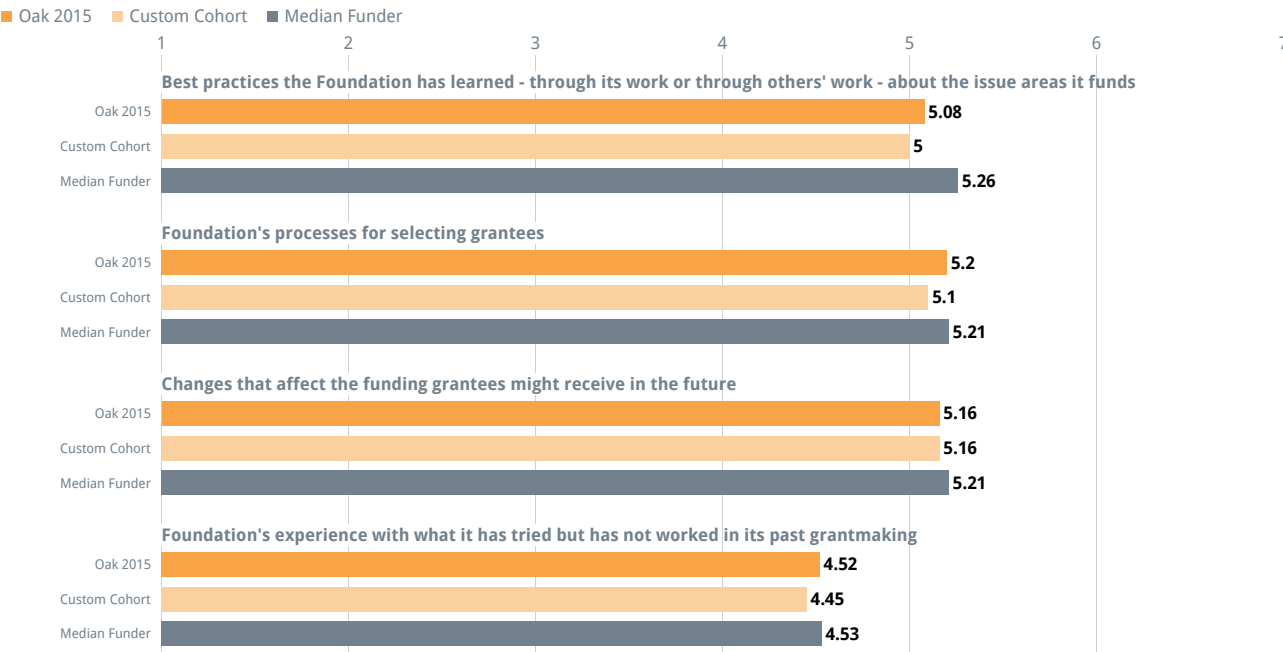
Funder Transparency

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



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

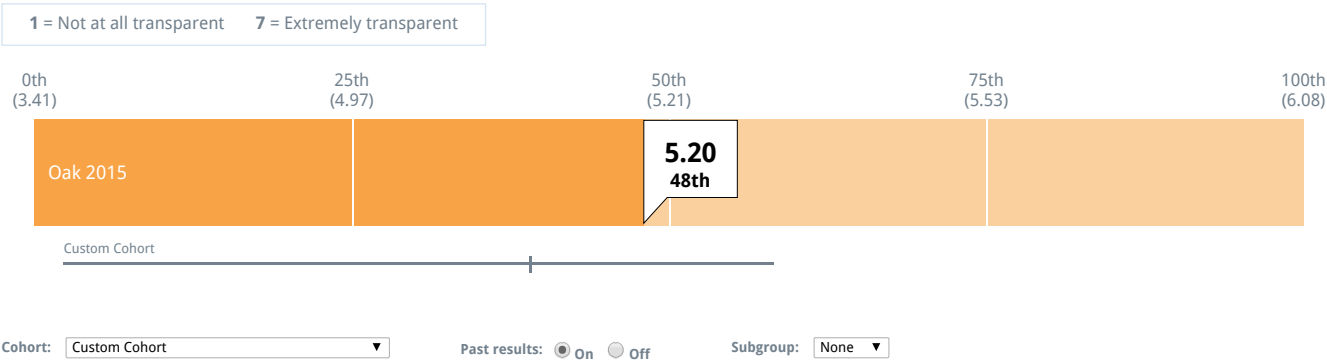
Foundation Transparency - Overall



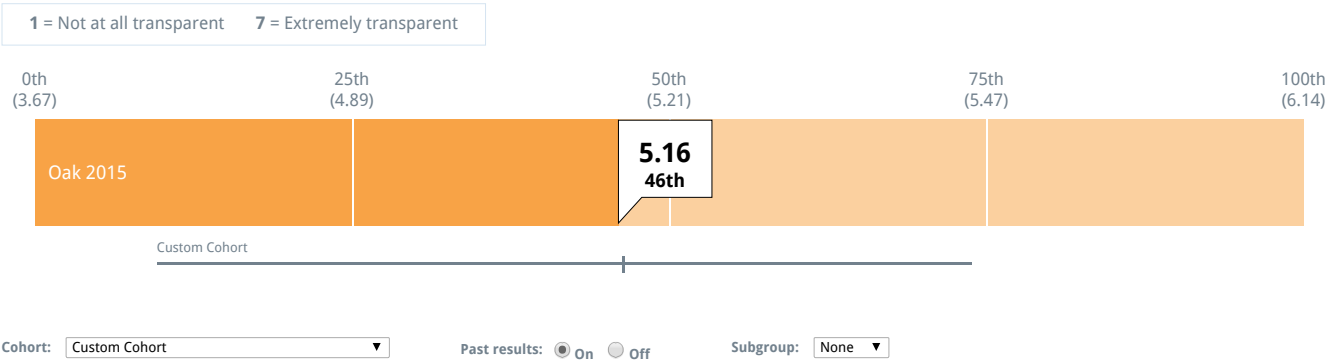
Aspects of Funder Transparency

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

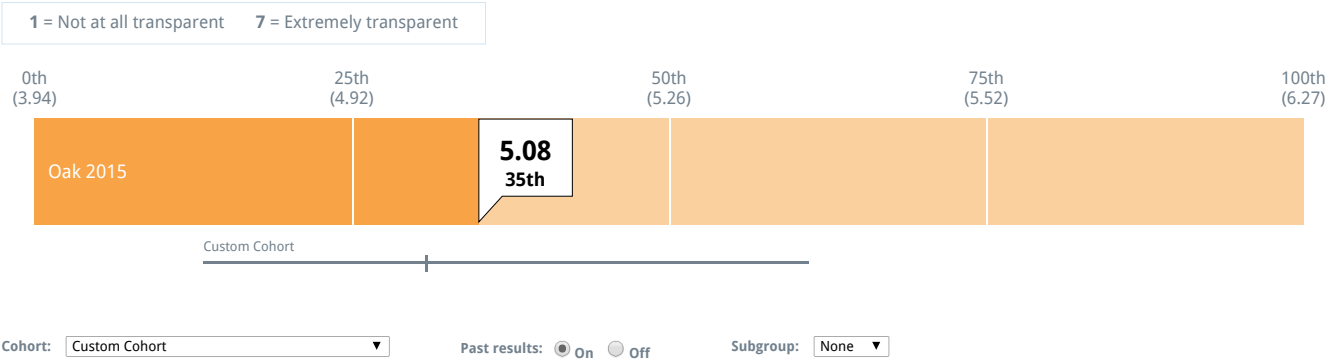
The Foundation's processes for selecting grantees



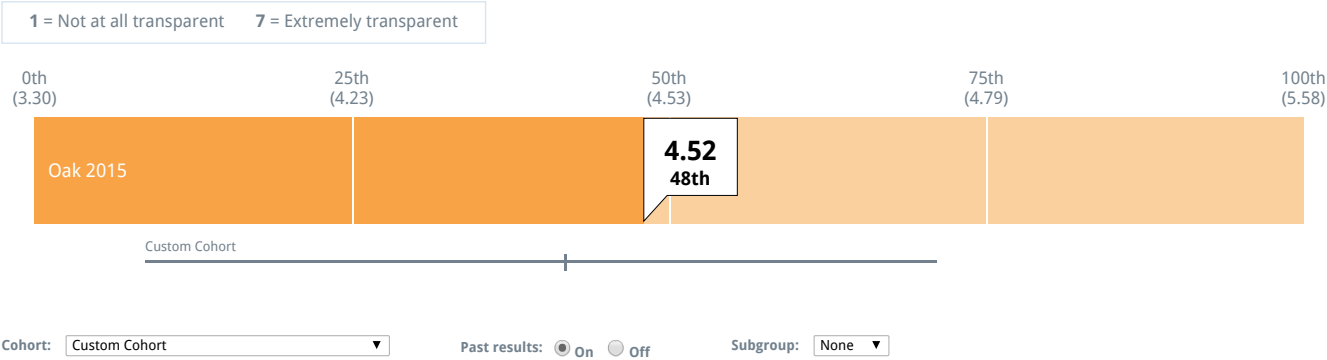
Any changes that affect the funding your organization might receive in the future



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

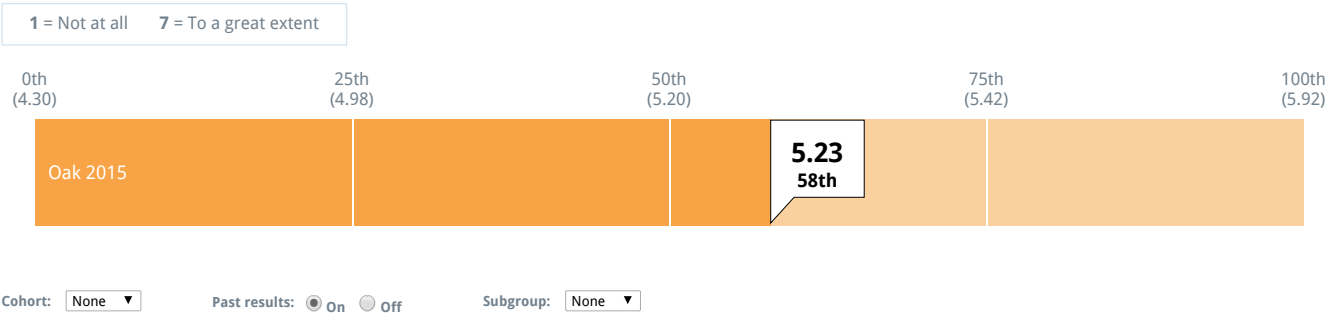


The Foundation’s experiences with what it has tried but has not worked in its past grantmaking



Openness to Ideas about Strategy

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

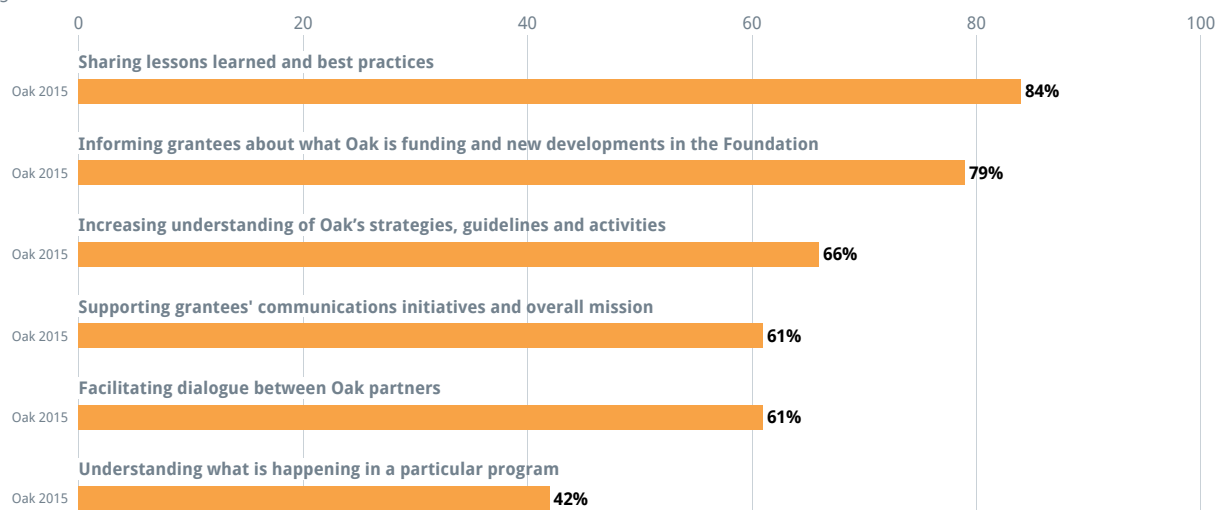


Communications from Oak

"In addition to the direct communications that you have with program officers at Oak Foundation, please indicate, from the list below, any of the subjects of communications that you would like to receive from the Foundation."

Communications Grantees would Like to Receive from Oak - Overall

■ Oak 2015



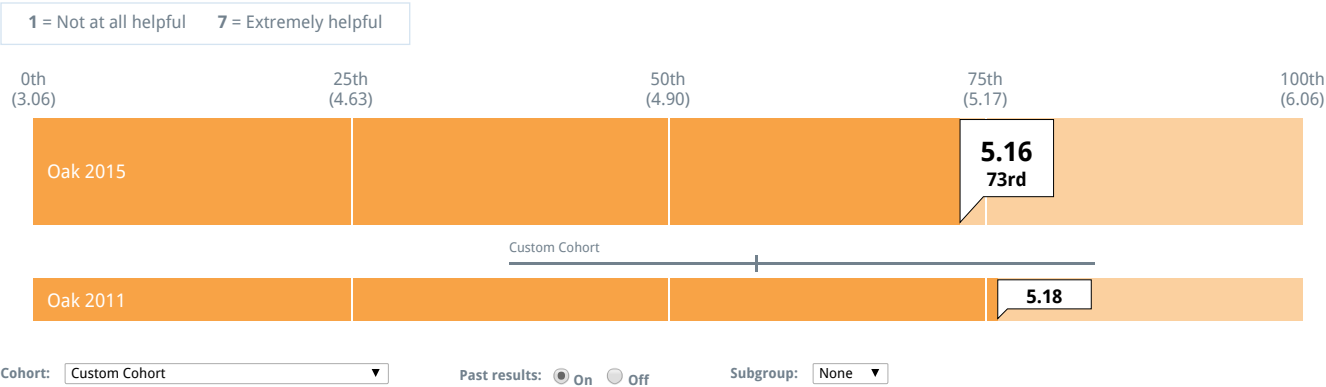
"Please indicate the media vehicles through which you'd like to receive those communications."

Note: This question was only asked of grantees that indicated that they were interested in receiving communication on at least one subject from Oak.

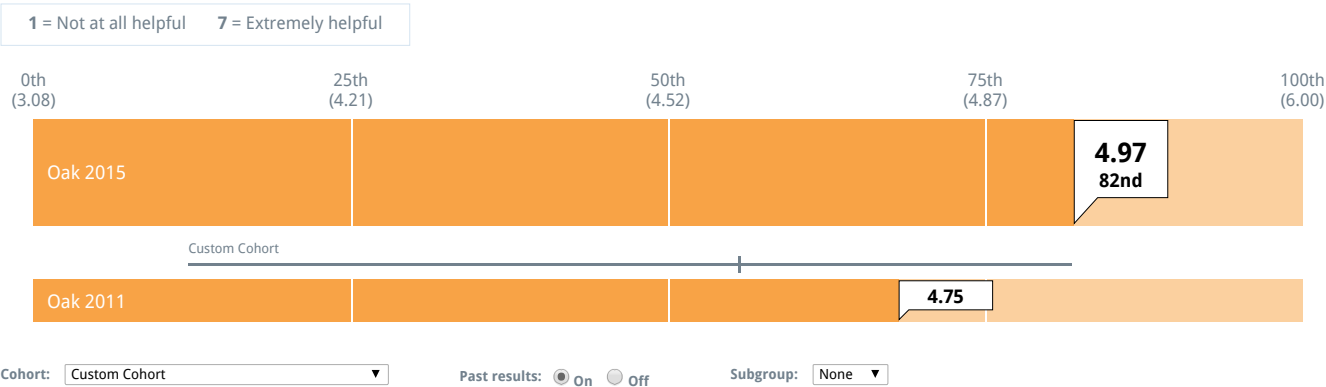
	Twitter	Email Newsletter	Website	Facebook	LinkedIn	Foundation Blog	Videos by Oak Staff	Annual Report
Facilitating dialogue between Oak partners	8%	83%	33%	14%	7%	26%	19%	28%
Increasing understanding of Oak's strategies, guidelines and activities	4%	83%	45%	9%	3%	25%	24%	44%
Sharing lessons learned and best practices	7%	82%	41%	12%	4%	28%	27%	35%
Understanding what is happening in a particular program	10%	81%	39%	13%	5%	29%	23%	33%
Informing you about what Oak is funding/new developments in the Foundation	9%	88%	45%	11%	5%	20%	21%	37%
Supporting grantees' communications initiatives and overall mission	26%	86%	45%	28%	10%	32%	23%	38%

GRANT PROCESSES

“How helpful was participating in the Foundation’s selection process in strengthening the organization/ program funded by the grant?”



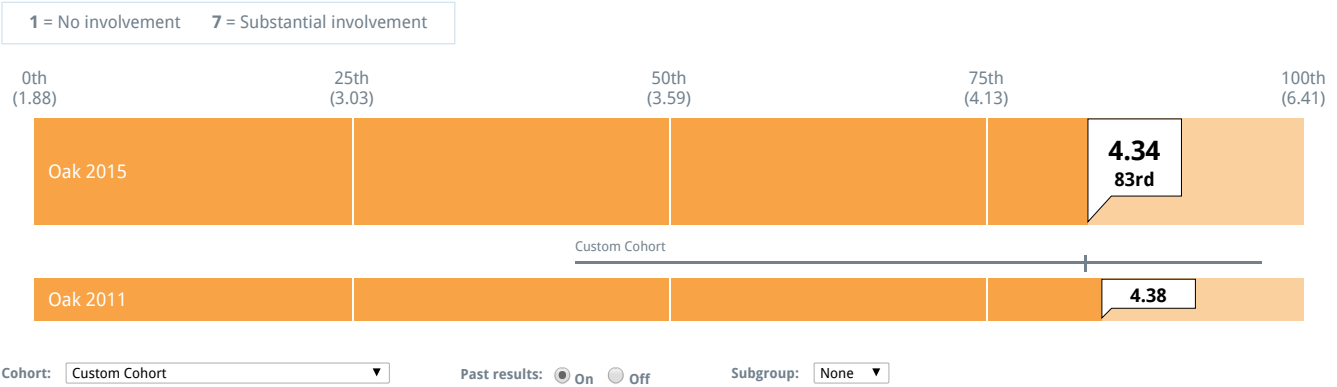
“How helpful was participating in the Foundation’s reporting/evaluation process in strengthening the organization/program funded by the grant?”



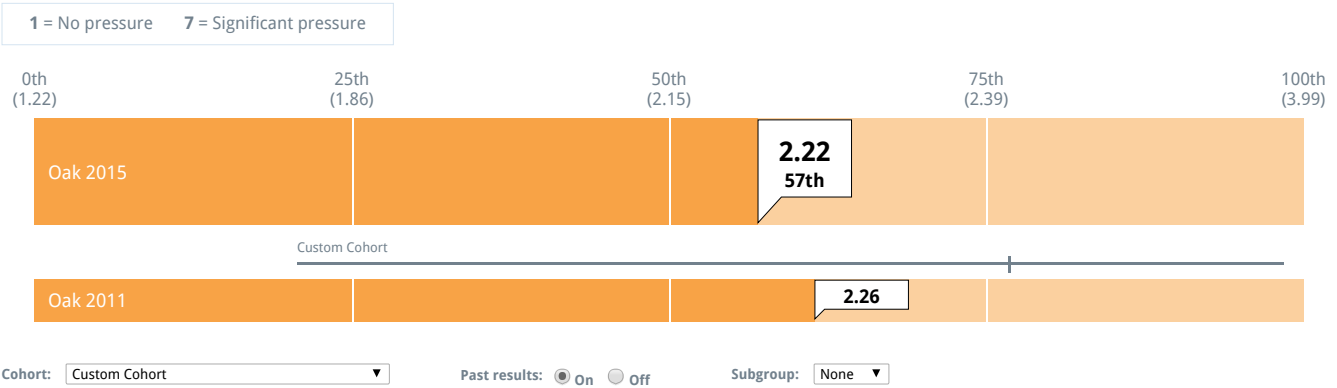
Selection Process

Did you submit a proposal for this grant? (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Submitted a Proposal	97%	99%	93%	96%
Did Not Submit a Proposal	3%	1%	7%	4%

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



“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?”



Time Between Submission and Clear Commitment

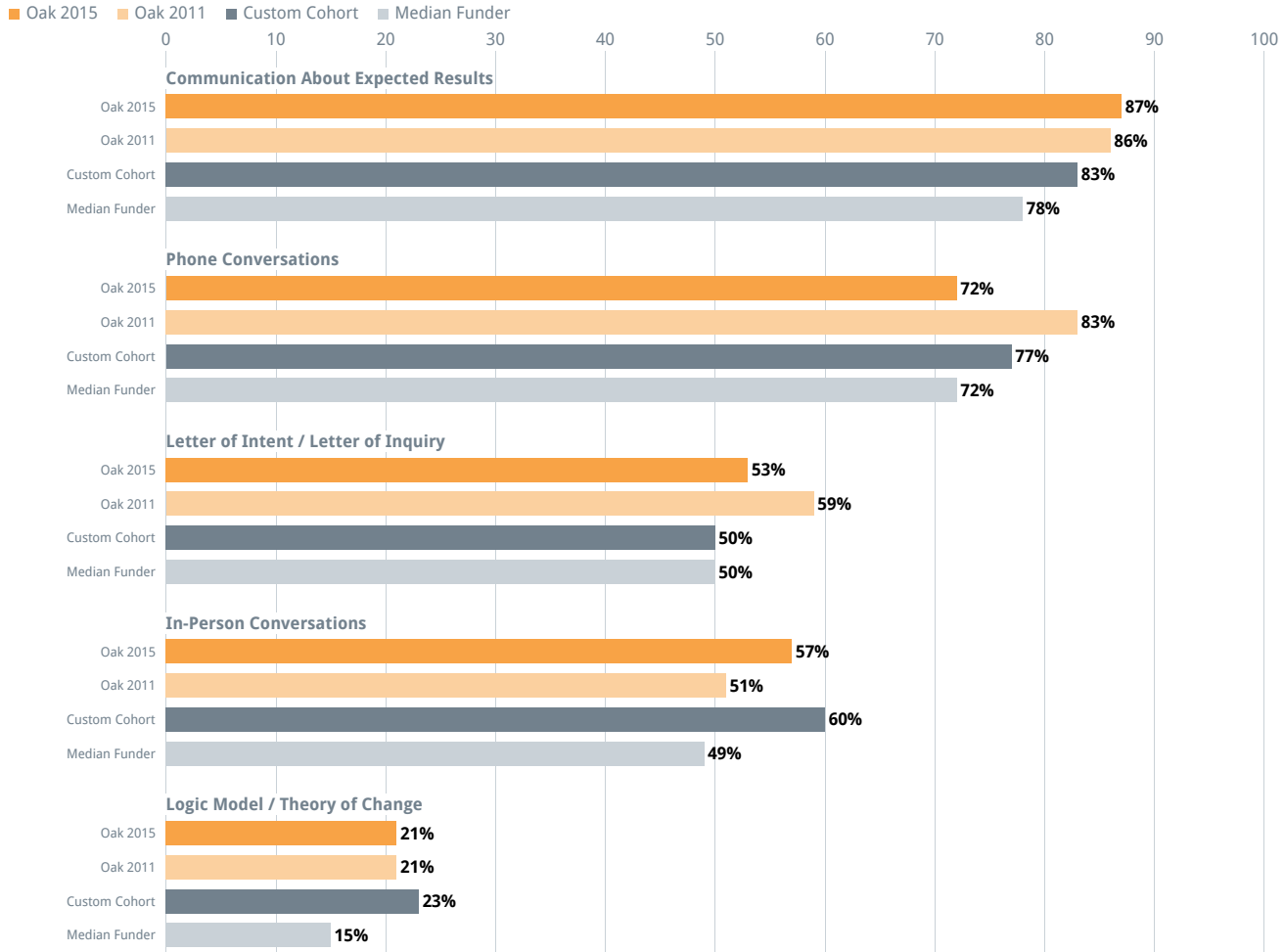
“HOW MUCH TIME ELAPSED FROM THE SUBMISSION OF THE GRANT PROPOSAL TO CLEAR COMMITMENT OF FUNDING?”

Time Elapsed from Submission of Proposal to Clear Commitment of Funding (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Less than 1 month	1%	3%	6%	5%
1 - 3 months	34%	34%	55%	45%
4 - 6 months	39%	36%	30%	33%
7 - 9 months	13%	16%	5%	8%
10 - 12 months	8%	8%	2%	5%
More than 12 months	5%	4%	2%	4%

Selection Process Activities

"WHICH SELECTION/PROPOSAL PROCESS ACTIVITIES WERE A PART OF YOUR PROCESS?"

Selection Process Activities

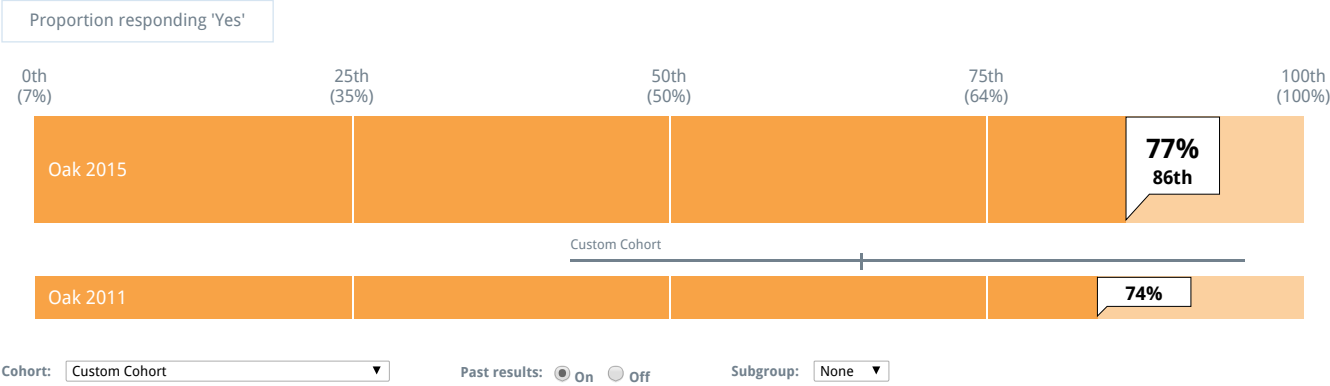


Reporting and Evaluation Process

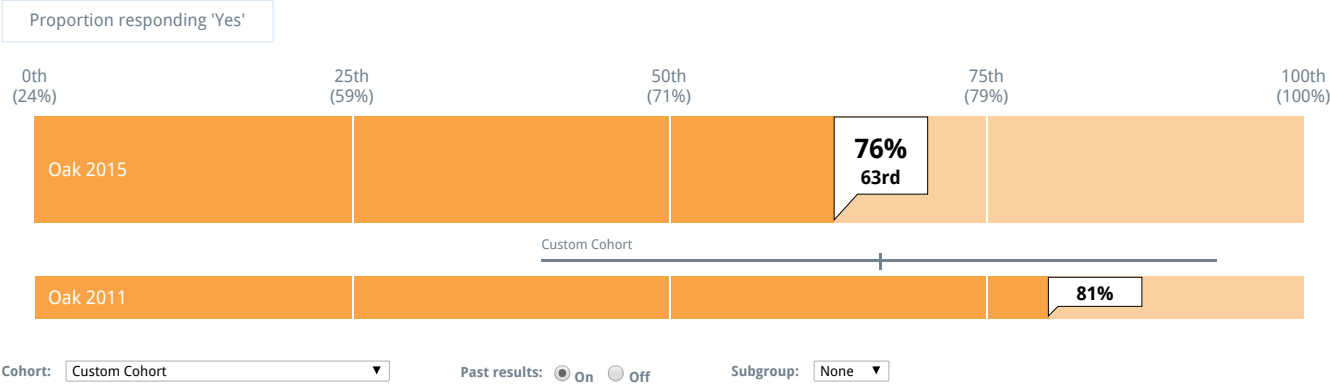
Participation in Reporting and/or Evaluation Processes (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Participated in a reporting and/or evaluation process	64%	63%	57%	58%
There will be a report/evaluation but it has not occurred yet	31%	34%	34%	37%
There was/will be no report/evaluation	3%	2%	5%	3%
Don't know	2%	1%	4%	2%

Involved External Evaluator in Reporting/Evaluation Process (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Yes	26%	27%	20%	28%
No	74%	73%	80%	72%

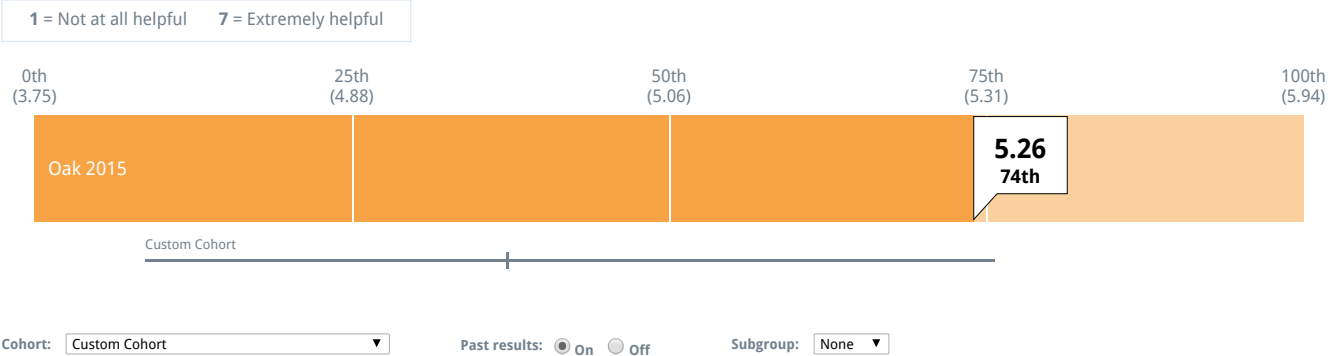
“After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?”



“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?”

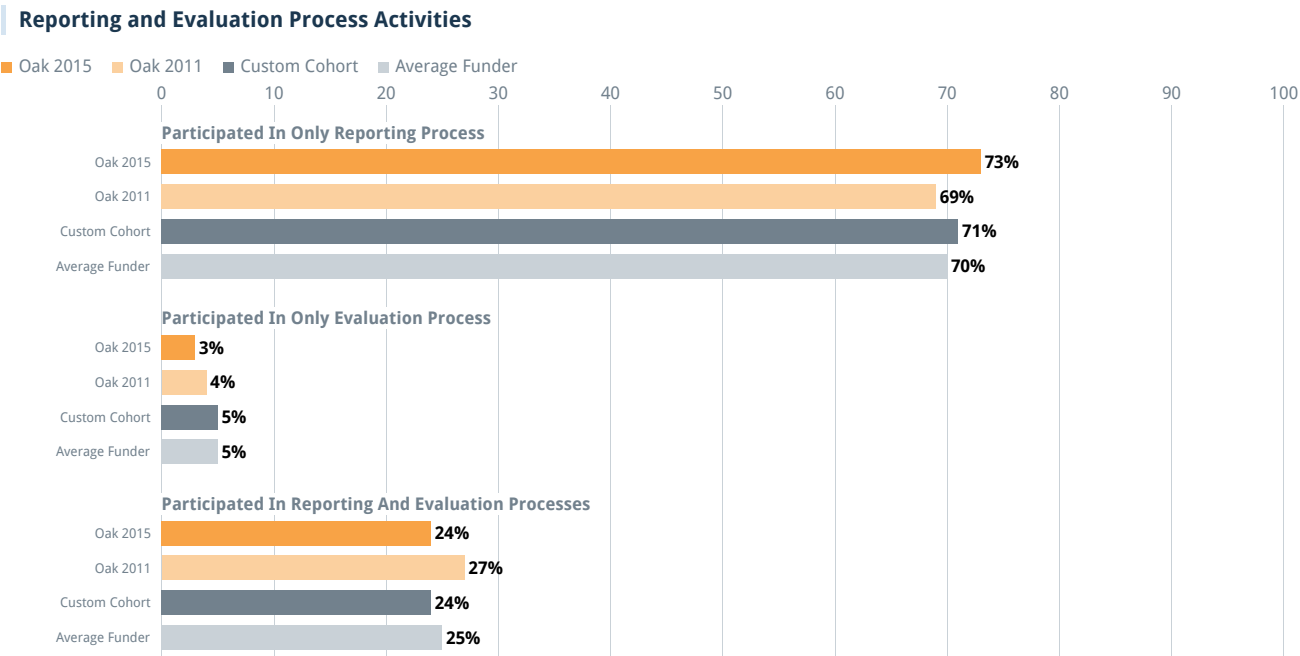


“How helpful has the Foundation been to your organization’s ability to assess progress towards your organization’s goals?”



Reporting and Evaluation Process Activities

"WHICH REPORTING/EVALUATION PROCESS ACTIVITIES WERE A PART OF YOUR PROCESS?"

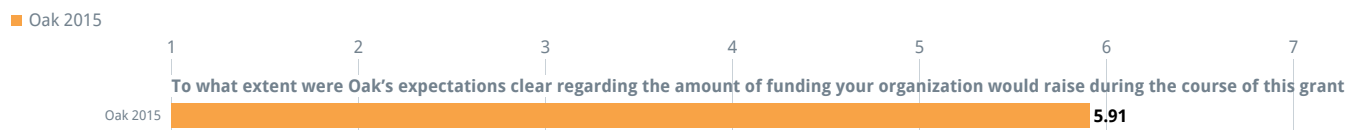


Oak-Specific Questions

"To what extent were Oak's expectations clear regarding the amount of funding your organization would raise during the course of this grant to complement the support provided by Oak?"

(1 = Not at all clear, 7 = Extremely clear)

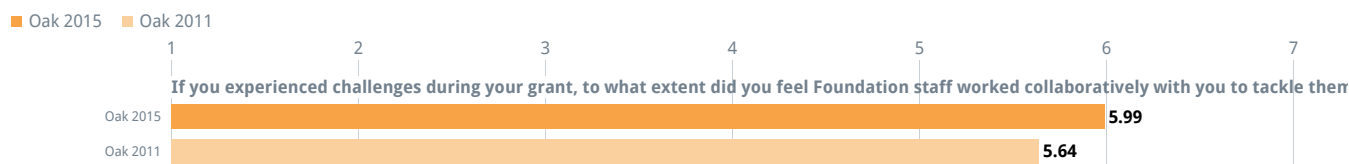
Clarity of Expectations regarding Amount Organizations would Raise - Overall



"If you experienced challenges during your grant, to what extent did you feel Foundation staff worked collaboratively with you to tackle them?"

(1 = Not at all, 7 = To a great extent)

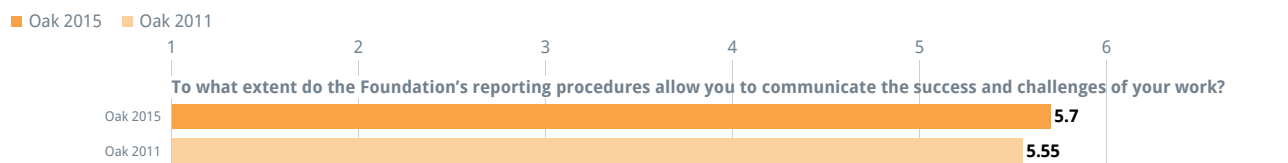
Extent to which Foundation Staff Worked Collaboratively to Tackle Challenges - Overall



"To what extent do the Foundation's reporting procedures allow you to communicate the success and challenges of your work?"

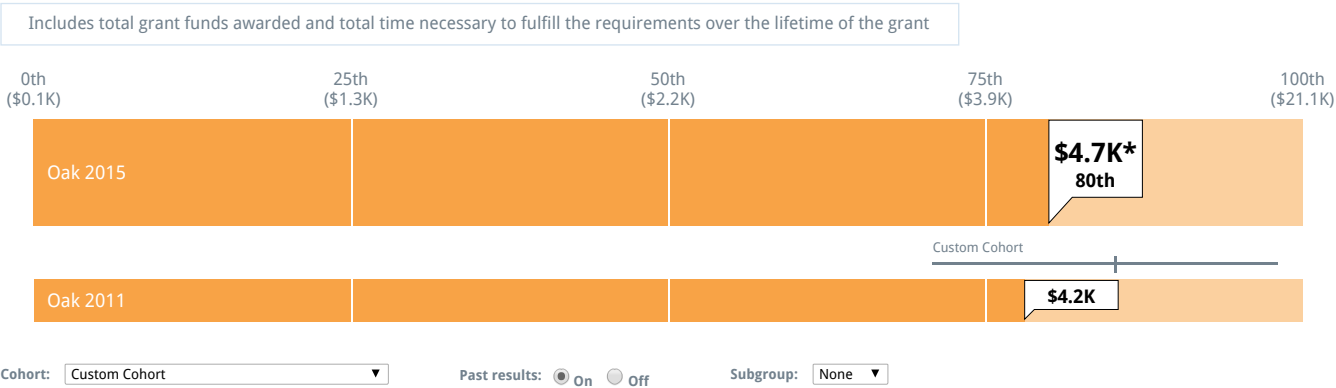
(1 = Not at all, 7 = To a great extent)

Extent to which Reporting Procedures Allow Communication of Strengths/Challenges - Overall

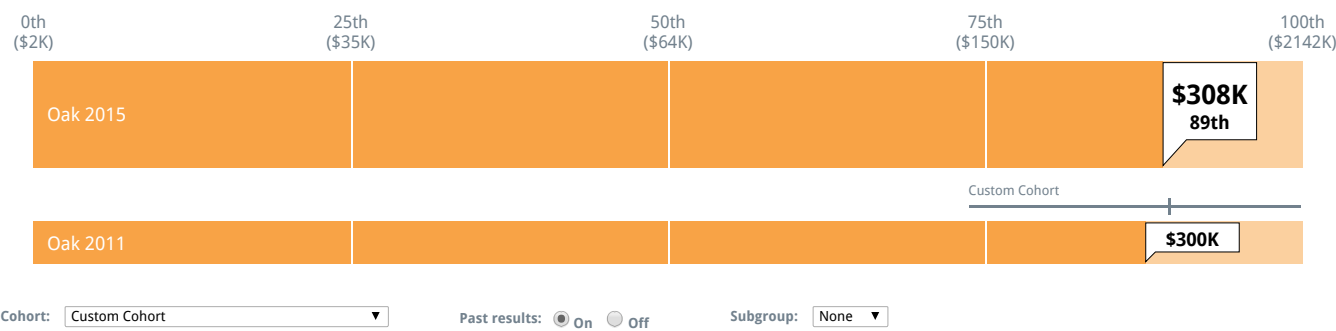


MONETARY RETURN AND TIME SPENT ON PROCESSES

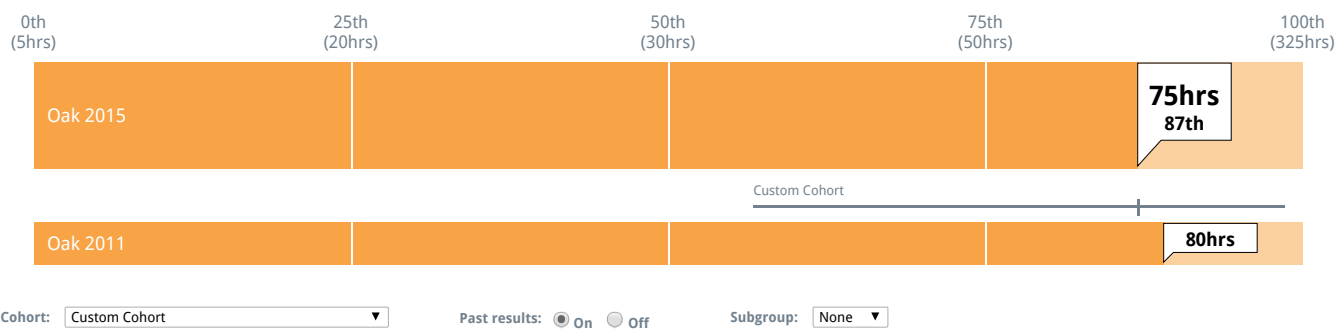
Monetary Return: Median grant funds awarded per process hour spent



Median Grant Size

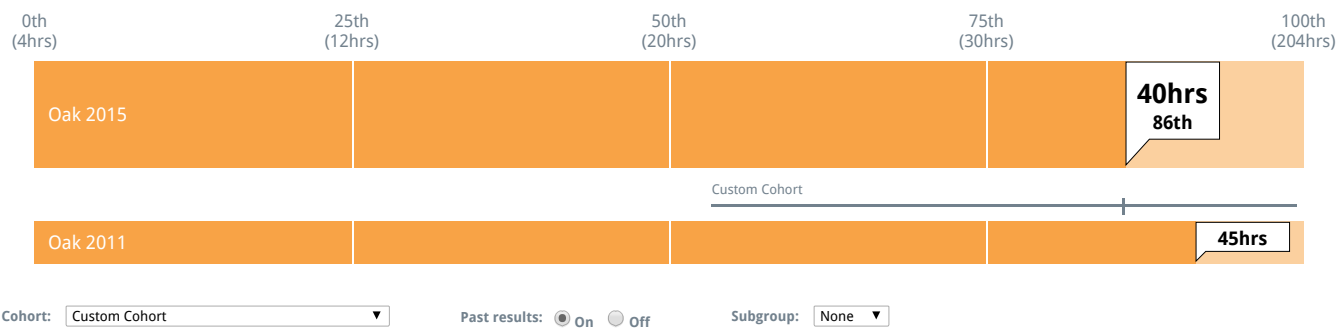


Median hours spent by grantees on funder requirements over grant lifetime



Time Spent on Selection Process

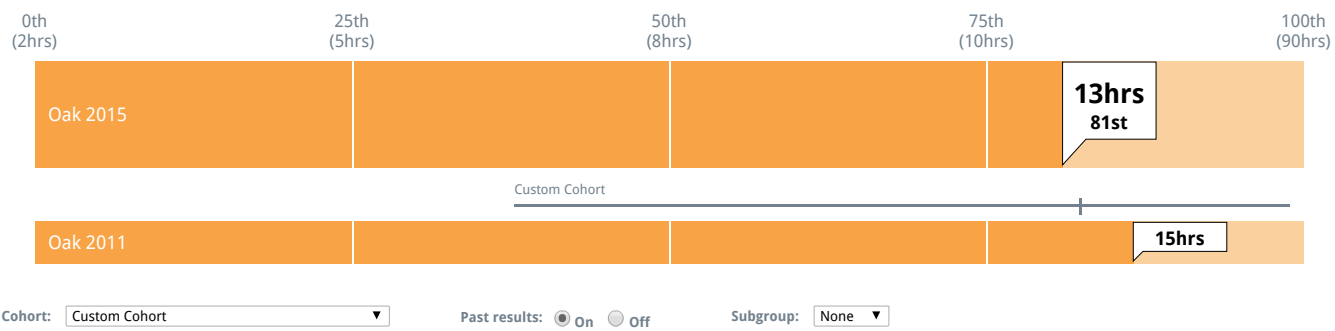
Median Hours Spent on Proposal and Selection Process



Time Spent On Proposal And Selection Process (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
1 to 9 hours	4%	4%	23%	7%
10 to 19 hours	10%	7%	22%	11%
20 to 29 hours	13%	17%	17%	15%
30 to 39 hours	10%	8%	8%	8%
40 to 49 hours	15%	15%	11%	16%
50 to 99 hours	24%	24%	10%	18%
100 to 199 hours	16%	18%	6%	15%
200+ hours	6%	7%	3%	11%

Time Spent on Reporting and Evaluation Process

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



Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
1 to 9 hours	38%	35%	55%	36%
10 to 19 hours	27%	24%	19%	23%
20 to 29 hours	13%	9%	10%	14%
30 to 39 hours	6%	7%	4%	6%
40 to 49 hours	6%	6%	3%	6%
50 to 99 hours	5%	12%	5%	8%
100+ hours	4%	7%	4%	8%

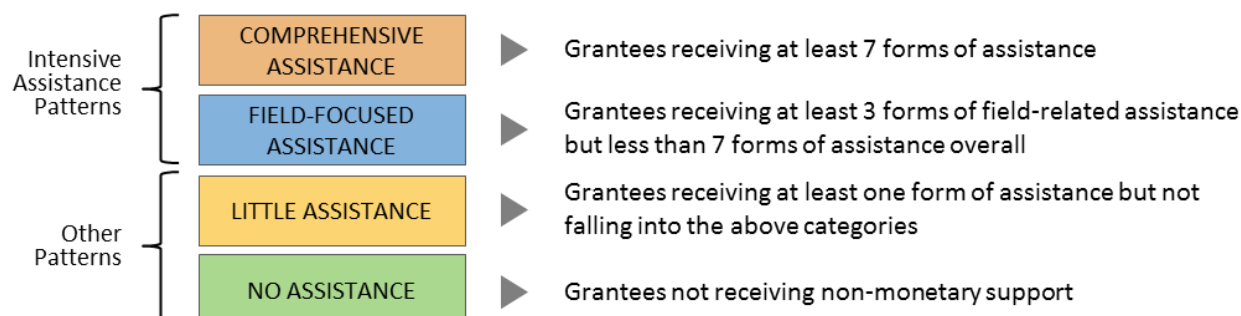
NON-MONETARY ASSISTANCE

Non-Monetary Assistance Patterns

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

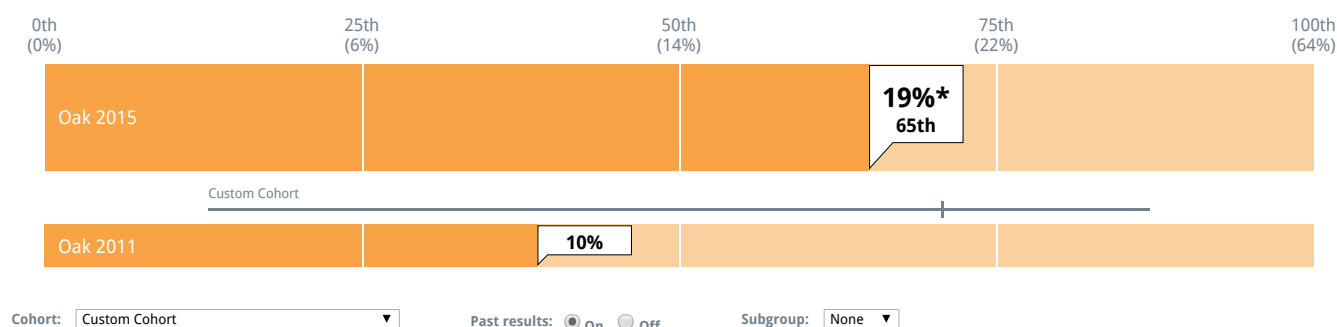
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions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

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



Non-Monetary Assistance Patterns (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Comprehensive	5%	2%	6%	6%
Field-focused	13%	9%	9%	13%
Little	45%	40%	37%	40%
None	36%	50%	47%	42%

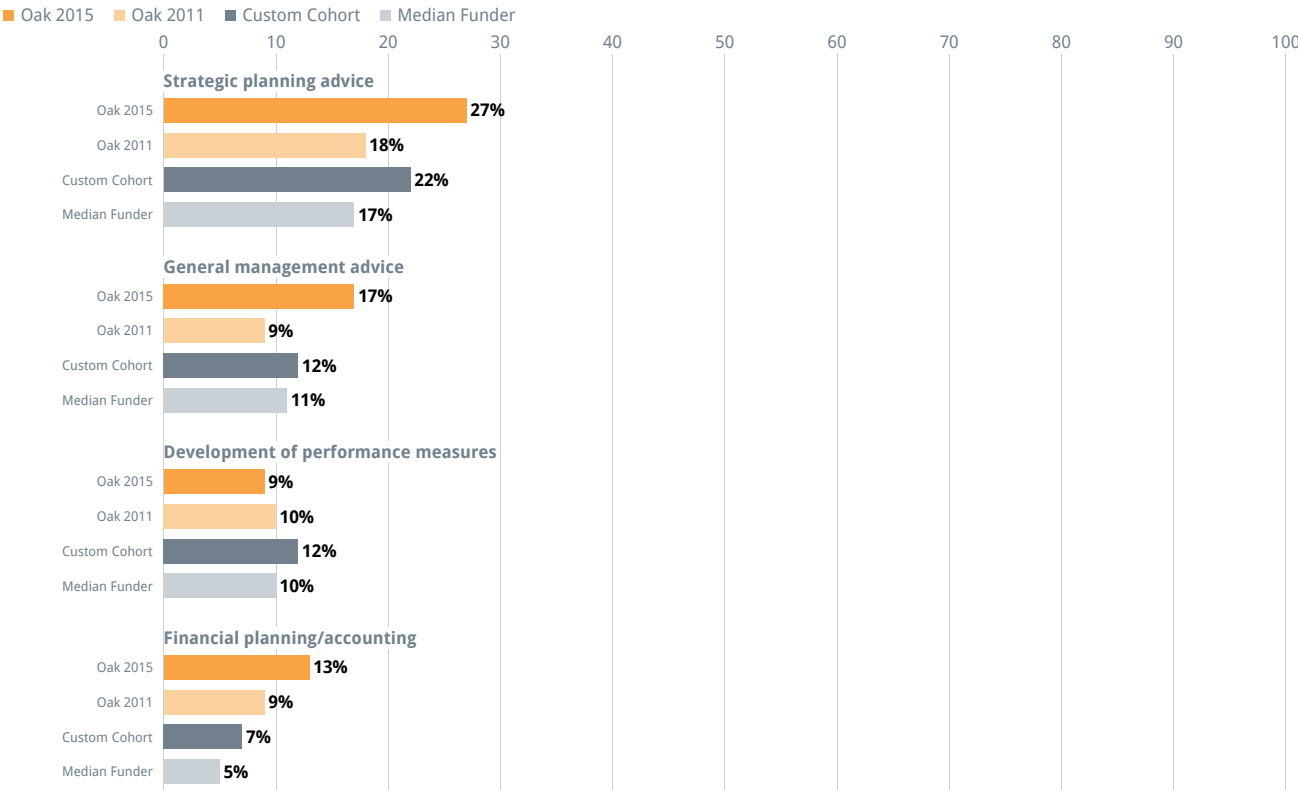
Proportion of grantees that received field-focused or comprehensive assistance



Management Assistance Activities

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

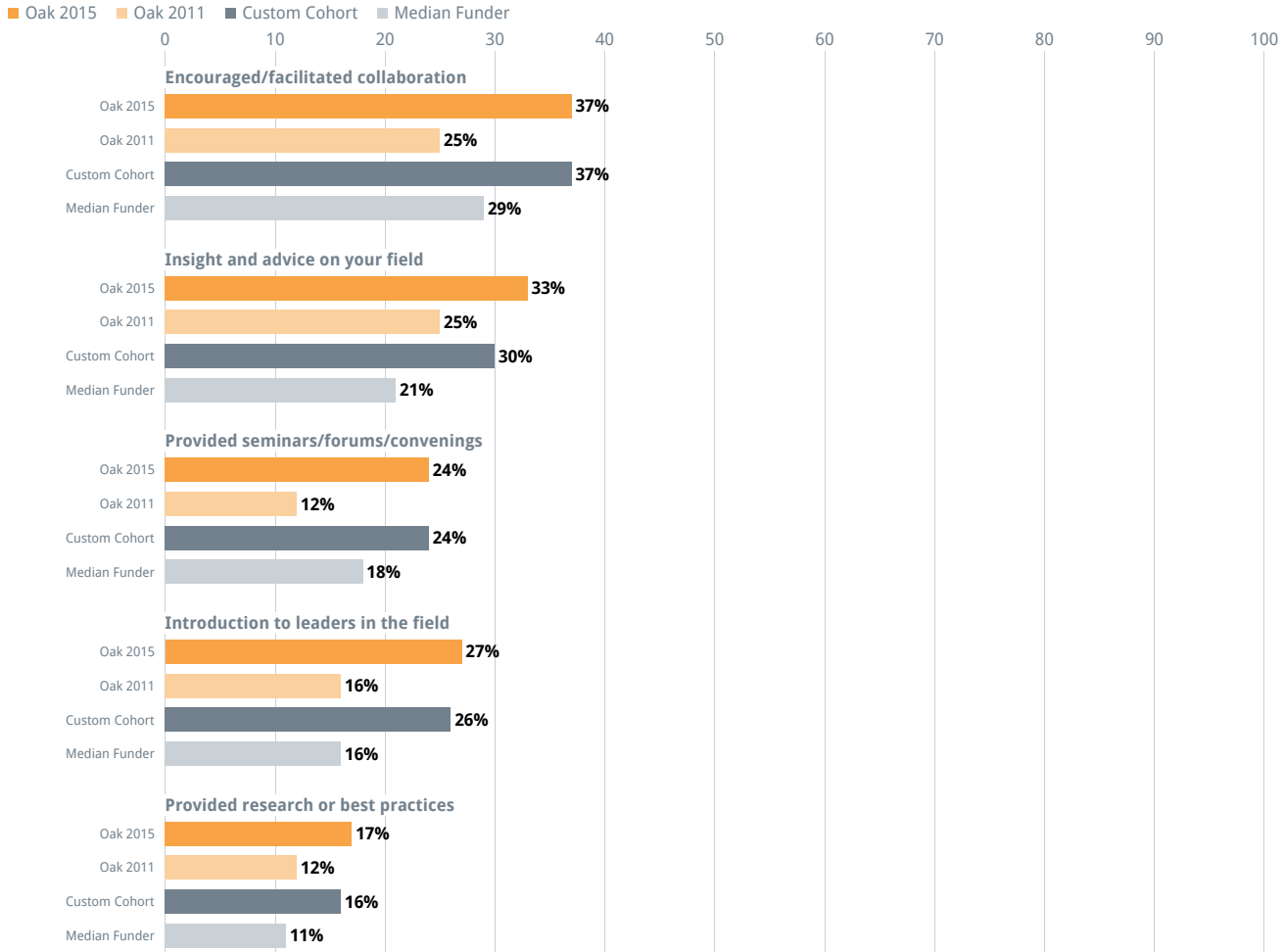
Percentage of Grantees that Received Management Assistance



Field-Related Assistance Activities

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

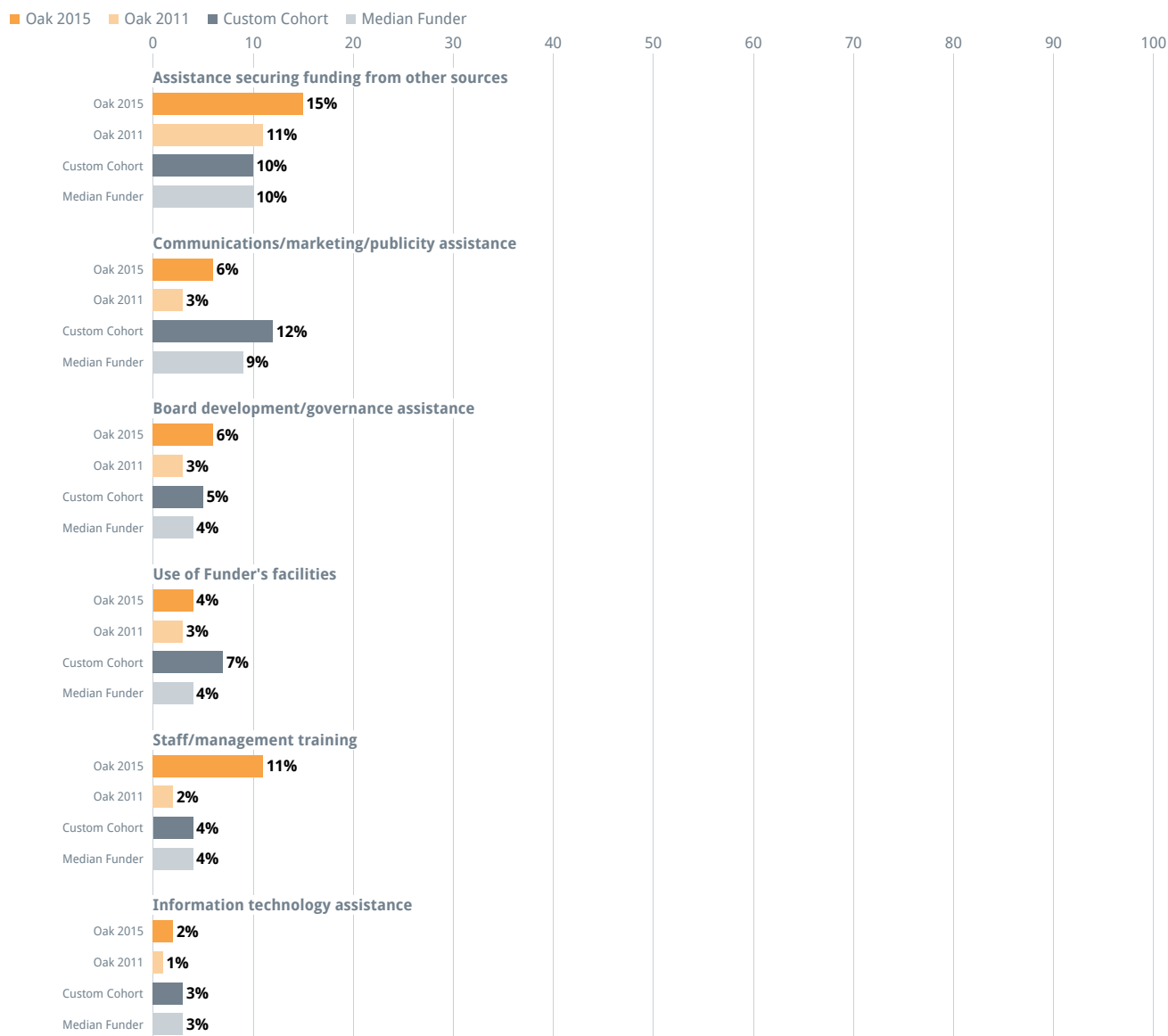
Percentage of Grantees that Received Field-Related Assistance



Other Assistance Activities

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

Percentage of Grantees that Received Other Assistance

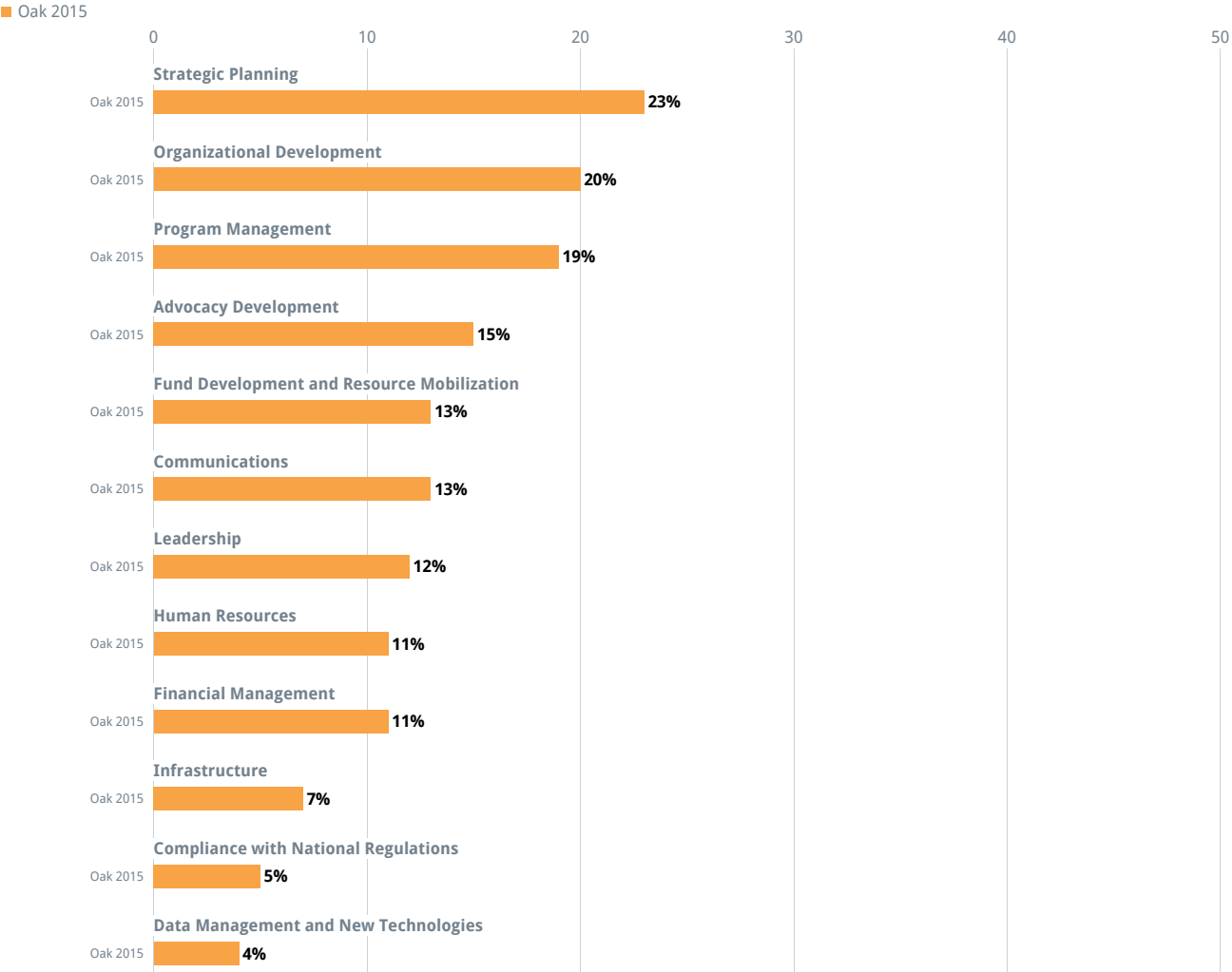


Capacity-Building Support

"Please indicate whether you received capacity-building assistance from Oak Foundation in any of the following areas."

Note: 49% of grantees indicated that they received none of the following forms of capacity-building assistance.

Forms of Capacity-Building Assistance Received - Overall

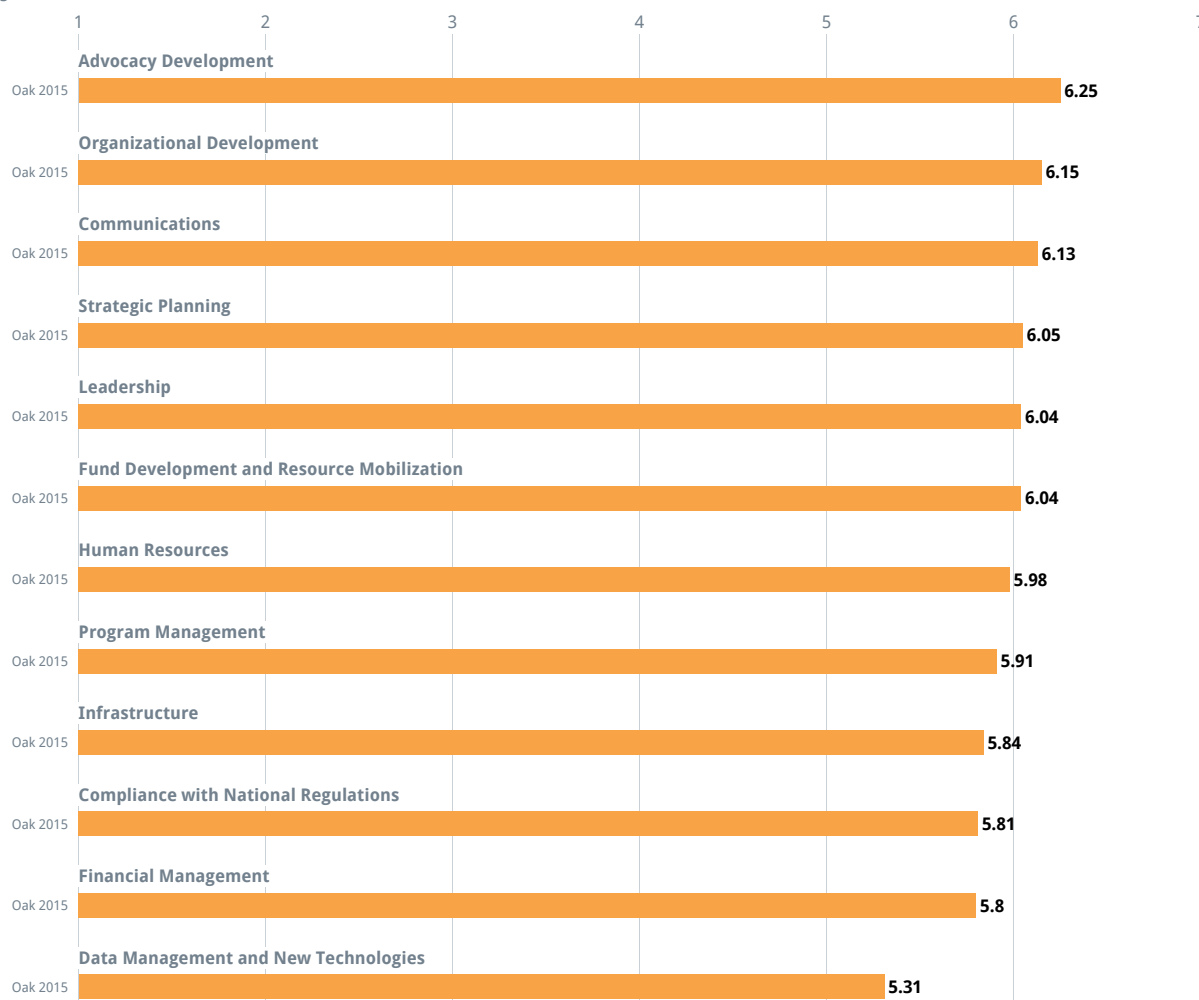


"To what extent did these forms of capacity-building assistance help you strengthen your organization's work?"

(1 = Not at all, 7 = To a great extent)

Extent to which Capacity-Building Assistance Strengthened Grantees' Work - Overall

■ Oak 2015



GRANTEE SUGGESTIONS FOR THE FOUNDATION

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

To download the full set of grantee comments and suggestions, please use the "Downloads" drop-down menu on the top right of your report. Please note that comments have been edited or deleted to protect the confidentiality of respondents.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	Number of Comments	Proportion of Comments
Proposal and Selection Process	81	23%
Non-Monetary Assistance	65	18%
Quality and Quantity of Interactions with Staff	56	16%
Grantmaking Characteristics	32	9%
Reporting and Evaluation Process	30	9%
Foundation Communications	22	6%
Impact on and Understanding of Grantees' Local Communities	20	6%
General Grant Processes	17	5%
Impact on and Understanding of Grantees' Organizations	11	3%
Impact on and Understanding of Grantees' Fields	10	3%
Other Suggestions	7	2%

Selected Comments

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

Suggestion Theme	Grantee Comments
Proposal and Selection Process (23%, N=81)	Reduce Time Spent on Decision-Making Processes (N=29): "It would be very helpful to have greater information and clarity on the timeline of the decision-making process." "In order to plan our resources and activities according to what we present in the proposal, it would be great to reduce the time lag between submission and grant letter (or have a firm verbal or written confirmation)." "Sometimes there is a lapse between when grant has been approved and when it is executed, which can lead to being off budget. It would be good to ensure that consistent applications are made and delivered within a specified time frame."
	Clarify and Improve Grant Renewal Process (N=14): "More concrete info around opportunities to approach for a new grant when another one is ending. It often feels like the only way I can get info about our future with Oak is to just wait for the next in-person visit with our program officer." "The lag time between our first...grant concluding and our second...grant commencing was nearly 12 months and caused some financial stress. A better flow from one grant to the other would have assisted."
	Streamline Application and Proposal Process (N=13): "Reduce the length of the application form, at least for charities with whom you are already familiar. The application process is very time consuming." "The application form could be simpler, with fewer demands for extremely specific information.... For smaller organisations without much experience in applications and grant funding, it is extremely time consuming and difficult."
	Reduce Matching Fund Requirements (N=10): "Our main difficulty in work with the Oak comes from the 50% co-funding. A lower co-financing rate would make it possible to provide more activities." "[Oak] should consider being flexible with their matching-grant requirements. I understand why they want to have matching funds..., but in some instances, there will be work...for which spending time chasing matching funds will only reduce the potential for impact."
	Improve Communications about Application Process (N=5): "[I would suggest] improved and more timely communication during the grant review and selection process."
	Clarify Proposal Guidelines (N=4): "It may be helpful to lay out a little more directly the nature of the application process. We were originally surprised by the shortness of the application form, but it turned out that that was sort-of just the starting point for the conversation."
	Other Selection Process Suggestions (N=6)
Non-Monetary Assistance (18%, N=65)	Assistance Grantees in Securing Funding from Other Sources (N=17): "Perhaps if Oak were aware of opportunities for us to collaborate with other innovative funding recipients in related work...or with companies/corporations who might be aligned with our offering..., there would be an opportunity to sustain future growth." "Going forward, Oak could attempt connecting other like-minded donors to organisations such as [ours]." "Oak might have provided more help to us in finding other funders that would provide matching funds for this project. While we approached (and are continuing to approach) other funders, Oak is not involved. Their involvement might be a great help."
	Facilitate More Cross-Grantee Collaboration (N=17): "Oak could help facilitate sharing of ideas and knowledge amongst its grantees in a field." "We are always looking for more opportunities to engage with other grantees, and introductions to peers who might strengthen our work." "It might be useful if we could engage with other grantees to...see where synergies can be capitalised on to build stronger partnership and better outcomes."
	Increase Opportunities for Grantee Convenings (N=13): "As movement-building is a key strategy of the Foundation, it would be helpful if Oak Foundation grantees had the opportunity to meet regularly as a chance to exchange strategies and develop their networks." "The community would benefit from more convenings of grantees to share learnings.... Convenings organized by Oak around areas of community concern might prove useful for real-time cross-fertilization."
	Provide More Capacity-Building Support (N=7): "Offer possible capacity building activities to the leadership [of our organization]."
	Balance Non-Monetary Assistance with Other Grant Requirements (N=3): "Participation in different Oak-led capacity building initiatives [was] perceived and lived as mandatory..., though initiatives may have been extremely resource-intensive...[and] may have overburdened project staff to some extent."
	Other Non-Monetary Assistance Suggestions (N=8)

Suggestions
Theme

Grantee Comments

Quality and Quantity of Interactions with Staff (16%, N=56)	Increase Frequency of Interactions with Staff (N=24): "Where I believe Oak could improve most is in...more frequent engagement with us as a grantee to exchange views about overall progress towards the change objectives we share." "A Skype call on a regular basis would enable us to have a sense of improved connectivity - and enable informal discussion on our projects." "I feel having more regular meetings (quarterly/6 months) would be great, as sharing good practice and information with Oak staff would be brilliant in discussing how the project is progressing, any challenges experienced, plans for the future, etc."
	Offer More Field Visits to Grantees (N=11): "More field visits to visit [our staff]." "Perhaps they could participate a bit more as "observers" in some of the activities of a project they fund, such as...visiting the team."
	Increase Staff Responsiveness (N=8): "One area for possible improvement concerns lag time between when we raise a question and when Oak staff get back to us."
	Hire More Staff to Reduce Workload (N=7): "Their staff are committed and extremely hard working, but it is almost impossible to carry the work load. More staff would help enormously."
	Better Manage Contact Transitions (N=3): "Inform grantees when programme officers change, and how best to open communication with a new programme officer."
	Other Interactions Suggestions (N=3)
Grantmaking Characteristics (9%, N=32)	Offer More Core Support (N=11): "Moving away from project-specific funding to general support funding would be the single most significant improvement that Oak could make. The ability to really have sustainable impact in any given effort is linked to the organization itself being sustainable and having the flexibility to spend grants in line with its mission and emerging opportunities." "Allocate funds to unspecified start-up activity for core funding, where high quality impact towards Oak's broad strategic goals can be demonstrated."
	Increase Size of Grants (N=6): "Oak should increase the funding, given the needs felt at the ground that we are responding to."
	Increase Length of Grants (N=5): "I would like to see Oak giving longer-term grants to programmes."
	Offer Multiple Grants to the Same Organization (N=4): "Unlike many international funders, Oak supports only one project in an organization.... There are a number of international funders that do support two or three projects in an organization at the same time."
	Other Grantmaking Suggestions (N=6)
Reporting and Evaluation Process (9%, N=30)	Streamline Reporting/Evaluation Process (N=9): "Oak's...reporting forms are somewhat cumbersome and could be streamlined."
	Clarify Reporting Guidelines (N=8): "We find that the instructions for completing reports and budget modifications are not really available.... It would be helpful for the Oak Foundation to provide information on these processes on the web."
	Discuss More Reports/Evaluations with Grantees (N=4): "It would have been helpful and encouraging to get more feedback on the report(s) we submitted, as well as our contribution(s) to the learning questions, which we put much effort into but never received feedback or follow-up on."
	Help Grantees Assess Their Work (N=4): "It would be a strength for social organizations to have systematized training for reporting and work with indicators. Implement a system for evaluating the performance of technical...areas."
	Add More Structure to Reporting (N=3): "Grants can benefit from some more structured monitoring of progress and impact throughout the life of grants"
	Other Reporting/Evaluation Process Suggestions (N=3)

Suggestions
Theme

Grantee Comments

Foundation Communications (6%, N=22)	Improve Clarity of Communications of Goals and Strategy (N=10): "The only improvements I would suggest are more related to communicating to the grantees what they are strategically trying to do in each of the areas. I have tried a few times to gain a better understanding also across areas within Oak.... Inter-Oak connections seem harder to make for grantees." "More communication about the Foundation and its goals and supported projects, such as an e-newsletter."	
	Increase Consistency of Communications (N=5): "[There should be] more coherency from one programme to the other (in terms of procedures, approachability)."	
	Increase Transparency Regarding Best Practices Oak has Learned (N=3): "If there was one thing Oak could do better, it would be to share more deeply the discussions within the Foundation about what they are reading about [strategies in our field]...and in general a more open discussion about how to do what we do better."	
	Other Communications Suggestions (N=4)	
Impact on and Understanding of Grantees' Local Communities (6%, N=20)	Have Better Local Representation in Grantees' Communities (N=7): "Possibly have a country office or a country officer [in our community]."	
	Improve/Demonstrate Understanding of the Contexts in which Grantees Work (N=7): "[Improve] the concrete understanding of ground realities and issues on which partners are working."	
	Focus Work on Different Communities (N=5): "We firmly believe that indigenous peoples globally have not been given adequate support to share their knowledge and be part of proposing solutions to our global phenomena. That said, we encourage Oak to prioritize supporting directly the initiatives of local communities."	
	Other Community Impact Suggestions (N=1)	
General Grant Processes (5%, N=17)	Streamline Grant Processes (N=7): "The processes should be faster and not too lengthy."	
	Improve Online Portal (N=3): "Some of the new online forms were a bit tricky to work through."	
	Increase Flexibility of Processes (N=3): "More nimble and adaptive procedures are always helpful."	
	Other Grant Process Suggestions (N=4)	
Impact on and Understanding of Grantees' Organizations (3%, N=11)	Improve Understanding of Grantees' Goals and Strategy (N=7): "Take an interest in the organisations, and spend more time seeing how these organisations are progressing, governed, and other work it is producing."	
	Fund Different Types of Organizations (N=2): "Oak is a major funder of [our] work. Many of its grantees, however, are large organizations. These organizations tend to be less vulnerable to giving fluctuations as compared to smaller ones, like ours.... Oak could play a major part in helping to maintain smaller organizations."	
	Other Organizational Impact Suggestions (N=2)	
Impact on and Understanding of Grantees' Fields (3%, N=10)	Shift Programmatic Focus to New Fields (N=6): "I think Oak should expand their LGBT funding and become one of the leaders in the field."	
	Improve Impact on Public Policy (N=2): "My suggestion would be for Oak to consider ways in which they can expand their influence and enhance their ability to have an impact at a strategic/policy level."	
	Other Field Impact Suggestions (N=2)	
Other Suggestions (2%, N=7)	Other Suggestions for Improvement (N=7)	

CONTEXTUAL DATA

GRANTMAKING CHARACTERISTICS

Length of Grant Awarded (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Average grant length	2.9 years	2.8 years	2.1 years	2.5 years

Length of Grant Awarded (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
1 year	10%	12%	49%	23%
2 years	18%	27%	22%	30%
3 years	56%	51%	17%	31%
4 years	7%	3%	4%	6%
5 or more years	9%	7%	8%	11%

Type of Grant Awarded (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Program / Project Support	61%	82%	64%	72%
General Operating / Core Support	34%	11%	20%	17%
Capital Support: Building / Renovation / Endowment Support / Other	1%	3%	7%	5%
Technical Assistance / Capacity Building	3%	3%	4%	4%
Scholarship / Fellowship	1%	1%	2%	1%
Event / Sponsorship Funding	0%	0%	2%	1%

GRANT SIZE

Grant Amount Awarded (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Median grant size	\$308K	\$300K	\$64K	\$329K

Grant Amount Awarded (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Less than \$10K	2%	1%	11%	1%
\$10K - \$24K	0%	1%	15%	2%
\$25K - \$49K	1%	2%	14%	4%
\$50K - \$99K	6%	4%	16%	8%
\$100K - \$149K	7%	9%	9%	7%
\$150K - \$299K	26%	28%	15%	19%
\$300K - \$499K	25%	26%	7%	17%
\$500K - \$999K	18%	12%	6%	16%
\$1MM and above	14%	17%	7%	28%

Median Percent of Budget Funded by Grant (Annualized) (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	10%	10%	4%	5%

Grantee Characteristics

Operating Budget of Grantee Organization (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Median Budget	\$1.5M	\$1.4M	\$1.4M	\$3.1M

Operating Budget of Grantee Organization (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
<\$100K	5%	4%	9%	3%
\$100K - \$499K	23%	24%	20%	13%
\$500K - \$999K	15%	13%	14%	10%
\$1MM - \$4.9MM	31%	30%	29%	30%
\$5MM - \$24MM	15%	16%	17%	23%
>=\$25MM	11%	13%	11%	22%

FUNDING RELATIONSHIP

Pattern of Grantees' Funding Relationship with the Foundation (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
First grant received from the Foundation	42%	43%	29%	39%
Consistent funding in the past	46%	42%	52%	42%
Inconsistent funding in the past	12%	15%	18%	20%

Funding Status and Grantees Previously Declined Funding (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Foundation	89%	82%	78%	84%
Percent of grantees previously declined funding by the Foundation	13%	12%	27%	18%

GRANTEE DEMOGRAPHICS

Job Title of Respondents (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Executive Director	41%	37%	47%	39%
Other Senior Management	20%	15%	14%	20%
Project Director	13%	14%	12%	20%
Development Director	8%	11%	10%	8%
Other Development Staff	9%	11%	7%	5%
Volunteer	0%	0%	1%	0%
Other	9%	11%	9%	8%

Gender of Respondents (Overall)	Oak 2015	Oak 2011	Average Funder	Custom Cohort
Female	66%	67%	63%	54%
Male	34%	33%	37%	46%

Funder Characteristics

Financial Information (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Total assets	N/A	N/A	\$199.2M	\$5.7B
Total giving	\$240.0M	\$116.7M	\$13.5M	\$237.4M

Funder Staffing (Overall)	Oak 2015	Oak 2011	Median Funder	Custom Cohort
Total staff (FTEs)	62	52	13	113
Percent of staff (FTEs) actively managing grantee relationships	70%	67%	42%	37%
Percent of staff who are program staff	70%	67%	41%	41%

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 Oak’s grantee survey was 454.

Core Question Text	Count
Overall, how would you rate the Foundation's impact on your field?	424
How well does the Foundation understand the field in which you work?	426
To what extent has the Foundation advanced the state of knowledge in your field?	361
To what extent has the Foundation affected public policy in your field?	319
Overall, how would you rate the Foundation's impact on your local community?	336
How well does the Foundation understand the local community in which you work?	340
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	433
How much, if at all, did the Foundation improve your ability to sustain the work funded by this grant in the future?	410
How well does the Foundation understand your organization's strategy and goals?	439
Which of the following statements best describes the primary effect the receipt of this grant had on your organization's programs or operations?	445
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	432
Who most frequently initiated the contact you had with your program officer during this grant?	453
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	425
Has your main contact at the Foundation changed in the past six months?	446
Did you submit [a proposal] to the Foundation for this grant?	452
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?	437
How involved was Foundation staff in the development of your grant proposal?	435
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	405
Was there or will there be a reporting/evaluation process?	446
Was an external evaluator involved in your reporting/evaluation process?	265
After submission of your report/evaluation, did the Foundation or the evaluator discuss it with you?	270
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?	400
Have you ever been declined funding from the Foundation?	401
Are you currently receiving funding from the Foundation?	448
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	445

Custom Question Text	Count
To what extent were Oak's expectations clear regarding the amount of funding your organization would raise during the course of this grant to complement the support provided by Oak?	398
If you experienced challenges during your grant, to what extent did you feel Foundation staff worked collaboratively with you to tackle them?	357
Success of Oak Foundation in supporting your organization in: Measuring the impact of your work	349
Success of Oak Foundation in supporting your organization in: Enhancing your organizational sustainability	389
Success of Oak Foundation in supporting your organization in: Strengthening the ability of your organization to share experiences/lessons with peer organizations	364
Success of Oak Foundation in supporting your organization in: Raising resources and attracting new donors for your organization	363
Success of Oak Foundation in supporting your organization in: Raising resources and attracting new donors for the sector in which you work	315
Success of Oak Foundation in supporting your organization in: Supporting you to innovate and take risks	394
Success of Oak Foundation in supporting your organization in: Helping you manage any negative changes in the regulatory environment and your ability to comply with official restrictions on the way you work	258
To what extent do the Foundation's reporting procedures allow you to communicate the success and challenges of your work?	394
Extent to which associate Oak with: Social justice	418
Extent to which associate Oak with: Rights-based	415
Extent to which associate Oak with: Risk-taking	391
Extent to which associate Oak with: Innovation	416
Extent to which associate Oak with: Gender equality	366
Extent to which associate Oak with: Holistic/cross-program approaches	377
To what extent are you aware of the strategy of the Oak program(s) with which you work?	428
Have you ever been asked to provide input or comment on this strategy?	391
Please indicate the media vehicles through which you'd like to receive these communications: Facilitating dialogue between Oak partners	257
Please indicate the media vehicles through which you'd like to receive these communications: Increasing understanding of Oak's strategies/guidelines/activities	281
Please indicate the media vehicles through which you'd like to receive these communications: Sharing lessons learned and best practices	360
Please indicate the media vehicles through which you'd like to receive these communications: Understanding what is happening in a particular program	177
Please indicate the media vehicles through which you'd like to receive these communications: Informing you about what Oak is funding/new developments in the Foundation	342
Please indicate the media vehicles through which you'd like to receive these communications: Supporting grantees' communications initiatives and overall mission	254

ABOUT CEP & CONTACT INFORMATION

MISSION

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

VISION

We seek a world in which pressing social needs are more effectively addressed. We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

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

ABOUT THE GPR

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

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

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