
Ford Foundation 2022 Grantee Perception Report - Public

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THE CENTER FOR
EFFECTIVE PHILANTHROPY

675 Massachusetts Avenue
7th Floor
Cambridge, MA 02139
617-492-0800

131 Steuart Street
Suite 501
San Francisco, CA 94105
415-391-3070

cep.org

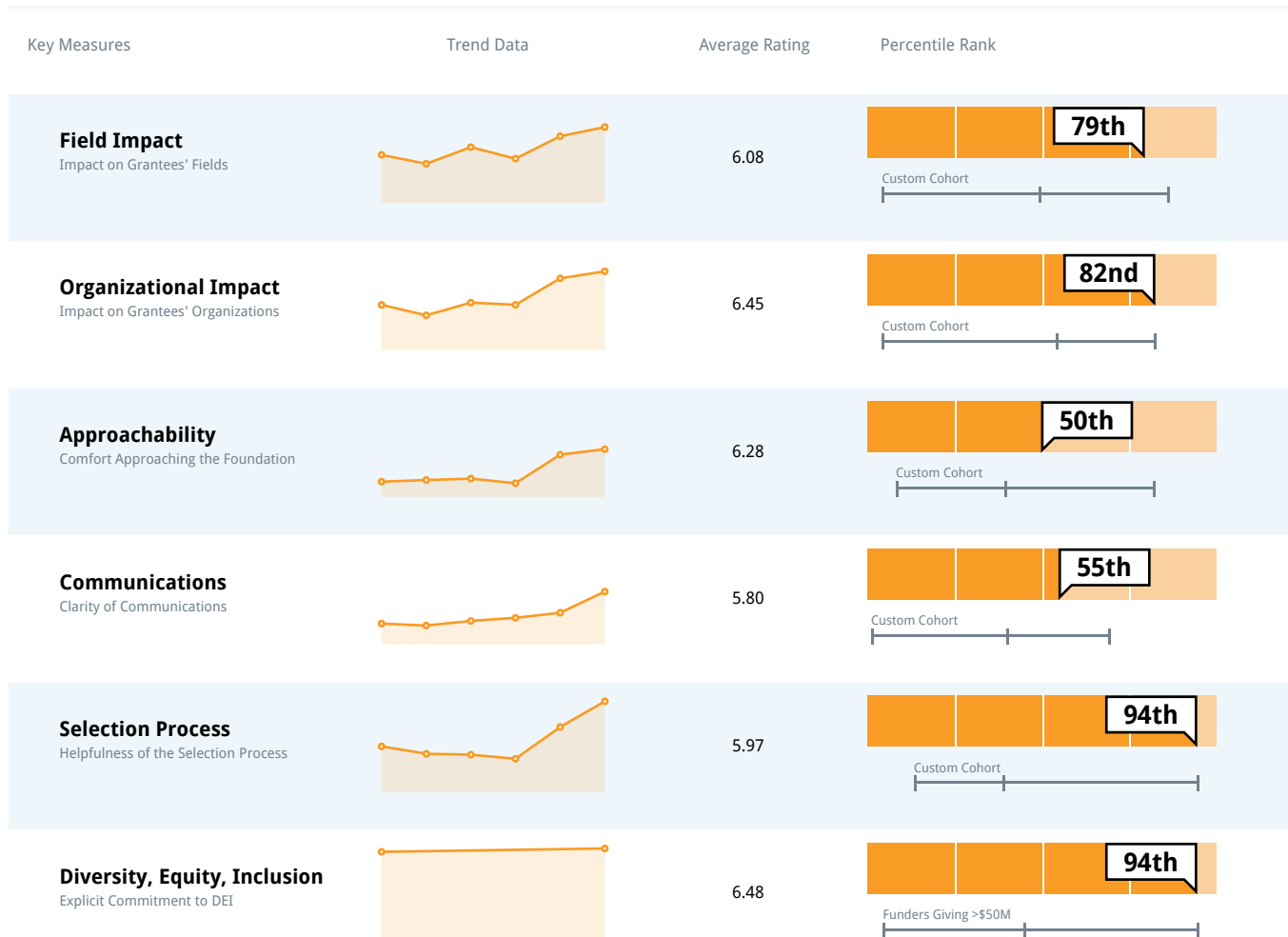
The online version of this report can be accessed at cep.surveystats.org

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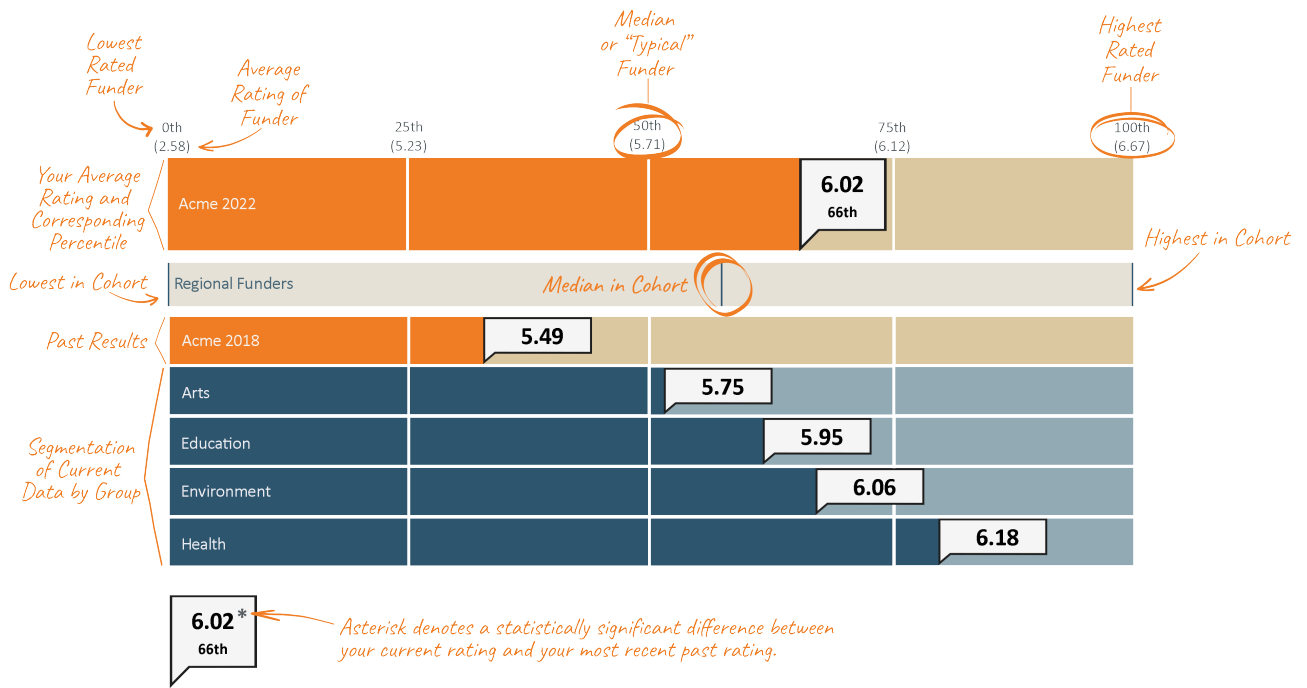
Key Ratings Summary

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.



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 seven responses.

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Ford 2022	September and October 2022	2705	1587	59%
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 2022	2021
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 50,000 grantee responses from over 300 funders built up over more than a decade of grantee surveys. A list of some funders who have recently participated in the GPR 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 seven responses to a specific question.

Comparative Cohorts

Customized Cohort

Ford selected a set of 13 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 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 19 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	37	Funders with median grant size of \$20K or less
Large Grant Providers	99	Funders with median grant size of \$200K or more
High Touch Funders	38	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	36	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	103	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	99	Funders that make at most 10% of grants by invitation only
Intermediary Funders	36	Funders that primarily regrant philanthropic dollars
International Funders	62	Funders that fund outside of their own country
European Funders	28	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than \$5 Million	61	Funders with annual giving of less than \$5 million
Funders Giving \$50 Million or More	83	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	163	All private foundations in the GPR dataset
Family Foundations	78	All family foundations in the GPR dataset
Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	31	All health conversation foundations in the GPR dataset
Corporate Foundations	23	All corporate foundations in the GPR dataset

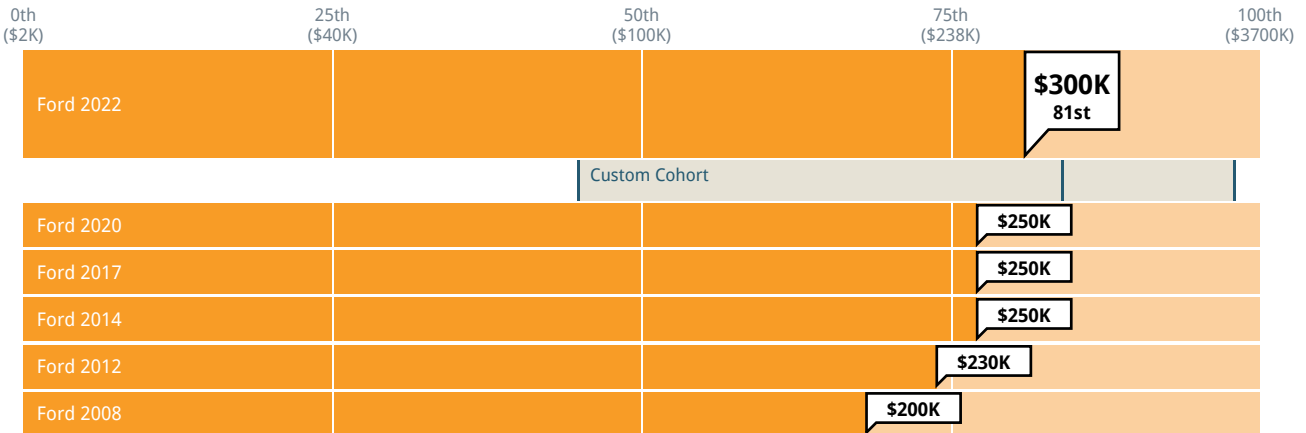
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	45	Funders that are primarily based outside the United States
Recently Established Foundations	24	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	98	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, and further detail is available in the Contextual Data section of this report.

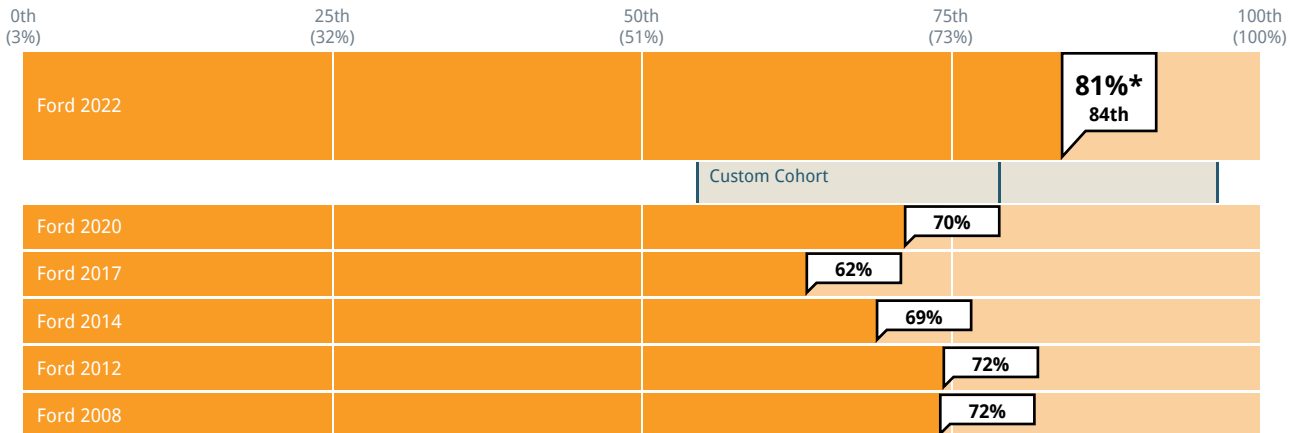
Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: None

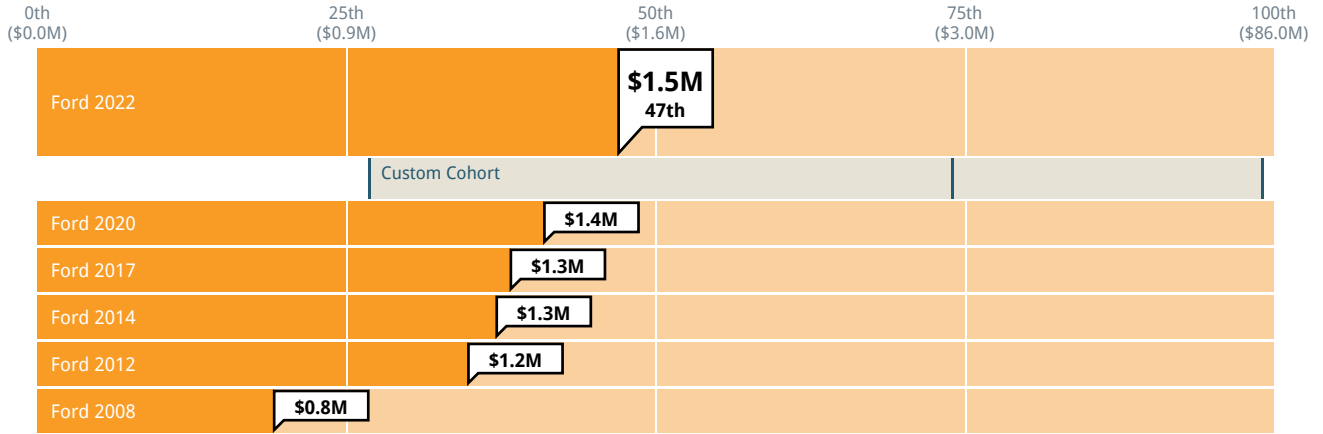
Proportion of Multi-year Grants

Proportion of grantees that report receiving grants for two years or longer



Cohort: Custom Cohort Past results: on Subgroup: None

Median Organizational Budget



Cohort: Custom Cohort Past results: on Subgroup: None

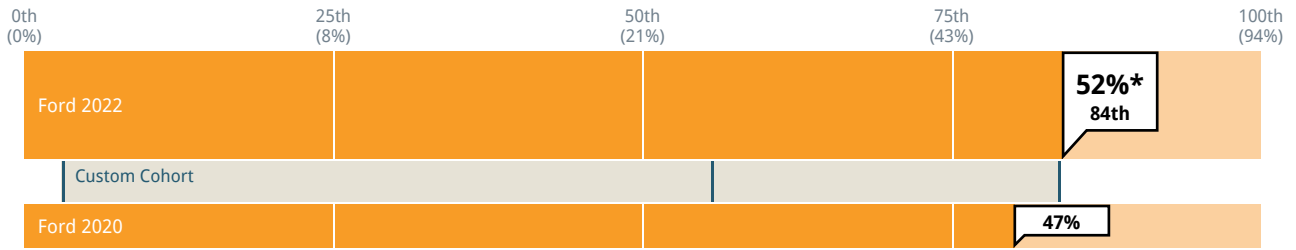
Selected Cohort: Custom Cohort	
Grant History	
Percentage of first-time grants	
Ford 2022	26%
Ford 2020	21%
Ford 2017	19%
Ford 2014	19%
Ford 2012	19%
Average Funder	29%
Custom Cohort	33%

Selected Cohort: Custom Cohort

Program Staff Load			
	Dollars awarded per program full-time employee	Applications per program full-time employee	Active grants per program full-time employee
Ford 2022	\$5M	N/A	32
Ford 2020	\$3.1M	8	25
Ford 2017	\$2.8M	11	20
Ford 2014	\$4.9M	14	31
Ford 2012	\$3.8M	13	31
Median Funder	\$2.6M	26	32
Custom Cohort	\$5.1M	10	25

Proportion of Unrestricted Funding

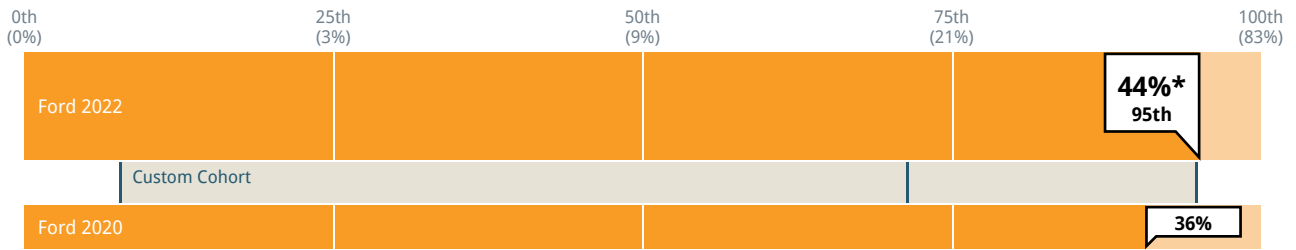
Proportion of grantees responding 'No, this funding was not restricted to a specific use (e.g., general operating, core support)'



Cohort: Custom Cohort Past results: on Subgroup: None

Proportion of grantees receiving multi-year unrestricted grants

Proportion of grantees that report receiving grants for two years or longer and who report receiving general operating support funding that was not restricted to a specific use.

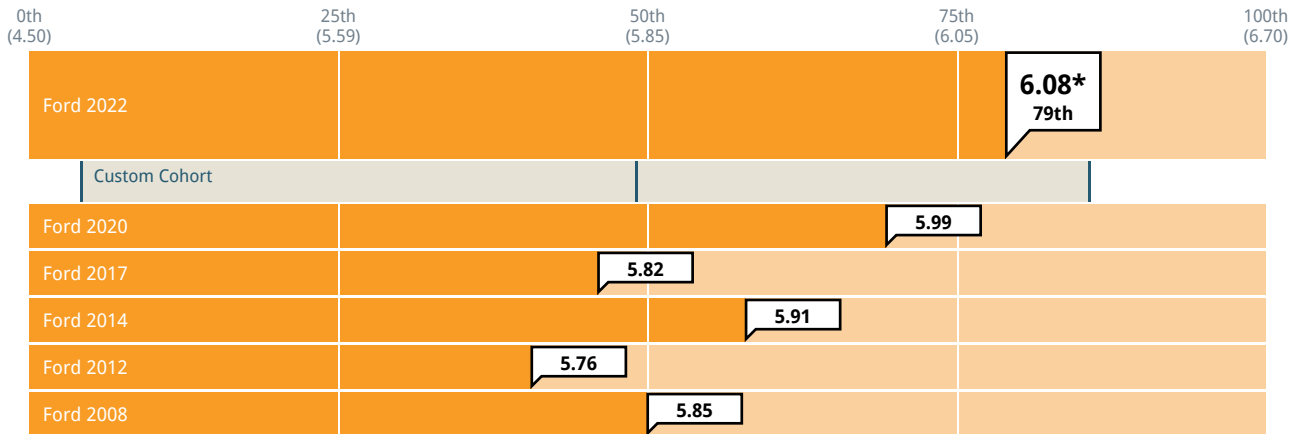


Cohort: Custom Cohort Past results: on Subgroup: None

Impact on and Understanding of Grantees' Fields

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

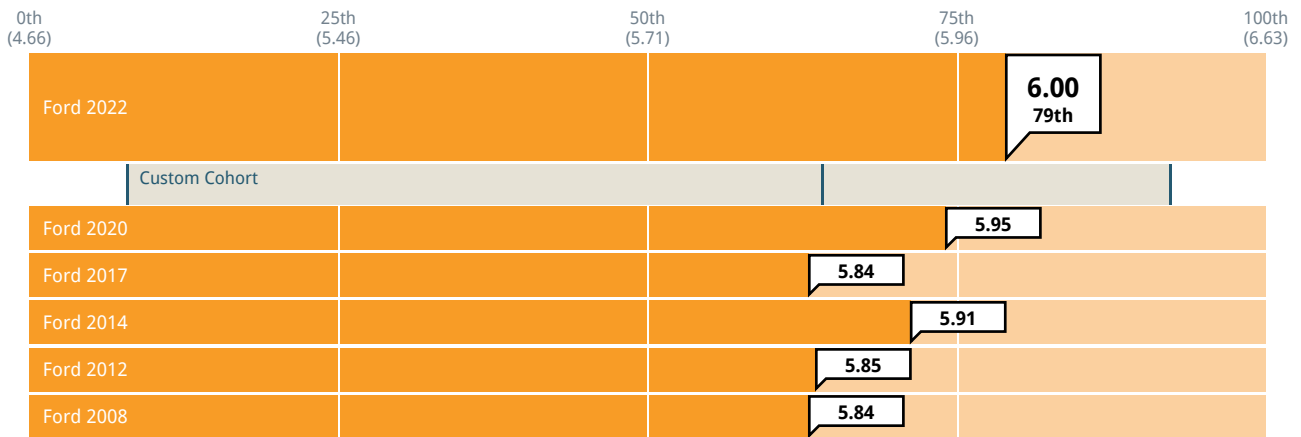
1 = No impact 7 = Significant positive impact



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

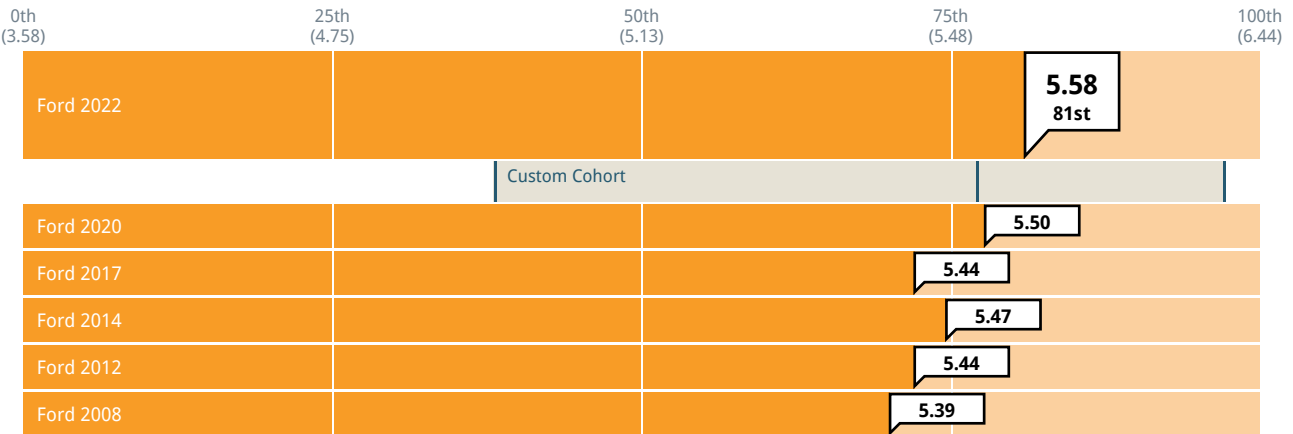


Cohort: Custom Cohort Past results: on Subgroup: None

Advancing Knowledge and Public Policy

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

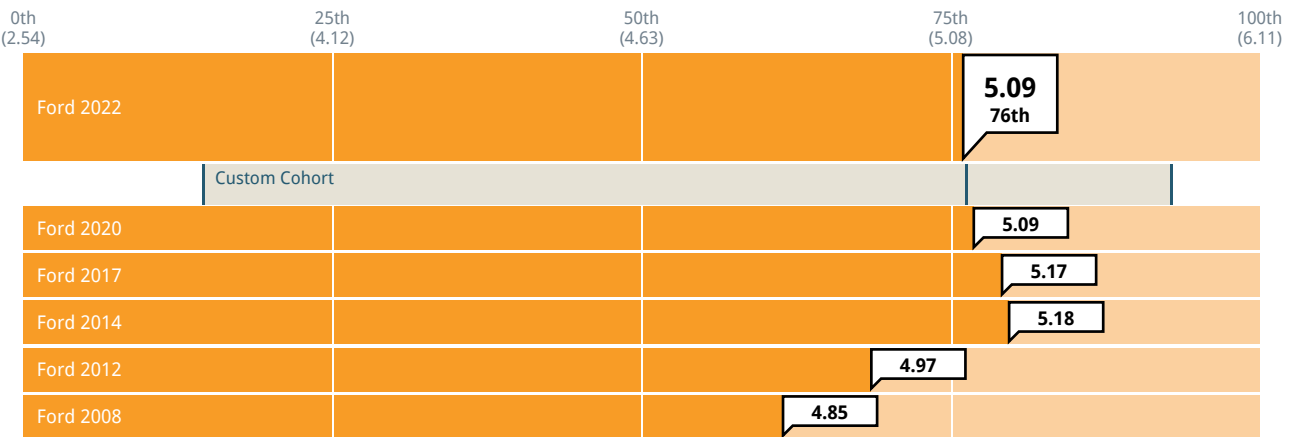
1 = Not at all 7 = Leads the field to new thinking and practice



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

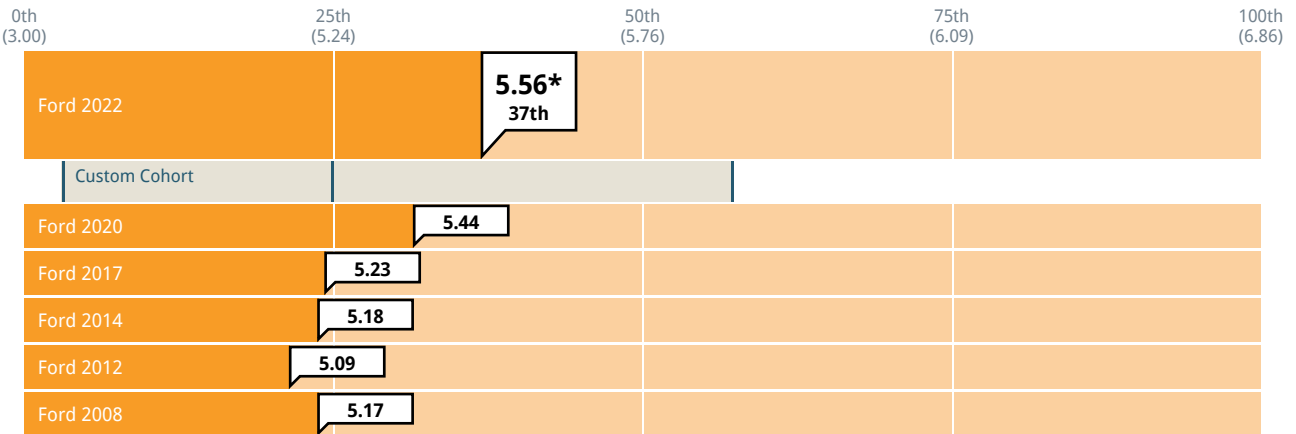


Cohort: Custom Cohort Past results: on Subgroup: None

Impact on and Understanding of Grantees' Local Communities

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

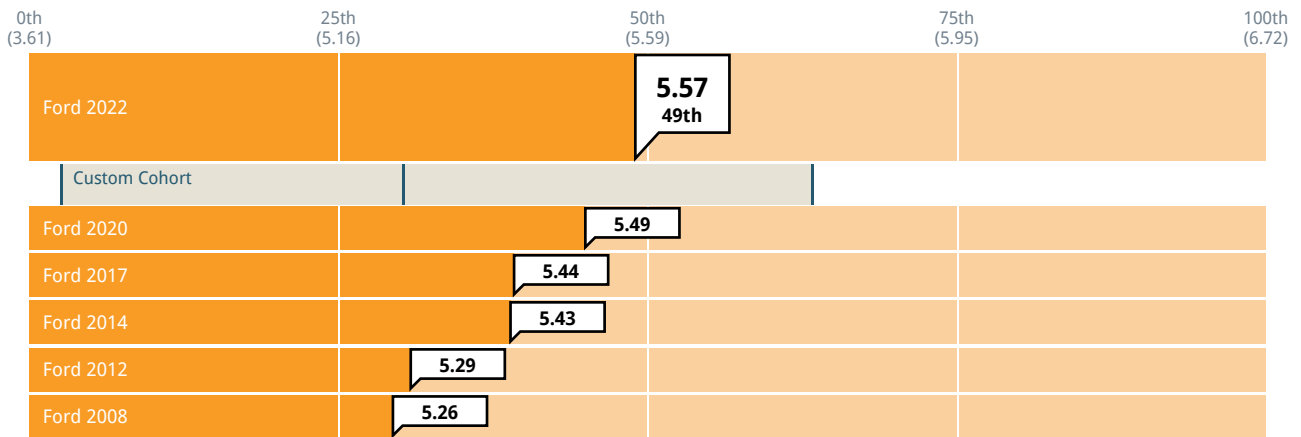
1 = No impact 7 = Significant positive impact



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 in the community

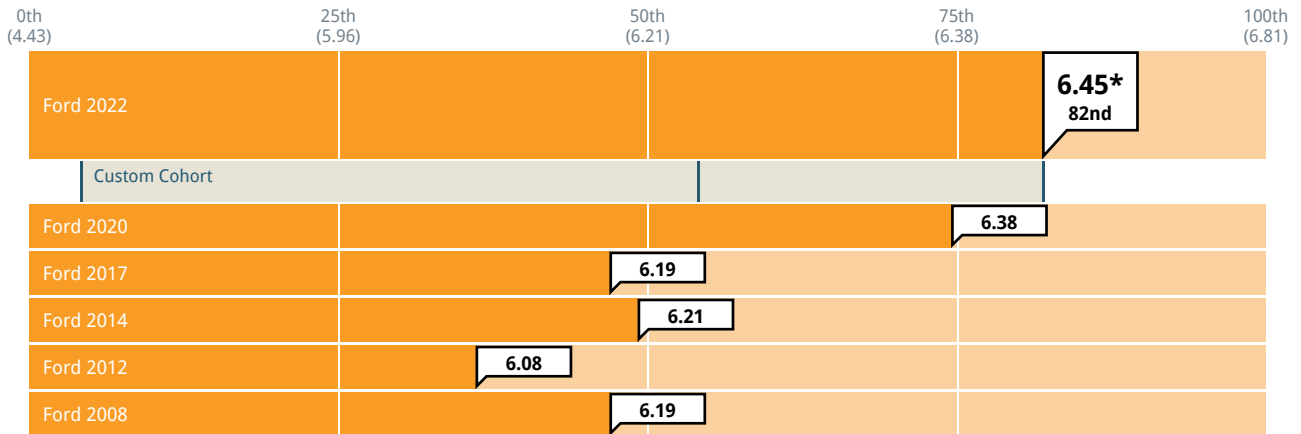


Cohort: Custom Cohort Past results: on Subgroup: None

Impact on and Understanding of Grantees' Organizations

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

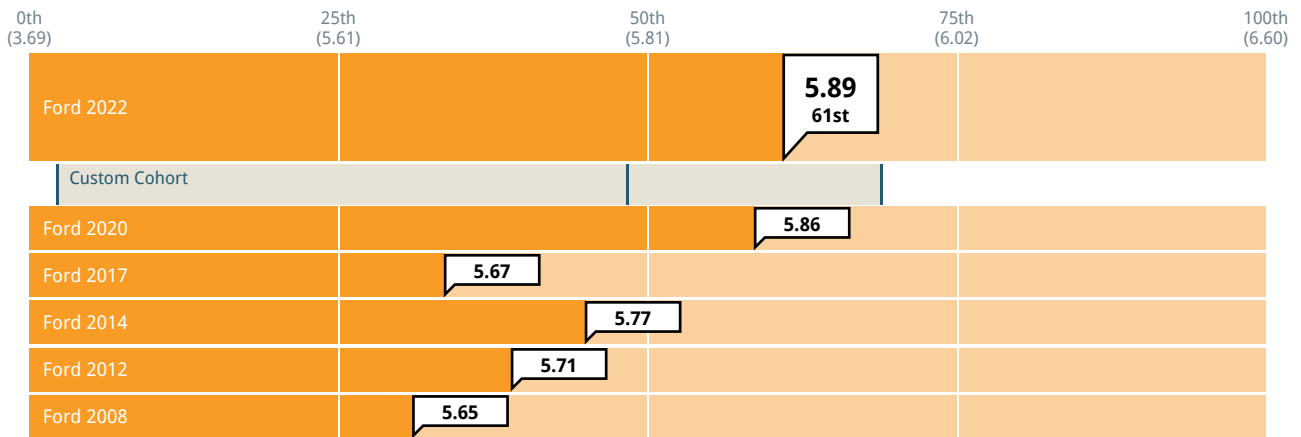
1 = No impact 7 = Significant positive impact



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

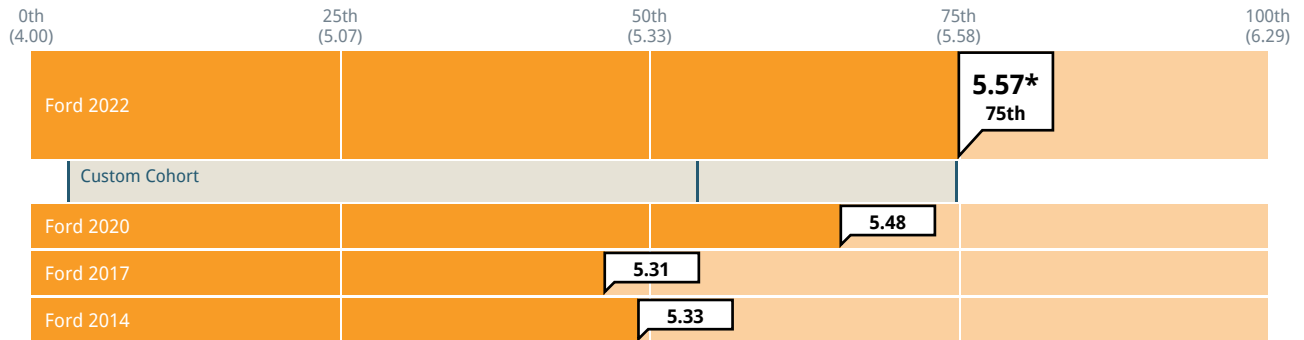


Cohort: Custom Cohort Past results: on Subgroup: None

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware



Cohort: Custom Cohort Past results: on Subgroup: None

Non-Monetary Assistance

Did you receive any non-monetary support from the Foundation during this grant period?

Yes No



Cohort: Funders Giving >\$50M Past results: on

Please note that the following question was only asked of respondents who indicated "yes" to receiving non-monetary support in the previous question.

How would you describe the benefit - to your organization or work - of any non-monetary support that you received?

No benefit A minor benefit A moderate benefit A major benefit

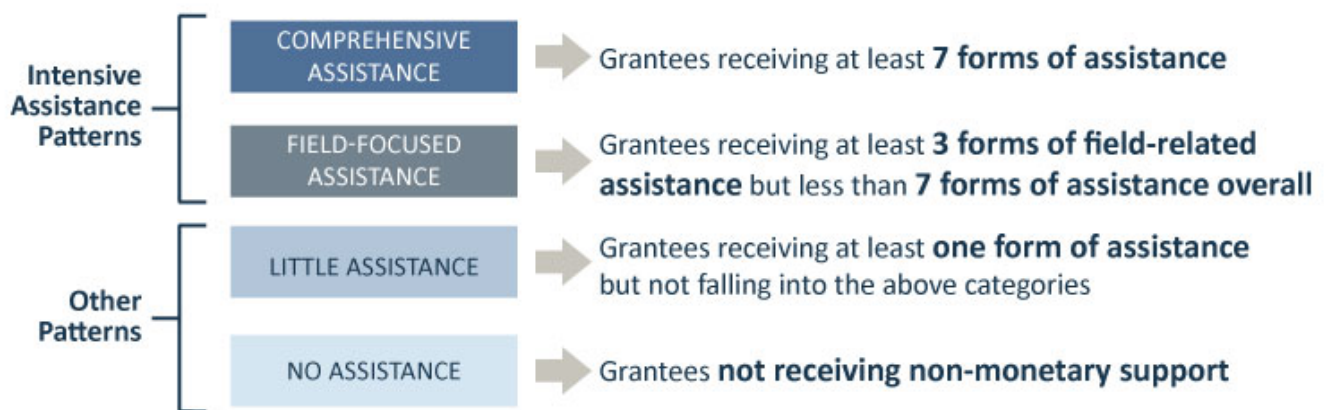


Cohort: Funders Giving >\$50M Past results: on

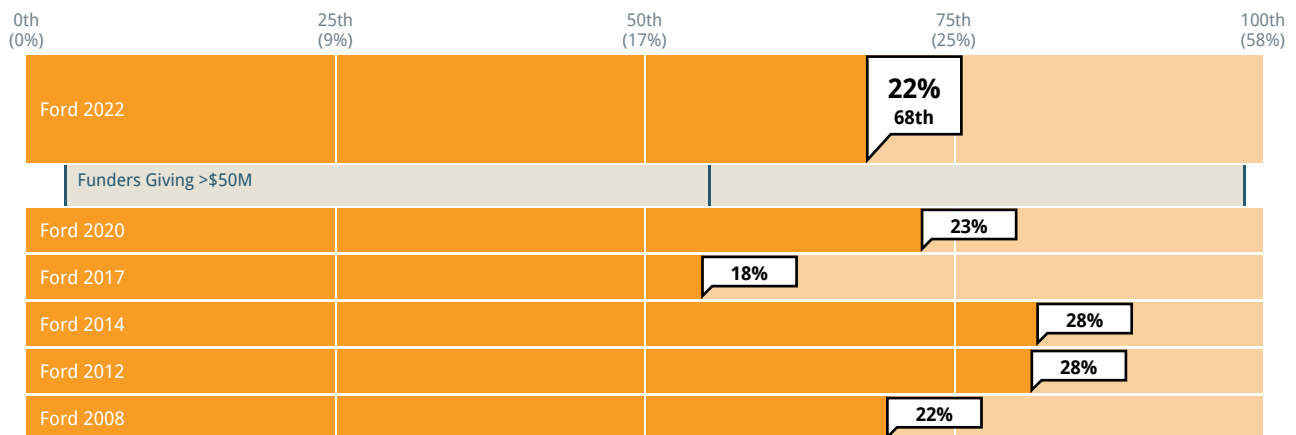
Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by Ford.

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.



Proportion of grantees that received field-focused or comprehensive assistance

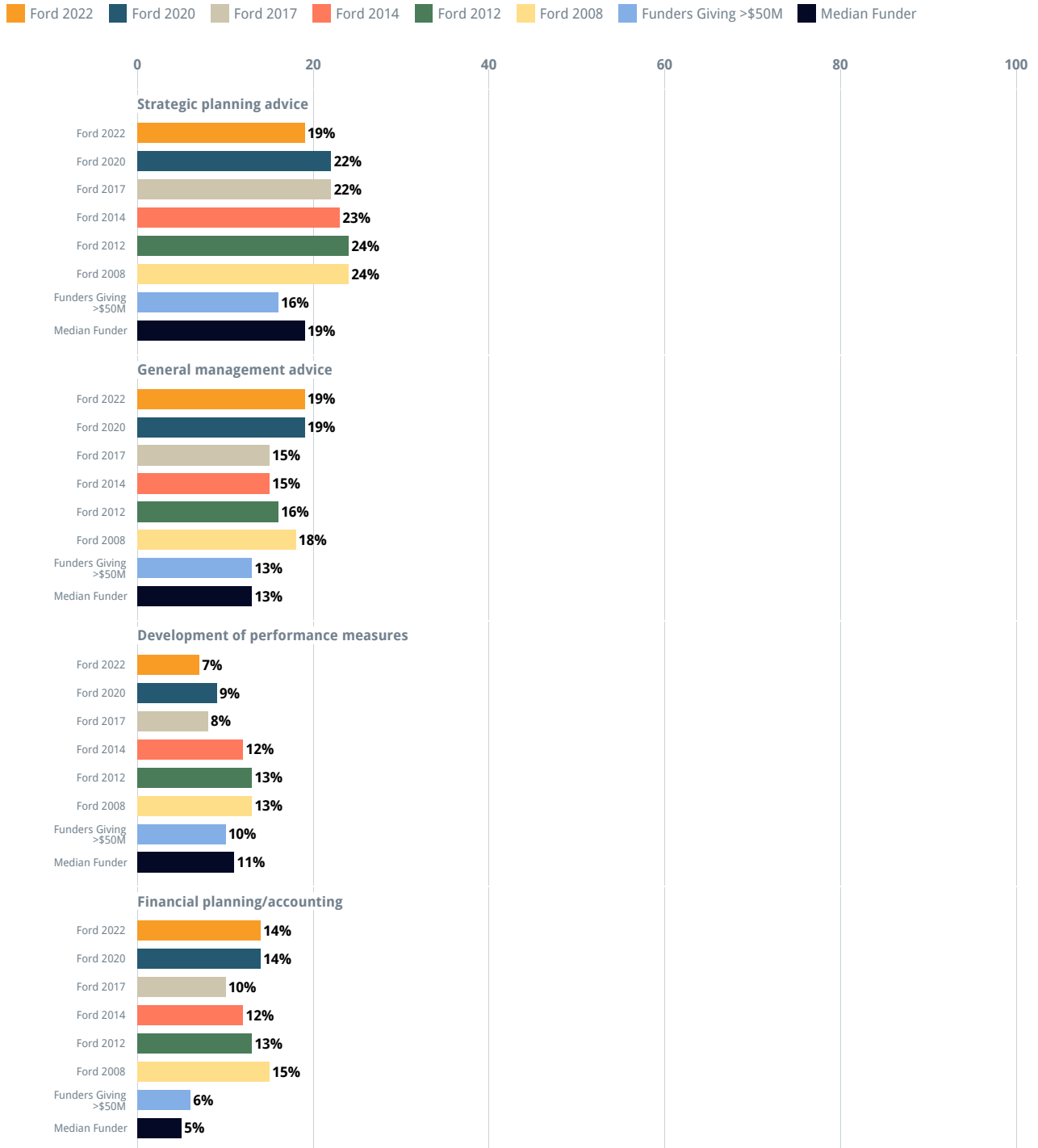


Cohort: Funders Giving >\$50M Past results: on Subgroup: None

Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance

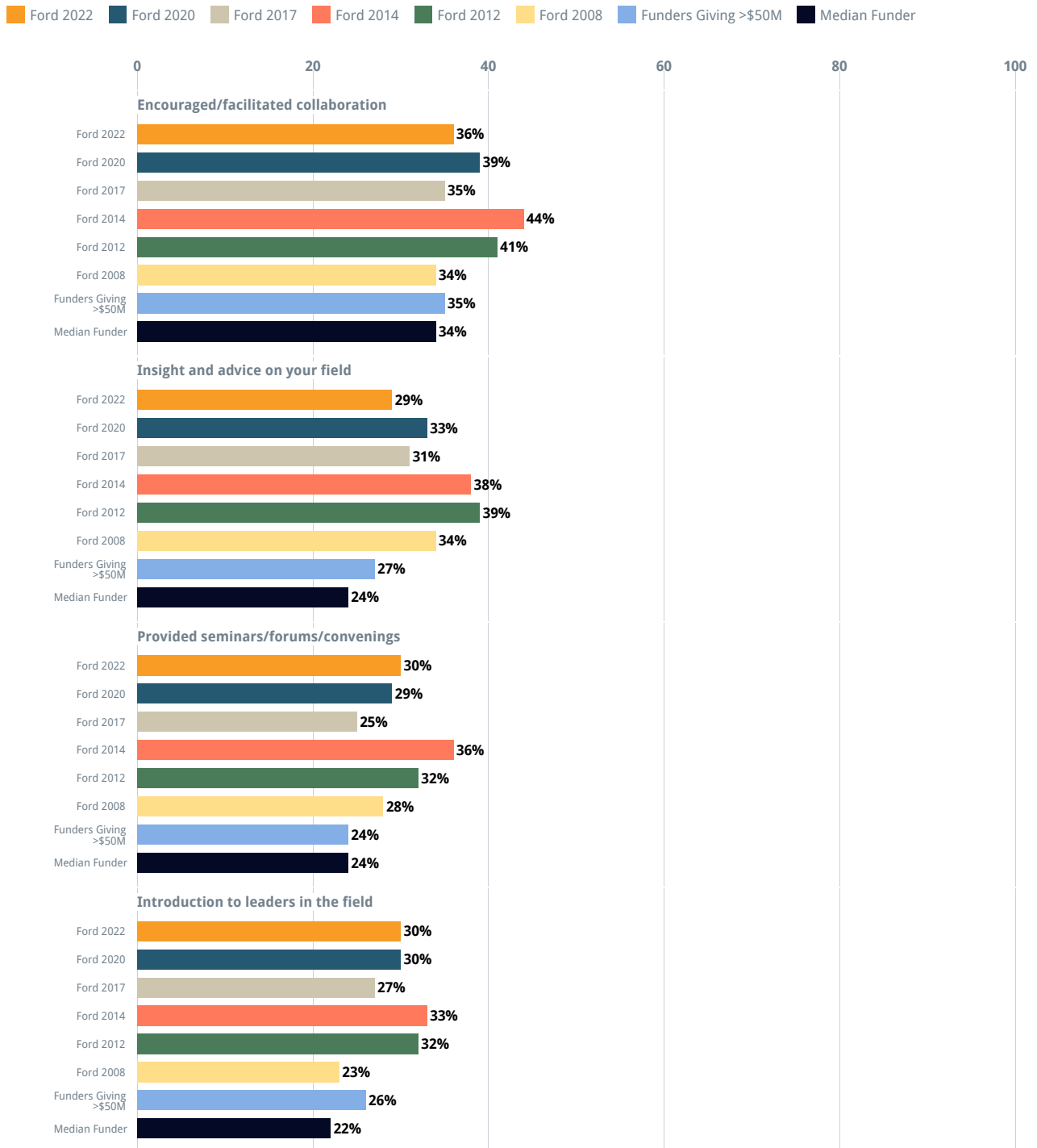


Cohort: Funders Giving >\$50M Past results: on

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 Ford) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance



Cohort: Funders Giving >\$50M Past results: on

Percentage of Grantees that Received Field-Related Assistance (cont.)

Ford 2022 Ford 2020 Ford 2017 Ford 2014 Ford 2012 Ford 2008 Funders Giving >\$50M Median Funder

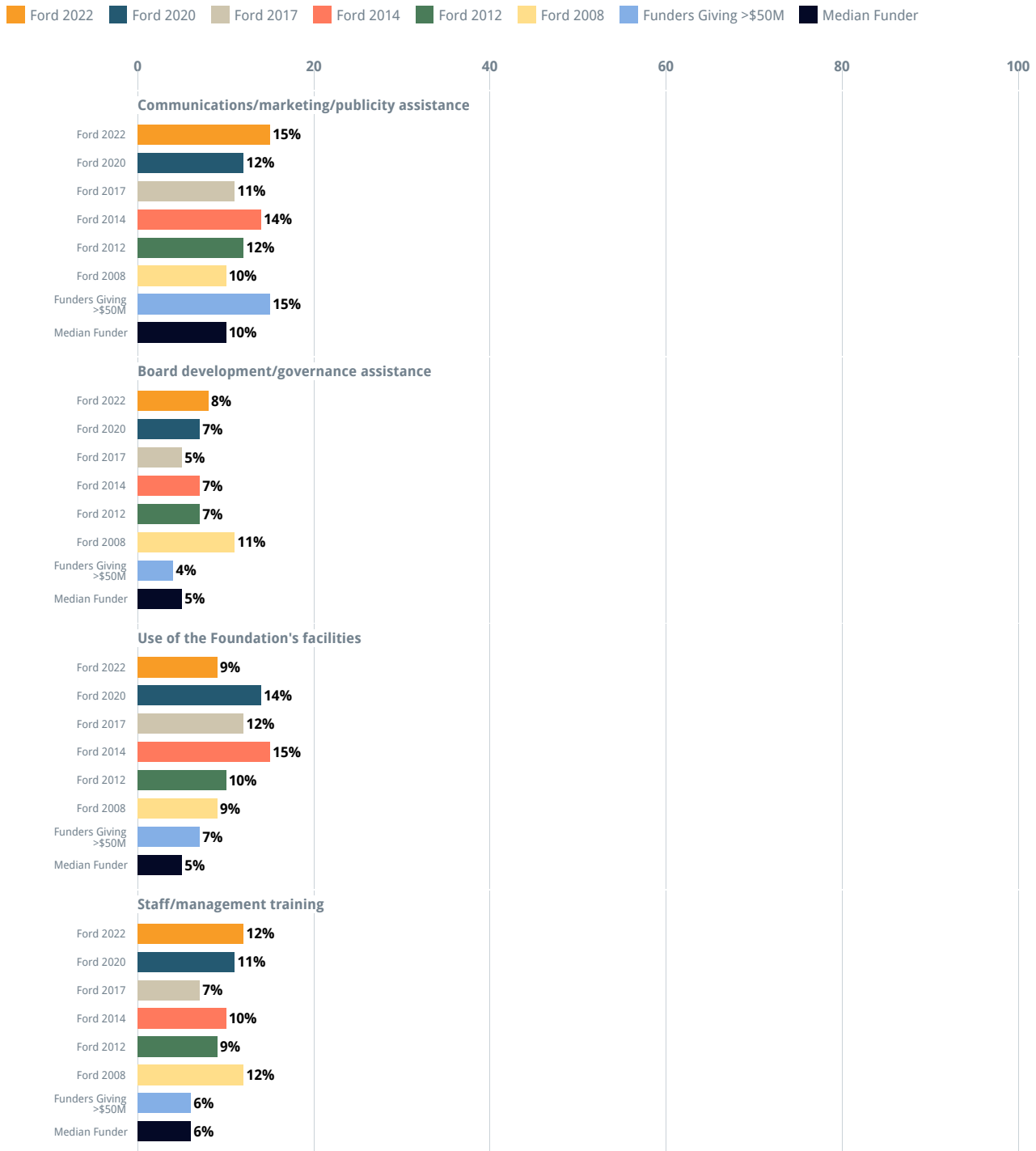


Cohort: Funders Giving >\$50M Past results: on

Other Assistance Activities

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

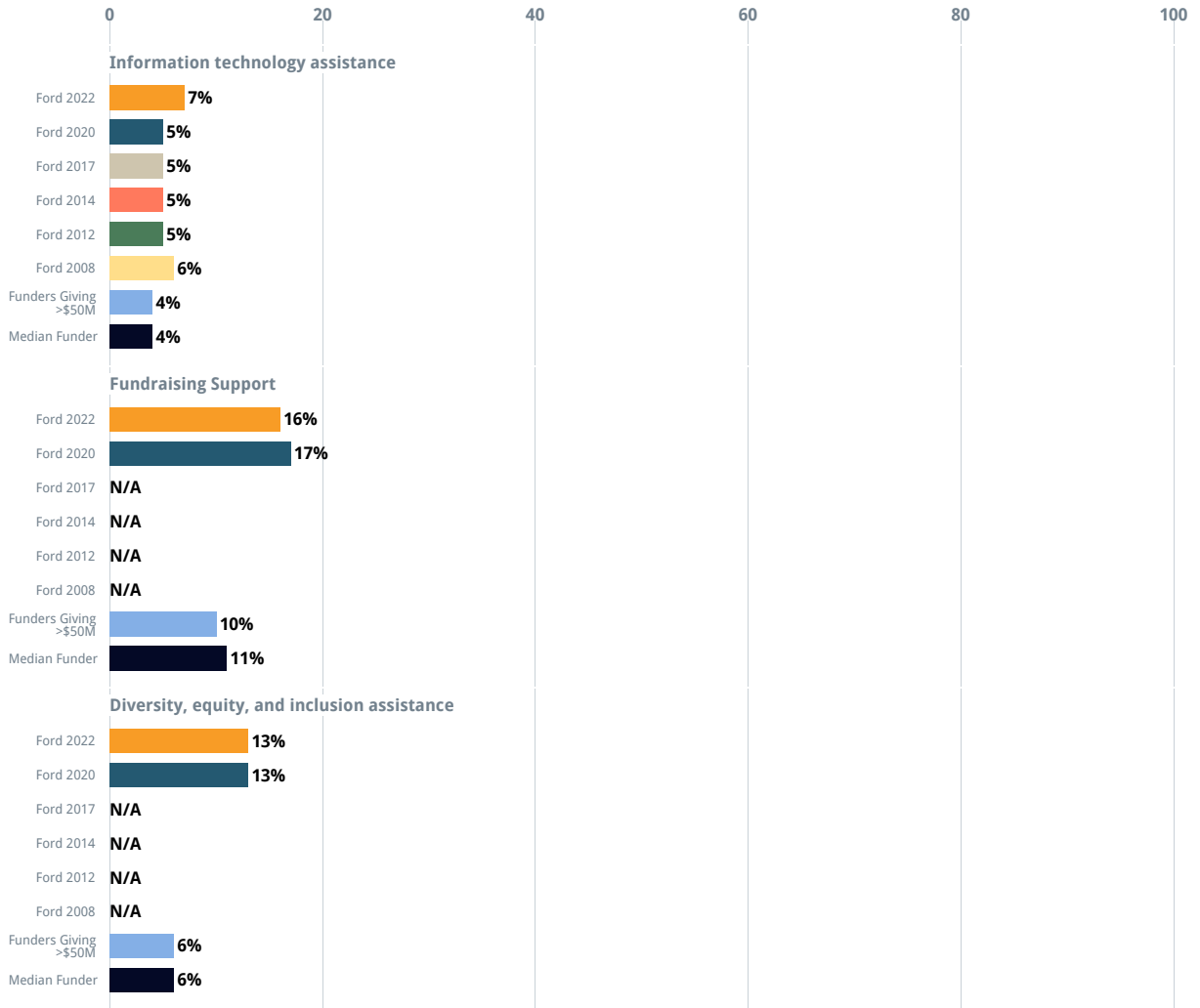
Percentage of Grantees that Received Other Assistance



Cohort: Funders Giving >\$50M Past results: on

Percentage of Grantees that Received Other Assistance (cont.)

■ Ford 2022
 ■ Ford 2020
 ■ Ford 2017
 ■ Ford 2014
 ■ Ford 2012
 ■ Ford 2008
 ■ Funders Giving >\$50M
 ■ Median Funder

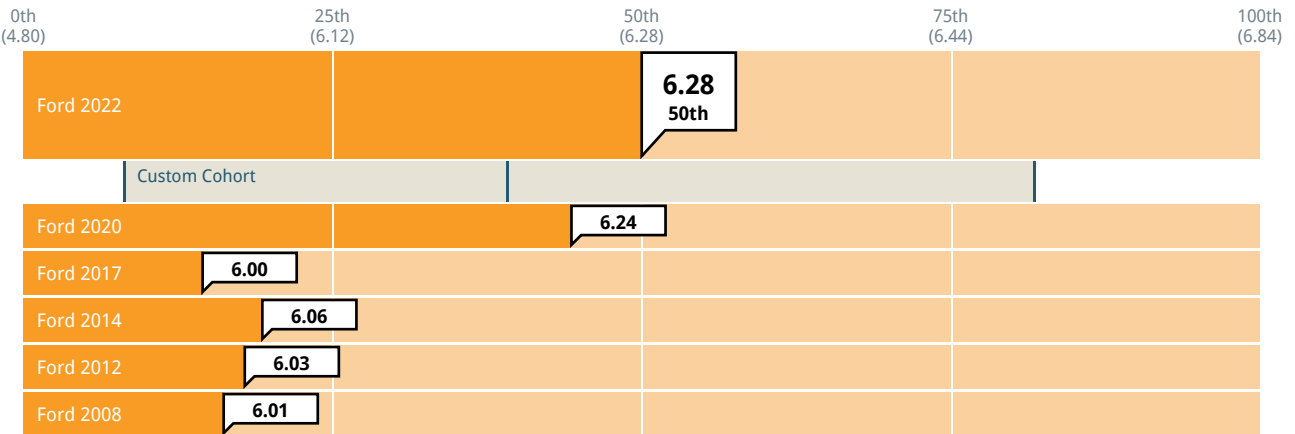


Cohort: Funders Giving >\$50M Past results: on

Funder-Grantee Relationships

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

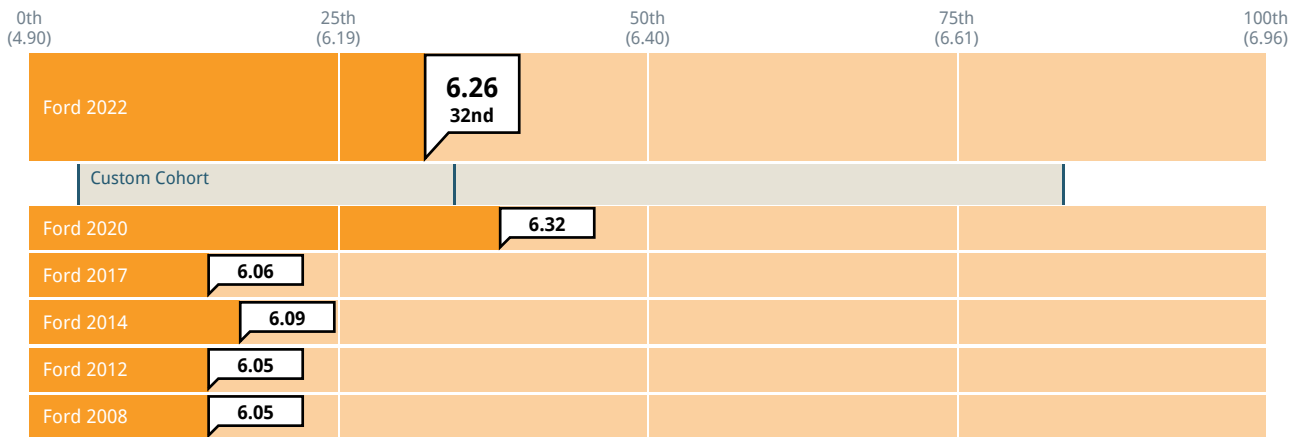
1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort Past results: on Subgroup: None

Overall, how responsive was Foundation staff?

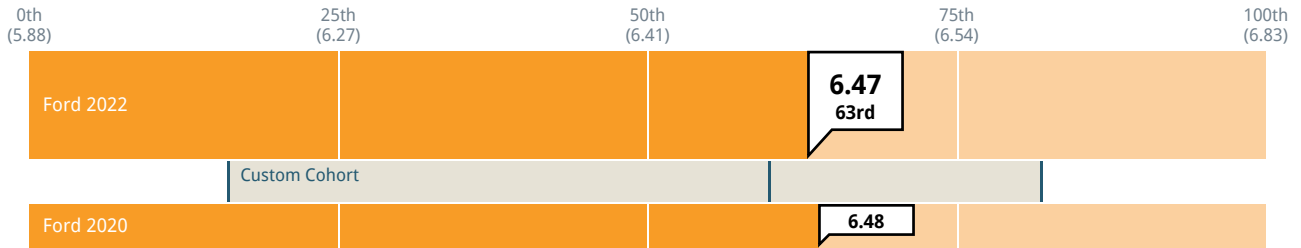
1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort Past results: on Subgroup: None

To what extent did the Foundation exhibit trust in your organization's staff during this grant?

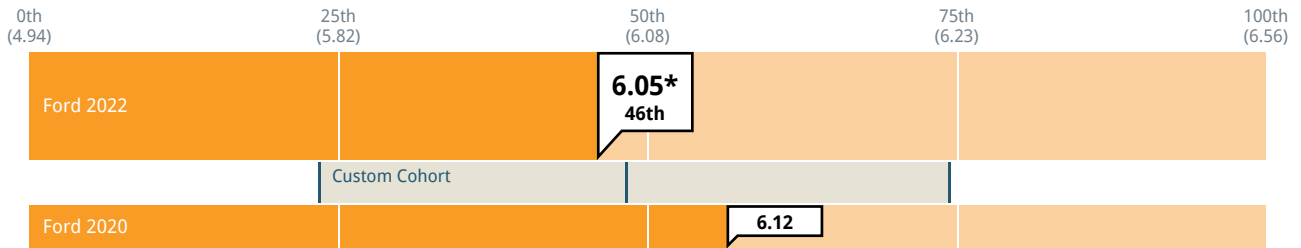
1 = Not at all 4 = Somewhat 7 = To a great extent



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?

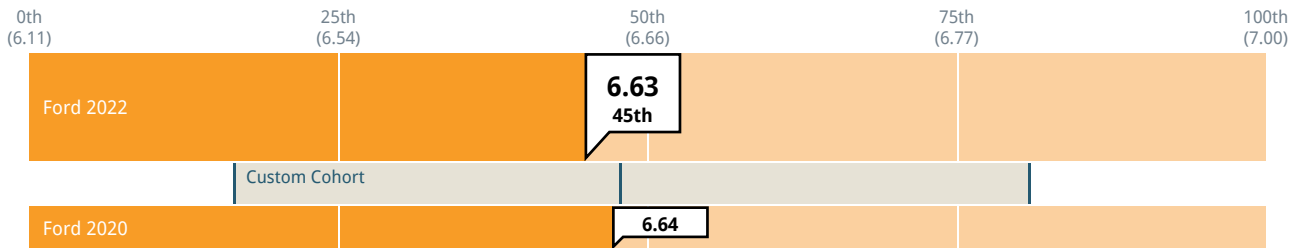
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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

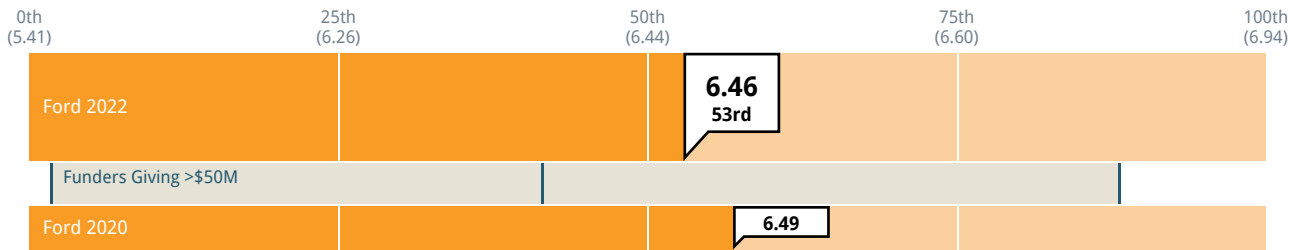
1 = Not at all 4 = Somewhat 7 = To a great extent



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?

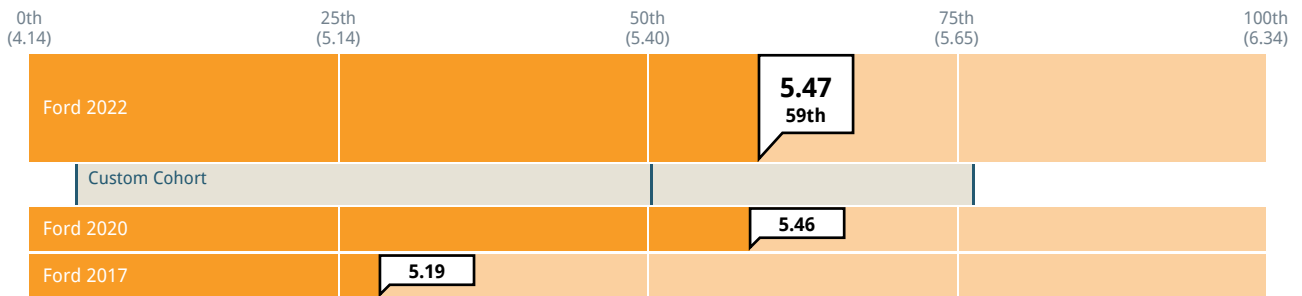
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

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

1 = Not at all 7 = To a great extent

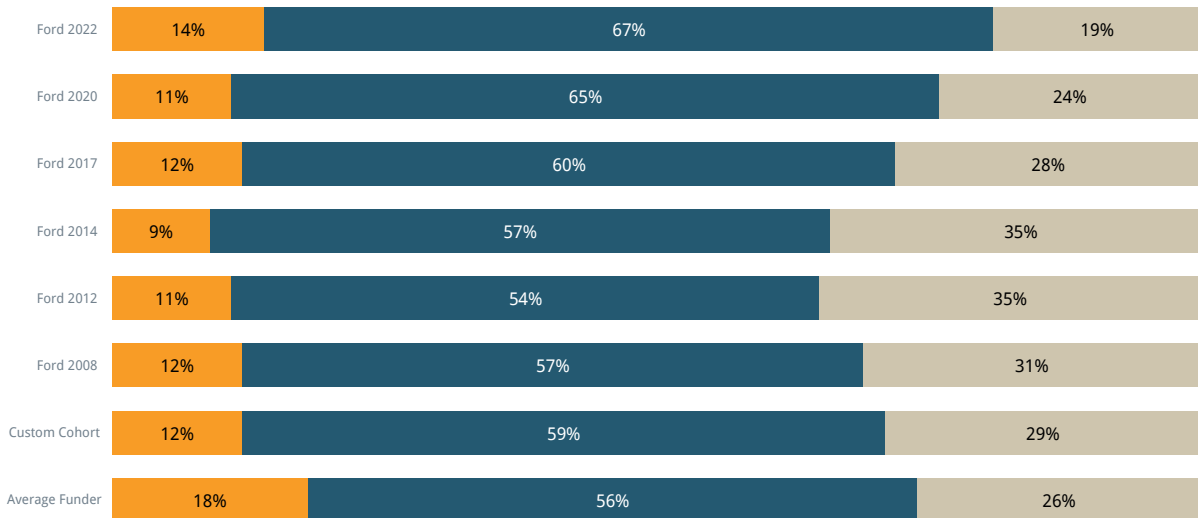


Cohort: Custom Cohort Past results: on Subgroup: None

Interaction Patterns

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

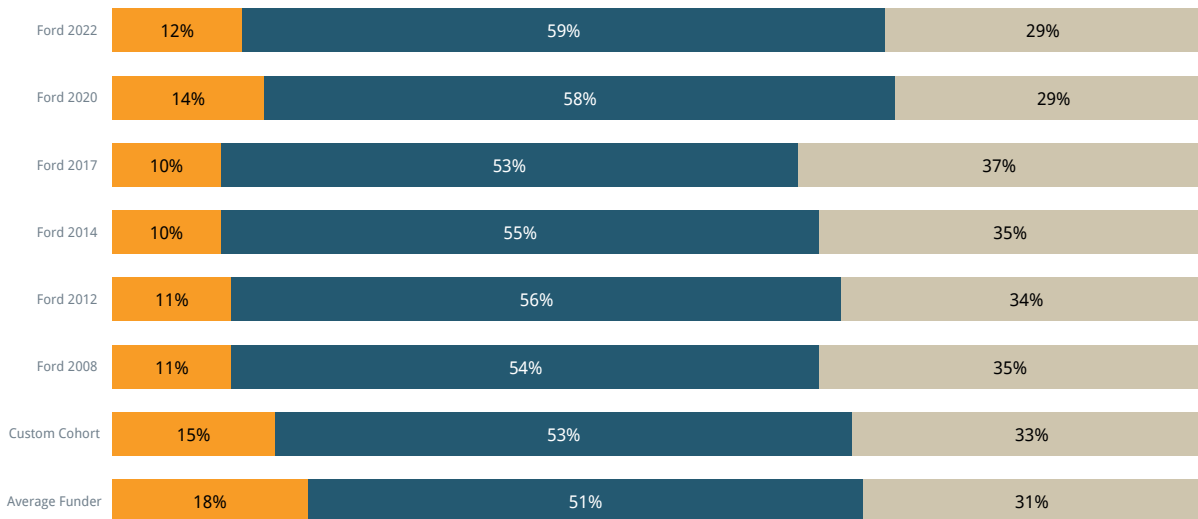
Yearly or less often Once every few months Monthly or more often



Cohort: Custom Cohort Past results: on

Who most frequently initiated the contact you had with your program officer during this grant?

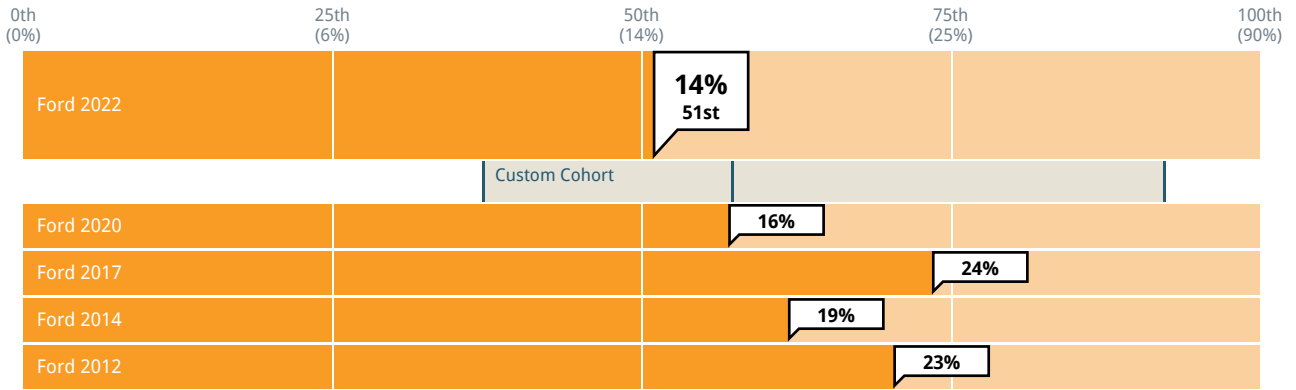
Program Officer Both of equal frequency Grantee



Cohort: Custom Cohort Past results: on

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: None

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?

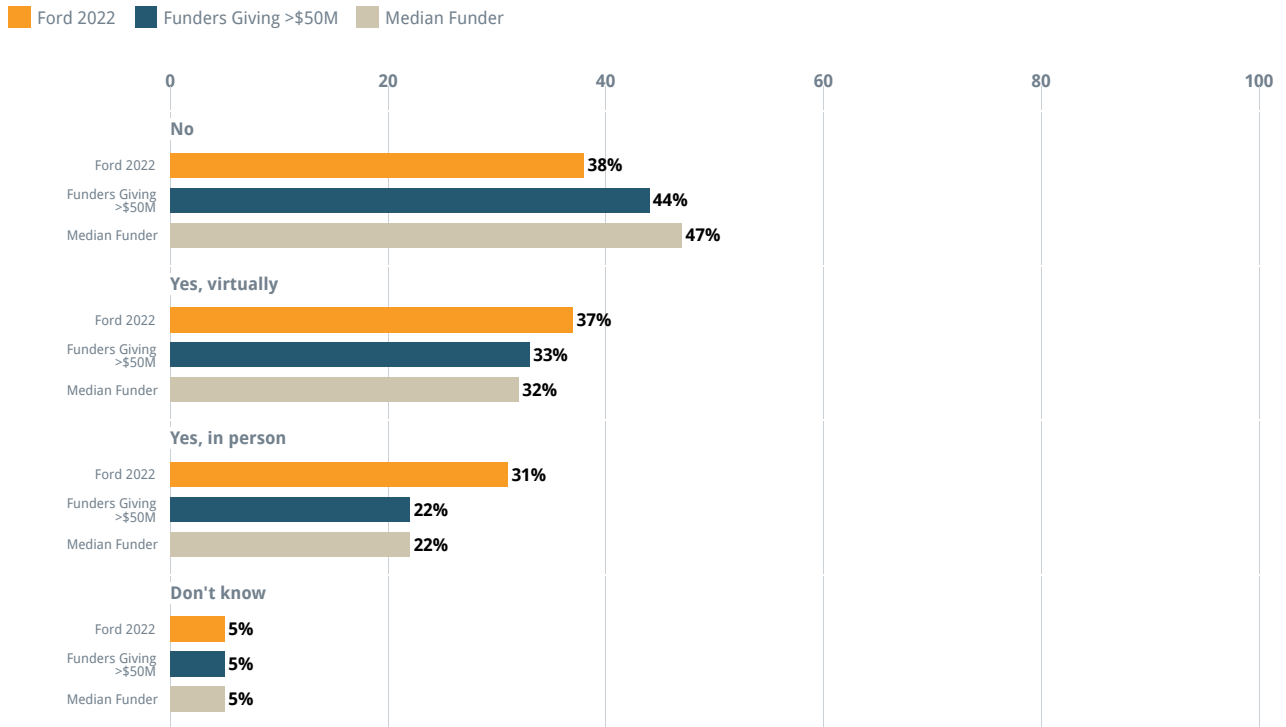
Yes, in person and/or virtual No Don't know



Cohort: Funders Giving >\$50M Past results: on

The following charts provide greater detail on the previous site visit question.

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?

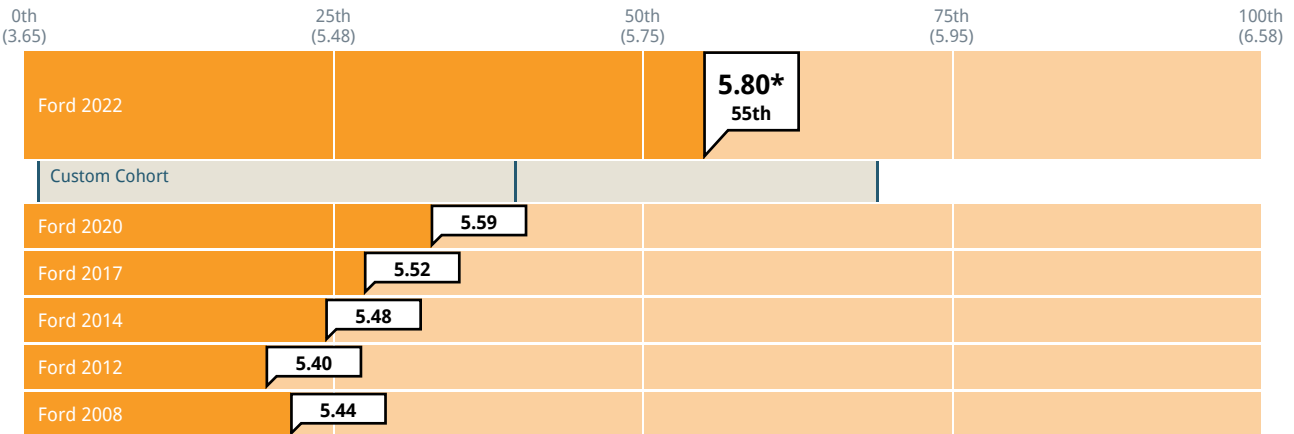


Cohort: Funders Giving >\$50M Past results: on

Communication

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

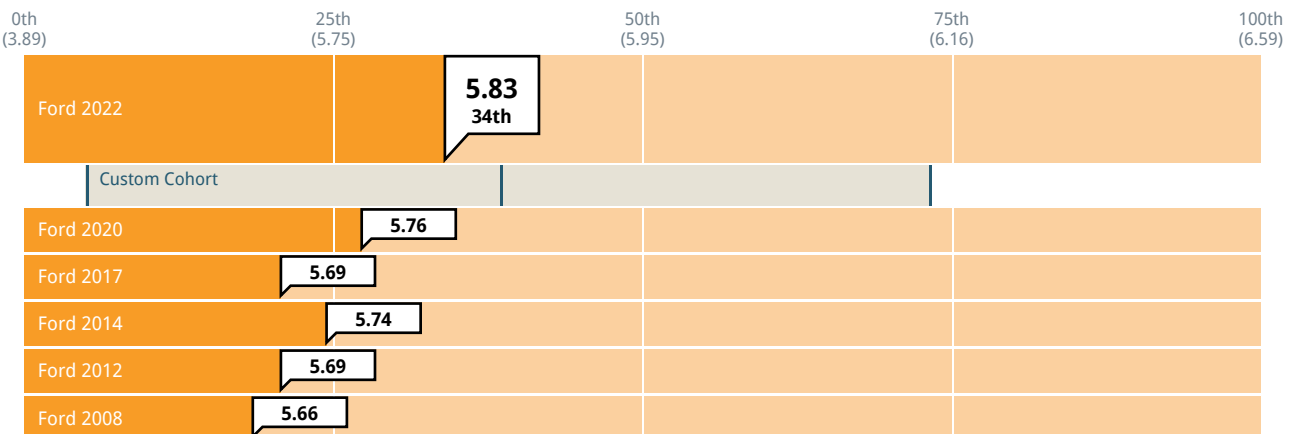
1 = Not at all clearly 7 = Extremely clearly



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?

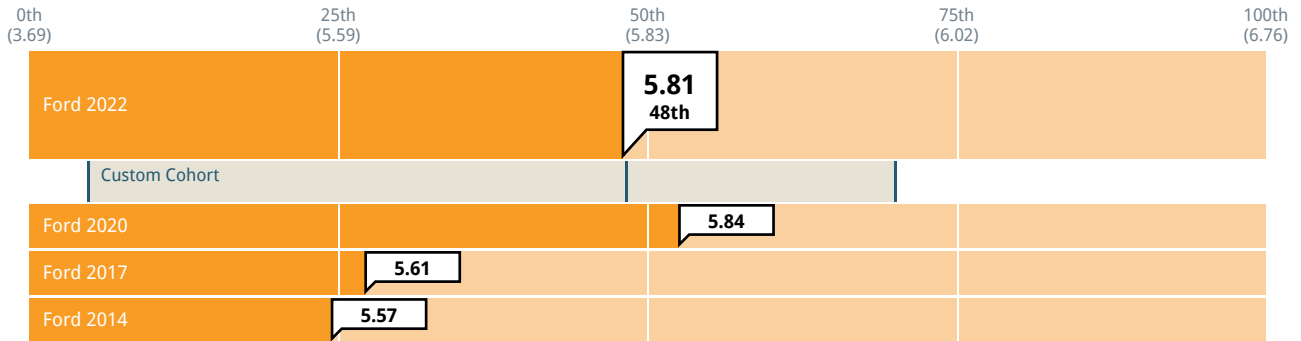
1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort Past results: on Subgroup: None

Overall, how transparent is the Foundation with your organization?

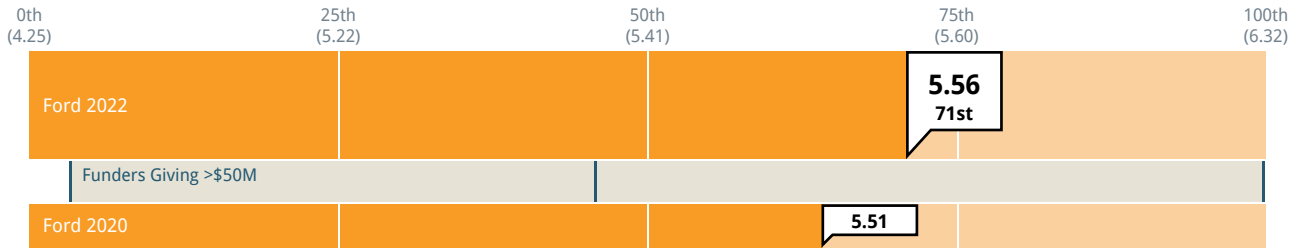
1 = Not at all transparent 7 = Extremely transparent



Cohort: Custom Cohort Past results: on Subgroup: None

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

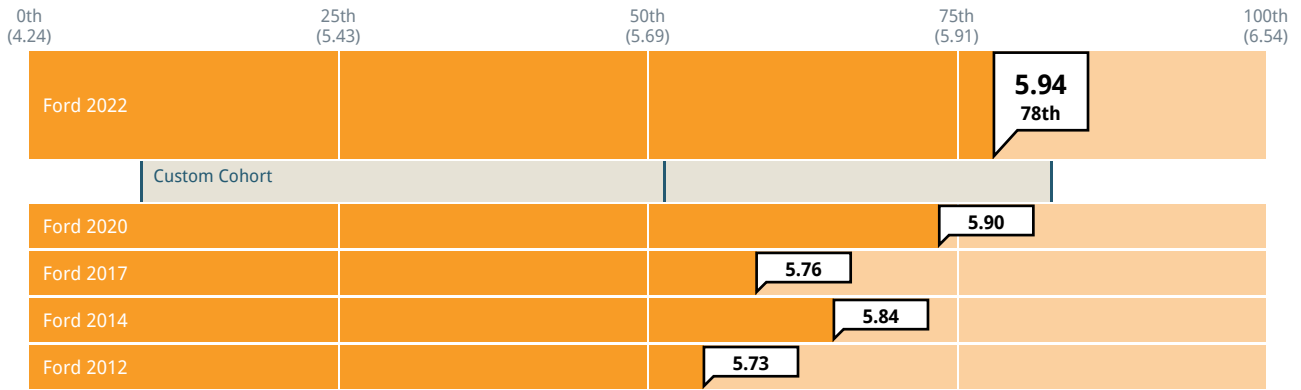


Cohort: Funders Giving >\$50M Past results: on Subgroup: None

Contextual Understanding

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

1 = Limited understanding 7 = Thorough understanding



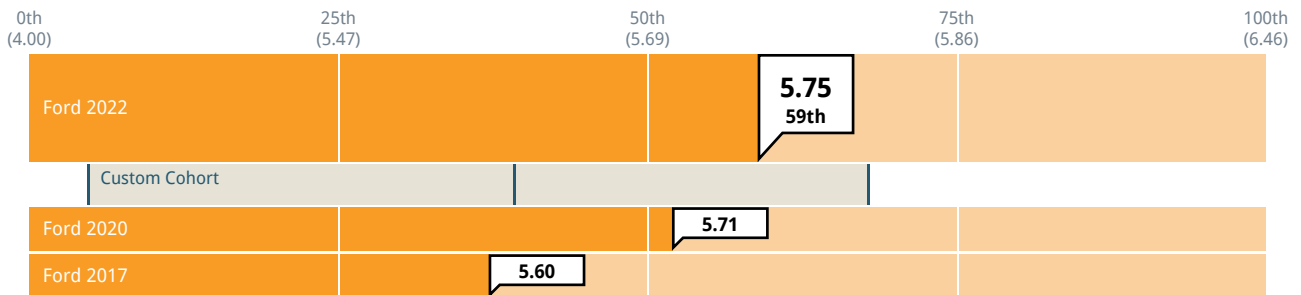
Cohort: Custom Cohort Past results: on Subgroup: None

In the following questions, we use the phrase “the people and communities that you serve” to refer to those your organization seeks to serve through the services and/or programs it provides.

Please note that CEP recently modified the following questions. The prior questions were: "How well does the Foundation understand your intended beneficiaries' needs?" and "To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?" The question anchors have not been modified.

How well does the Foundation understand the needs of the people and communities that you serve?

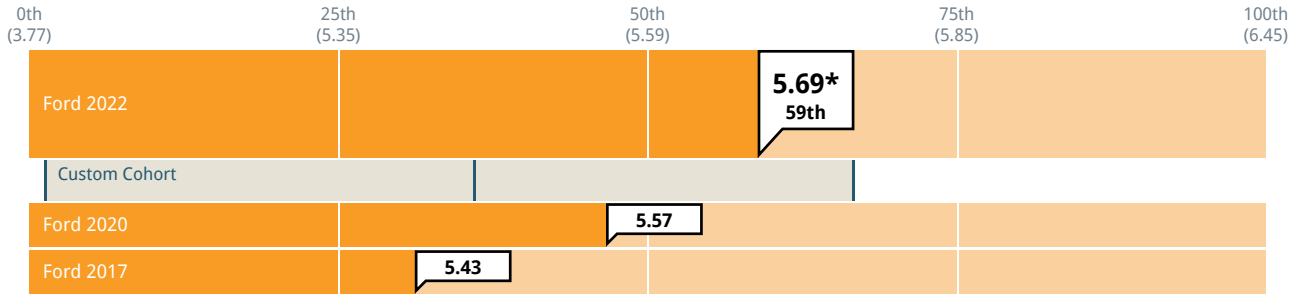
1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort Past results: on Subgroup: None

To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?

1 = Not at all 7 = To a great extent



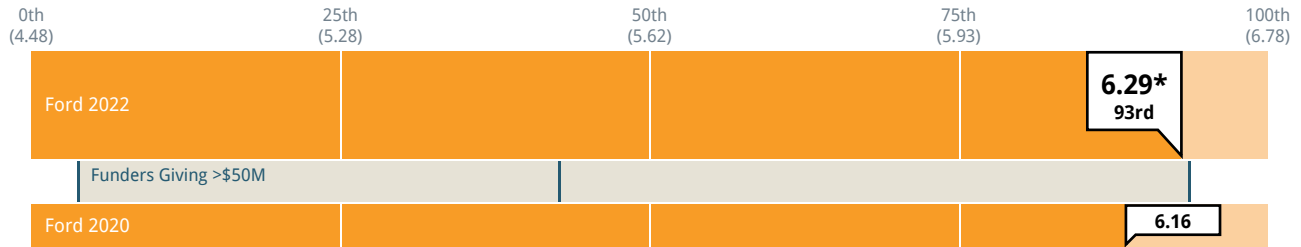
Cohort: Custom Cohort Past results: on Subgroup: None

Diversity, Equity, Inclusion

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

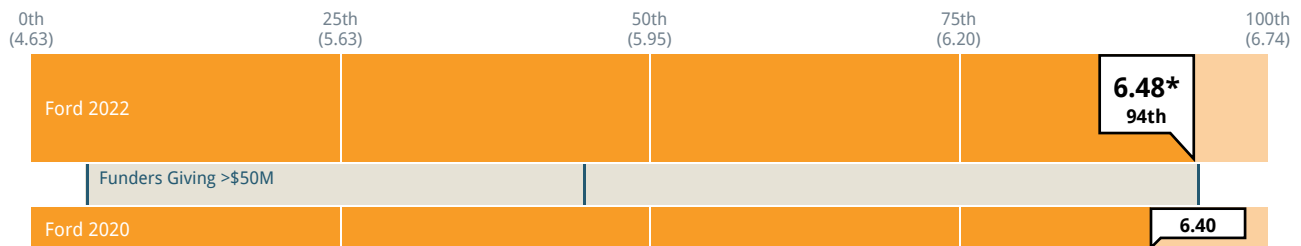
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work

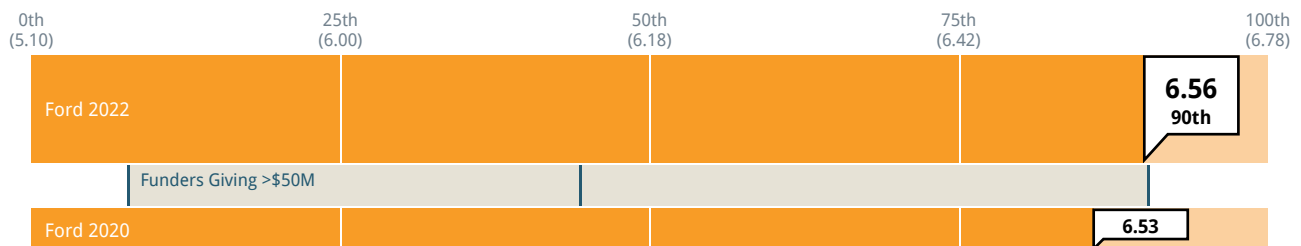
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion

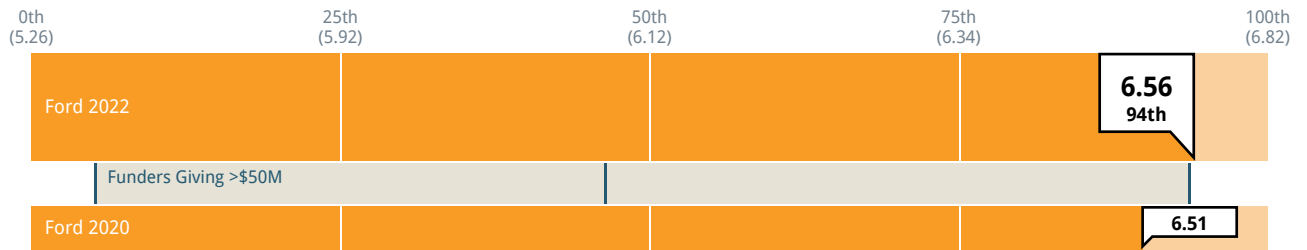
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

I believe that the Foundation is committed to combatting racism

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

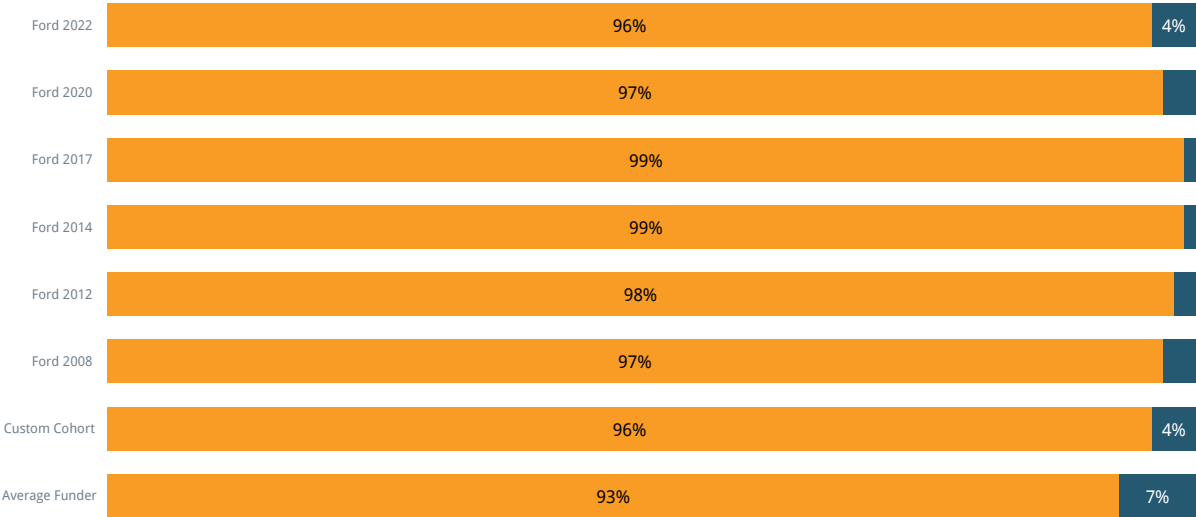


Cohort: Funders Giving >\$50M Past results: on Subgroup: None

Grant Processes

Did you submit a proposal to the Foundation for this grant?

Submitted a proposal Did not submit a proposal



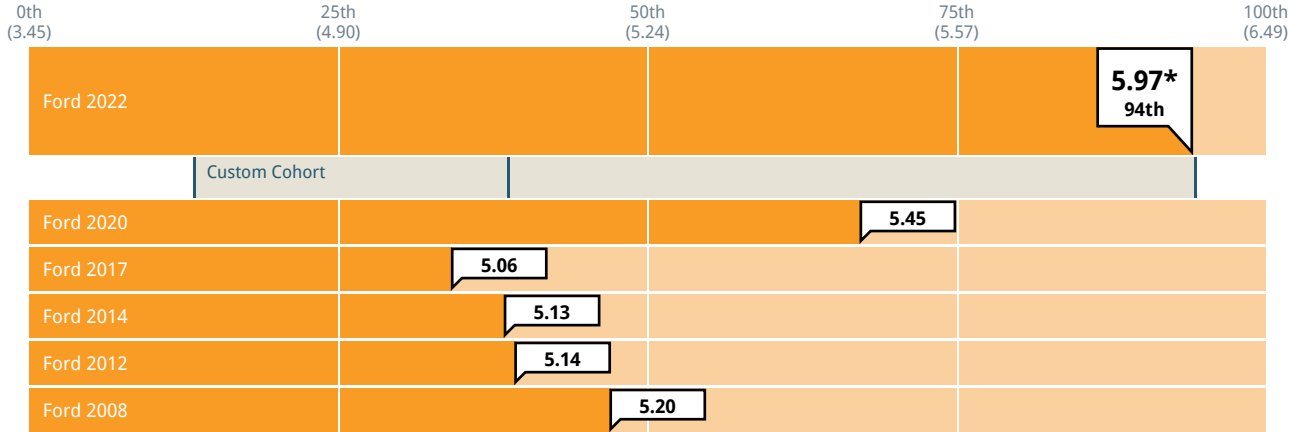
Cohort: Custom Cohort Past results: on

Selection Process

Please note that CEP recently modified the following question. The prior question text was: "How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?" The corresponding anchors were "not at all helpful" and "extremely helpful."

To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?

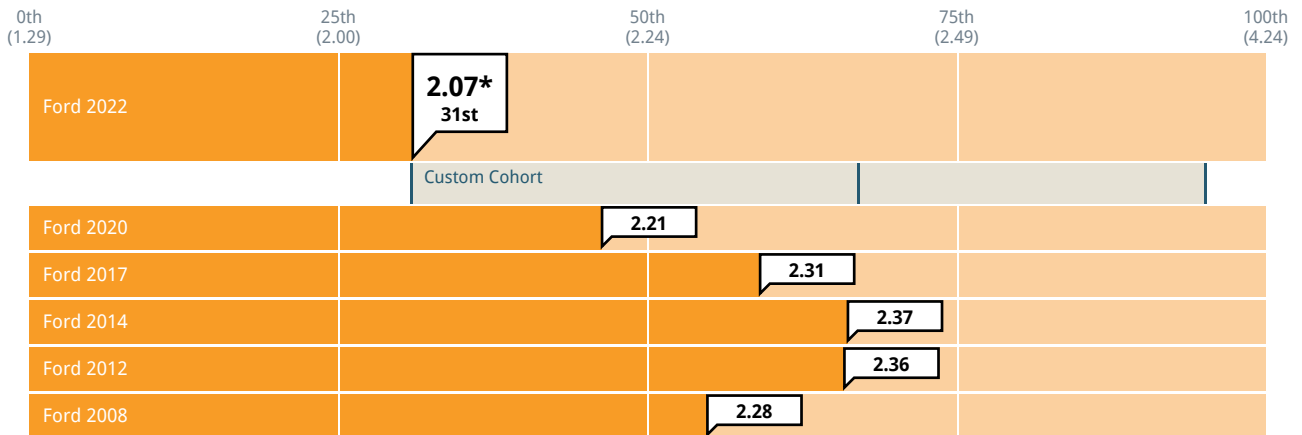
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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?

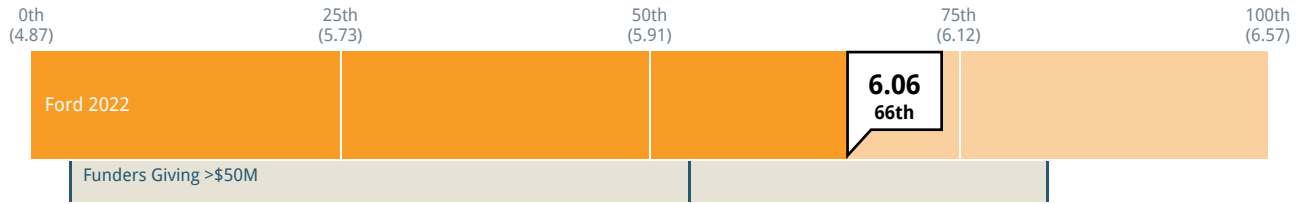
1 = No pressure 7 = Significant pressure



Cohort: Custom Cohort Past results: on Subgroup: None

To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?

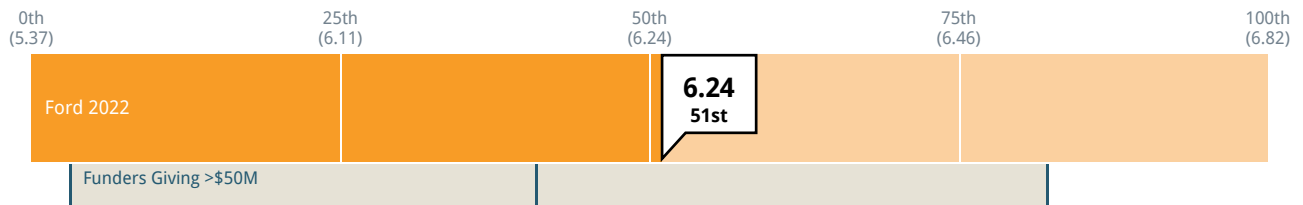
1 = Not at all 7 = To a great extent



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

To what extent was the Foundation clear and transparent about the selection process requirements and timelines?

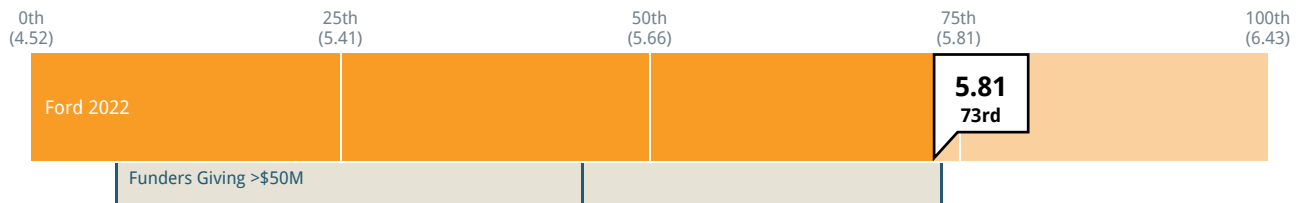
1 = Not at all 7 = To a great extent



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?

1 = Not at all 7 = To a great extent



Cohort: Funders Giving >\$50M Past results: on Subgroup: None

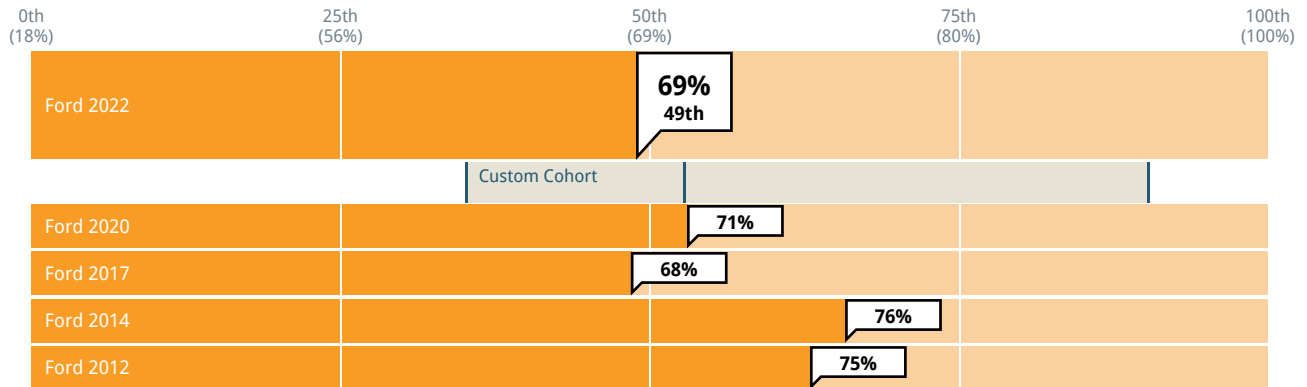
Reporting and Evaluation Process

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 proposal 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?

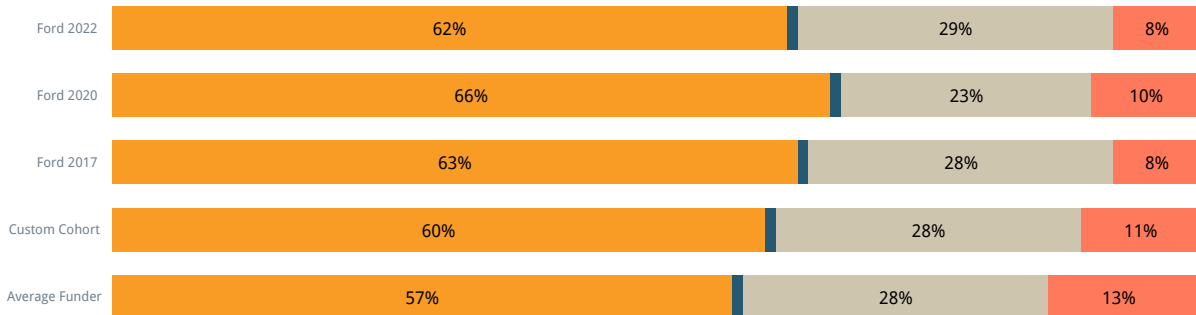
Proportion of grantees responding 'Yes'



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



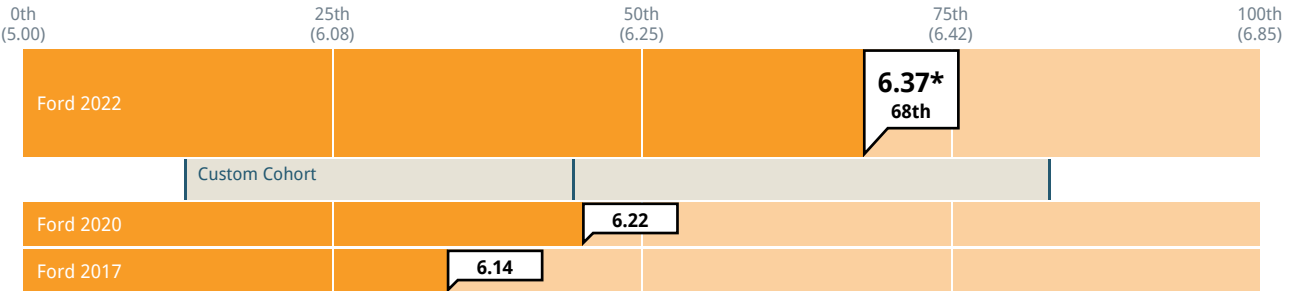
Cohort: Custom Cohort Past results: on

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?

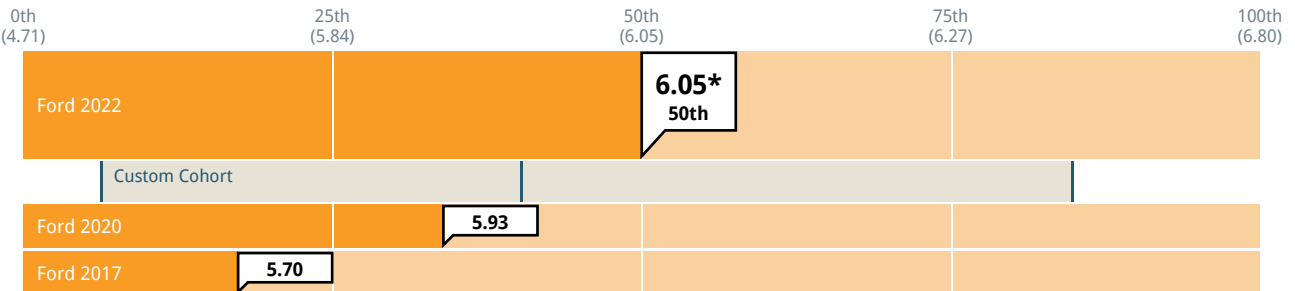
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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

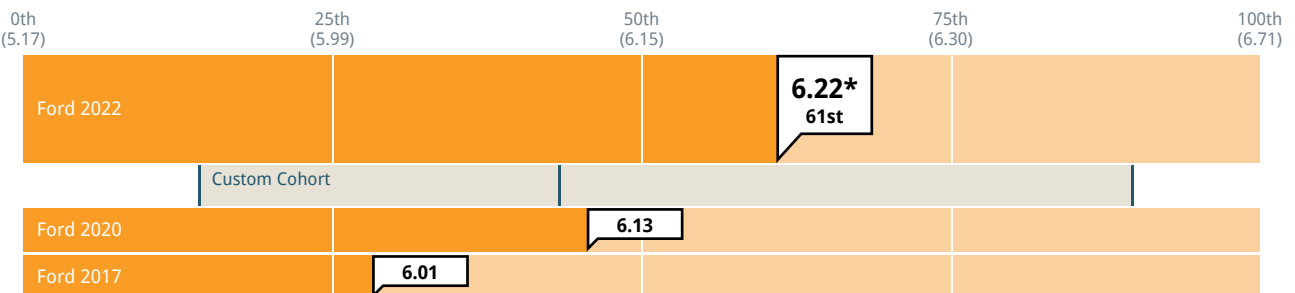
1 = Not at all 7 = To a great extent



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?

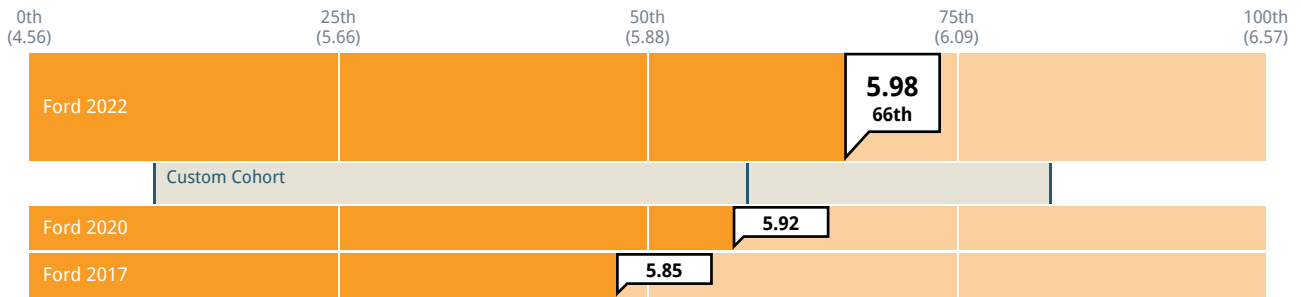
1 = Not at all 7 = To a great extent



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?

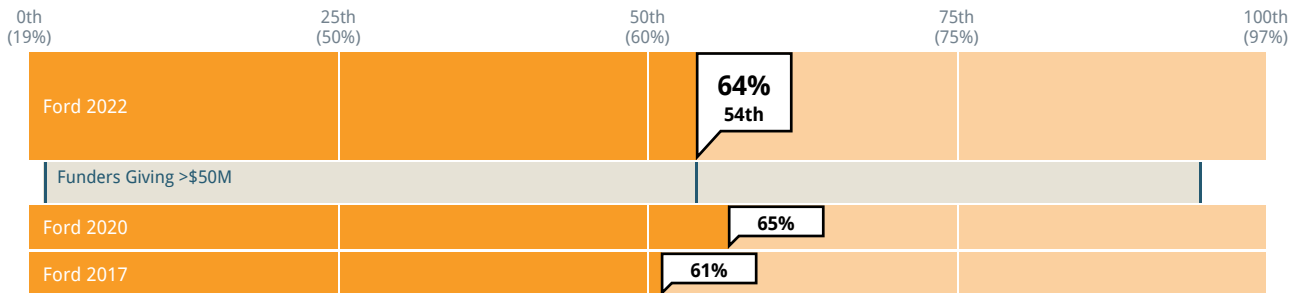
1 = Not at all 7 = To a great extent



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'



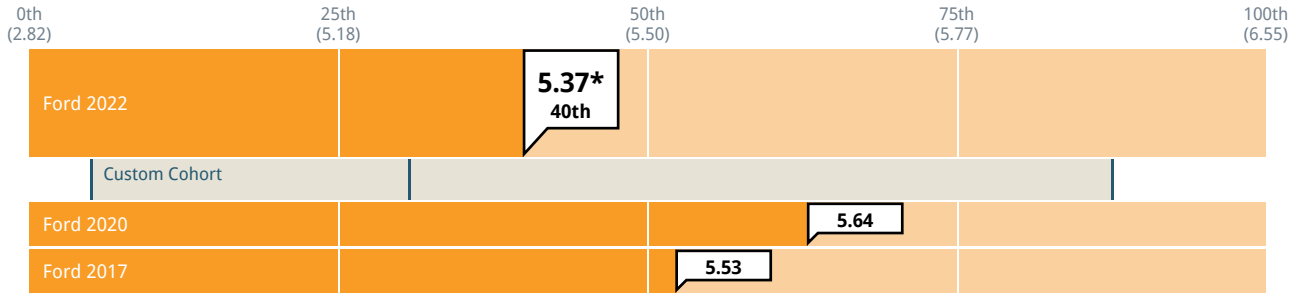
Cohort: Funders Giving >\$50M Past results: on Subgroup: None

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.

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

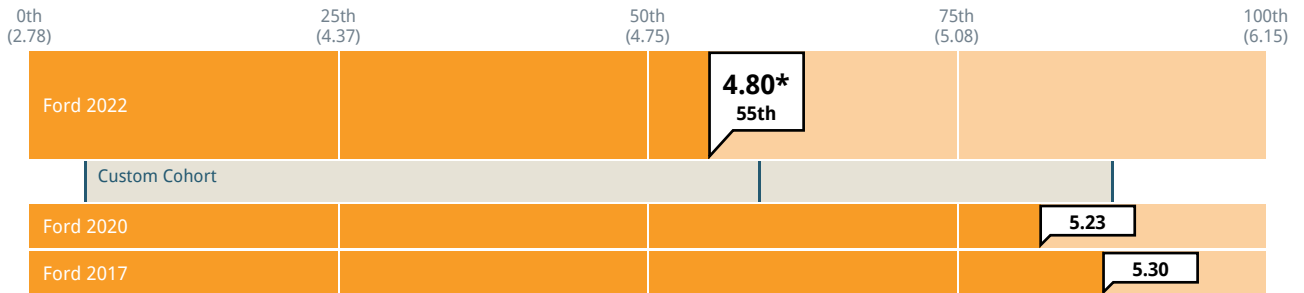
1 = Not at all 7 = To a great extent



Cohort: 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

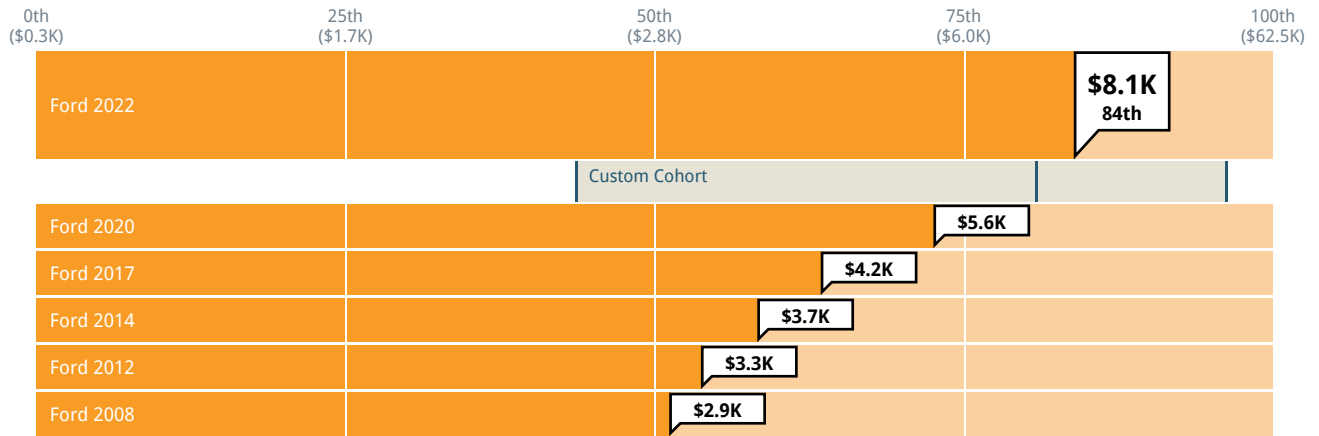


Cohort: Custom Cohort Past results: on Subgroup: None

Dollar Return and Time Spent on Processes

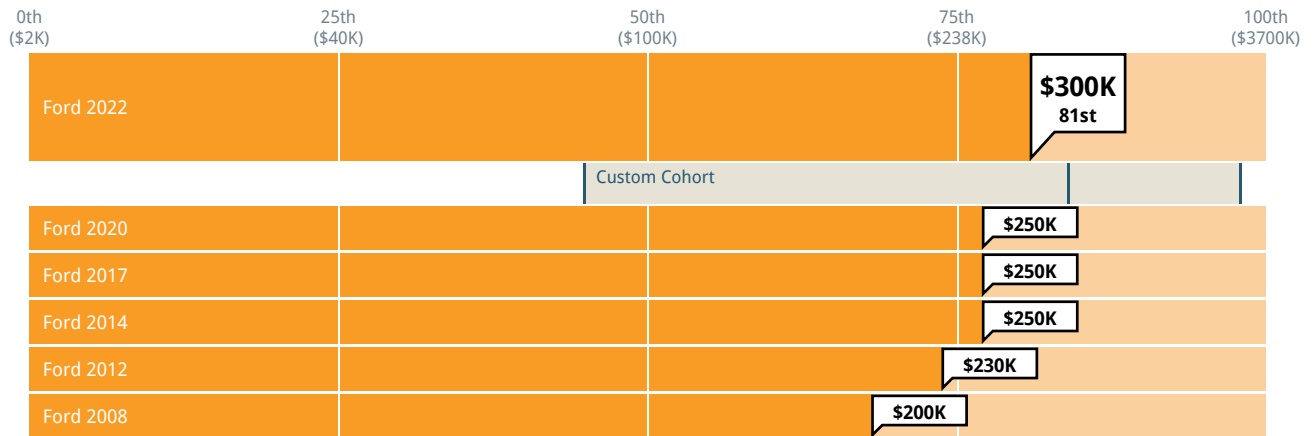
Dollar Return: Median grant dollars awarded per process hour required

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



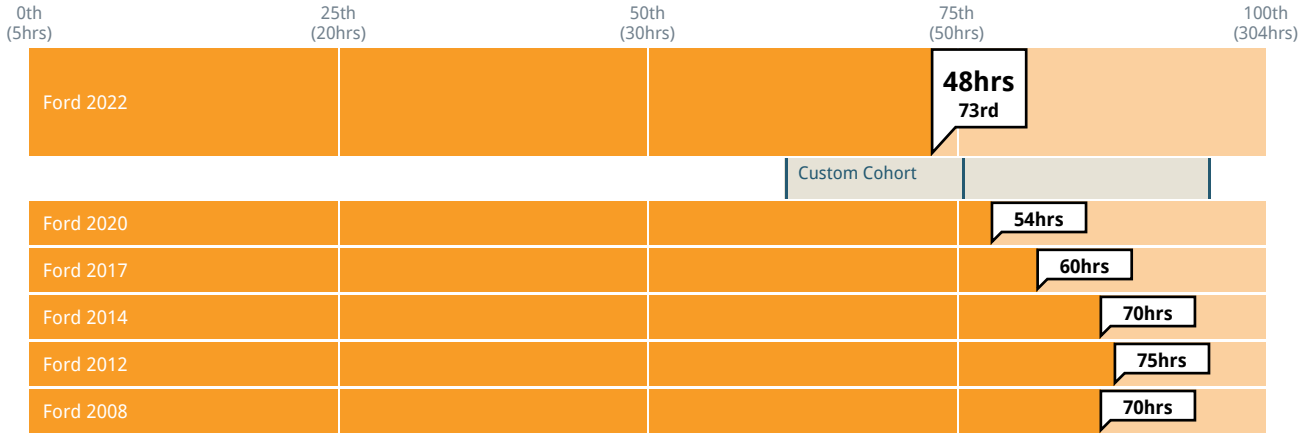
Cohort: Custom Cohort Past results: on Subgroup: None

Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: None

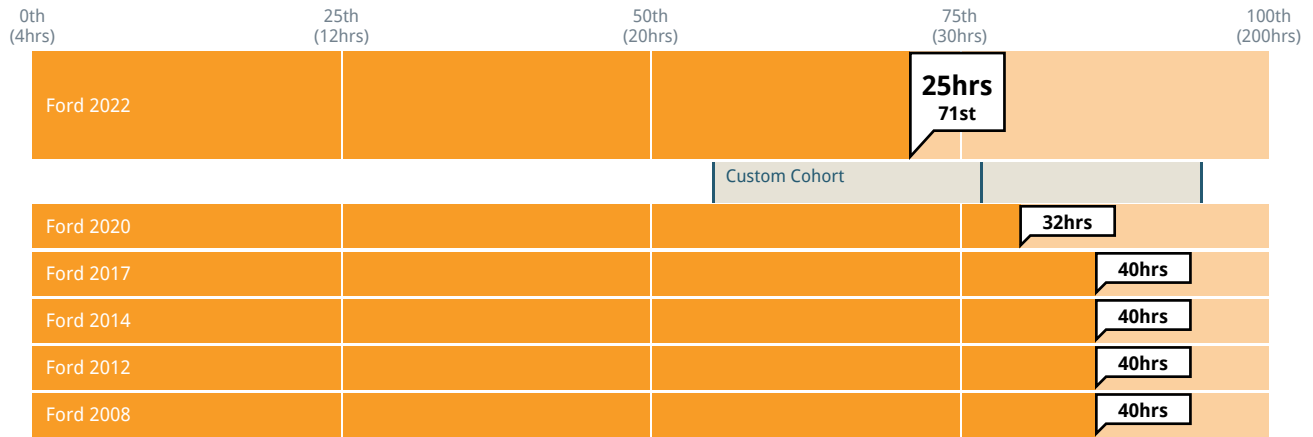
Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort Past results: on Subgroup: None

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

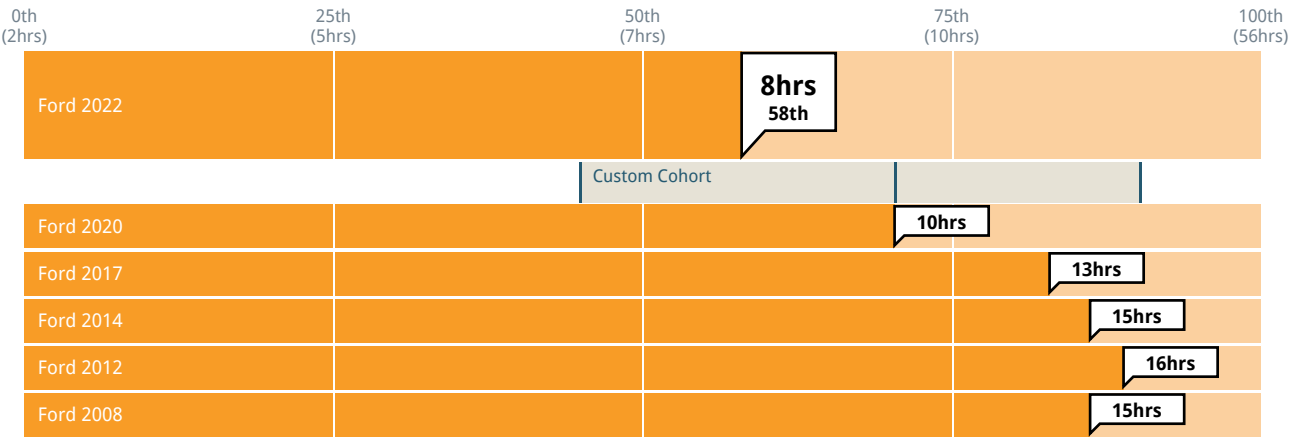


Cohort: Custom Cohort Past results: on Subgroup: None

Selected Cohort: Custom Cohort								
Time Spent On Proposal And Selection Process								
	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100 to 199 hours	200+ hours
Ford 2022	15%	20%	16%	9%	13%	15%	8%	4%
Ford 2020	13%	15%	16%	8%	16%	17%	9%	7%
Ford 2017	8%	14%	17%	10%	17%	17%	12%	5%
Ford 2014	6%	14%	15%	10%	16%	20%	13%	6%
Ford 2012	5%	11%	15%	10%	17%	22%	14%	8%
Ford 2008	6%	13%	15%	9%	16%	20%	15%	6%
Average Funder	25%	21%	17%	7%	11%	10%	6%	3%
Custom Cohort	11%	15%	16%	8%	15%	17%	12%	6%

Time Spent on Reporting and Evaluation Process

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



Cohort: Custom Cohort Past results: on Subgroup: None

Selected Cohort: Custom Cohort							
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)							
	1 to 9 hours	10 to 19 hours	20 to 29 hours	30 to 39 hours	40 to 49 hours	50 to 99 hours	100+ hours
Ford 2022	55%	20%	10%	4%	3%	5%	3%
Ford 2020	44%	23%	12%	5%	5%	6%	5%
Ford 2017	36%	24%	15%	6%	6%	8%	6%
Ford 2014	31%	25%	15%	5%	6%	10%	7%
Ford 2012	30%	23%	17%	7%	4%	11%	9%
Ford 2008	32%	26%	13%	6%	6%	10%	9%
Average Funder	56%	19%	10%	3%	3%	5%	4%
Custom Cohort	44%	23%	13%	5%	4%	6%	5%

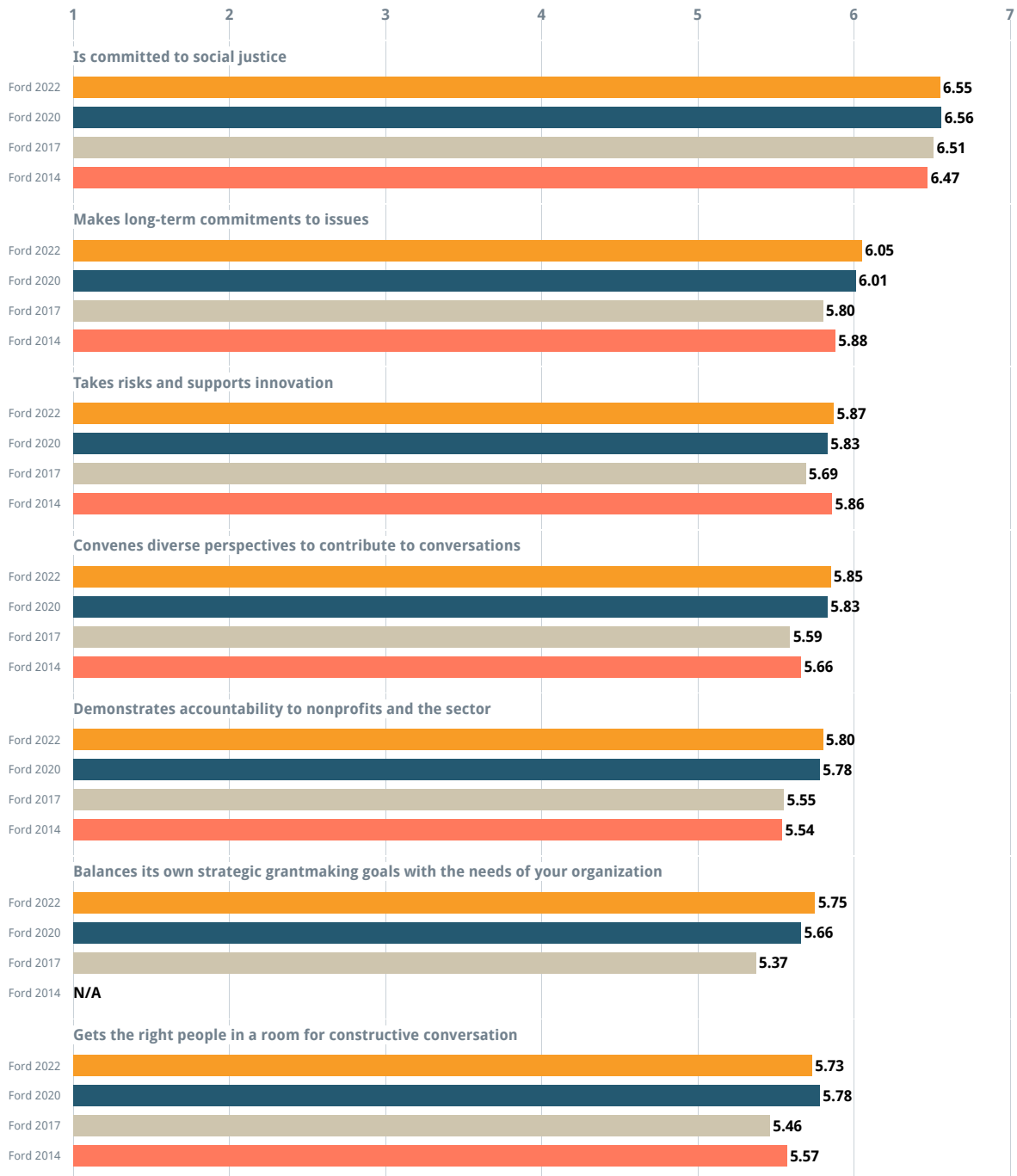
Ford-Specific Questions

"Please indicate how strongly you associate the Ford Foundation with each of the following characteristics."

Association of Ford with Different Characteristics - Overall

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

Ford 2022 Ford 2020 Ford 2017 Ford 2014

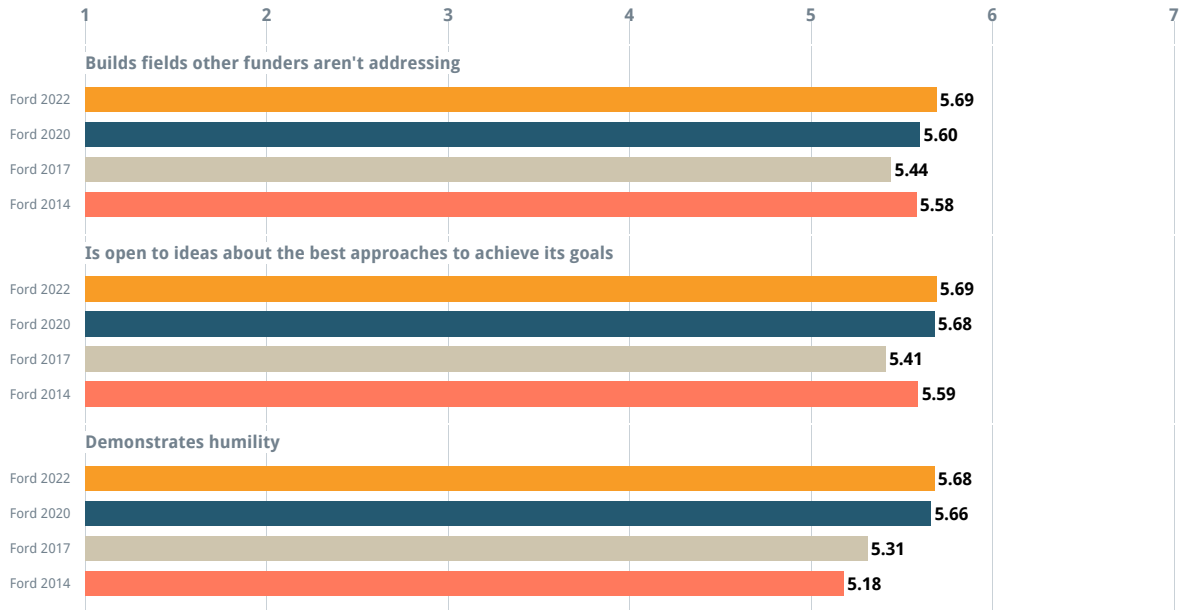


Cohort: None Past results: on

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

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

Ford 2022 Ford 2020 Ford 2017 Ford 2014



Cohort: None Past results: on

BUILD

Note: The question below about BUILD grants was asked only of those grantees designated as BUILD grant recipients in the Foundation's grants list provided to CEP. The findings here represent 202 responses from those grantees.

(In 2017 this question was asked only of grantees that *only* received a BUILD grant.)

in 2020 and 2022, more than half of BUILD grantees are also part of other offices and programs at Ford, and their responses are included in both this BUILD specific question and the results for those other programs or offices. It is important to keep this context in mind for interpreting differences from past data.

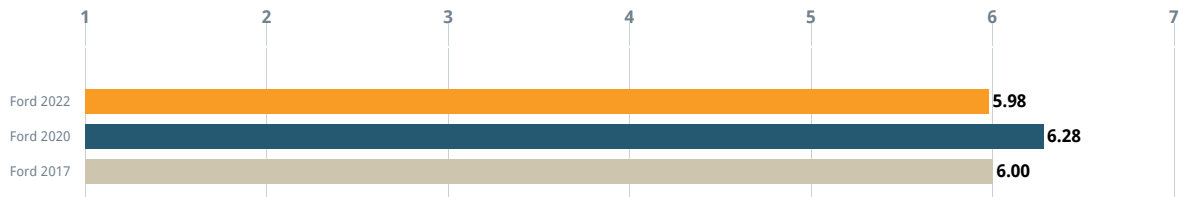
Due to the limited size of this population as compared to the Foundation overall, subgroup data is not displayed for this question about BUILD.

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

Coordination Between BUILD Team and Other Staff - Overall

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

Ford 2022 Ford 2020 Ford 2017



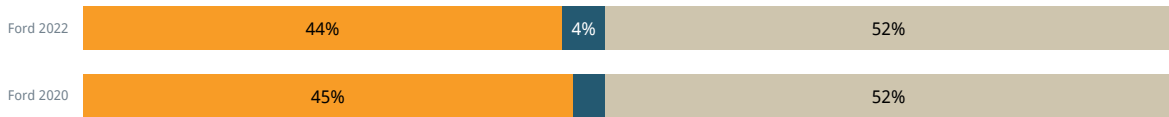
Cohort: None Past results: on

Strategy

Selected Cohort: None		
To what extent are you aware of how your work fits into the larger strategic goals of the program that funds you?	Ford 2022	Ford 2020
I am aware of the strategic goals of the program, and I see how my organization fits into them.	73%	76%
I am aware of the strategic goals of the program, but I am not fully clear how my organization fits into it.	12%	11%
I am not aware of the strategic goals of the program, but I know why my organization received funding.	15%	13%
I am not aware of the strategic goals of the program, and I don't know why my organization received funding.	1%	1%

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

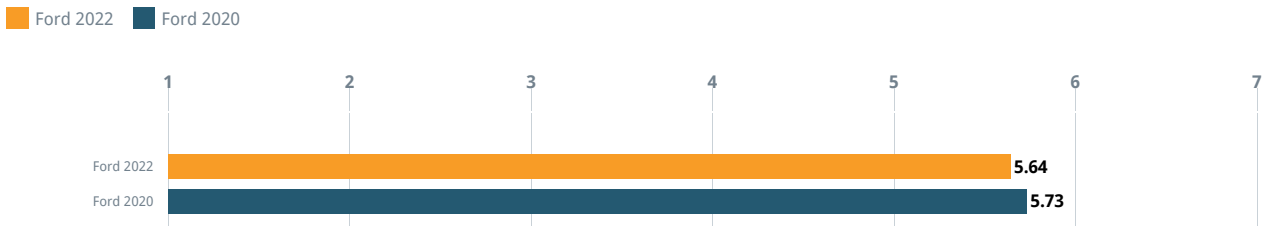
- I was given an opportunity to provide input, and did provide input.
- I was given an opportunity to provide input, but did not choose to do so.
- I was not given an opportunity to provide input.



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

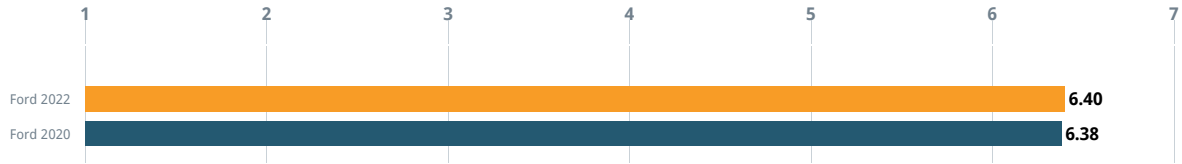


Cohort: None Past results: on

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 2022 Ford 2020



Cohort: None Past results: on

Conversations about DEI and Financial Health

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



Cohort: None Past results: on

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

Yes No Don't Know

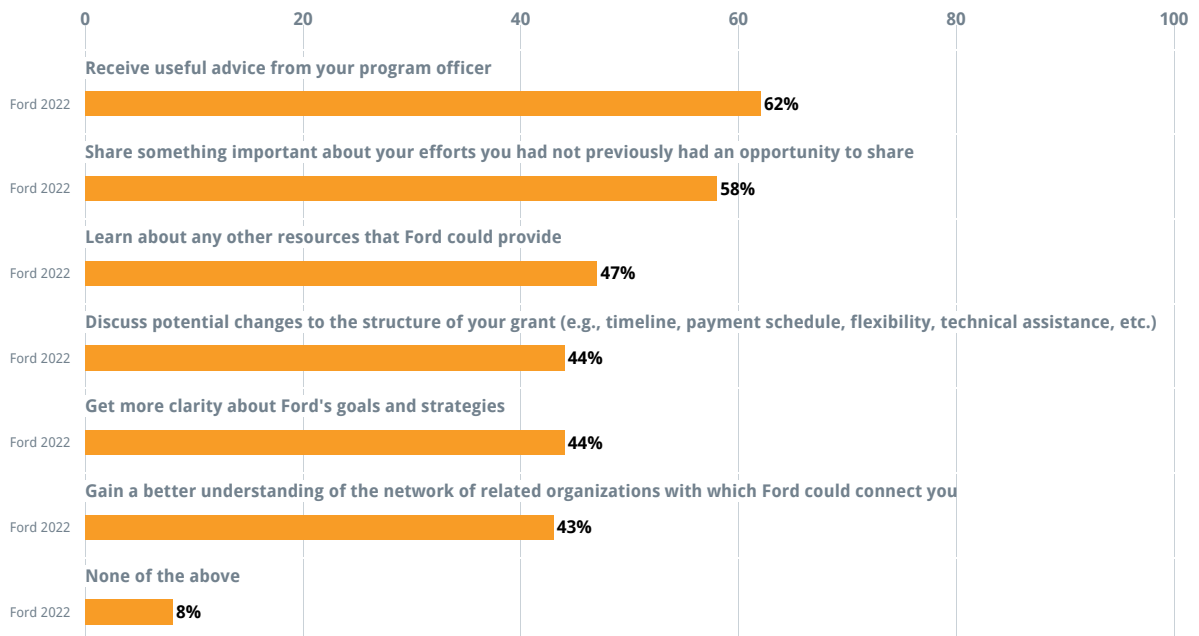


Cohort: None Past results: on

The question below was asked only of grantees who responded that they had discussed their DEI goals/challenges or financial health with their program officer.

Did your conversations about DEI or the financial health allow you to do any of the following? (Please check all that apply)

Ford 2022



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.

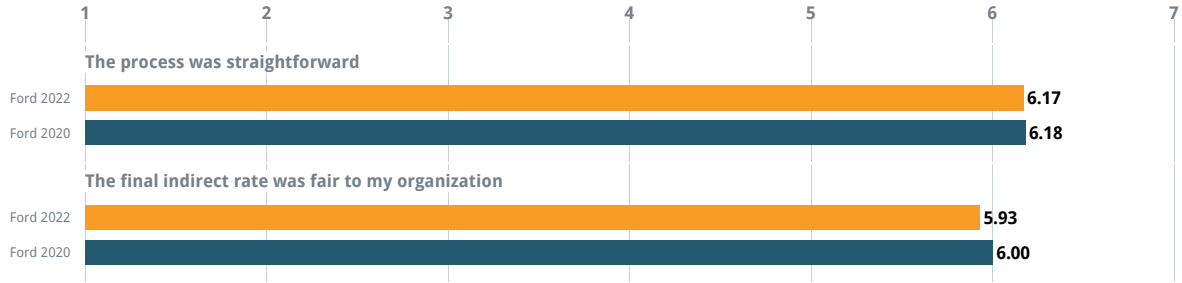
Selected Cohort: None		
To what extent did the grant cover the full costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)? If your program is supported by multiple funders, think about the proportion of costs that this grant represents within the total funding received from all funders.	Ford 2022	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.).	16%	14%
The grant covered direct and indirect costs, but no more.	44%	42%
The grant covered the direct costs of the work, but not all indirect costs.	28%	26%
This grant did not cover even the direct costs of the work.	7%	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%	5%

Selected Cohort: None		
Which best describes the process used to set an indirect cost rate for this project?	Ford 2022	Ford 2020
We provided an indirect rate, which the Foundation accepted	31%	31%
The Foundation provided an indirect rate, without opportunity for discussion	12%	13%
We settled on an indirect rate in discussion with Foundation staff	23%	25%
In determining grant amount, we did not specifically address indirect costs	21%	20%
I don't know	14%	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 2022 Ford 2020



Cohort: None Past results: on

Grantees' Written Comments

In the Grantee Perception Report survey, CEP asks three written questions:

1. "Please comment on the quality of the Foundation's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how the Foundation influences your field, community, or organization."
3. "What specific improvements would you suggest that would make the Foundation a better funder?"

To download the full set of grantee comments and suggestions, please refer to the "Attachments" 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.

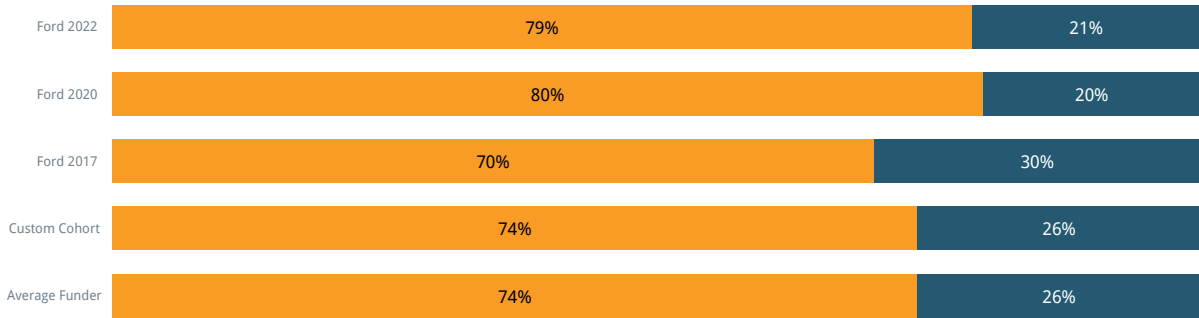
Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of the Foundation'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



Cohort: Custom Cohort Past results: on

Suggestion Topics

Grantees were asked to provide any suggestions for how the Ford Foundation could improve.

A total of 1059 Ford grantees wrote a response to this question. CEP conducted a random sample of these suggestions, stratified by Foundation office to ensure representation across groups. Overall, CEP coded 353 grantee comments, one-third of Ford's total responses to this question. Of these 353, grantees provided a total of 397 distinct suggestions. The 397 suggestions were thematically categorized by CEP and grouped into the topics below. All proportions quoted are with respect to the 397 distinct coded suggestions.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Interactions with Grantees	17%
Non-Monetary Assistance	16%
Impact on Grantees' Fields	15%
Grantmaking Characteristics	14%
Grant Processes	10%
Communications	9%
Ford Foundation Strategy	8%
Impact on Grantees' Organizations	8%
Internal Ford Dynamics	3%

Selected Suggestions

Grantees were asked to provide any suggestions for how the Ford Foundation could improve.

A total of 1059 Ford grantees wrote a response to this question. CEP conducted a random sample of these suggestions, stratified by Foundation office to ensure representation across groups. Overall, CEP coded 353 grantee comments, one-third of Ford's total responses to this question. Of these 353, grantees provided a total of 397 distinct suggestions. The 397 suggestions were thematically categorized by CEP and grouped into the topics below. All proportions quoted are with respect to the 397 distinct coded suggestions.

Interactions with Grantees (17% N=66)

- More Substantive and Frequent Interactions (N = 37)
 - "More precisely schedule follow-up, evaluation and feedback times from the very beginning of a new donation."
 - "To spend more time with the funder partner (as a participant, not supervisor)."
 - "I would like to have a better relationship, opportunities to talk about our work beyond this project grant."
 - "I would like to see interactions between the foundation staff and grantees more regularized with a predetermined schedule of partner visits."
 - "Maintain regular contact with funded organizations."
 - "Closer working relationships with grantees."
 - "It could be really useful to meet periodically with a member of the Foundation staff."
- More Site Visits (N = 18)
 - "The Foundation staff must visit often our projects and the organisation. This will help the foundation to have first hand experience of the field and changing nature of the field."
 - "I would love to see the foundation staff with more time to make site visits to our programs."
 - "Increased field visits. That would allow them to have a clearer picture of the real situation in the territories."
 - "Site visits to obtain first hand knowledge from communities at the ground."
- Incorporate Touchpoints After Completion of Funded Project (N = 5)
 - "The Foundation could increase follow-up check-ins with the grantees after the funded programs end so that the grantees can share their future plans and seek continuous funding."
- Better Management of Contact Change (N = 4)
 - "Staff changes mean entire portfolios and knowledge about assessment of challenges and the impact of granting leaves the foundation when individuals transition...This creates a constant cycle of loss of knowledge about strategy and impact, and leaves grantees and entire fields vulnerable to personnel shifts."
- Other (N = 2)

Non-Monetary Assistance (16% N=63)

- Convene and Facilitate Collaboration Among Grantees (N = 46)
 - "Bring us together with similar institutions in other countries so that we can learn more on a global level."
 - "Facilitating dialog between grantees even if they are active in seemingly different areas might contribute to igniting more cross-sectoral cooperation."
 - "Support interaction among funded organizations in order to form a community culture."
 - "I believe that the Foundation could encourage more meetings and interactions among grantees, in order to establish a broader/more participative process for understanding the current context and discussing Ford's strategy in this context."
 - "Create some process of dialog that allows learning and exchanging with other experiences (grant recipients) of the region.... That way, the contributions can be bolstered, replicated and diversified, creating a greater impact from the Foundation and not just from us."
 - "More opportunities for exchange/learning among grantee partners."
 - "Promoting access and dialogue among grantees, aiming at a connection and the possibility of thinking on joint actions, supports and dialogue among the projects supported by the Foundation."
- Publicly Share Grantees' Work (N = 7)
 - "Provide access to the promotion and popular scientific materials of other funded organizations."
 - "Spotlighting underrepresented and marginalized groups and their works."
- Introductions to Others in the Field (N = 4)
 - "It would be great if Ford could create introductions with other potential funders, skill trainers, and experts in fields relevant to our work."
- Other (N = 6)

Impact on Grantees' Fields (15% N=60)

- Suggestions for Fields the Foundation Should Fund (N = 24)

- "Developing a public health program would be more than relevant in this pandemic-prone era."
- "Greater focus on governance, anti-corruption initiatives to deepen its agenda on inclusivity and diversity."
- "Increase the funding amounts to start-ups in the documentary film sub-granting space."
- "Expand the foundation support for social justice sectors and groups such as...advocacy for public social security [and] advocacy for human rights."
- "More funding in education research."
- Understanding of Grantees' Regional Context (N = 13)
 - "The inclusion and diversity policy [should] be revised more from an approach suited to the reality of Mexican organizations since we believe that there are aspects where it is not necessarily as easy to incorporate the perspective as they handle it. "
 - "Approach Global South Foundations to understand more thoroughly the ecosystem [and] the added value that intermediaries (not just Funds) create in the ecosystem broadly and the challenges that we face and why its important to support its work beyond specific issues."
 - "Greater knowledge of what is happening in each country in order to adapt its initiatives to these needs."
- Increase Foundation Presence and Funding in Specific Geography (N = 8)
 - "In terms of geographic location, we would suggest that the Foundation be involved in countries like Nepal where funding would go a long way in helping organizations serve their communities especially at the grass root levels."
 - "Increased participation in events in Central America."
- Extend Influence to Other Funders (N = 5)
 - "Positively influence other funders on using resources and trusting organizations."
- Fund Grassroots Organizations (N = 5)
 - "Funding informally organised grassroots organisations and movements."
 - "More directly support grass-root organizations, and to empower them to grow and sustain themselves."
- Intersectionality (N = 5)
 - "There are several intersections of our work with the Ford Foundation priorities...but from a grantee perspective it is hard to see the Ford strategy at the intersections...are you having conversations about these intersections where grantees can ask for funding at these intersections. It is difficult to navigate the best path for funding support."

Grantmaking Characteristics (14% N=54)

- Longer Grants (N = 19)
 - "Provide more long term support to interventions that are systems-change driven."
 - "One of the hardest things for nonprofits is planning campaigns in one-year increments because that's so rarely how work flows on the ground. It would be very helpful if Ford would issue multi-year commitments."
 - "Longer term funding horizons/agreements, when possible, would facilitate long-term planning and efficiency on the grantee's part."
 - "Consider long-term support that can leverage sustainable change with bigger goals beyond the simple current multi-year paradigm."
- More Unrestricted Funding (N = 19)
 - "Increase its core and general operating support funding especially for organizations that it has worked with repeatedly over the years."
 - "It would be enormously helpful if we could move to organisational or core support, which would help us and help the field and help achieve FF's objection. It would also recognise the value of the work we do with and for the Foundation. We just don't know how to get there."
 - "Continue to increase general support grants and grow the BUILD program."
 - "A core grant will help us to establish a more stable and sustainable services and focus on improved initiatives instead of worrying about the uncertainty of the continuation for lack of funds after the project gets ended."
- Continued Funding (N = 7)
 - "That we will receive further funding from [the Foundation] in the future."
 - "Remove clauses disqualifying certain grantees from receiving further grants yet the work will still need to be done."
- Increase Grant Size (N = 7)
 - "It would be appealing to be able to access larger donations that allow us and allow other projects to guarantee longer stability that will make them grow and focus internal efforts beyond the search for grants that complement this donation."
 - "One issue that we face is that we have basically received the same quantity of funding for many years, and this same amount can cover far less of the same work that it covered in the past. And yet the same level of excellence and coverage of our work is, of course, expected. Particularly in this time of high inflation, it would be good to reconsider this."
 - "Moving toward our organizational vision effectively would best be served by having significant financial commitments rather than the incremental increases that we have now. It is difficult to develop the organizational infrastructure needed when we can only obtain incremental increases."
- Multi-Year Unrestricted Funding (N = 2)

Grant Processes (10% N=40)

- Clarify Guidelines (N = 9)
 - "We would appreciate more clarity around the formatting of budgets and financial reports."

- "We think that it would be helpful if the funding process was more transparent. It's always a bit of a mystery what the agenda is for that year's focus and what the process is."
- Suggestions for Monitoring and Evaluation (N = 8)
 - "I would love to hear what fundee constituents think about our work. Grant reports ask an org to tell you how it did at delivering its work. I want to know how the people we are to serve view our work."
 - "It could be very helpful if they help us evaluate long term impact and transfer knowledge and capabilities to carry out these assessments."
- More Flexible Timelines/Processes (N = 7)
 - "There should be more flexible formats for reporting."
 - "Greater leeway when new proposals are due- at times we've had them due by the end of the week or the following, during times that were already complicated and busy for us. Since we value so much the Foundation and the quality of the proposal we put in, a bit more leeway in timing could sometimes be helpful."
- Streamline (N = 7)
 - "Eliminate the lengthy proposal and reporting process: these could be reduced to 1-2 pages or phone calls."
 - "Entirely scrapping their current proposal and reporting templates in favor of a more lenient model where grantees can submit boilerplate materials they regularly craft for most other funders."
 - "Shorter applications and reports."
- Minimize Delays in Decision-Making and Disbursement of Funds (N = 6)
 - "The feedback on the proposal and disbursement should be done on time."
 - "Much quicker dispersal of funds, once the grant is approved and more specific about the timeline for approval and dispersal."
- Other (N = 3)

Communications (9% N=37)

- Clear Communication of the Foundation's Goals and Strategies (N = 22)
 - "Greater communication on priorities and strategies, including at the national level."
 - "We feel strongly aligned in vision, strategy and values with the States Program program staff...I am unclear how broadly these strategies and values are held within the wider Foundation."
 - "The Foundation program team could be a bit more clear in explaining how the grant fits within existing programming or whether grant is a considered an experiment or a learning opportunity and therefore is not an expansion or scaling of existing work. We are clear that the Foundation has a lot of grants out there so connecting all grantees and helping them neatly fit together into a clear framework is too hard or not necessarily beneficial, but more conversation could/should have been committed to this."
 - "Strategy seems in flux. What is written is not always what is consistently communicated."
 - "More transparency regarding the importance of our organization as a grantee in the overall arts portfolio, and where the Foundation is headed."
- Transparency About Current and Future Funding Opportunities (N = 8)
 - "If you are seeking Ford funding (and haven't been invited) the process is super opaque. If justice and equity are values you hold, then you have to create entrance ramps for grantees to access your programs, otherwise the existing, racist power structures get reinforced (even if you prioritize funding groups of color)."
 - "Support projects in entering conversations about grant renewals or new funding opportunities with the Foundation."
- General Requests for Improved Communication (N = 7)
 - "More direct communication."
 - "Better communication with grantees."

Ford Foundation Strategy (8% N=33)

- Incorporate Feedback from Stakeholders in Developing Strategy (N = 16)
 - "Engage grantees in strategic planning."
 - "Let practitioners who are working in the field lead the work. Let them identify what the priorities are and what the road to success looks like."
 - "More involvement and broader participation for grantees in identifying priority issues for the Foundation."
 - "I would welcome contributing to strategic thinking with the foundation. It always feels strange when foundations 'go off' and re-strategize in a bubble, largely driven by internal perspectives. I think those days are over, or should be!"
- Approach to Diversity, Equity, Inclusion (N = 10)
 - "Ford is taking very important steps to advance diversity in the field. I hope that Ford continues to build on this, ask direct questions, and make grantees explain what they are doing to advance diversity and inclusion in the field. It is only with sustained effort, pressure from everyone, and serious commitment to uplifting diverse communities that things will change."
 - "Diversity, equity and inclusion can be helpful entry points to the conversation, but they come from the corporate sector...meanwhile some of the most promising work in the field of racial justice use a broader and more multi dimensional view, and is committed to building collective power in communities impacted by racism. This is the kind of work I would like to see the foundation expand into and grow."
 - "Ford is a clear leader in part of the space, but only beginning to incorporate other marginalized communities of color that have largely been left out of

its existing approach. By slightly broadening the scope/framing of its work in my space, it would have an even broader impact on the BIPOC communities we serve. As it stands Ford's focus is more on one specific group while at times leaving out other groups that if anything have been more marginalized."

- General Suggestions for Foundation Strategy (N = 4)
 - "The Foundation could be better partner for transformation, not only a great funder (as it currently is). Obviously, that depends on the perspective the Foundation wants to pursue."
- Less Change (N = 3)
 - "Stick to its strategy and not change it so often."

Impact on Grantees' Organizations (8% N=31)

- Understanding Grantee Organizations (N = 14)
 - "Listen and support organizations who are known by and accountable to the people they profess to serve."
 - "More open discussions about current issues in forums that bring in both grantees and the funder about areas that we are struggling with and areas we might need hand holding."
 - "It is hard for a large foundation to fully grasp the uncertainty, economic challenges, and daily life challenges faced by working artists on the ground and the communities they reflect."
 - "The initial funders on my grant had a deep understanding on how our intervention was worthwhile, how it was a missing piece of the equation, and how it was urgent. In the more recent interactions I've had with Ford project managers this clarity and strategic understanding is missing."
- Build Grantee Capacity and Sustainability (N = 13)
 - "Give greater attention and support to organizational capacity building."
 - "To support organisations, especially budding ones to a point where both can agree that they feel they have become stronger and on their way to sustainability."
 - "Once an organization has proven its capability to the Foundation, a capitalization strategy to support its growth would be ideal. Building a strong infrastructure for a cultural organization can assist it in expanding revenues - both earned and contributed. Organizations of color, like ours, have a very hard time developing a significant individual donor base. A significant capital investment by the Foundation, could support our organization in building a fundraising capacity that overtime would allow us to not be primarily dependent on institutional investors."
- Assistance Securing Funding from Other Resources (N = 4)
 - "Support in terms of finding additional funding and resources."

Internal Ford Dynamics (3% N=13)

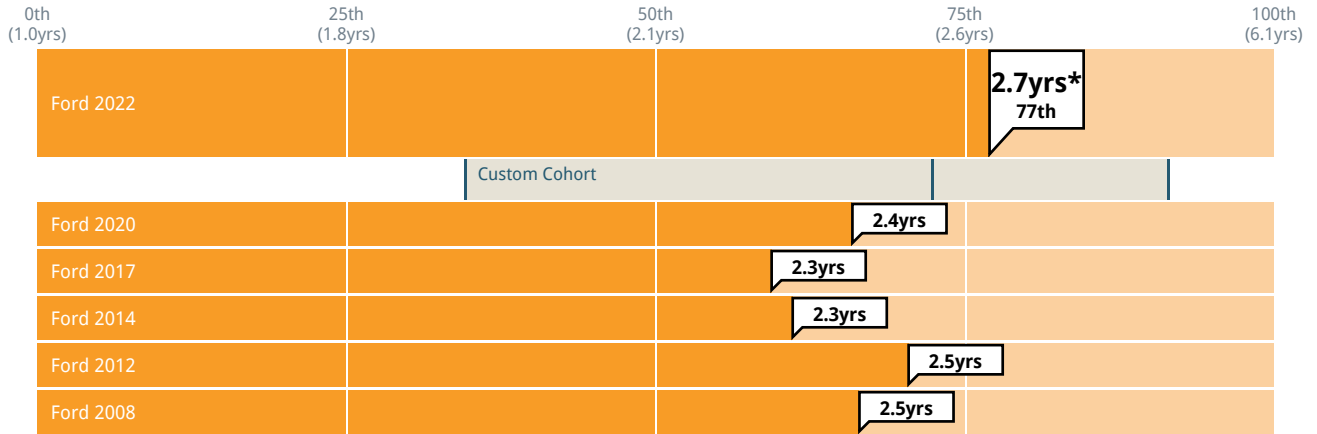
- Capacity of Ford Staff (N = 6)
 - "Sometimes the Ford team can be overwhelmed with projects closing at the same time, getting to them can be difficult in certain periods."
 - "Staff is always quite busy so finding time to interact can be challenging at times. This would lead me to assume the Foundation, staff and grantees would benefit from them building capacity with a few more staffers."
- Increase Staff Diversity (N = 4)
 - "Hire more African American women and Afro-Latinas."
- Decrease Internal Silos (N = 3)
 - "Trust in/clear support for program officers. Our program officers consistently represent Ford well but it's unclear if they are supported by a clear strategy. (...Our program officer definitely understands our local context, but it's unclear if the foundation as a whole does, i.e. if that understanding is accounted for in strategy.)"

Contextual Data

Please note that all information below is based on self-reported data from grantees.

Grantmaking Characteristics

Average Grant Length



Cohort: Custom Cohort Past results: on Subgroup: None

Selected Cohort: Custom Cohort	
	Length of Grant Awarded
	Average grant length
Ford 2022	2.7 years
Ford 2020	2.4 years
Ford 2017	2.3 years
Ford 2014	2.3 years
Ford 2012	2.5 years
Ford 2008	2.5 years
Median Funder	2.1 years
Custom Cohort	2.6 years

Selected Cohort: Custom Cohort					
Length of Grant Awarded					
	0 - 1.99 years	2 - 2.99 years	3 - 3.99 years	4 - 4.99 years	5 - 50 years
Ford 2022	19%	41%	20%	9%	12%
Ford 2020	30%	40%	14%	6%	10%
Ford 2017	38%	38%	12%	3%	8%
Ford 2014	31%	45%	15%	3%	5%
Ford 2012	28%	44%	16%	5%	8%
Ford 2008	28%	42%	18%	3%	9%
Average Funder	48%	22%	19%	3%	8%
Custom Cohort	27%	34%	26%	5%	8%

Selected Cohort: Custom Cohort				
Proportion of Unrestricted Funding	Ford 2022	Ford 2020	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (i.e. general operating, core support)	52%	47%	27%	24%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	48%	53%	73%	76%

Grant Size

Selected Cohort: Custom Cohort	
Grant Amount Awarded	
Median grant size	
Ford 2022	\$300K
Ford 2020	\$250K
Ford 2017	\$250K
Ford 2014	\$250K
Ford 2012	\$230K
Ford 2008	\$200K
Median Funder	\$100K
Custom Cohort	\$350K

Selected Cohort: Custom Cohort									
Grant Amount Awarded									
	Less than \$10K	\$10K - \$24K	\$25K - \$49K	\$50K - \$99K	\$100K - \$149K	\$150K - \$299K	\$300K - \$499K	\$500K - \$999K	\$1MM and above
Ford 2022	2%	0%	1%	3%	7%	28%	22%	14%	23%
Ford 2020	3%	1%	1%	5%	10%	34%	17%	9%	19%
Ford 2017	4%	1%	2%	6%	12%	33%	20%	11%	12%
Ford 2014	4%	1%	2%	6%	10%	34%	21%	15%	8%
Ford 2012	2%	1%	3%	8%	12%	32%	19%	14%	9%
Ford 2008	1%	2%	3%	11%	15%	34%	17%	10%	8%
Average Funder	9%	11%	12%	14%	9%	16%	9%	9%	10%
Custom Cohort	1%	2%	3%	8%	7%	18%	17%	19%	25%

Selected Cohort: Custom Cohort	
	Median Percent of Budget Funded by Grant (Annualized)
	Size of grant relative to size of grantee budget
Ford 2022	12%
Ford 2020	12%
Ford 2017	12%
Ford 2014	11%
Ford 2012	11%
Ford 2008	15%
Median Funder	4%
Custom Cohort	6%

Grantee Characteristics

Selected Cohort: Custom Cohort	
Operating Budget of Grantee Organization	
Median Budget	
Ford 2022	\$1.5M
Ford 2020	\$1.4M
Ford 2017	\$1.3M
Ford 2014	\$1.2M
Ford 2012	\$1.2M
Ford 2008	\$0.8M
Median Funder	\$1.6M
Custom Cohort	\$3M

Selected Cohort: Custom Cohort						
Operating Budget of Grantee Organization						
	<\$100K	\$100K - \$499K	\$500K - \$999K	\$1MM - \$4.9MM	\$5MM - \$24MM	>=\$25MM
Ford 2022	6%	20%	14%	34%	17%	10%
Ford 2020	7%	20%	13%	33%	17%	10%
Ford 2017	7%	20%	15%	30%	17%	10%
Ford 2014	9%	20%	14%	31%	16%	10%
Ford 2012	7%	21%	15%	32%	14%	11%
Ford 2008	9%	29%	16%	27%	11%	7%
Average Funder	8%	18%	13%	30%	18%	12%
Custom Cohort	3%	12%	10%	30%	23%	23%

Funding Relationship

Selected Cohort: Custom Cohort	
Funding Status	
Percent of grantees currently receiving funding from the Foundation	
Ford 2022	84%
Ford 2020	82%
Ford 2017	74%
Ford 2014	80%
Ford 2012	75%
Ford 2008	74%
Median Funder	82%
Custom Cohort	85%

Selected Cohort: Custom Cohort			
Pattern of Grantees' Funding Relationship with the Foundation			
	First grant received from the Foundation	Consistent funding in the past	Inconsistent funding in the past
Ford 2022	26%	55%	19%
Ford 2020	21%	57%	22%
Ford 2017	19%	60%	22%
Ford 2014	19%	59%	22%
Ford 2012	19%	57%	24%
Average Funder	29%	53%	18%
Custom Cohort	33%	46%	21%

Funder Characteristics

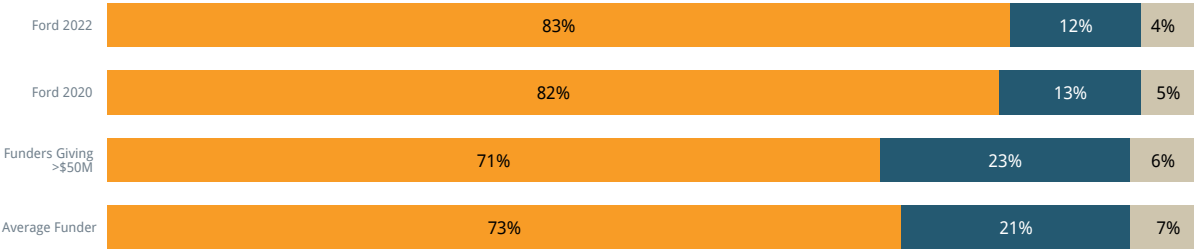
Selected Cohort: Custom Cohort		
Financial Information		
	Total assets	Total giving
Ford 2022	\$20038M	\$908.6M
Ford 2020	\$13081.2M	\$534.5M
Ford 2017	\$12243M	\$512M
Ford 2014	\$12260M	\$560.3M
Ford 2012	\$10498.9M	\$427.6M
Median Funder	\$264.7M	\$18.7M
Custom Cohort	\$7211.6M	\$288.2M

Selected Cohort: Custom Cohort		
Funder Staffing		
	Total staff (FTEs)	Percent of staff who are program staff
Ford 2022	414	43%
Ford 2020	422	41%
Ford 2017	440	42%
Ford 2014	383	30%
Ford 2012	368	30%
Median Funder	17	43%
Custom Cohort	124	44%

Respondents and Communities Served

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

Yes No Don't know

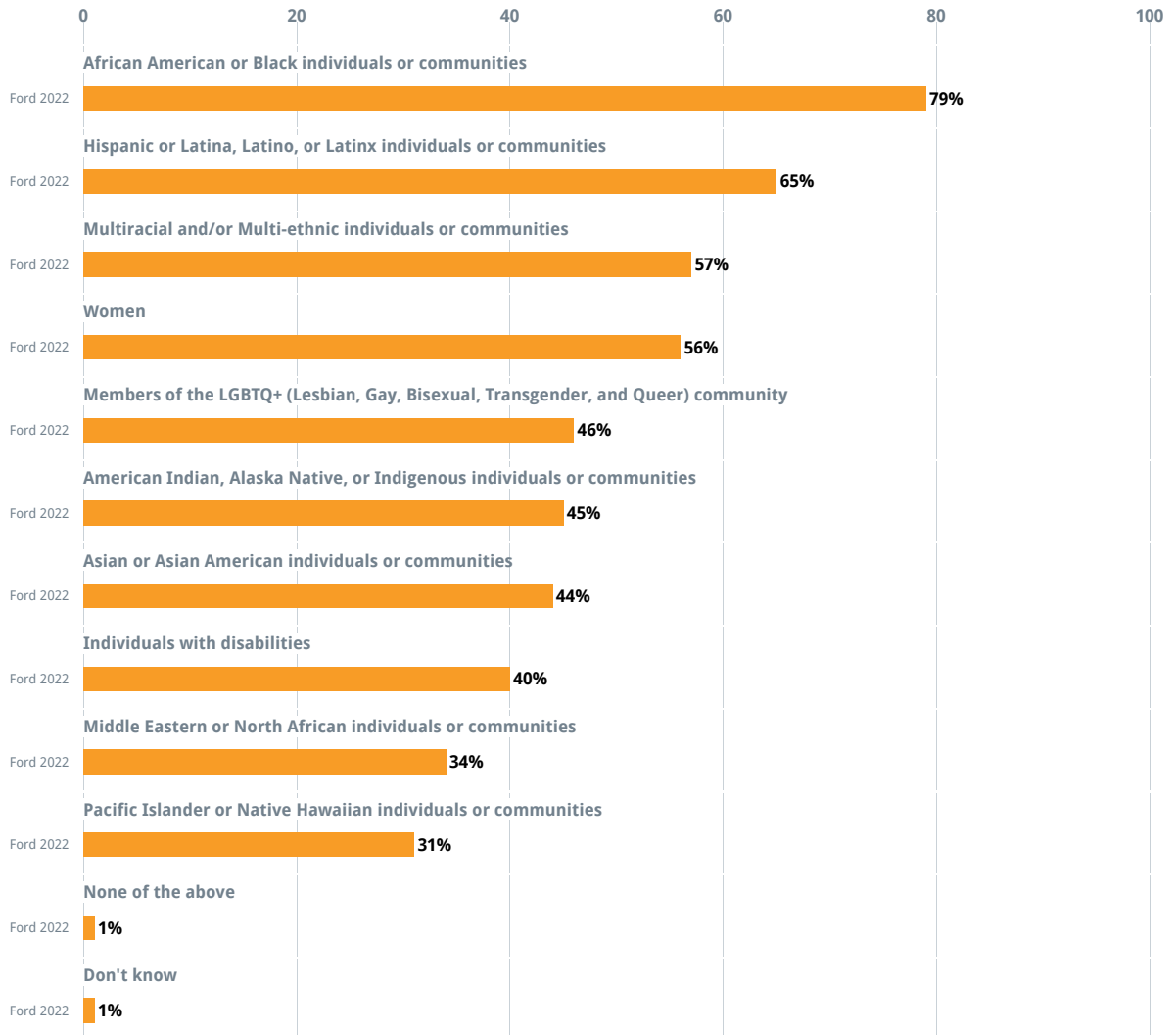


Cohort: Funders Giving >\$50M Past results: on

The following question is asked only of U.S.-based grantees who answered "yes" to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

Ford 2022

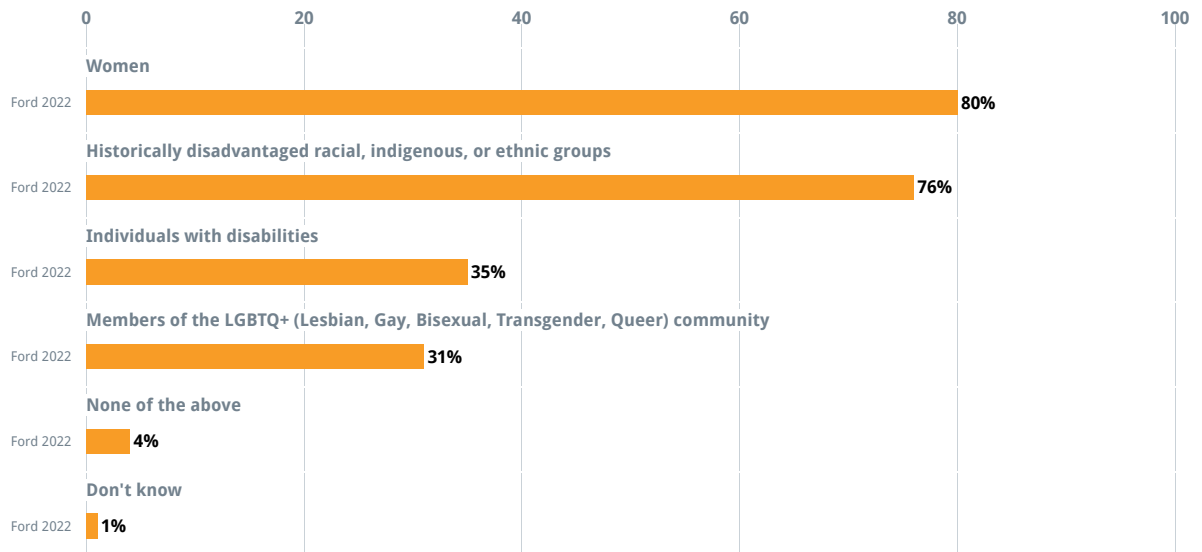


Cohort: None Past results: on

The following question is asked only of grantees based outside of the U.S. who answered "yes" to the question "Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?"

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

Ford 2022



Cohort: None Past results: on

Respondent Demographics

Note: Demographic questions related to grantees' POC and racial/ethnic identity are only asked of respondents in the United States.

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 and LGBTQ+ identity are guided by best practices shared by [Fundations For LGBTQ Issues](#), [HRC Foundation's Welcoming Schools](#), and the [Williams Institute of the University of California – Los Angeles School of Law](#).

Survey respondents are asked to share their gender identities in a check-all-that-apply question. Each chart has the option of showing the average ratings of respondents who selected only "man," only "woman," multiple gender identities, "gender non-conforming or non-binary," "prefer to self-identify," and "prefer not to say" - as long as that response option had at least 10 respondents.

All answers on demographic identity are optional. International survey respondents were asked to opt-in to responding to questions on gender, disability, and transgender identity.

Differences in Ratings by Respondent Demographics

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

Person of Color Identity (US Only):

- Ratings from grantees who identify as a person of color (N=296) are significantly *higher* than grantees who identify as not a person of color (N=377) for the following measures:
 - Impact on grantee organizations
 - Understanding of how funded work fits into the Foundation's broader efforts
 - The Foundation's transparency
 - The extent to which the Foundation is open to ideas from grantees
 - Helpfulness of the selection process to grantees in strengthening the efforts of funded organization/program
 - The extent to which the reporting process is a helpful opportunity to reflect and learn
 - Comfort questioning or disagreeing with strategic/programmatic suggestions from Foundation staff about your organization's work
- Ratings from grantees who identify as a person of color are significantly *lower* than grantees who identify as not a person of color for the following measures:
 - Agreement that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
 - Agreement that the Foundation is committed to combatting racism

Race and/or Ethnic Identity (US Only):

- Ratings from respondents who identify as American Indian, Alaska Native, or Indigenous (N=30) are significantly *lower* than all other racial identities (N=649) for the following measures:
 - The Foundation's effect on public policy in grantees' fields
 - Understanding of grantees' local communities
 - Understanding of contextual factors affecting grantees' work
 - Understanding of the needs of the people and communities served
 - Awareness of challenges facing grantee organizations
 - Agreement that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
 - Associates Ford with being committed to social justice
- There are no consistent, meaningful patterns of differences when grantee ratings are segmented by whether the respondent identifies as the following racial/ethnic identities: Asian or Asian American; African American or Black; Hispanic or Latina, Latino, or Latinx; Middle Eastern or North African; Multiracial and/or Multi-ethnic; White; Race and/or ethnicity not included.
- There are not enough respondents who identify as the following racial/ethnic identities to run statistical tests (N<10): Pacific Islander or Native Hawaiian.

Intersectional Identities (US Only): There are no consistent, meaningful patterns of differences when grantee ratings are segmented by respondents' intersectional identities.

Gender Identity: There are no consistent, meaningful patterns of differences when grantee ratings are segmented by respondent gender identity.

Transgender Identity:

- Ratings from respondents who identify as transgender (N=11) are significantly *lower* than respondents who do not identify as transgender (N=1452) for the following measures:
 - Impact on grantees' fields
 - Understanding of grantees' fields
 - Understanding of contextual factors affecting grantees' work
 - Understanding of how funded work fits into funder's broader efforts
 - The extent to which the reporting process is...straightforward
 - Agreement that the Foundation has clearly communicated what diversity, equity, and inclusion means for its work
 - Associates Ford with demonstrating accountability to nonprofits and the sector
 - Associates Ford with getting the right people in a room for constructive conversation

- Associates Ford with making long-term commitments to issues
- Associates Ford with taking risks and supporting innovation

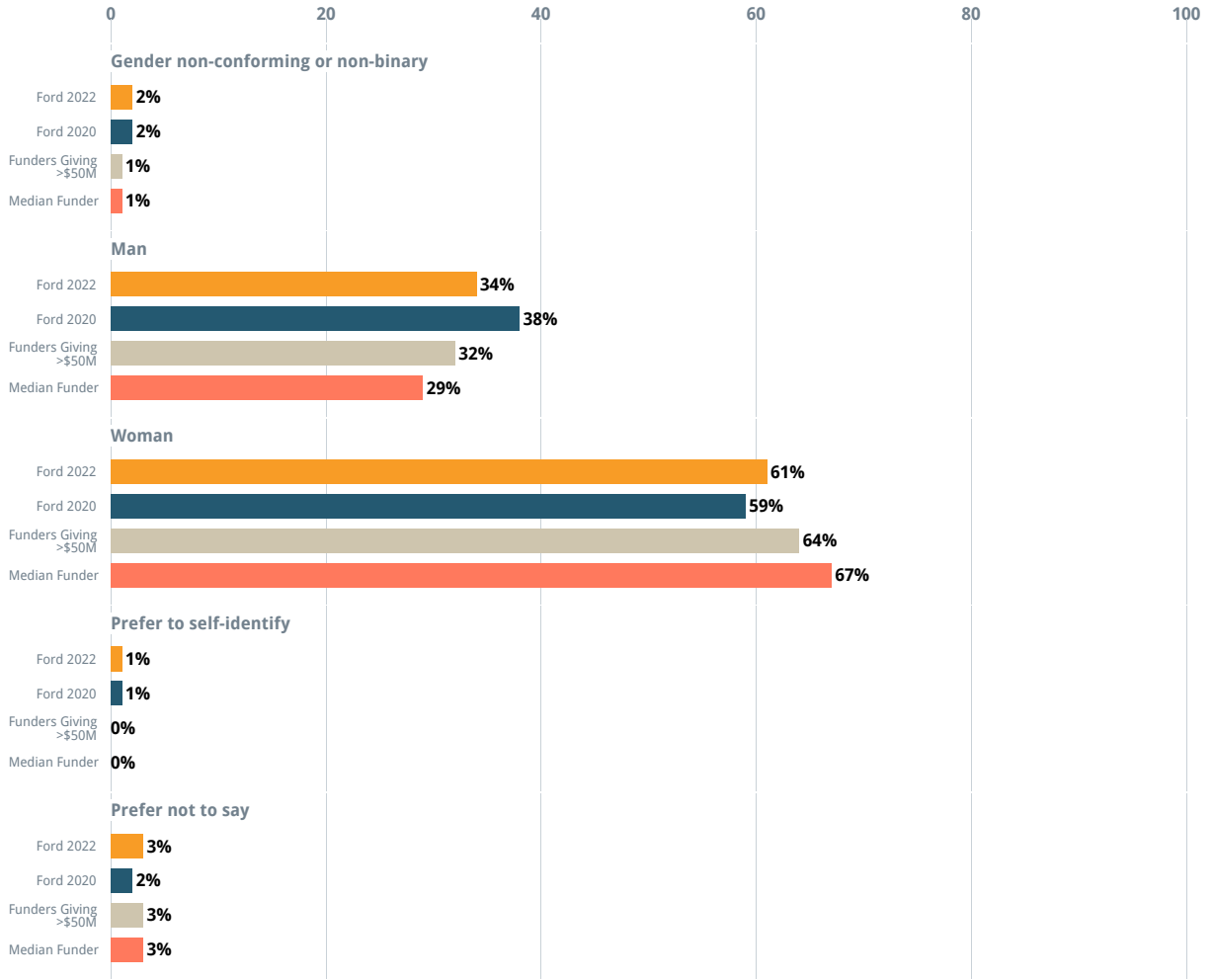
LGBTQ+ Identity:

- Ratings from respondents who identify as LGBTQ+ (N=227) are significantly *lower* than respondents who do not identify as LGBTQ+ (N=1212) for the following measures:
 - Advancing knowledge in the field
 - Impact on grantees' local communities
 - Understanding of grantees' local communities
 - Understanding of grantees' goals and strategy
 - Grantee comfort approaching the Foundation if a problem arises
 - Consistency of information provided by communications resources
 - Clarity and transparency of the proposal criteria
 - The extent to which the reporting process is straightforward
 - The extent to which the reporting process is relevant, with questions and measures pertinent to the work funded by this grant
 - The extent to which the reporting process is a helpful opportunity for you to reflect and learn
 - Agreement that the Foundation has clearly communicated what diversity, equity, and inclusion means for its work
 - Agreement that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
 - Agreement that the Foundation is committed to combatting racism
 - Associates Ford with building fields other funders aren't addressing
 - Associates Ford with demonstrating accountability to nonprofits and the sector
 - Associates Ford with getting the right people in the room for a constructive conversation
 - Associates Ford with demonstrating humility
 - Associates Ford with being open to ideas about the best approaches to achieve its goals
 - Associates Ford with taking risks and supporting innovation
 - Associates Ford with balancing its own strategic grantmaking goals with the needs of your organization
 - Agreement that the process was straightforward for how indirect and direct costs were set

Disability Identity: There are no consistent, meaningful patterns of differences when grantee ratings are segmented by whether the respondent has a disability.

Please select the option that represents how you describe yourself:

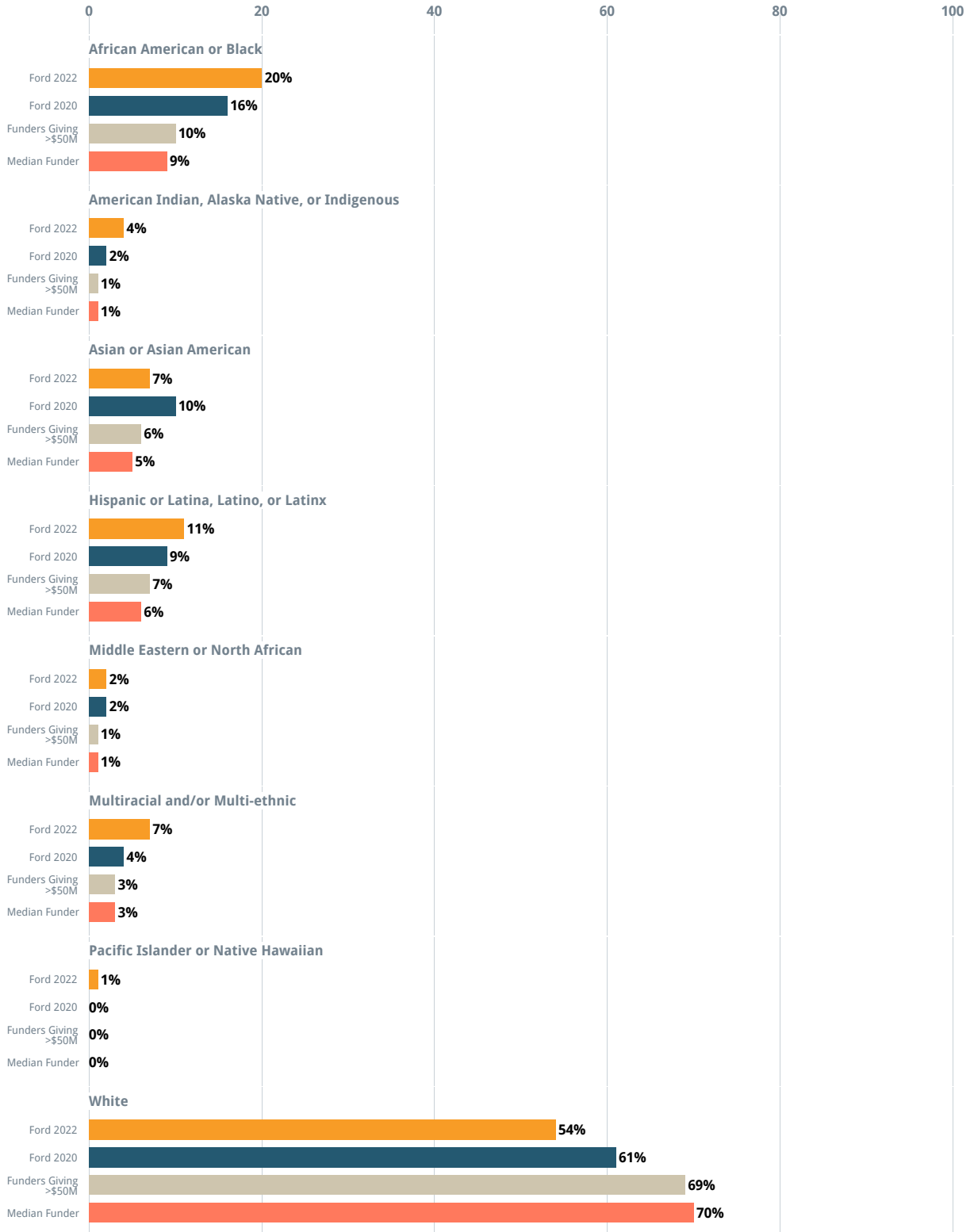
■ Ford 2022
 ■ Ford 2020
 ■ Funders Giving >\$50M
 ■ Median Funder



Cohort: Funders Giving >\$50M Past results: on

How would you describe your race and/or ethnicity?

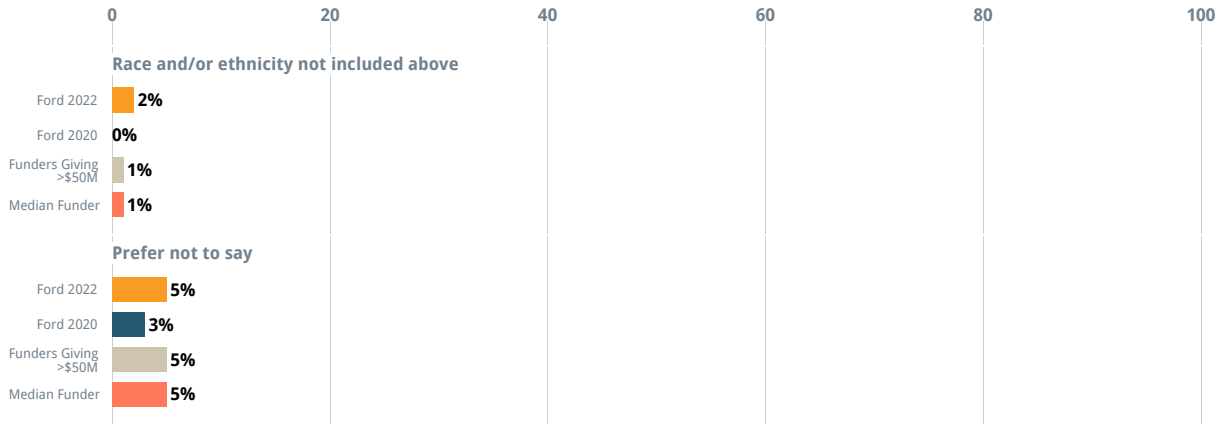
■ Ford 2022
 ■ Ford 2020
 ■ Funders Giving >\$50M
 ■ Median Funder



Cohort: Funders Giving >\$50M Past results: on

How would you describe your race and/or ethnicity? (cont.)

■ Ford 2022
 ■ Ford 2020
 ■ Funders Giving >\$50M
 ■ Median Funder



Cohort: Funders Giving >\$50M Past results: on

Selected Cohort: None			
Do you identify as a person of color?	Ford 2022	Ford 2020	Average Funder
Yes	42%	36%	23%
No	53%	60%	71%
Prefer not to say	5%	4%	5%

Selected Cohort: None		
Are you transgender?	Ford 2022	Average Funder
Yes	1%	1%
No	97%	96%
Prefer not to say	3%	4%

Selected Cohort: None		
Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	Ford 2022	Average Funder
Yes	15%	11%
No	81%	84%
Prefer not to say	4%	5%

Selected Cohort: None		
Do you have a disability?	Ford 2022	Average Funder
Yes	8%	6%
No	88%	90%
Prefer not to say	4%	5%

Respondent Job Title

Selected Cohort: Custom Cohort						
Job Title of Respondents						
	Executive Director/CEO	Other Senior Team (i.e., reporting to Executive Director/CEO)	Project Director	Development Staff	Volunteer	Other
Ford 2022	50%	23%	13%	11%	0%	3%
Ford 2020	50%	18%	12%	15%	0%	4%
Ford 2017	45%	17%	12%	18%	0%	8%
Ford 2014	47%	16%	13%	15%	0%	9%
Ford 2012	47%	14%	14%	13%	0%	11%
Ford 2008	53%	13%	13%	11%	0%	10%
Average Funder	47%	18%	12%	16%	1%	5%
Custom Cohort	36%	24%	21%	14%	0%	5%

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 1587.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	1528
How well does the Foundation understand the field in which you work?	1538
To what extent has the Foundation advanced the state of knowledge in your field?	1411
To what extent has the Foundation affected public policy in your field?	1228
Overall, how would you rate the Foundation's impact on your local community?	1251
How well does the Foundation understand the local community in which you work?	1307
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	1552
How well does the Foundation understand your organization's strategy and goals?	1533
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	1452
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	1554
How often do/did you have contact with your program officer during this grant?	1581
Who most frequently initiated the contact you had with your program officer during this grant?	1536
Has your main contact at the Foundation changed in the past six months?	1532
Did you submit a proposal to the Foundation for this grant?	1567
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?	1504
To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?	1402
To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?	1427
To what extent was the Foundation clear and transparent about the selection process requirements and timelines?	1481
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?	1370
At any point during this grant, including the selection process, did Foundation staff visit your offices or programs?	1582
Are you currently receiving funding from the Foundation?	1542
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	1544
How well does the Foundation understand the needs of the people and communities that you serve?	1482
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	1487
Have you participated in a reporting or evaluation process?	1538
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?	1280
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?	1361
To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?	1368
To what extent was the Foundation's reporting process straightforward?	1291
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?	1329
To what extent did the evaluation result in you making changes to the work that was evaluated?	413
To what extent did the evaluation incorporate your input in the design of the evaluation?	389
Did you receive any non-monetary support from the Foundation during this grant period?	1501

Question Text	Number of Responses
How would you describe the benefit - to your organization or work - of any non-monetary support that you received?	667
To what extent did the Foundation exhibit the following during this grant - Trust in your organization's staff	1581
To what extent did the Foundation exhibit the following during this grant - Candor about the Foundation's perspectives on your work	1574
To what extent did the Foundation exhibit the following during this grant - Respectful interaction	1582
To what extent did the Foundation exhibit the following during this grant - Compassion for those affected by your work	1572
Was the funding you received restricted to a specific use?	1564
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	1532
Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work	1523
Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion	1481
I believe that the Foundation is committed to combatting racism	1471
Primary Intended People and/or Communities	
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	1565
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant? (U.S.)	594
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant? (International)	697
Custom Questions	
How comfortable do you feel questioning or disagreeing with strategic/programmatic suggestions from Foundation staff about your organization's work?	1388
To what extent has the Foundation provided flexibility to adjust your work based on changes to your organization's internal and external environment?	1389
Overall, how well coordinated was the Foundation's BUILD team with your other Ford Foundation contacts/program staff?	202
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set...The final indirect rate was fair to my organization	581
How strongly do you agree or disagree with the following statements about how indirect and direct costs were set...The process was straightforward	573

About CEP and Contact Information

Mission:

CEP provides data, feedback, programs, and insights to help individual and institutional donors improve their effectiveness. We do this work because we believe effective donors, working collaboratively and thoughtfully, can profoundly contribute to creating a better and more just world.

Vision:

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

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

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

About the GPR

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

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

Contact Information

Kevin Bolduc
Vice President, Assessment and Advisory Services
kevinb@cep.org

Della Menhaj
Manager, Assessment and Advisory Services
dellam@cep.org

Erin Fitzgerald
Senior Analyst, Assessment and Advisory Services
erinf@cep.org