

Key Findings and Recommendations from the Wilburforce Foundation 2020 Grantee Perception Report

Prepared by the Center for Effective Philanthropy

In October and November of 2020, the Center for Effective Philanthropy conducted a survey of Wilburforce Foundation's (referred to as "the Foundation or "Wilburforce") grantees. The memo below outlines CEP's summary of key strengths, opportunities, and recommendations. Grantee perceptions should be interpreted in light of the Foundation's unique goals, strategy, and context.

This memo accompanies the comprehensive survey results from 123 respondents (an 88% response rate) found in Wilburforce's Foundation's interactive online report at <https://cep.surveymresults.org>.



Stellar Perceptions of Impact on Grantees' Fields

- ▶ Wilburforce grantees continue to recognize the Foundation's exceptional impact on their fields, providing significantly higher ratings than in 2018, now placing the Foundation in the top one percent of CEP's dataset and higher than every funder in a small cohort of environmentally focused funders ("peer funders").
 - Relatedly, ratings remain exceptionally high for grantees' perceptions of Wilburforce's understanding of the fields in which they work, also now in the top one percent of funders.
- ▶ Furthermore, the Foundation is one of *the top two* highest rated funders in CEP's dataset and in its cohort of peer funders for its effect on public policy.
 - Grantees also provide ratings that place Wilburforce in the top five percent of the overall dataset for the Foundation's advancement of knowledge in their fields.



"Wilburforce leads the field in large landscape conservation. Its broad geographic range provides the knowledge to see more global trends and issues, and opportunities for collaboration and synergistic alliances. [which] has helped us team up with other talented people in other organizations to build coalitions that affect significant issues in the region. Our work would not be as successful without the insight and resources Wilburforce provides."



"I know of few foundations that are as committed to Alaska and to the field of conservation science. The fact that this is a long-term commitment is also highly impactful. Wilburforce grants are strongly shaping and contributing to advancements in conservation science and to policy measures and progress on the ground for landscapes and communities across Alaska, including geographical areas that Wilburforce does not fund directly in."

Strong Financial and Non-monetary Support for Organizations

- ▶ Similar to ratings on field-related measures, grantees rate the Foundation in the top one percent of the overall dataset for its impact on and understanding their organizations and its awareness of their challenges.
- ▶ Compared to 2018, the size of Wilburforce grants – \$100K at the median – has increased slightly and is in line with the typical funder in CEP’s overall dataset, while the average Wilburforce grant length (2.4 years) remains similar to typical and unchanged from 2018.
 - Interestingly, while a smaller proportion of respondents are first-time grantees, the proportion of grantees who report receiving one-year grants has increased – 62 percent compared to 51 percent in 2018. There is appetite for longer grants, with nine grantees sharing written suggestions requesting more multi-year commitments.
 - Importantly, a larger than typical proportion – nearly 50 percent – report receiving unrestricted funding, which CEP’s broader research indicates is associated with stronger impact on organizations.
- ▶ In addition to flexible financial support, over 80 percent of grantees continue to report working with Training Resources for the Environmental Community (TREC).
- ▶ Relatedly, over half of Wilburforce grantees – a much larger than typical proportion – report receiving intensive non-monetary assistance, continuing an upward trend since 2004.
 - These supports continue to prove valuable: grantees who indicate receiving intensive support rate significantly higher for many measures in the survey, particularly for the Foundation’s impact on and understanding of their organizations. Similarly, grantees in TREC Tier 1 rate the Foundation significantly more positively than Tier 2 or 3 grantees for Wilburforce’s impact on and understanding of grantees’ organizations.
 - Furthermore, nearly 80 percent of grantees – a much larger than typical proportion – report they have requested support for the Foundation to help strengthen their organizations. The Foundation’s efforts are also targeted to real needs: Nearly sixty percent of grantees indicated they ask for help based primarily on what their organizations most need instead of what they think the Foundation would be willing to fund or what the Foundation explicitly told them to request.
- ▶ In an open-ended question about specific ways the Foundation could improve, just over a quarter of grantees mention the opportunity to continue to build on this valuable non-monetary support – the second strongest theme in suggestions about how Wilburforce could strengthen its work. Grantees primarily asked for increased opportunities to learn from other grantees, assistance securing additional funding, expansions and modifications to TREC, support to build capacity within their organizations, and guides to available resources.



“Making multi-year commitments... [would] alleviate budget concerns, as we could plan out staffing and hiring. Foundations have this luxury and should extend it to their non-profit partners so that we can better retain staff, implement programs, develop emerging ideas, and create greater impact.”



“The Foundation[’s]...commitment to general support and supporting the operations of our organization also allows us the space to invest in the infrastructure of our organization, creating more resiliency and space for creativity and collaboration. The... staff of the foundation also seem to have a broad scope of the work happening in our region, allowing insights and advice for how to create movement scale impact.”

Exceptional Relationships with Grantees

- ▶ Wilburforce continues to be rated in the top five percent of CEP’s dataset for the strength of its relationships with grantees, receiving particularly positive ratings for all aspects of its interactions.
 - Grantees continue to provide ratings that place Wilburforce in the top three percent of funders for how fairly they feel treated, their comfort approaching the Foundation if a problem arises, and the Foundation’s responsiveness, openness, and transparency.
 - Also, across the series of new measures related to trust-based philanthropy – such as the Foundation’s candor about its perspectives on grantees’ work, exhibition of respectful interaction, and compassion for those impacted by the funded work – grantee ratings place the Foundation in the top three percent of the overall dataset and as the highest rated funder in its cohort of peers. Wilburforce is *the* highest rated funder in CEP’s dataset for the extent to which it exhibits trust in grantees’ staff.
- ▶ Grantee ratings for the clarity of the Foundation’s communications about its goals and strategies are trending up compared to 2018, now placing Wilburforce higher than the typical funder in the overall dataset and at the top of its cohort of peers.
 - As in past surveys, ratings remain in the top five percent of funders for grantees’ perception of the consistency of the Foundation’s communications. And on a new survey measure, grantees also provide higher than typical ratings for their understanding of the way in which their work fits into Wilburforce’s broader efforts.



“All of the staff at Wilburforce are extremely responsive, helpful, kind, and interested genuinely in our work. They feel like true allies in the work to advance conservation and their support is not only critical to advancing our work on the ground, but also to keeping morale up during hard times!”



“All of our communications and interactions with the Foundation have been clear and professional. We always know the expectations from the Foundation for fulfilling their mission and how they blend with the mission of our organization.”

Opportunity to Examine Role of Diversity, Equity, and Inclusion in Foundation Programs and Strategies

- ▶ In a new series of questions about the Foundation’s approach to diversity, equity, and inclusion, grantees strongly agree that most of the staff they have interacted with at Wilburforce embody a commitment to diversity, equity, and inclusion.
- ▶ However, Wilburforce grantees agree less strongly that the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work and that the Foundation has clearly communicated what diversity, equity, and inclusion mean for its work.
- ▶ CEP asks respondents a series of demographic questions about themselves and the Executive Director of their organization.
 - Smaller than typical proportions of Wilburforce respondents’ Executive Directors identify as women: 36% as compared to 50% at the typical funder.
 - Of Wilburforce’s US-only grantees¹, over 90 percent of respondents identify as White, and a smaller than typical proportion indicate that their organization is led by a person of color – 13 percent compared to 21 percent at the typical funder.
- ▶ When asked for suggestions on how the Foundation could improve, six grantees shared suggestions related to the Foundation’s approach to diversity, equity, and inclusion, such as encouraging a larger focus on racial diversity and requests that Wilburforce amplify its support for equity in its work.



“I’d really like to see the foundation come out with a strong statement in support of diversity, equity, inclusion, and justice, and to more formally recognize the importance of equitable conservation in their programs and grant-making. ...I’d love to see them be a leader in making our field more diverse and equitable.”

- ▶ When asked specifically about TREC’s strengths and opportunities to improve, grantees provided over twenty comments related to diversity, equity, and inclusion (DEI). About half of those comments applaud TREC’s “hard work” to “build skills and expertise around DEI.” The other half of these comments are more constructive, with grantees requesting more resources for DEI trainings as well as modifications to existing trainings to reflect the diverse communities in which they are working.

¹ Given US-specific terminology, only US-based grantees were asked about racial and ethnic identity and person of color status in the survey. Grantee country was provided in Wilburforce’s grantee list.

Consistently Streamlined and More Valuable Processes

- ▶ Given the small increase in Wilburforce’s median grant size, coupled with the slight decrease in required hours, grantees’ monetary return for every hour they spend on Wilburforce processes has trended upward and now places Wilburforce in the top quarter of CEP’s overall dataset.
- ▶ Grantees continue to get value out of the selection process, with ratings that are trending up – and now in the top ten percent of CEP’s dataset – for the extent to which the Foundation’s selection process was helpful in strengthening their organizations or programs.
- ▶ Perceptions of the Foundation’s reporting process are also outstanding, with ratings in the top three percent of CEP’s dataset for the extent to which the process was relevant and a helpful opportunity for reflection and learning. And, impressively, grantee feedback shows statistically significant improvements for the extent to which the process was both adaptable and straightforward—now placing the Foundation in the top one percent of funders and as *the* highest rated funder, respectively.
- ▶ Furthermore, more grantees report discussing plans for submitted reports and assessment with the Foundation as compared to 2018:
 - Eighty-five percent of grantees report having had a substantive discussion with the Foundation about their submitted reports, an upward trend from 2018 that now places Wilburforce at the top of its peer cohort.
 - And nearly three-quarters of grantees – compared to 63 percent in 2018 – now report exchanging ideas with the Foundation about how to assess their funded work, placing Wilburforce in line with the typical funder.
 - As in 2018, these conversations are closely associated with more positive grantee perceptions: those who reported discussions about assessment rate significantly higher across nearly all key measures in the survey.



“The simplicity of the Wilburforce Foundation process is a delight. There is continuity between our conversations with grant officers and the submission such that duplication is not required. The length and focus of the questions in the proposal is an easy mix of past assessment and forward vision. Our favorite grant to write, hands down!”



“The foundation has been clear in their requests of us for proposal, reports, etc. They have worked to create opportunities for honest dialogue around our work and needs during this time and in previous years.”

Recommendations

- ▶ Celebrate the continuous upward trends that go beyond the already consistently stellar ratings across the survey and continue to build on the Foundation’s unique strengths.

- ▶ Given less positive perceptions of Wilburforce’s communication about and demonstration of its commitment to diversity, equity, and inclusion, consider what aspects of these principles support the Foundation’s mission and goals, how to strengthen relevant communications, and possible opportunities to increase the diversity of funding portfolios to achieve greater impact.
- ▶ Taking into account the Foundation’s approach to unrestricted funding and non-monetary support, determine whether Wilburforce has interest and/or capacity to limit the number of single-year grants, as well as increase the proportion of 3-year grants particularly for grantees that the Foundation has intentions to fund again in the future.

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Wilburforce Foundation 2020 Grantee Perception Report - Public

Generated on April 7, 2021



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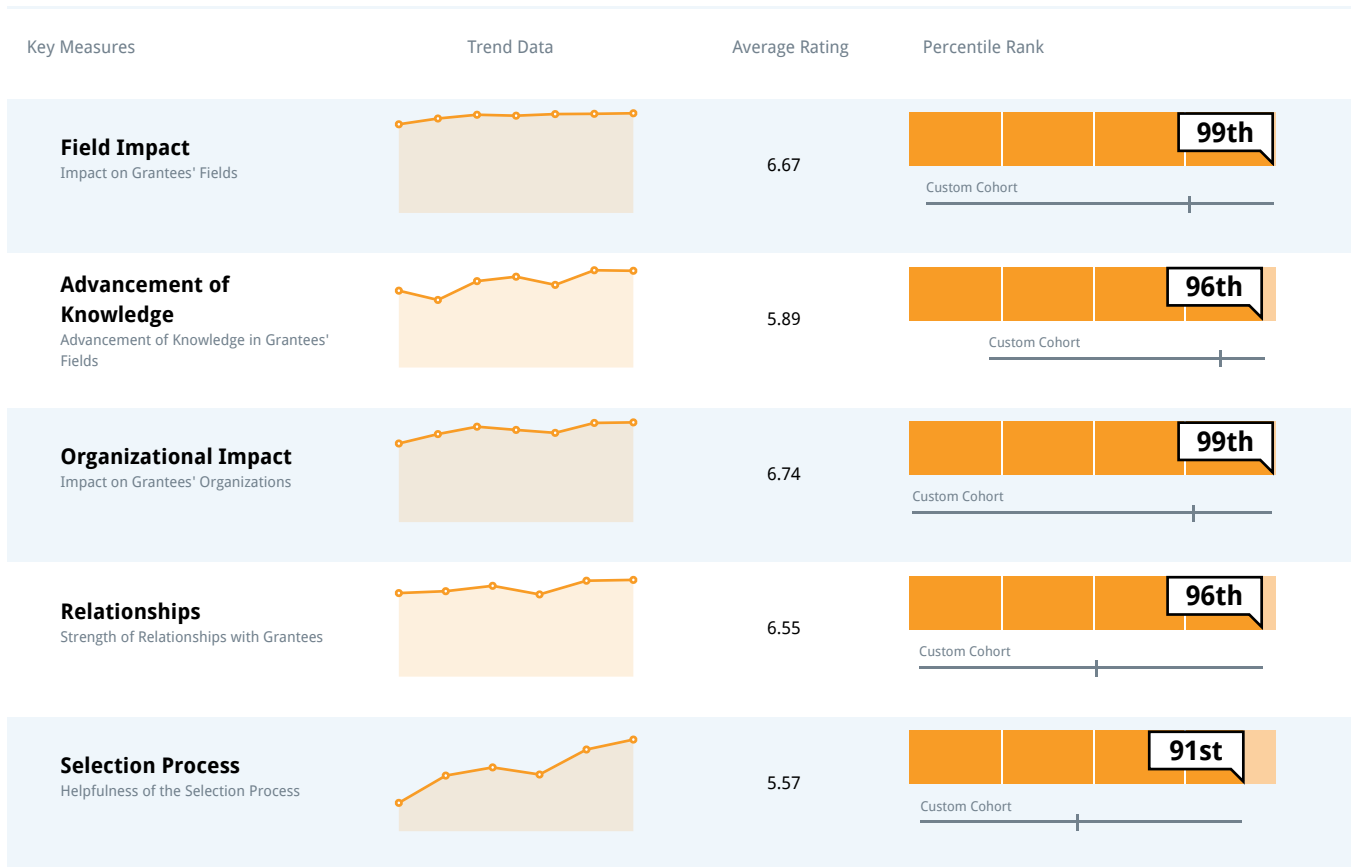
The online version of this report can be accessed at cep.surveymresults.org

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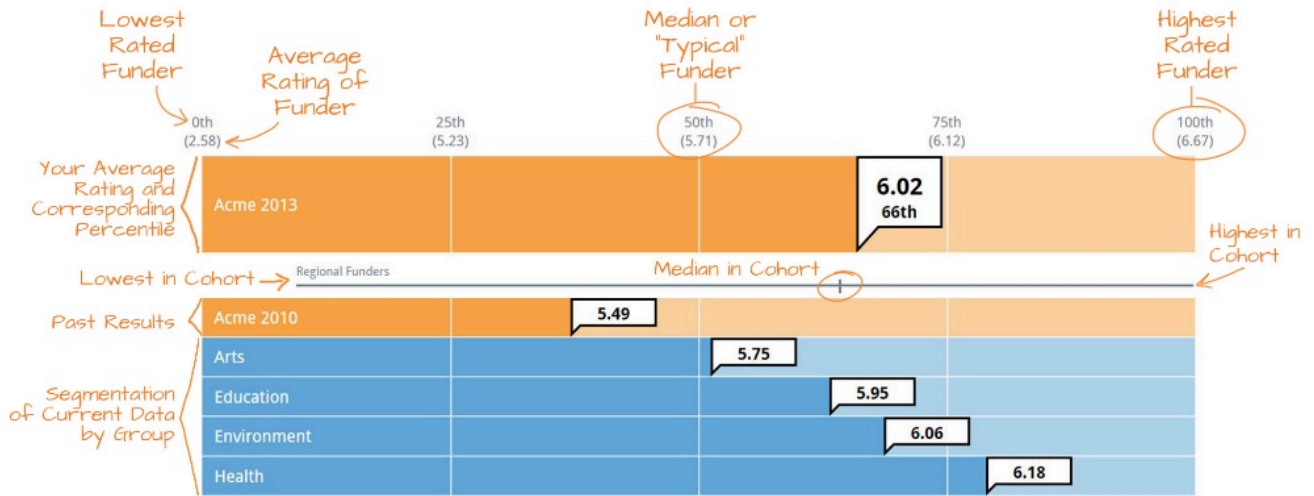
Key Ratings Summary

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 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

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



Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Wilburforce 2020	October and November 2020	151	123	81%
Wilburforce 2018	May and June 2018	144	116	81%
Wilburforce 2015	May and June 2015	142	107	75%
Wilburforce 2012	September and October 2012	154	110	71%
Wilburforce 2009	September and October 2009	142	112	79%
Wilburforce 2007	September and October 2007	138	99	72%
Wilburforce 2004	February and March 2004	148	122	82%

Survey Year	Year of Active Grants
Wilburforce 2020	August 2019 - August 2020
Wilburforce 2018	2017
Wilburforce 2015	2014
Wilburforce 2012	2011
Wilburforce 2009	2008
Wilburforce 2007	2006
Wilburforce 2004	2003

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

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

Comparative Cohorts

Customized Cohort

Wilburforce selected a set of 12 funders to create a smaller comparison group that more closely resembles Wilburforce in its programmatic areas. For the majority of the funders in this cohort, only data from their environmental programs are included for this comparison.

Custom Cohort

444S Foundation
ClimateWorks Foundation
Gordon and Betty Moore Foundation
Rockefeller Brothers Fund
Sea Change Foundation
Surdna Foundation, Inc.
The David and Lucile Packard Foundation
The Heinz Endowments
The Kresge Foundation
The Nathan Cummings Foundation
The William and Flora Hewlett Foundation
Wilburforce Foundation

Standard Cohorts

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

Strategy Cohorts

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

Annual Giving Cohorts

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

Foundation Type Cohorts

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

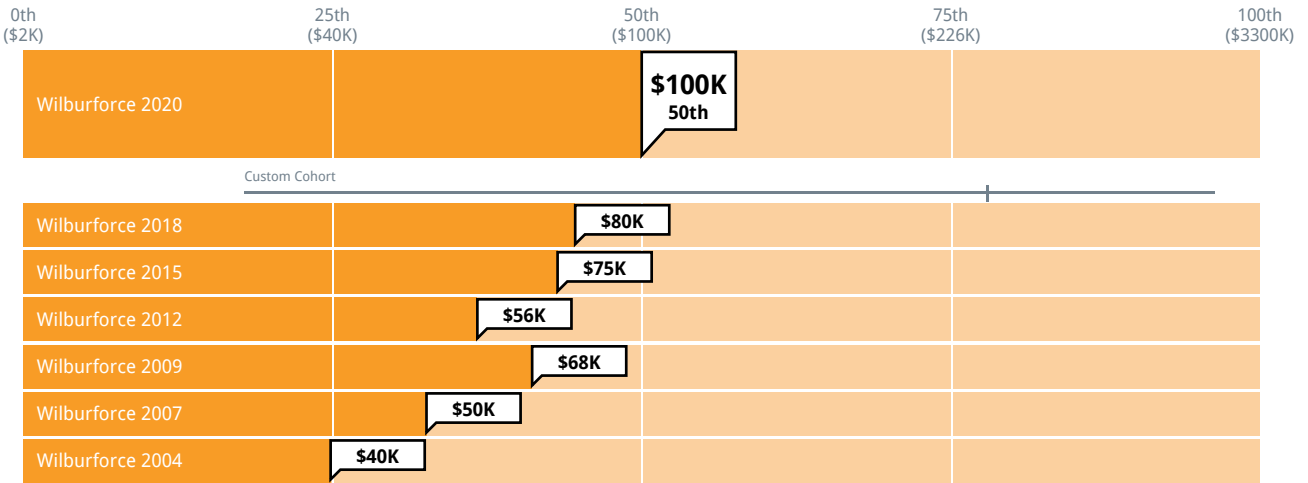
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	43	Funders who surveyed grantees during COVID-19 (GPR only)

Grantmaking Characteristics

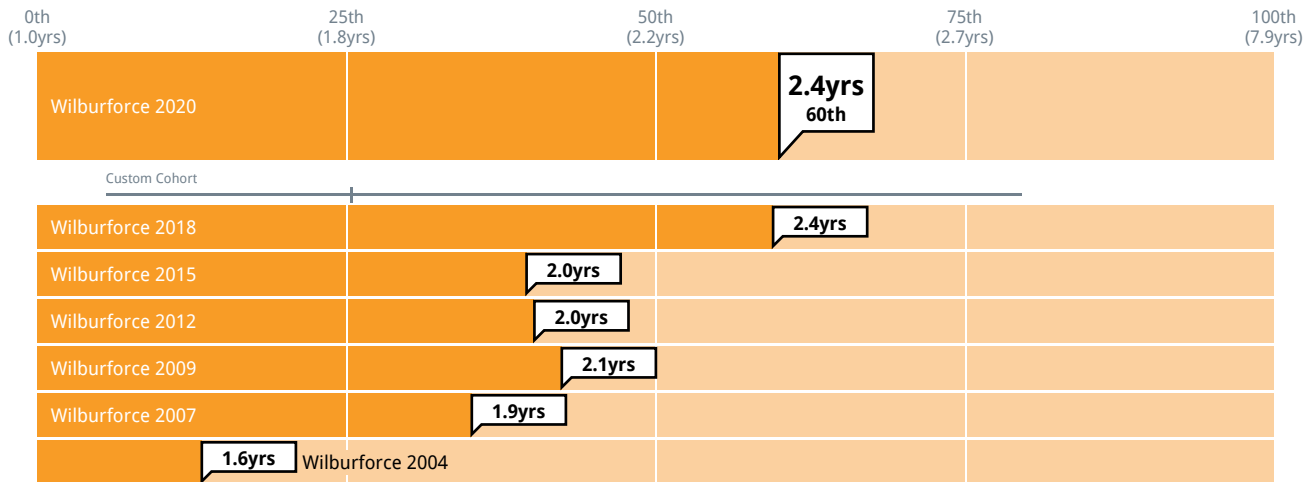
Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further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

Median Grant Size



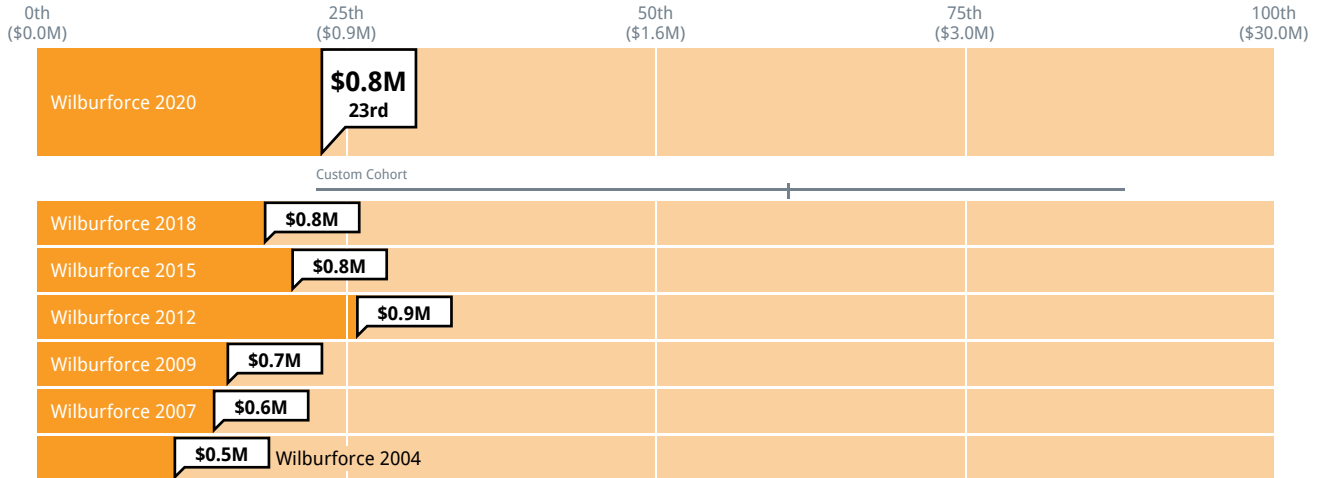
Cohort: Custom Cohort Past results: on Subgroup: None

Average Grant Length



Cohort: Custom Cohort Past results: on Subgroup: None

Median Organizational Budget



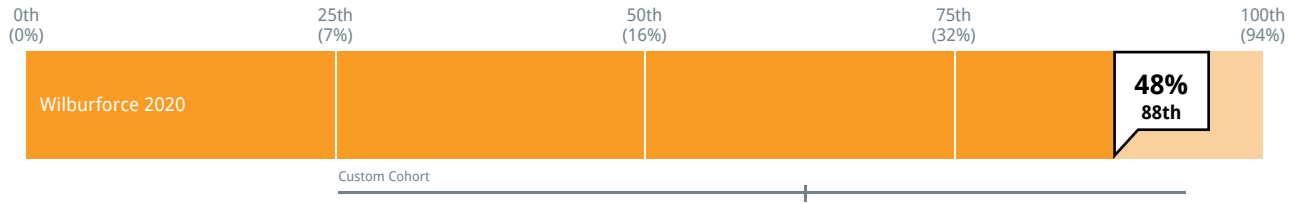
Cohort: Custom Cohort Past results: on Subgroup: None

Selected Cohort: Custom Cohort						
Grant History	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Average Funder	Custom Cohort
Percentage of first-time grants	7%	11%	7%	10%	28%	21%

Selected Cohort: Custom Cohort						
Program Staff Load	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Dollars awarded per program staff full-time employee	\$1.7M	\$1.6M	\$1.4M	\$1.4M	\$1.2M	\$1M
Applications per program full-time employee	26	32	19	31	19	23
Active grants per program full-time employee	26	32	19	31	19	23

Proportion of Unrestricted Funding

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

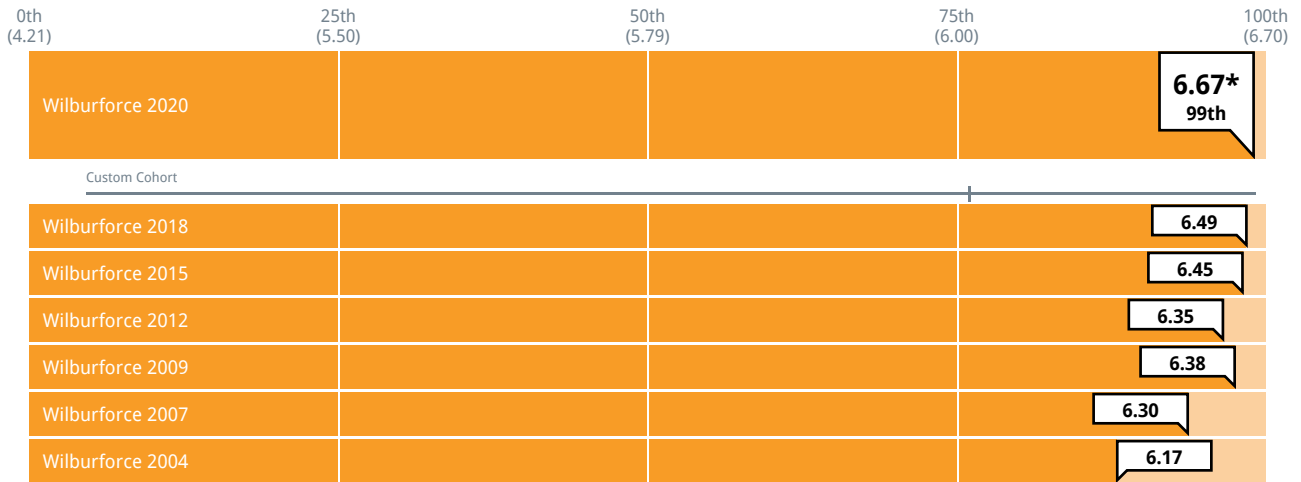


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Impact on and Understanding of Grantees' Fields

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

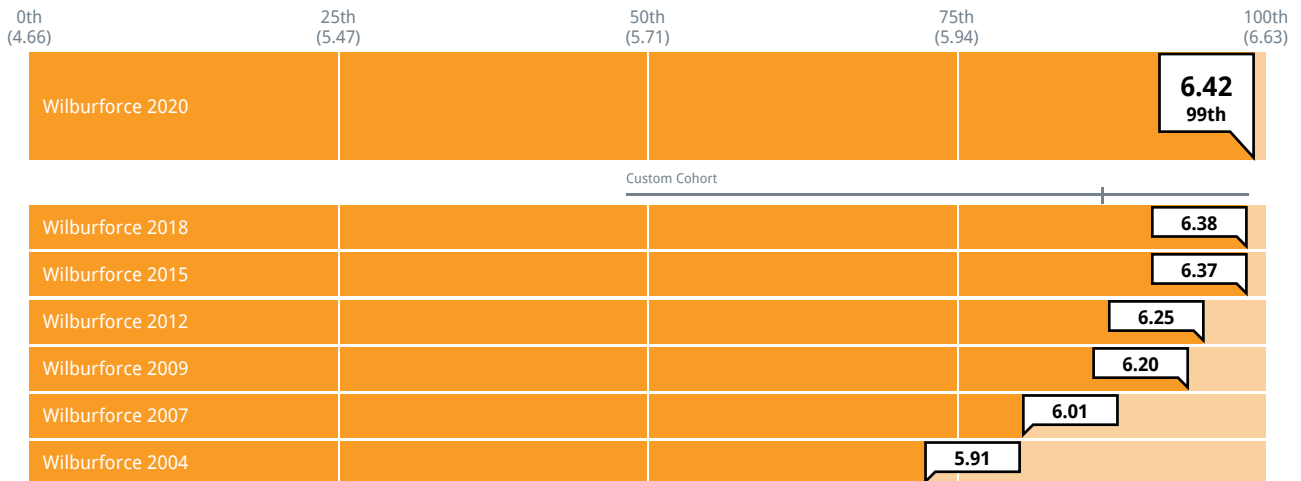
1 = No impact 7 = Significant positive impact



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

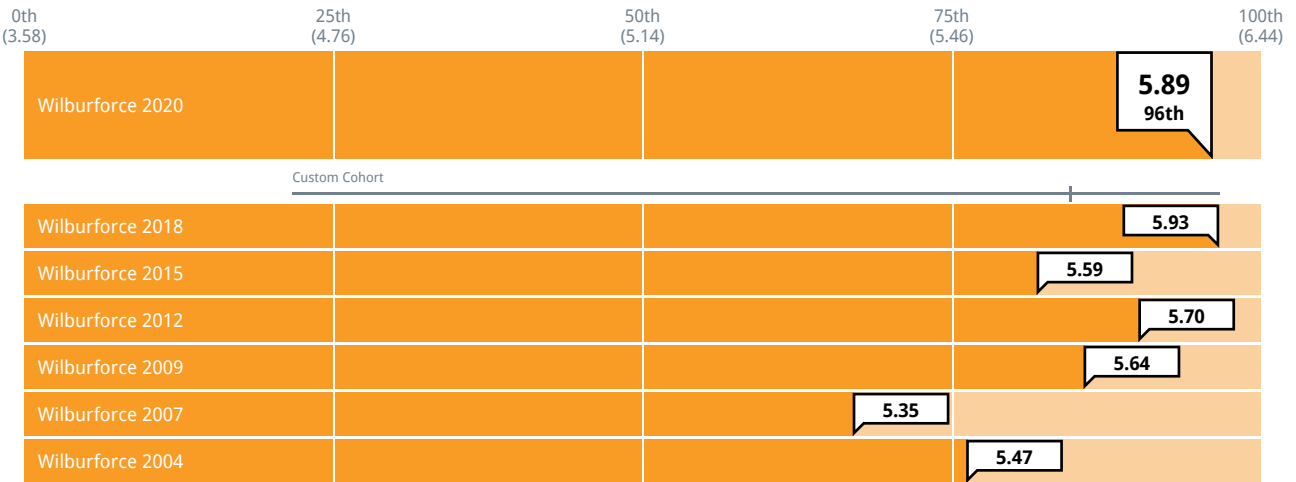


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Advancing Knowledge and Public Policy

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

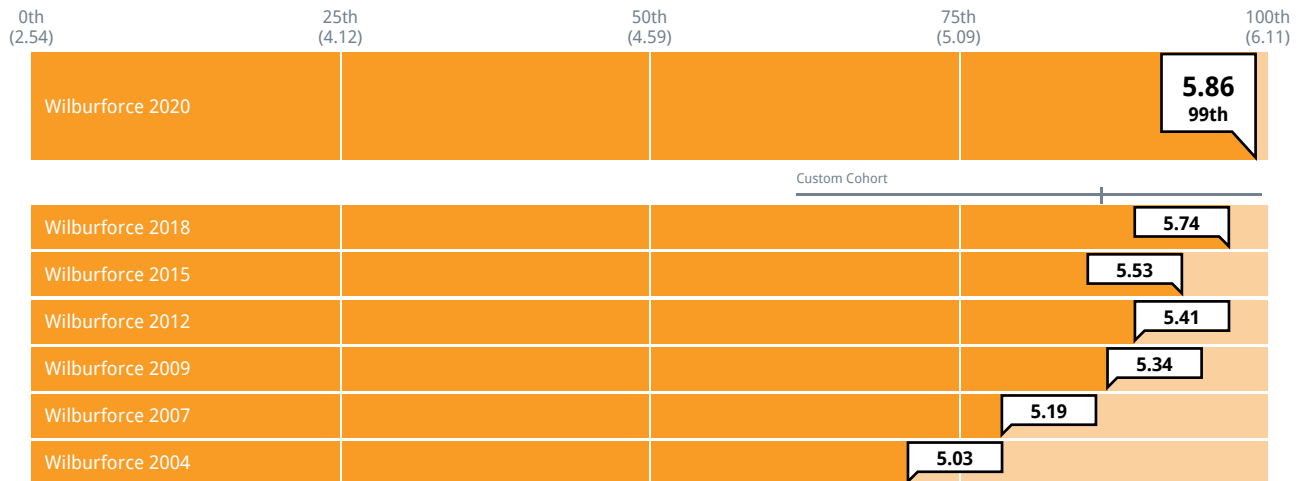
1 = Not at all 7 = Leads the field to new thinking and practice



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

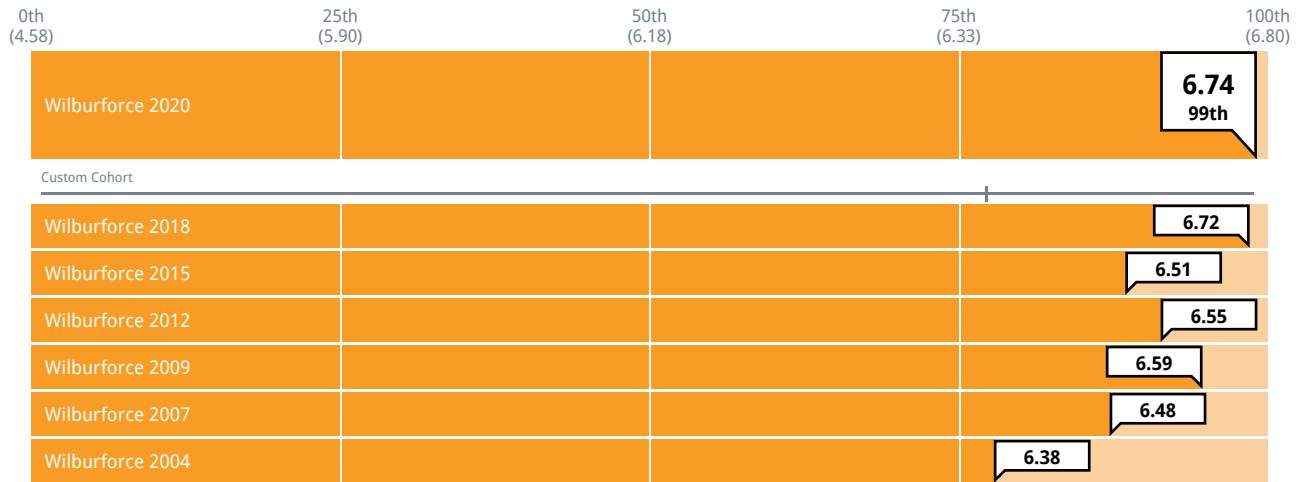


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Impact on and Understanding of Grantees' Organizations

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

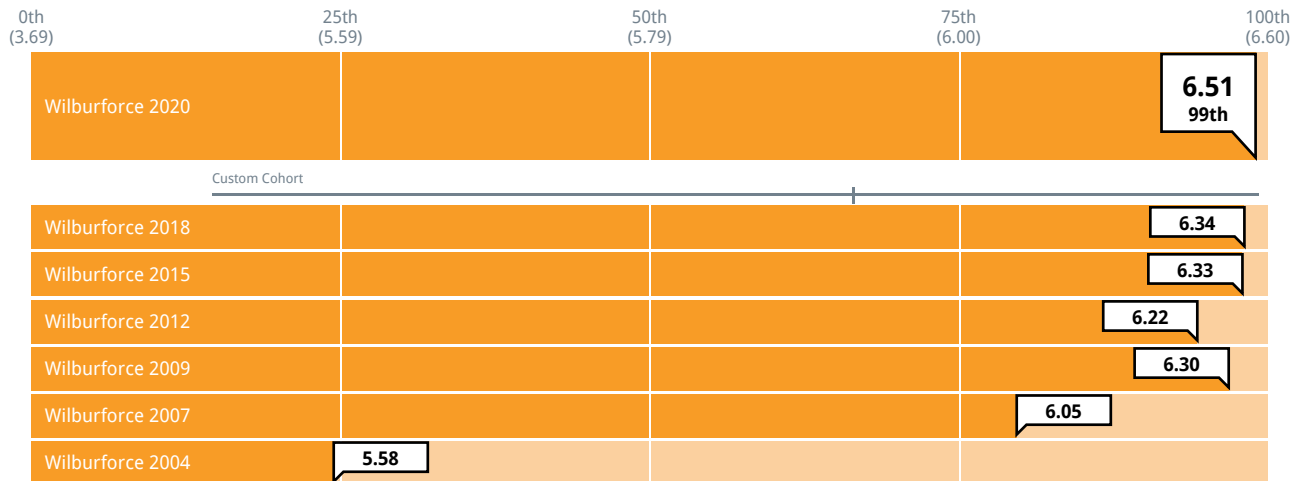
1 = No impact 7 = Significant positive impact



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

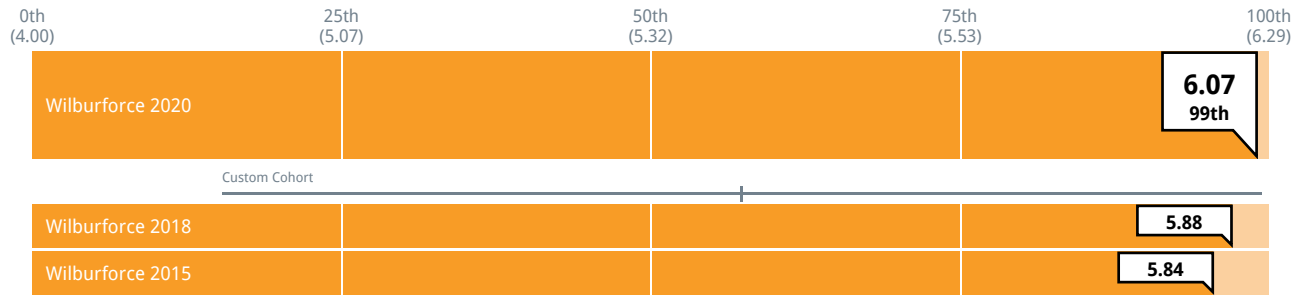


Cohort: Custom Cohort Past results: on Subgroup: None

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

Funder-Grantee Relationships

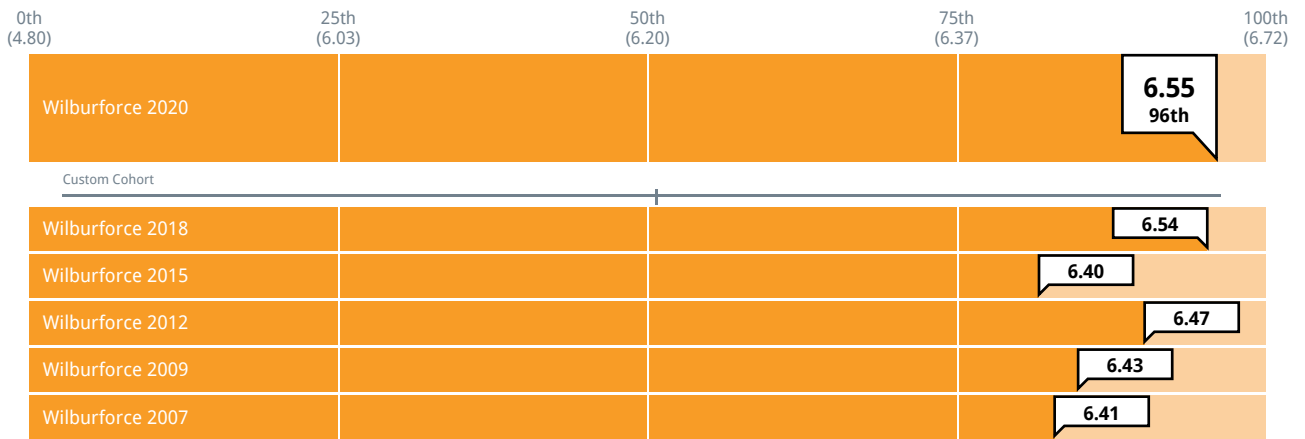
Funder-Grantee Relationships Summary Measure

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

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

Funder-Grantee Relationships Summary Measure

1 = Very negative 7 = Very positive

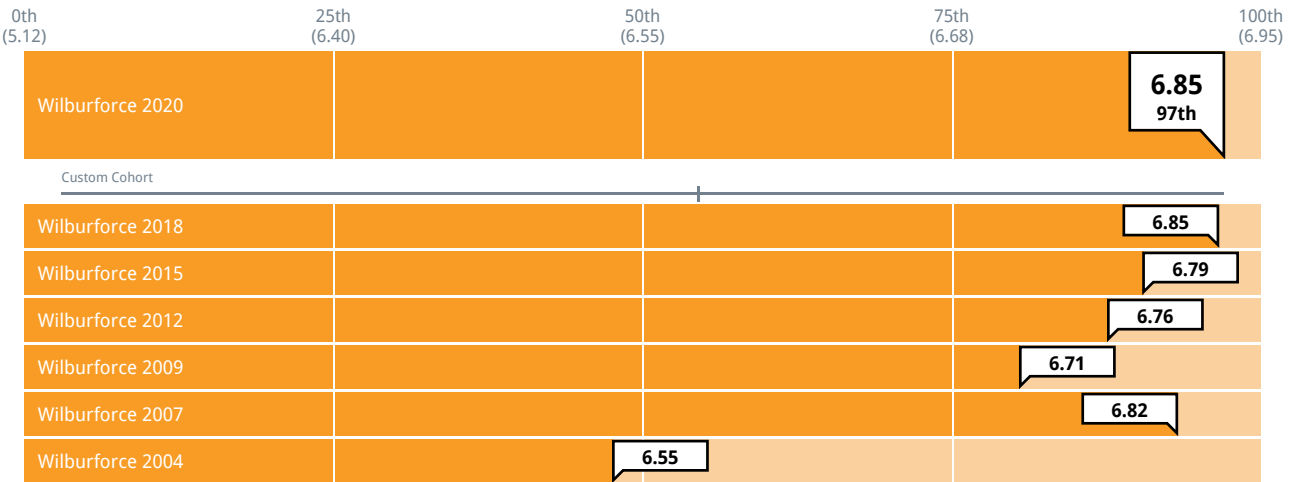


Cohort: Custom Cohort Past results: on Subgroup: None

Quality of Interactions

Overall, how fairly did the Foundation treat you?

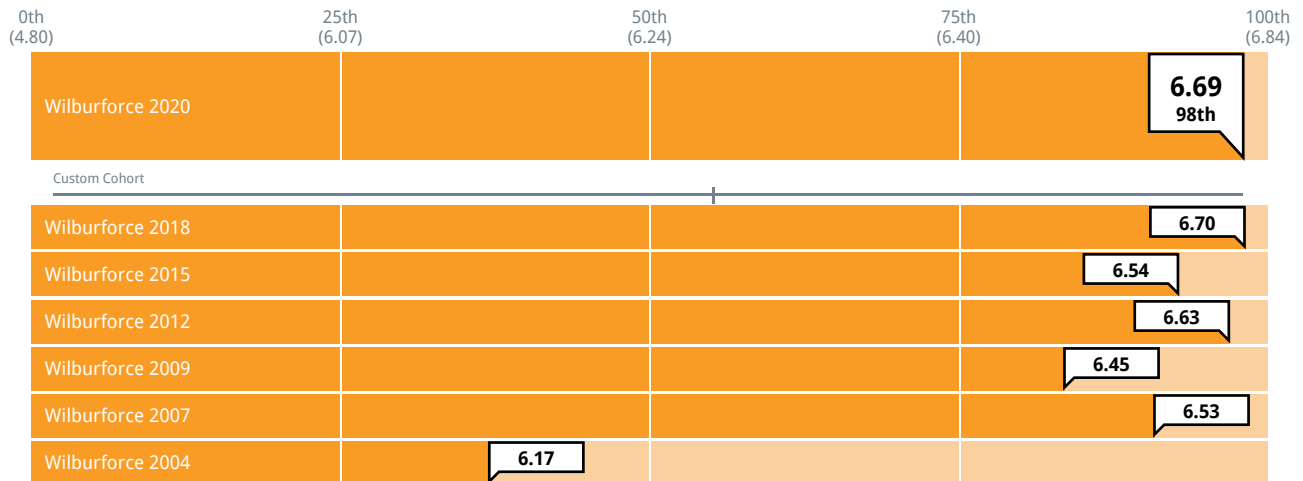
1 = Not at all fairly 7 = Extremely fairly



Cohort: Custom Cohort Past results: on Subgroup: None

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

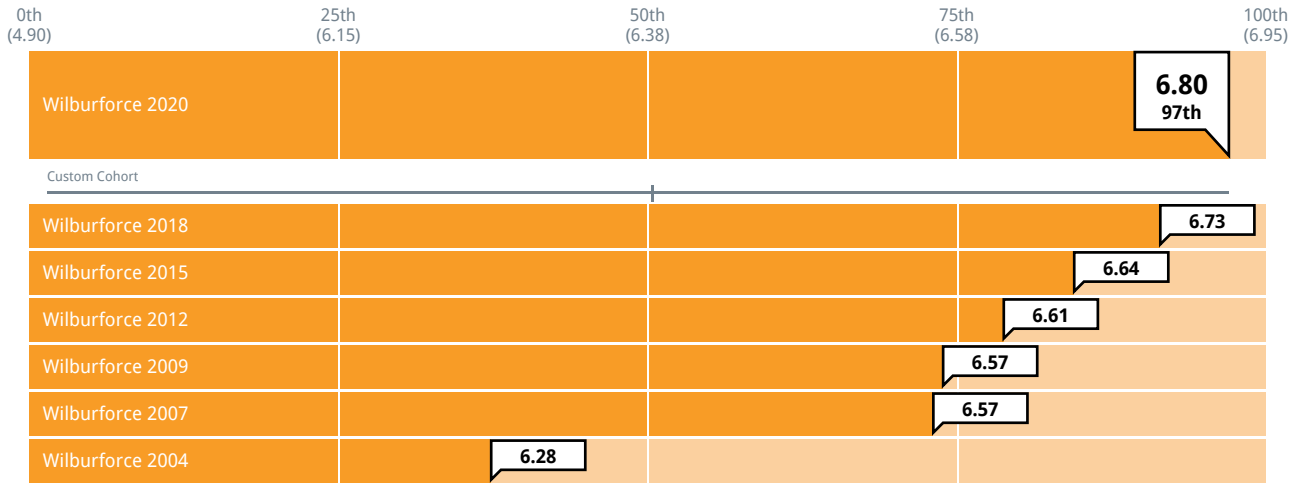
1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort Past results: on Subgroup: None

Overall, how responsive was Foundation staff?

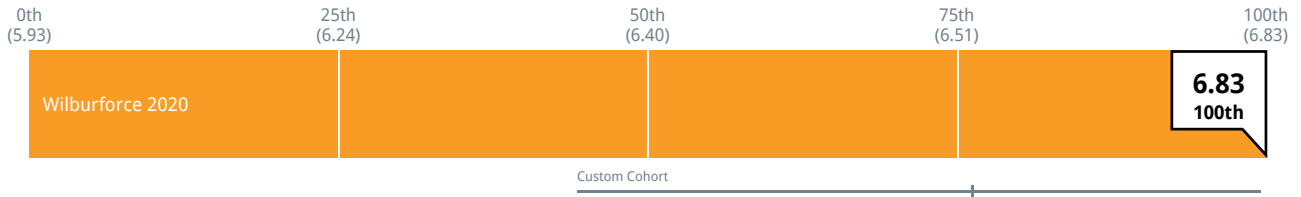
1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort Past results: on Subgroup: None

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

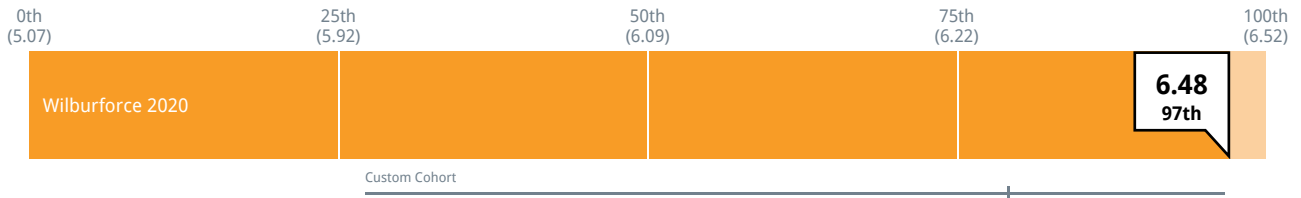
1 = Not at all 4 = Somewhat 7 = To a great extent



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?

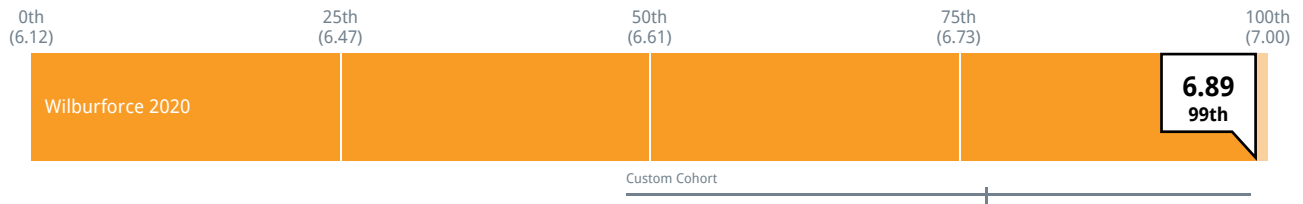
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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

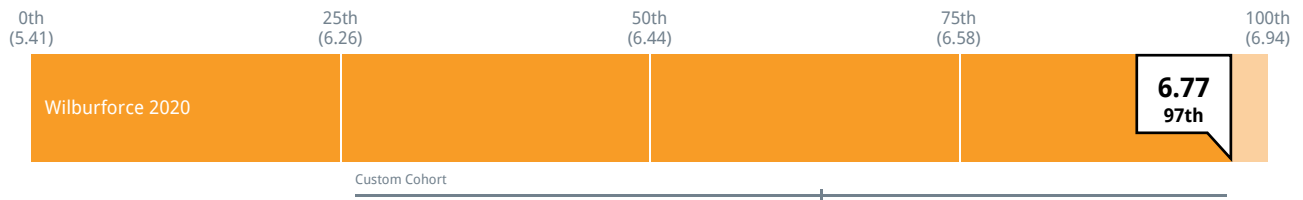
1 = Not at all 4 = Somewhat 7 = To a great extent



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

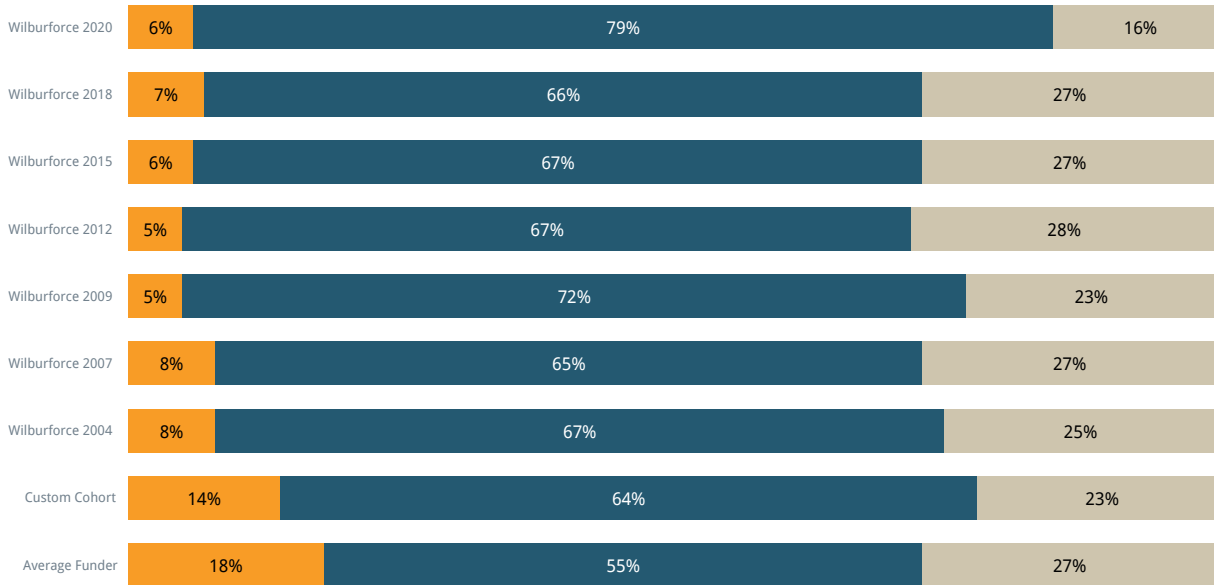


Cohort: Custom Cohort Past results: on Subgroup: None

Interaction Patterns

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

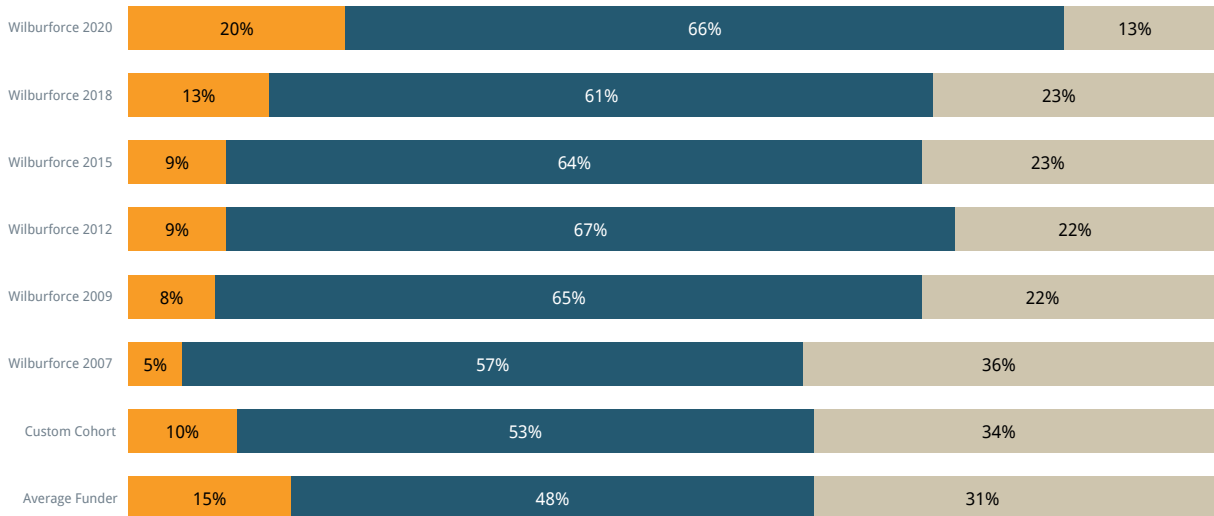
■ Yearly or less often
 ■ Once every few months
 ■ Monthly or more often



Cohort: Custom Cohort Past results: on

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

■ Program Officer
 ■ Both of equal frequency
 ■ Grantee

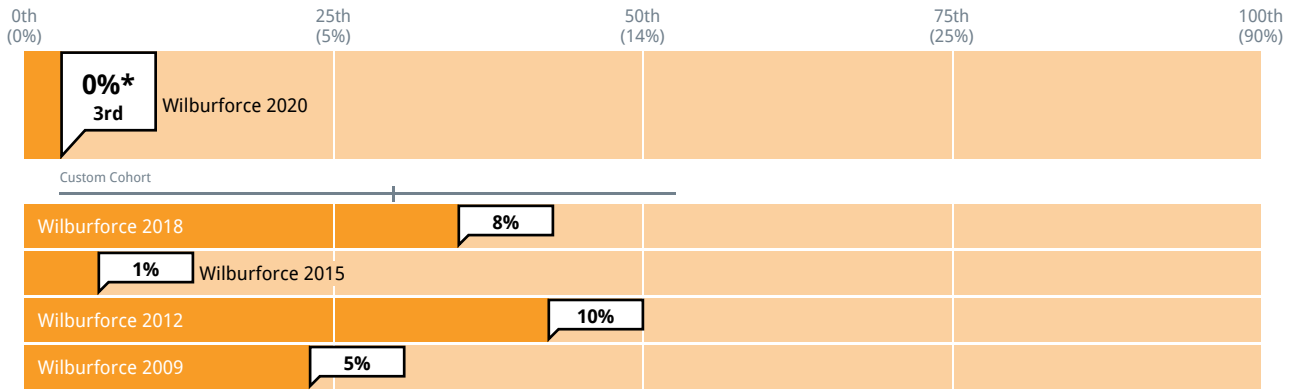


Cohort: Custom Cohort Past results: on

Contact Change and Site Visits

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

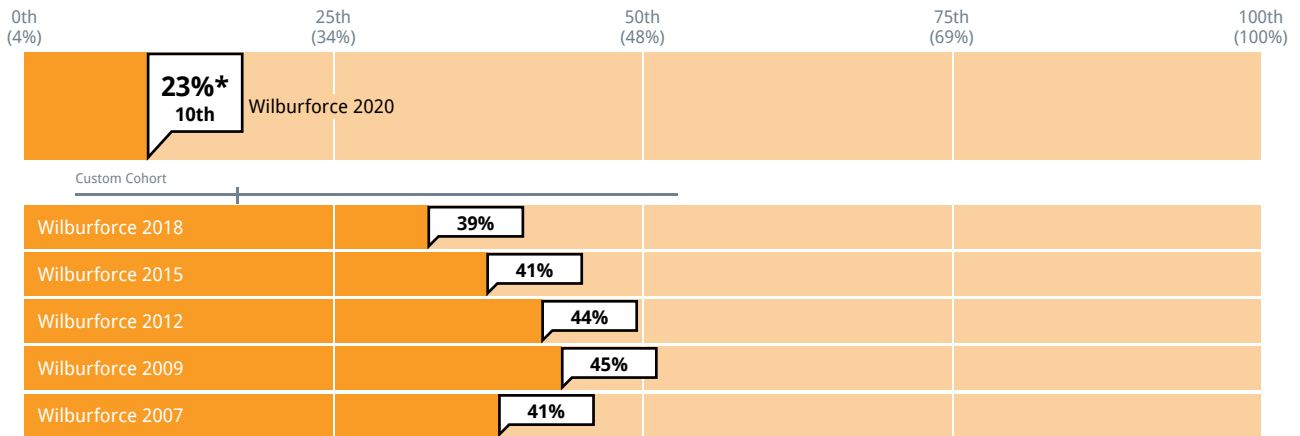
Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: None

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

Proportion of grantees responding 'Yes'

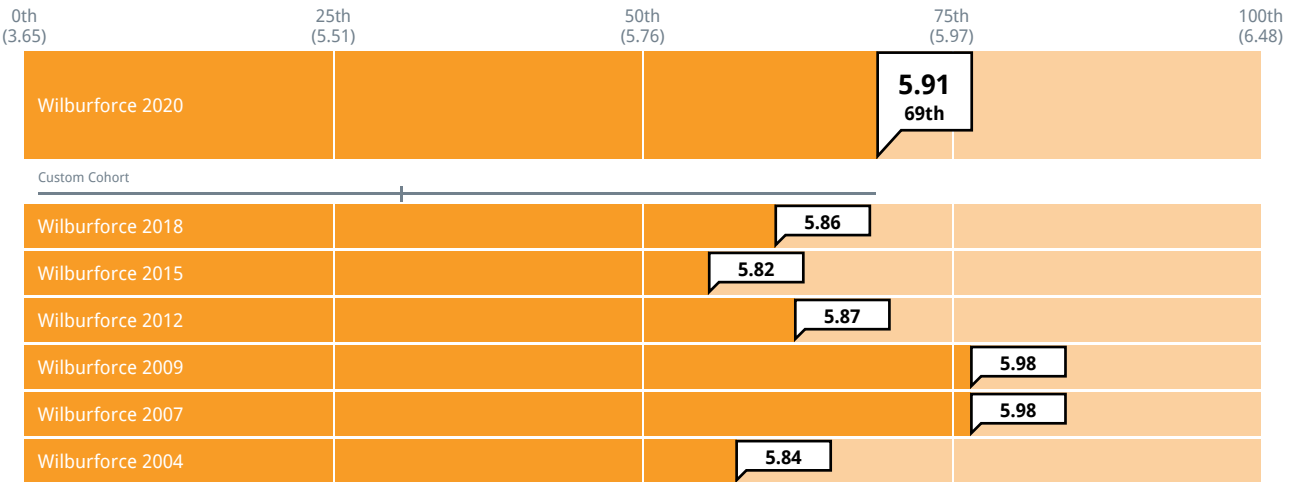


Cohort: Custom Cohort Past results: on Subgroup: None

Communication

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

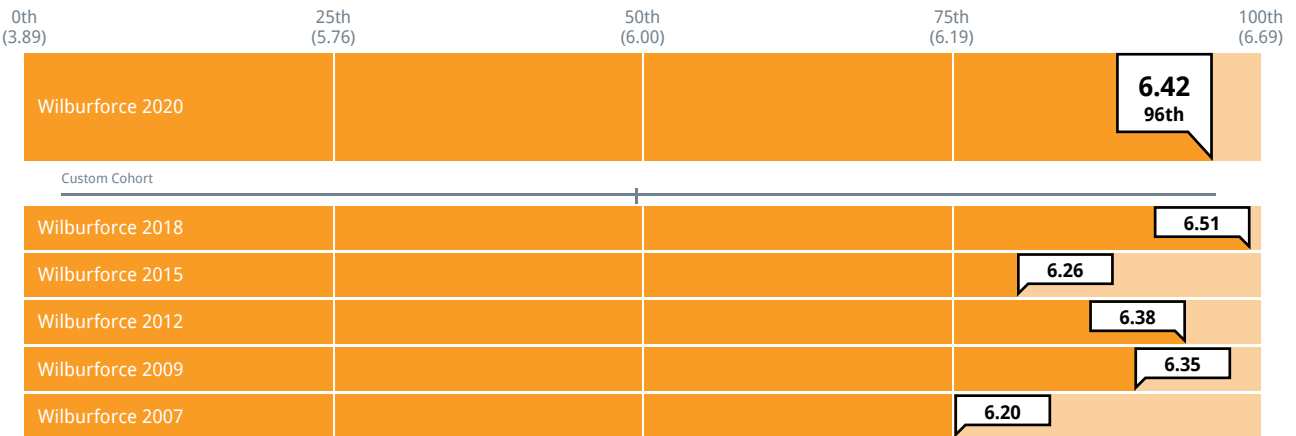
1 = Not at all clearly 7 = Extremely clearly



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



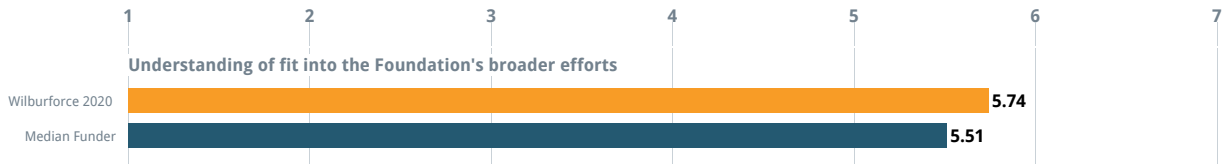
Cohort: Custom Cohort Past results: on Subgroup: None

The following question was recently added to the grantee survey and depicts comparative data from 42 funders in the grantee dataset.

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

1 = Limited understanding 7 = Thorough understanding

Wilburforce 2020 Median Funder

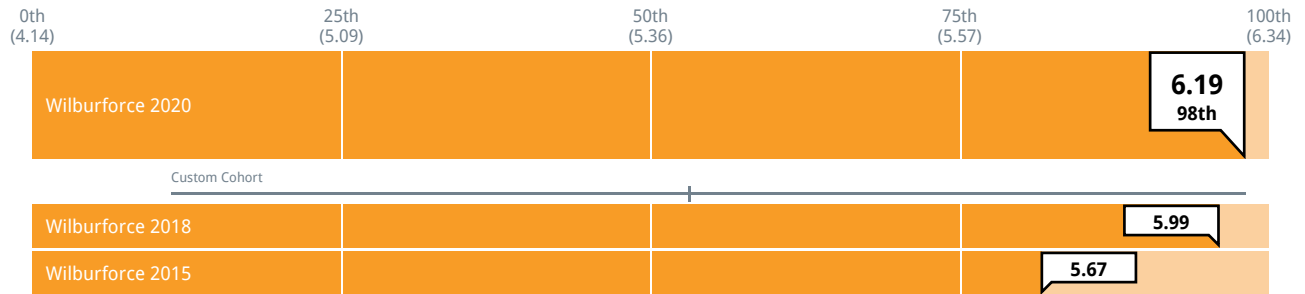


Cohort: None Past results: on

Openness

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

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

Top Predictors of Relationships

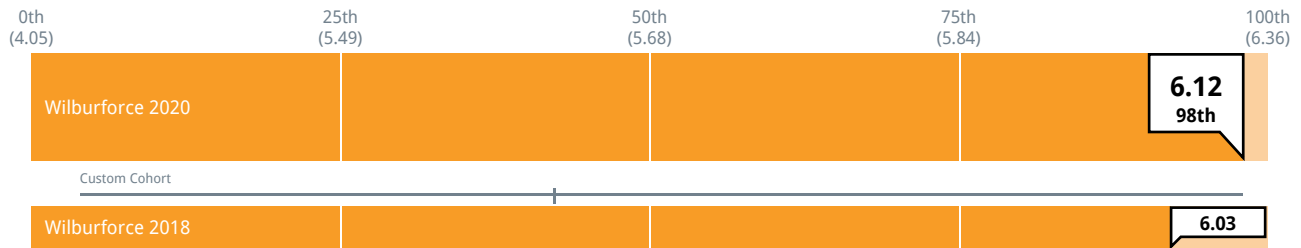
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

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

Understanding Summary Measure

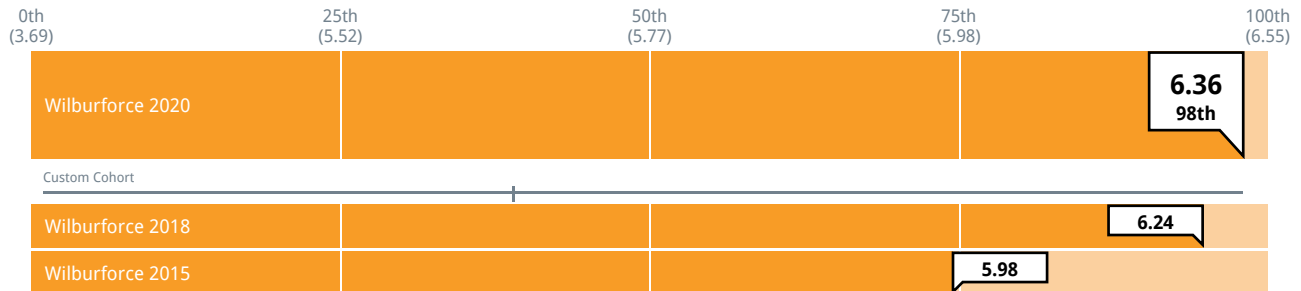
1 = Very negative 7 = Very positive



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

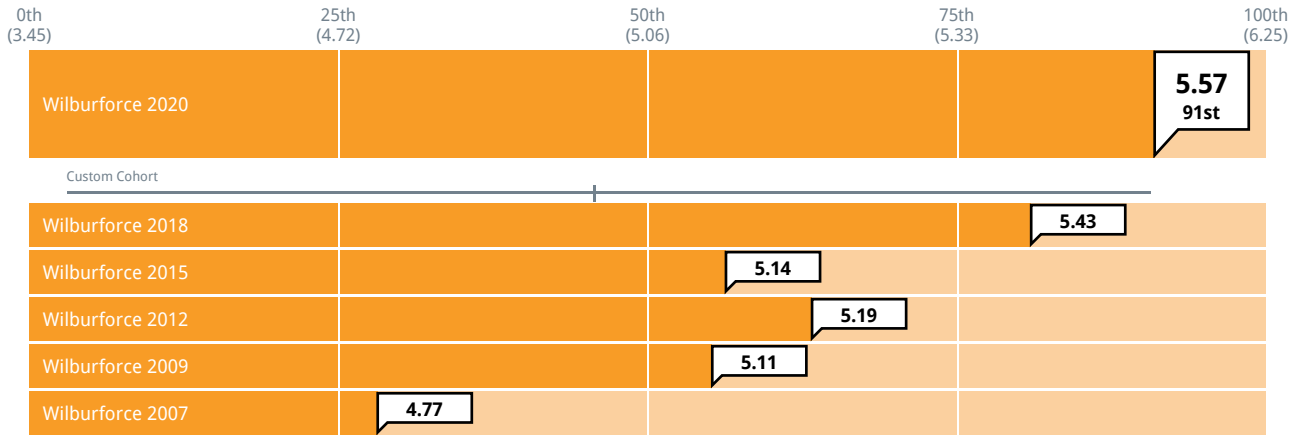


Cohort: Custom Cohort Past results: on Subgroup: None

Grant Processes

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

1 = Not at all helpful 7 = Extremely helpful

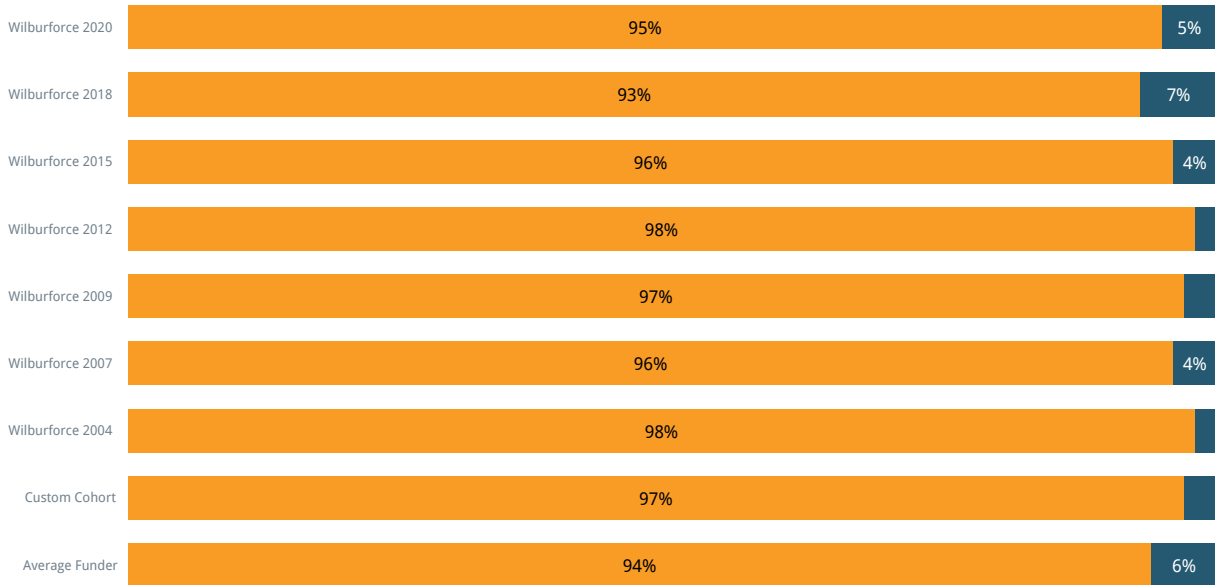


Cohort: Custom Cohort Past results: on Subgroup: None

Selection Process

Did you submit a proposal for this grant?

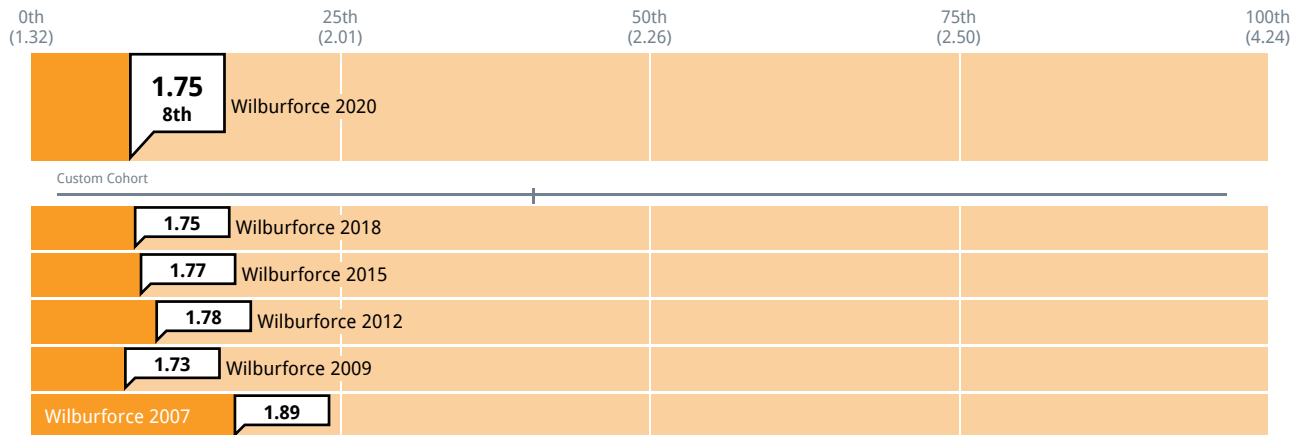
Submitted a proposal Did not submit a proposal



Cohort: Custom Cohort Past results: on

As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?

1 = No pressure 7 = Significant pressure



Cohort: Custom Cohort Past results: on Subgroup: None

Time Between Submission and Clear Commitment

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

Selected Cohort: Custom Cohort						
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Less than 3 months	86%	95%	92%	86%	87%	89%
4 - 6 months	13%	5%	7%	13%	13%	11%
7 - 12 months	1%	0%	0%	1%	0%	0%
More than 12 months	0%	0%	1%	0%	0%	0%

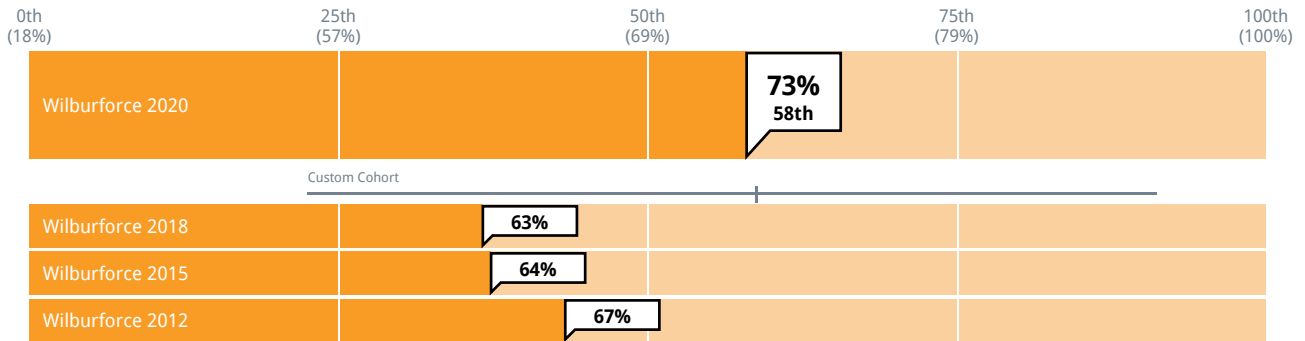
Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

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

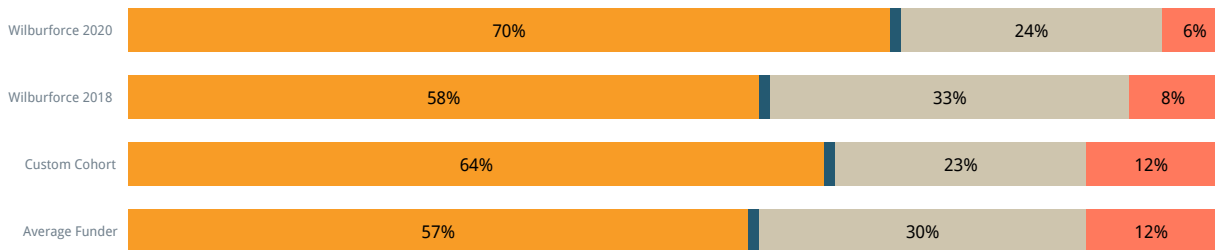
Proportion of grantees responding 'Yes'



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



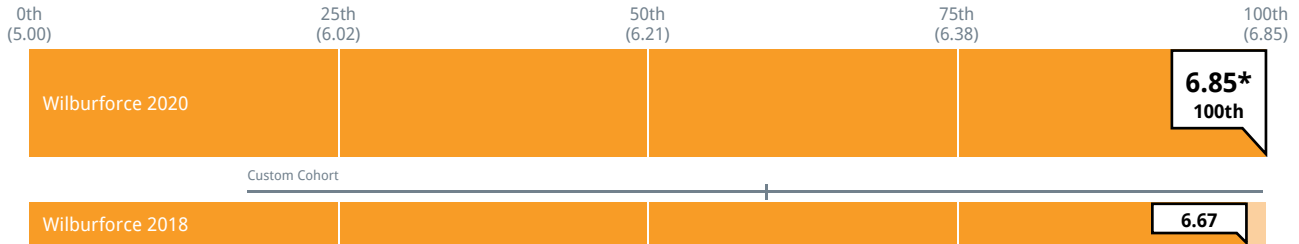
Cohort: Custom Cohort Past results: on

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?

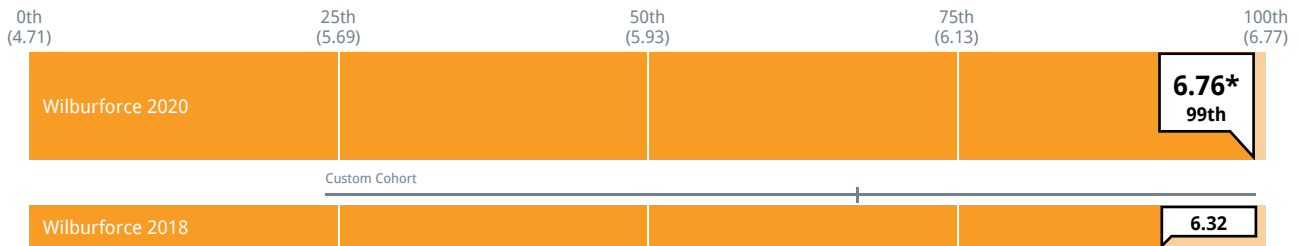
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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

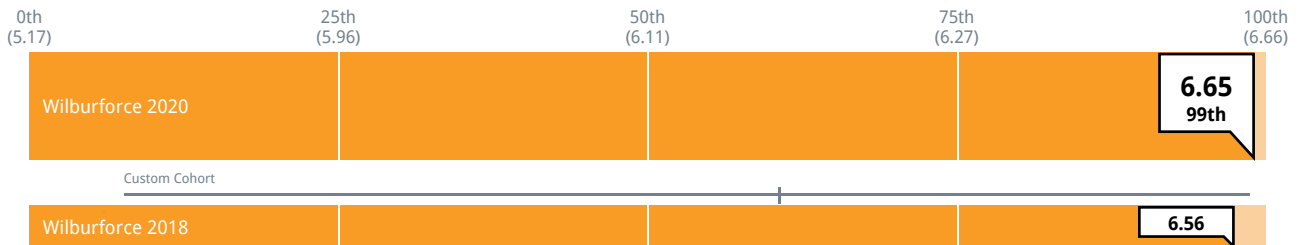
1 = Not at all 7 = To a great extent



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?

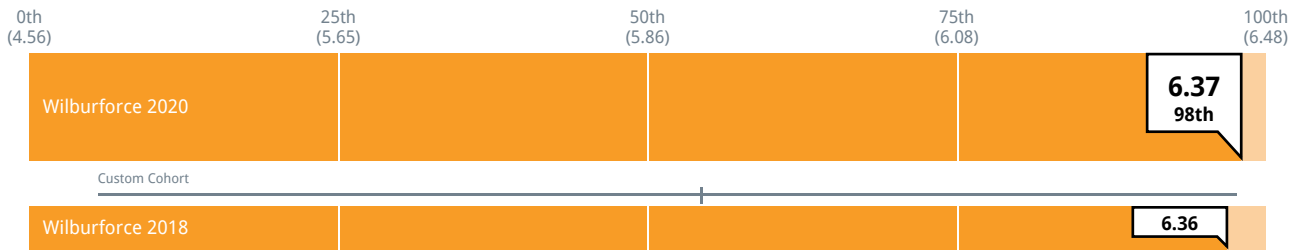
1 = Not at all 7 = To a great extent



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?

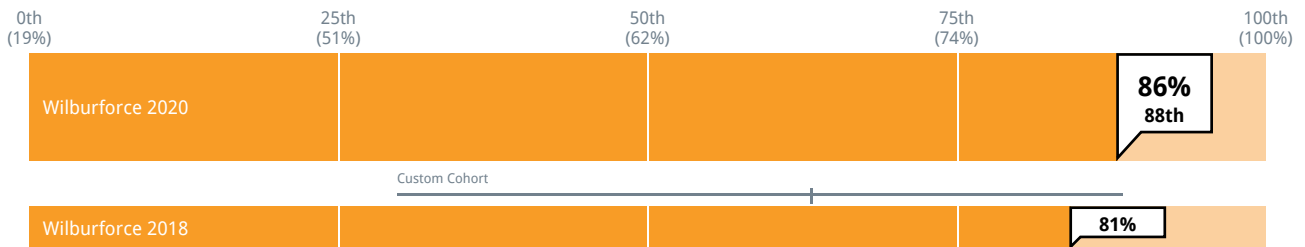
1 = Not at all 7 = To a great extent



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'



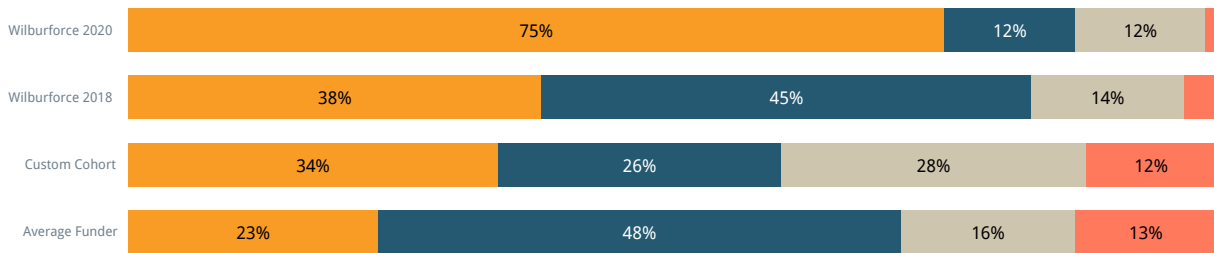
Cohort: Custom Cohort Past results: on Subgroup: None

Evaluation Process

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

Who was primarily responsible for carrying out the evaluation?

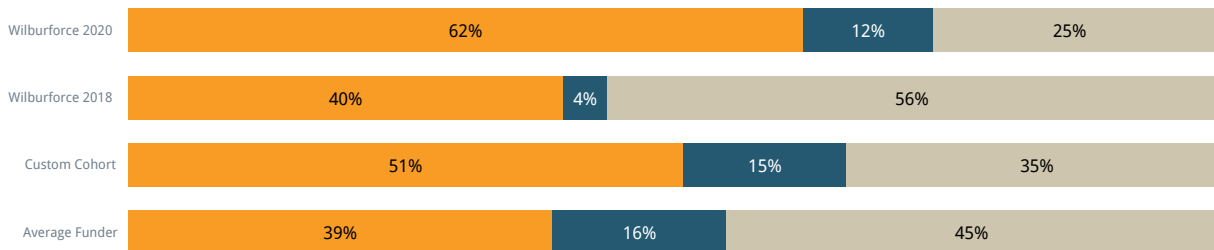
- Evaluation staff at the Foundation
- Evaluation staff at your organization
- External evaluator, chosen by the Foundation
- External evaluator, chosen by your organization



Cohort: Custom Cohort Past results: on

Did the Foundation provide financial support for the evaluation?

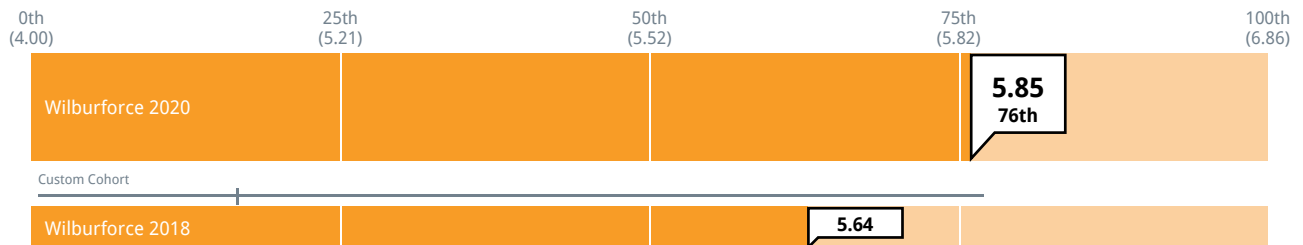
- Yes, the evaluation's costs were fully funded by the Foundation
- Yes, the evaluation's costs were partially funded by the Foundation
- No, the evaluation's costs were not funded by the Foundation



Cohort: Custom Cohort Past results: on

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

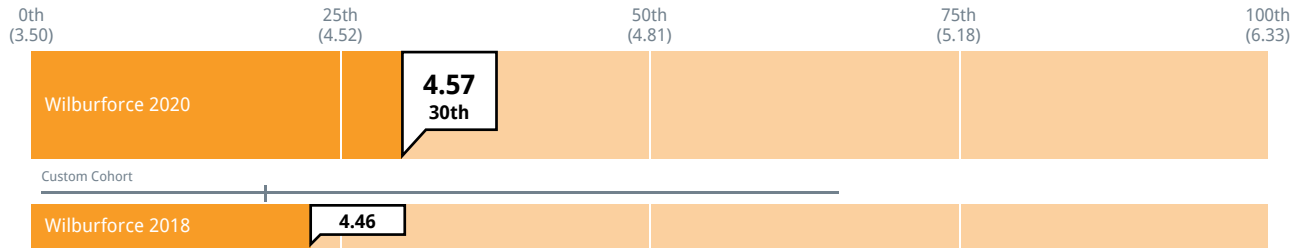
1 = Not at all 7 = To a great extent



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?

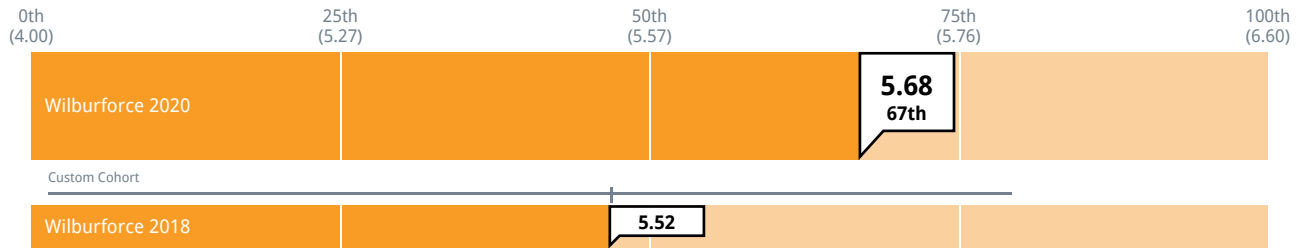
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

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

1 = Not at all 7 = To a great extent

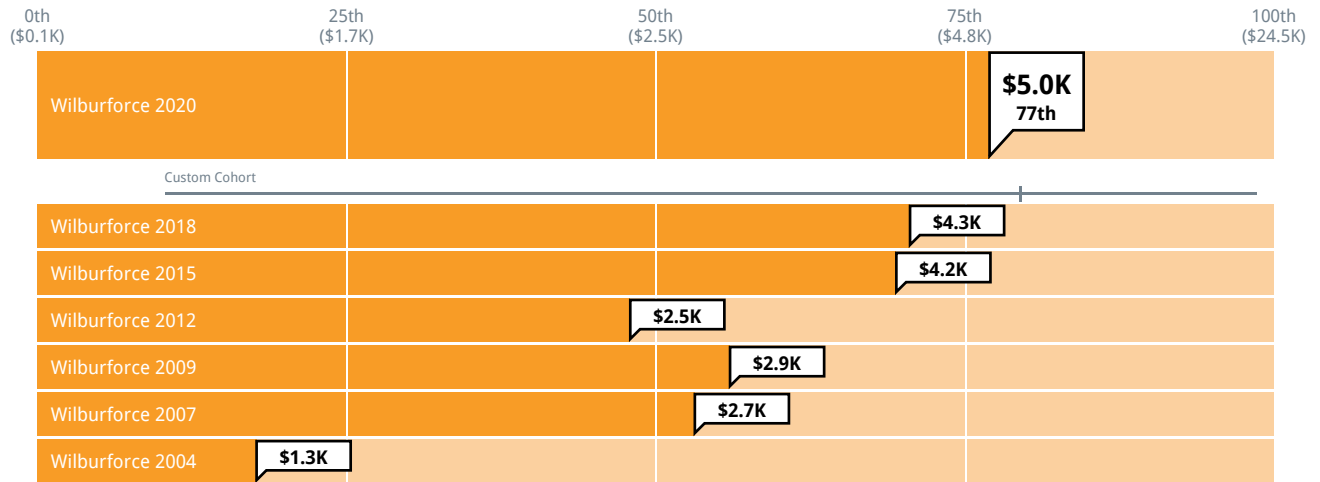


Cohort: Custom Cohort Past results: on Subgroup: None

Dollar Return and Time Spent on Processes

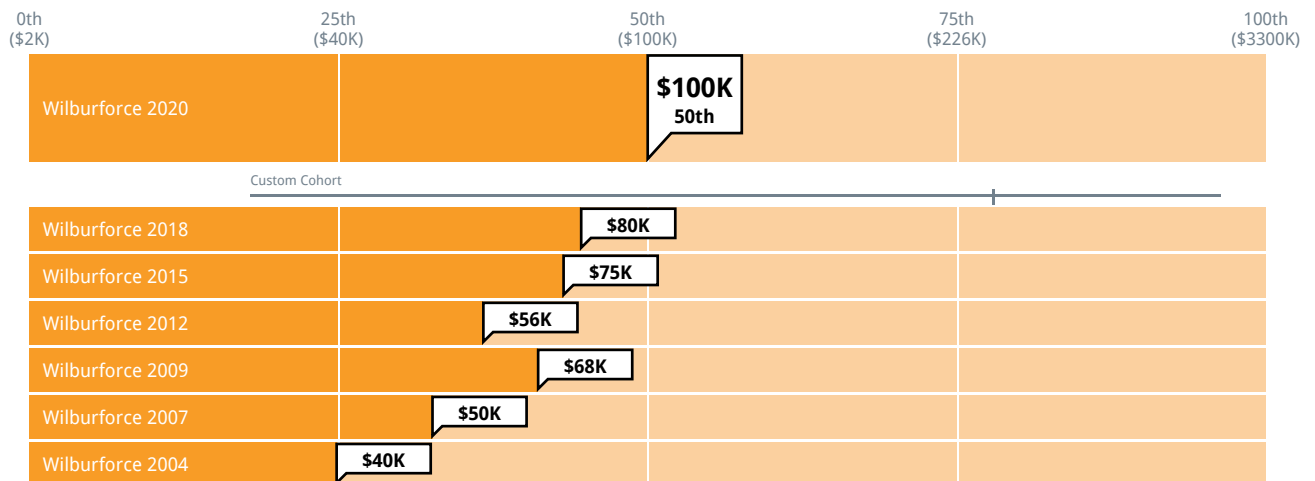
Dollar Return: Median grant dollars awarded per process hour required

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



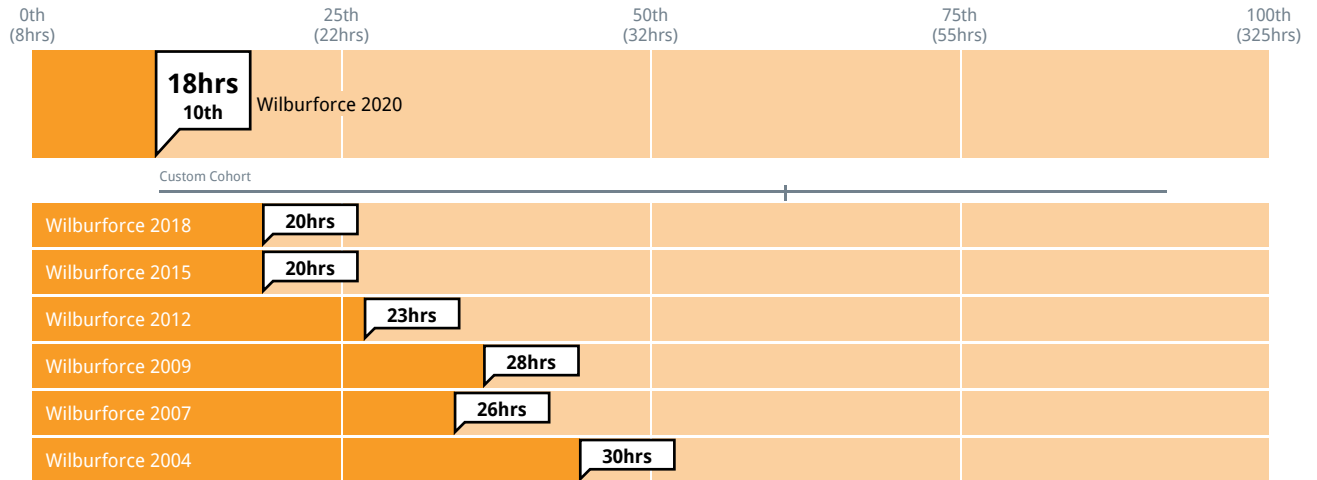
Cohort: Custom Cohort Past results: on Subgroup: None

Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: None

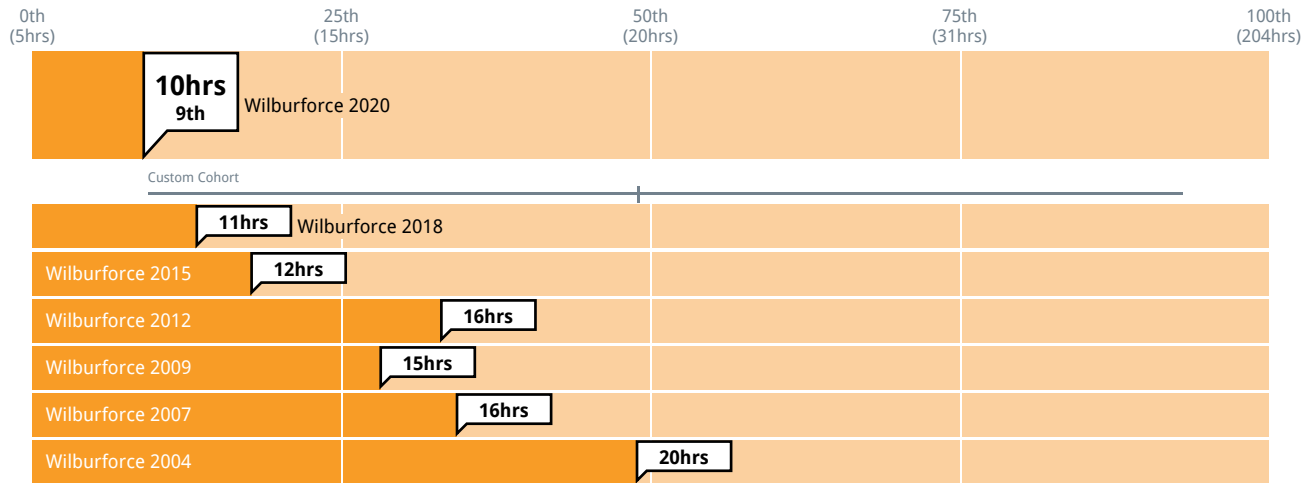
Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort Past results: on Subgroup: None

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

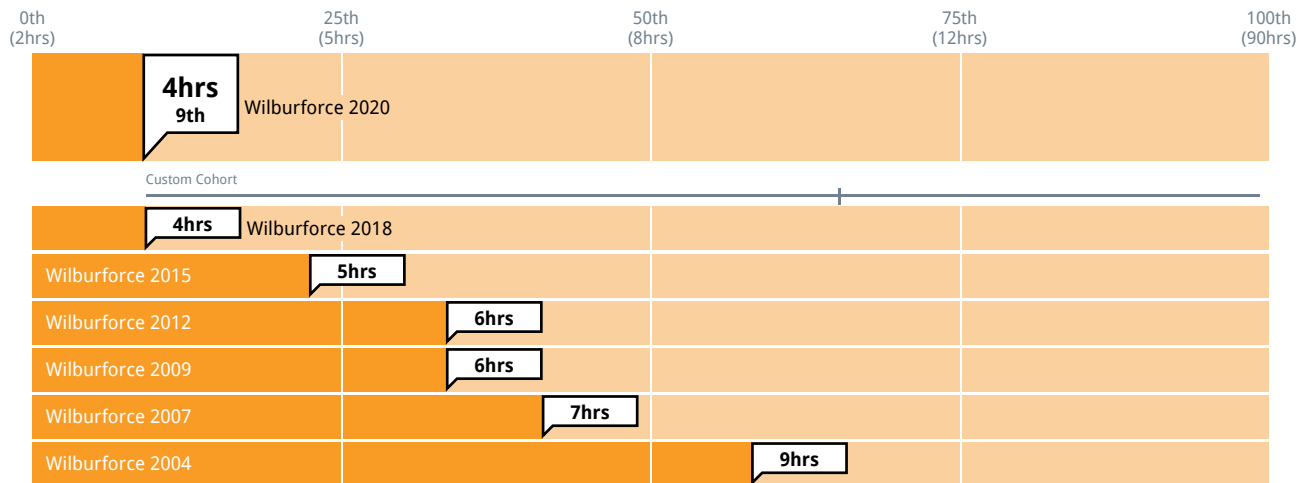


Cohort: Custom Cohort Past results: on Subgroup: None

Selected Cohort: Custom Cohort						
Time Spent On Proposal And Selection Process	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
1 to 9 hours	43%	35%	36%	25%	29%	24%
10 to 19 hours	31%	38%	31%	28%	30%	29%
20 to 29 hours	13%	15%	19%	19%	21%	23%
30 to 39 hours	6%	5%	7%	11%	8%	13%
40 to 49 hours	6%	5%	7%	10%	6%	5%
50 to 99 hours	1%	3%	1%	5%	4%	4%
100 to 199 hours	0%	0%	0%	2%	2%	0%
200+ hours	1%	0%	0%	0%	1%	1%

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

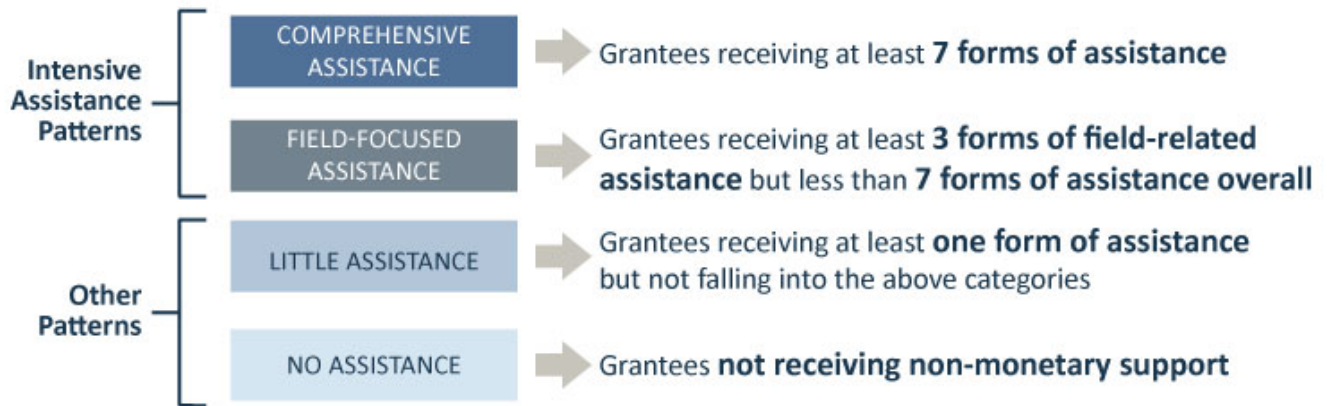
Selected Cohort: Custom Cohort						
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
1 to 9 hours	75%	76%	74%	65%	64%	66%
10 to 19 hours	13%	22%	15%	19%	21%	18%
20 to 29 hours	8%	1%	6%	9%	9%	9%
30 to 39 hours	1%	1%	3%	3%	1%	1%
40 to 49 hours	3%	0%	2%	1%	1%	3%
50 to 99 hours	0%	0%	0%	1%	3%	1%
100+ hours	0%	0%	0%	1%	1%	1%

Non-Monetary Assistance

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

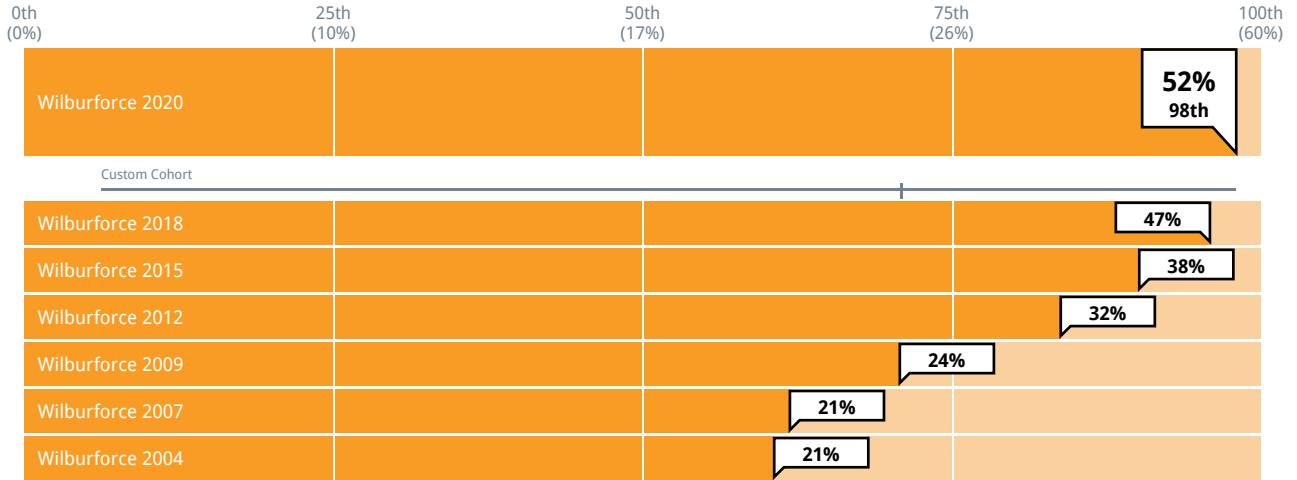
Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions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

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



Selected Cohort: Custom Cohort						
Non-Monetary Assistance Patterns	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Comprehensive	26%	24%	21%	12%	16%	11%
Field-focused	26%	23%	18%	20%	8%	9%
Little	41%	42%	46%	55%	52%	44%
None	7%	11%	16%	13%	24%	35%

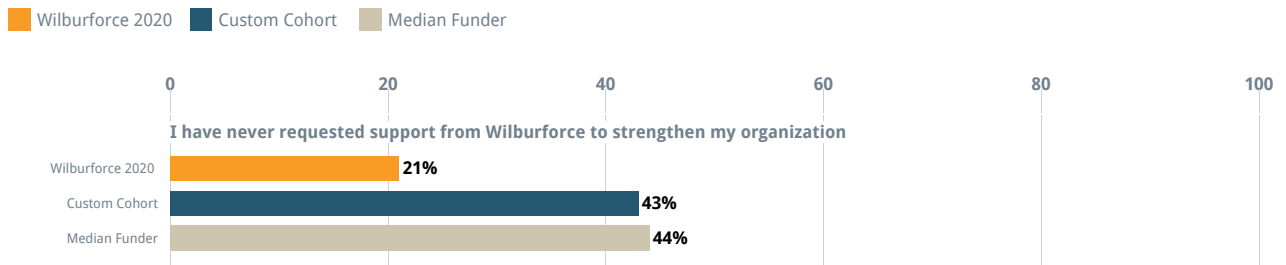
Proportion of grantees that received field-focused or comprehensive assistance



Cohort: Custom Cohort Past results: on Subgroup: None

The following question was recently added to the grantee survey and depicts comparative data from 104 funders in the dataset.

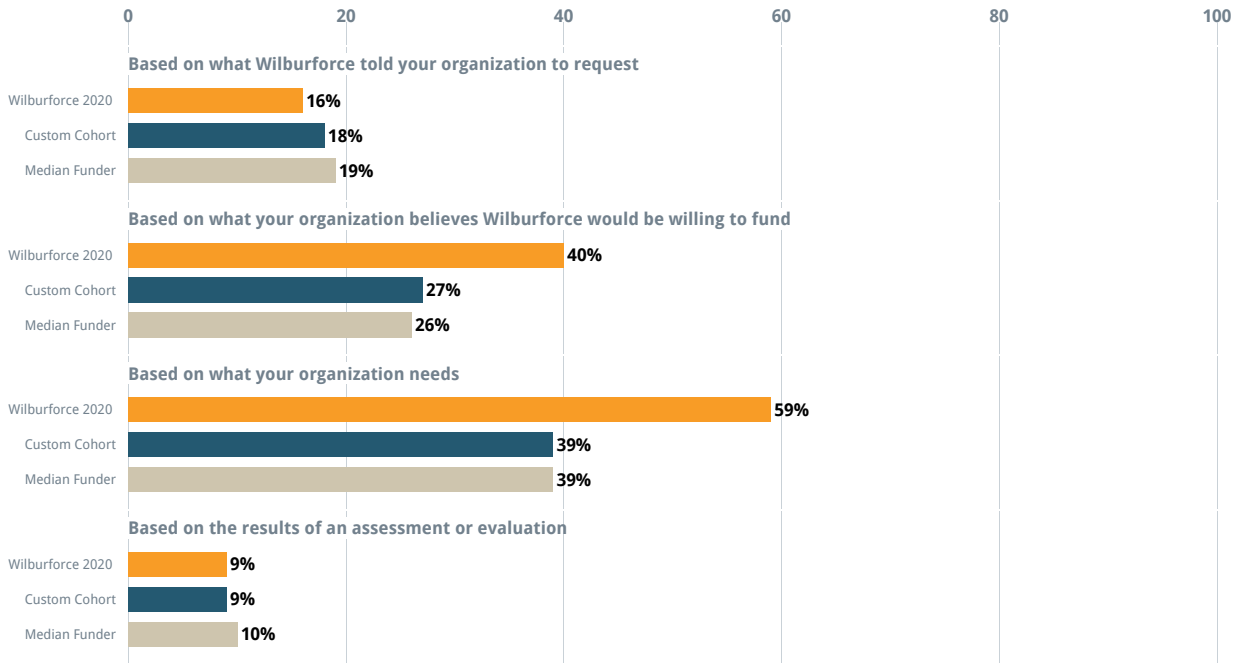
Have you ever requested support from the Foundation to help strengthen your organization?



Cohort: Custom Cohort Past results: on

If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?

Wilburforce 2020 Custom Cohort Median Funder



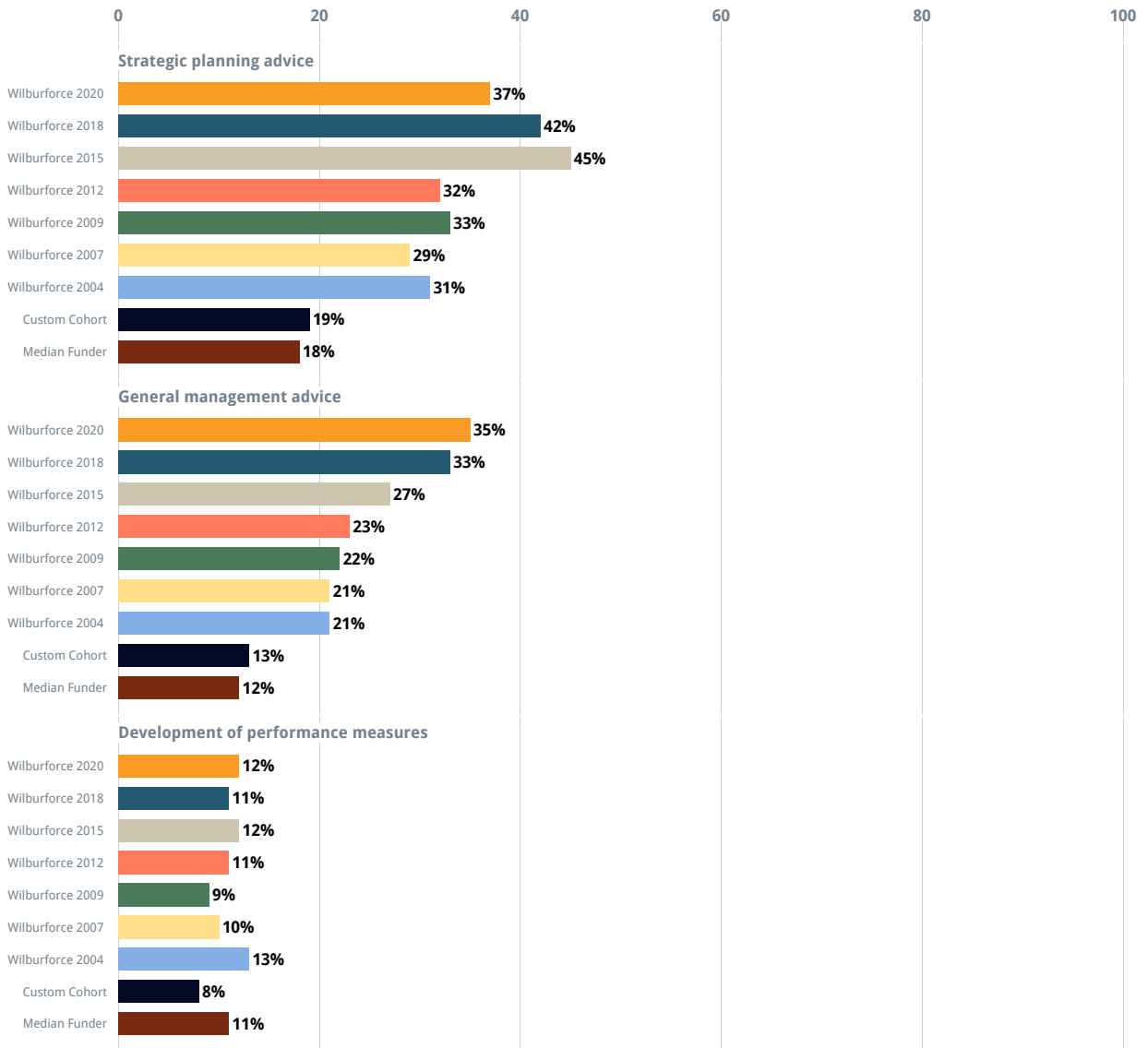
Cohort: Custom Cohort Past results: on

Management Assistance Activities

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

Percentage of Grantees that Received Management Assistance

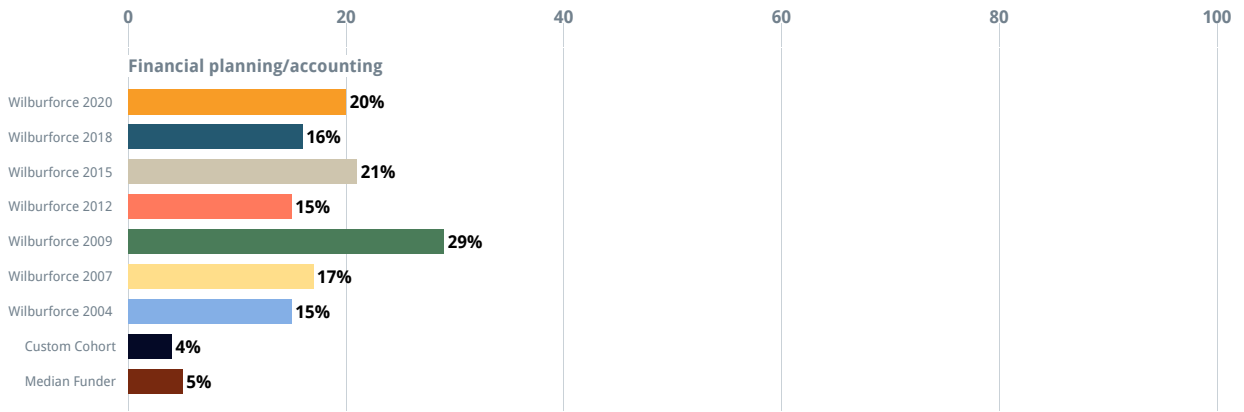
■ Wilburforce 2020
 ■ Wilburforce 2018
 ■ Wilburforce 2015
 ■ Wilburforce 2012
 ■ Wilburforce 2009
 ■ Wilburforce 2007
 ■ Wilburforce 2004
 ■ Custom Cohort
 ■ Median Funder



Cohort: Custom Cohort Past results: on

Percentage of Grantees that Received Management Assistance (cont.)

Wilburforce 2020 Wilburforce 2018 Wilburforce 2015 Wilburforce 2012 Wilburforce 2009 Wilburforce 2007 Wilburforce 2004
Custom Cohort Median Funder



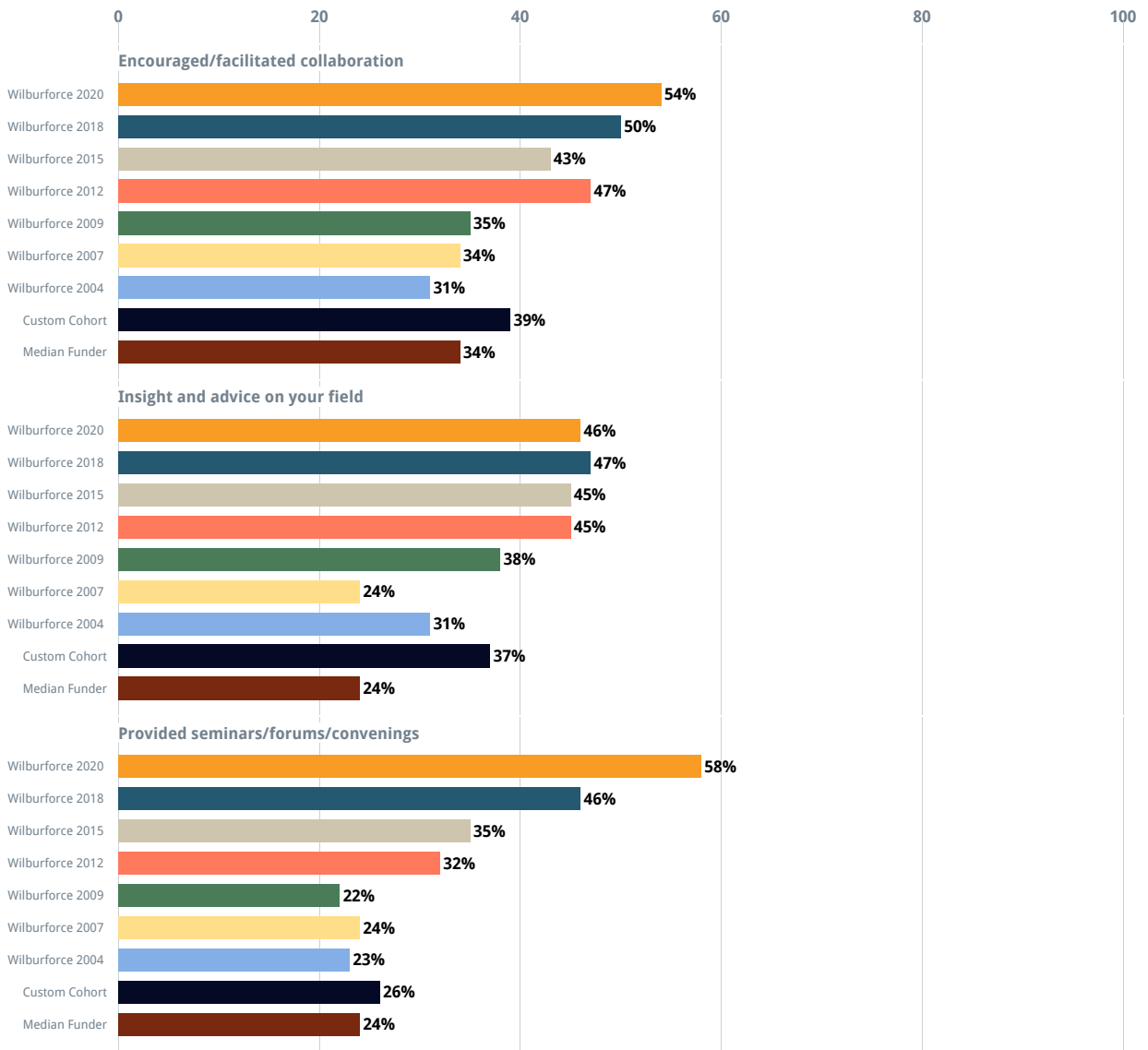
Cohort: Custom Cohort Past results: on

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 Wilburforce) associated with this funding."

Percentage of Grantees that Received Field-Related Assistance

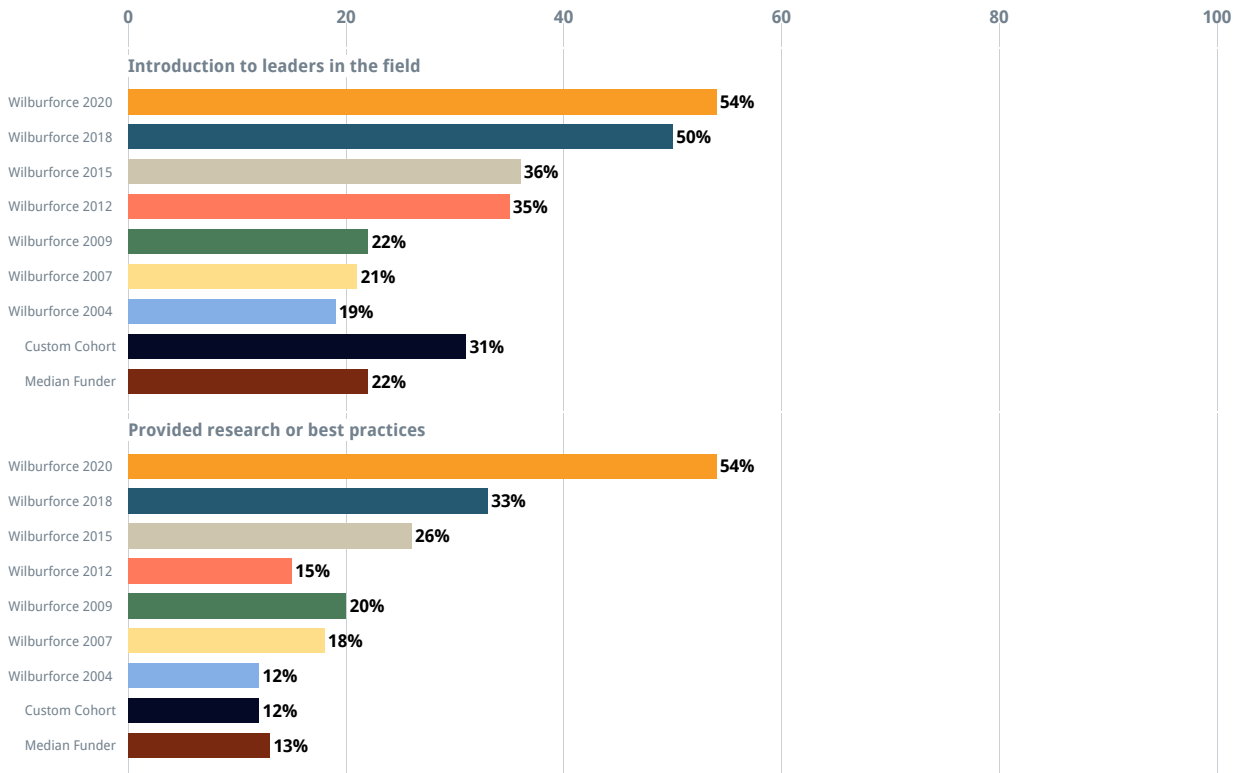
■ Wilburforce 2020
 ■ Wilburforce 2018
 ■ Wilburforce 2015
 ■ Wilburforce 2012
 ■ Wilburforce 2009
 ■ Wilburforce 2007
 ■ Wilburforce 2004
 ■ Custom Cohort
 ■ Median Funder



Cohort: Custom Cohort Past results: on

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

■ Wilburforce 2020
 ■ Wilburforce 2018
 ■ Wilburforce 2015
 ■ Wilburforce 2012
 ■ Wilburforce 2009
 ■ Wilburforce 2007
 ■ Wilburforce 2004
 ■ Custom Cohort
 ■ Median Funder



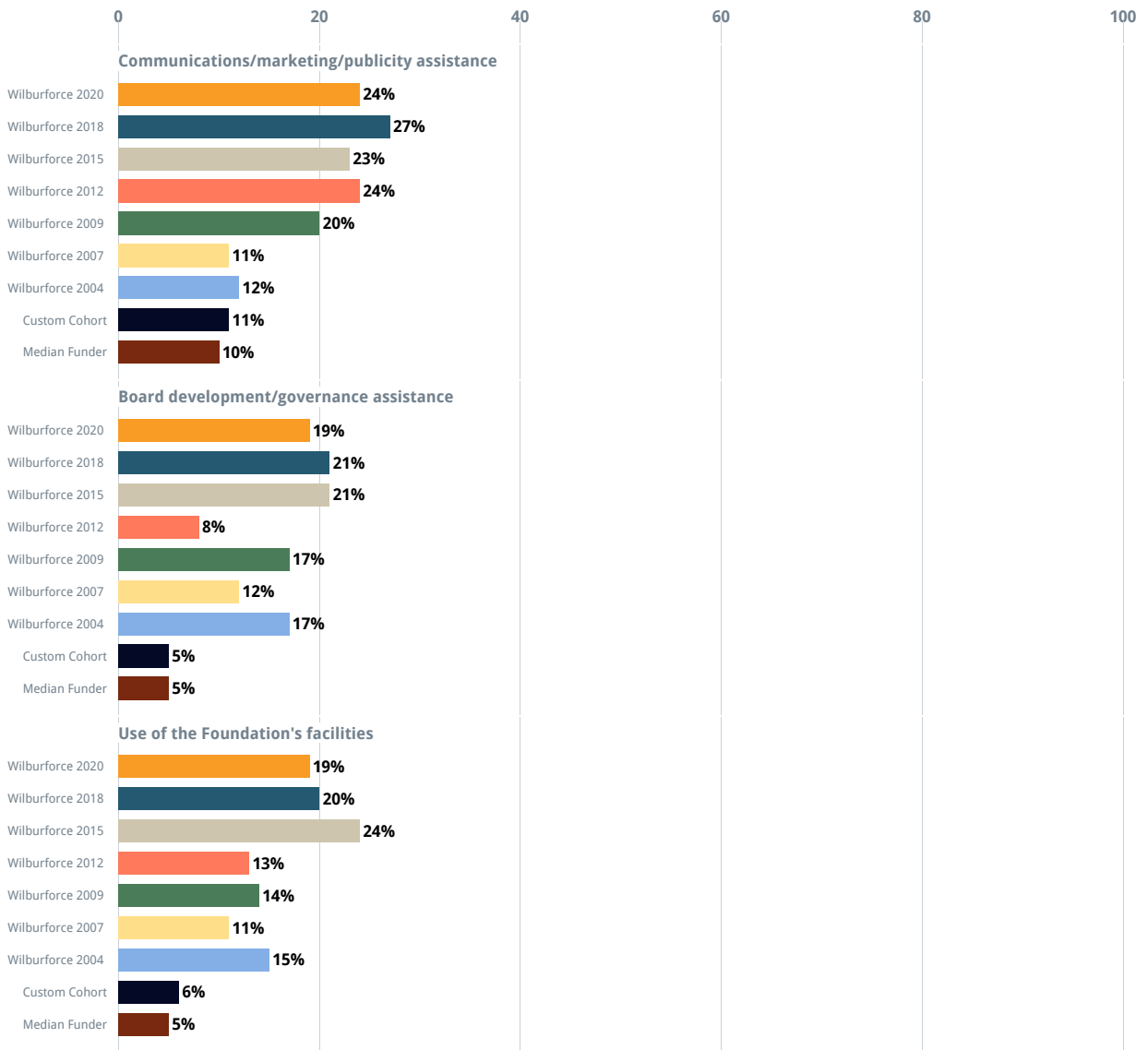
Cohort: Custom Cohort Past results: on

Other Assistance Activities

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

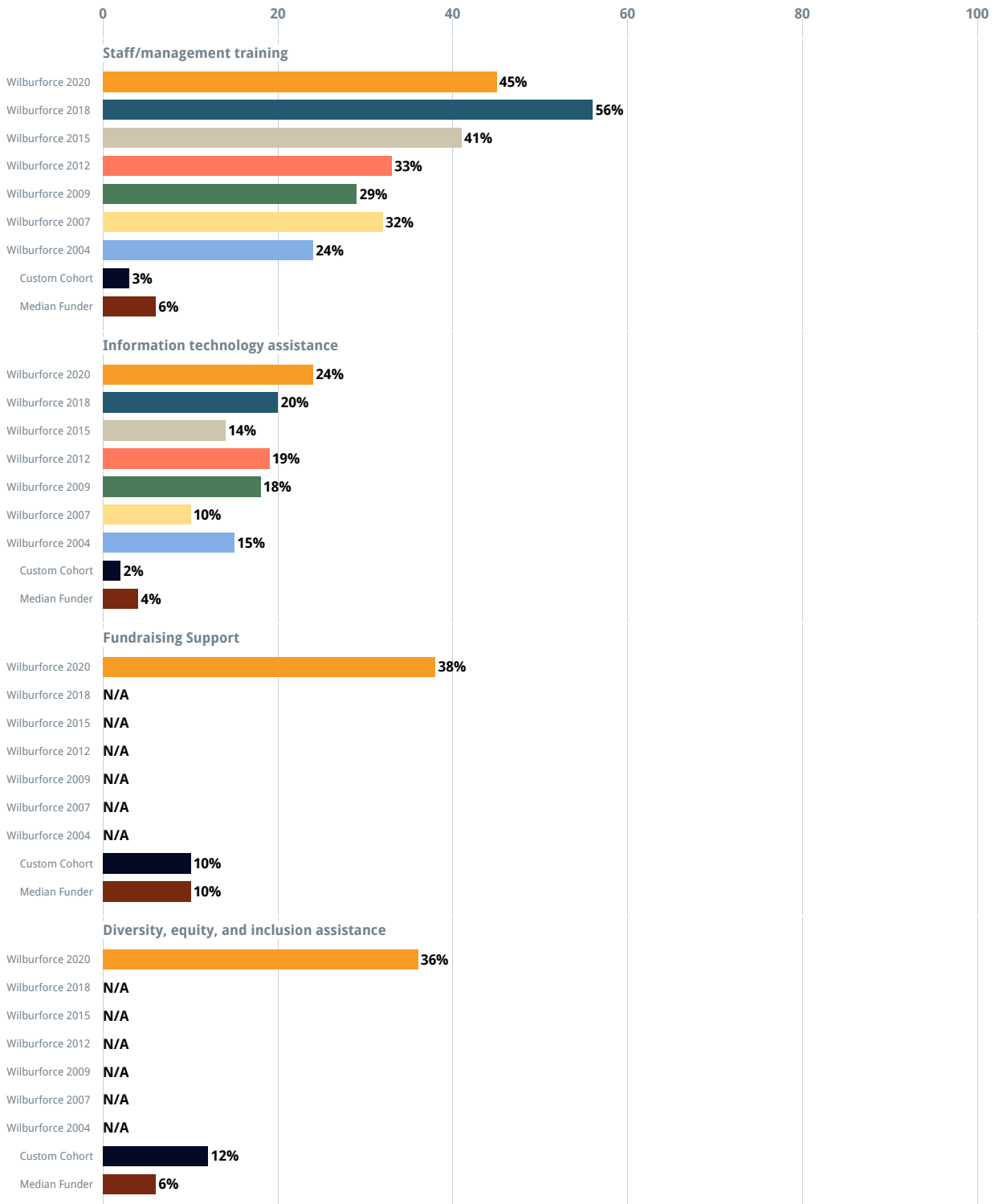
Percentage of Grantees that Received Other Assistance

■ Wilburforce 2020
 ■ Wilburforce 2018
 ■ Wilburforce 2015
 ■ Wilburforce 2012
 ■ Wilburforce 2009
 ■ Wilburforce 2007
 ■ Wilburforce 2004
 ■ Custom Cohort
 ■ Median Funder



Cohort: Custom Cohort Past results: on

Percentage of Grantees that Received Other Assistance (cont.)



Cohort: Custom Cohort Past results: on

COVID-19 Questions

As part of Wilburforce Foundation's October 2020 grantee perception survey, the Center for Effective Philanthropy (CEP) included questions to gather grantees' input and advice regarding the impact of the COVID-19 pandemic on their organizations.

Note: The questions in this section were recently added to the grantee survey and do not yet have comparative data.

Impact of COVID-19 on Nonprofits

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

Barriers:	This is a significant barrier	I anticipate this will be a significant barrier	This is not now, nor do I anticipate it being, a significant barrier in the future	Don't know/N/A
Ability to create social distancing in your organization's physical space(s)	13%	11%	75%	2%
Creating social distancing while carrying out programming	45%	18%	37%	0%
Accessing beneficiary populations (due to mobility issues, lack of transportation, lack of internet connectivity)	37%	19%	41%	3%
Lack of necessary supplies required to safely conduct business (i.e. PPE, disinfectants, etc.)	0%	6%	91%	3%
Cash flow problems	2%	24%	65%	9%
Loss of revenue/Budget challenges	7%	43%	40%	11%
Infrastructure costs to accommodate COVID-19 (i.e. reconfiguring work and/or programmatic spaces, investing in technology, etc.)	7%	15%	71%	7%
Maintaining staff levels needed to resume and/or carry out programming	8%	26%	63%	2%
Other	68%	25%	4%	4%

Below are verbatim responses from grantees who selected "Other (please describe):" in the previous question:

Grantee Comment

Ability to maintain relations with Indigenous partners/allies

Access to volunteer labor

adapting model to increase communications capacity

changes to volunteer opportunities and availability

Childcare is an issue. Several staff have not been able to work at full throttle due to childcare needs due to Covid closures etc. We also have to cover the costs of Covid-19 childcare leave. This creates budgetary issues because we need to take care of our people and pay them, but then we are draining grants without the commensurate amount of progress that we would be making if people were working full-time. This can have a cascading effect on ability to fundraise as well. Also, I want to make clear that we can engage with stakeholders, constituents and fundraisers through electronic means, but over time I am concerned that our relationships weaken and it is harder to build the relationships necessary for strong social change. Our team is built on a dispersed staffing model so we are fine at the moment, but again the longer the Covid crisis draws out, I anticipate opportunity costs around not being able to work face to face with staff and stakeholders at least some of the time.

Conducting our work in the most effective way (e.g., in-person meetings, conferences, etc., particularly with frontline/Environmental Justice community partners)

COVID-19 affects different demographics of people differently (e.g., women, people with young families, people with underlying medical concerns, people who live in dense urban vs. rural areas, people who were already marginalized). As well, not being able to travel across borders is a significant challenge to conducting grassroots conservation work or convening people for discussions. Some of our partners and collaborators do not use technology very much and it's difficult for them to start.

Difficulty planning income and expenses due to uncertainty concerning availability and efficacy of vaccines (impacts physical distancing) and long-term impact on economy

Difficulty with community-based research

don't know

For some of above, I would have chosen a middle ground being significant & not significant

Inability for core team members to travel to remote community, build trust, meet in person.

Inability to conduct field work, outreach, and meet in person with key stakeholders

Inability to travel undermining work goals, planning, relationships

inperson meetings and workshops

It is challenging to keep team cohesion and positive energy in the remote work world. It has shifted

Loss of program momentum due to postponing events

Loss of revenue in next two years due to funder declines

Many of our partners, especially Tribal and First Nation partners, do not have access to PPE or technology for remote working

Meeting with indigenous people

Moratorium on village access due to Covid-19 Quarantine

Much of the above are not "significant" but are challenges that cumulate all the same

Our program involves a lot of travel, and that is also restricted/unsafe

Reduced efficiency due to lack of ability to meet with collaborators, partners, and stakeholders. Zoom meetings are not the same -- much harder to focus and make real progress. People are just trying to keep heads above water.

Resiliency of people

Staff and Board Communications

Staff morale & energy, particularly for working parents

To put it simply, its the uncertainty of things can keep me up at night.

Unable to hold events, fundraising or otherwise

We are a micro-staff org, so office work has not been a challenge. But public meetings, group hikes, VIP trips, meetings with funders, and various public contacts have been prevented or severely reduced by covid.

We have had to scramble to address challenges with our programs given COVID-19 restrictions, but have largely overcome most of them.

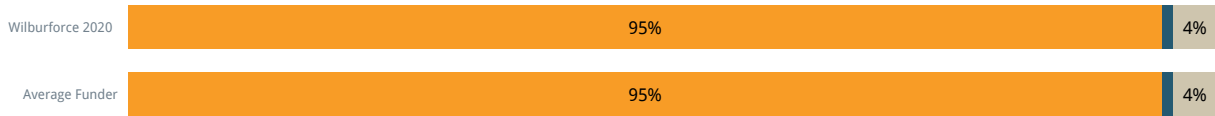
zoom has actually increased our meeting acceptance with decision makers as we don't need to travel nearly as much

Communicating COVID-19 Issues with the Foundation

When communicating with Wilburforce about the COVID-19 pandemic, I feel comfortable discussing the...

Evolving needs of the populations we serve

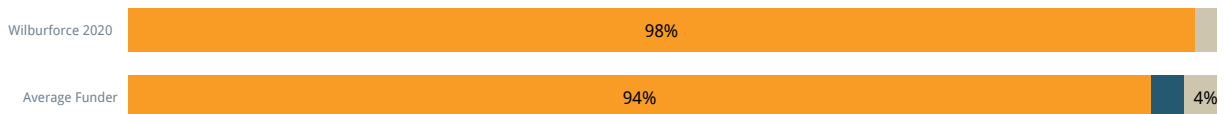
Yes No Don't know



Cohort: None Past results: on

Evolving needs of our organization

Yes No Don't know

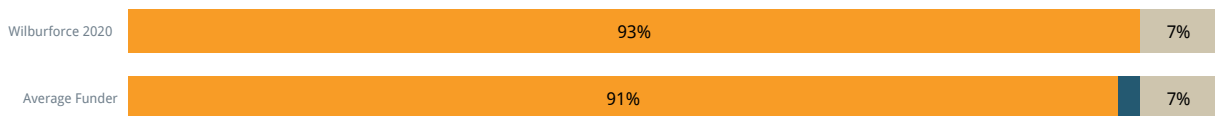


Cohort: None Past results: on

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

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

Yes No Don't know

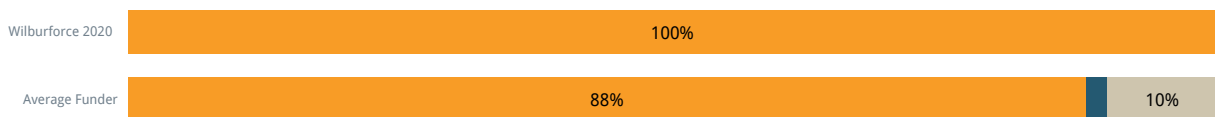


Cohort: None Past results: on

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

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

Yes No Don't know



Cohort: None Past results: on

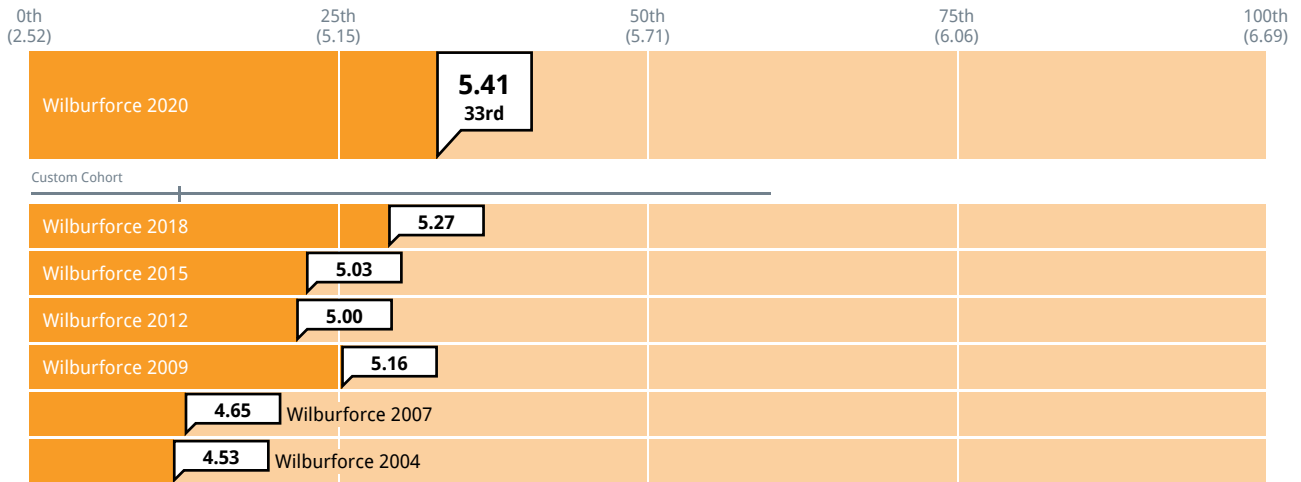
Customized Questions

Selected Cohort: None		
Have you worked with Training Resources for the Environmental Community (TREC)?	Wilburforce 2020	Wilburforce 2018
No	18%	19%
Yes	82%	81%

Impact on and Understanding of Grantees' Local Communities

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

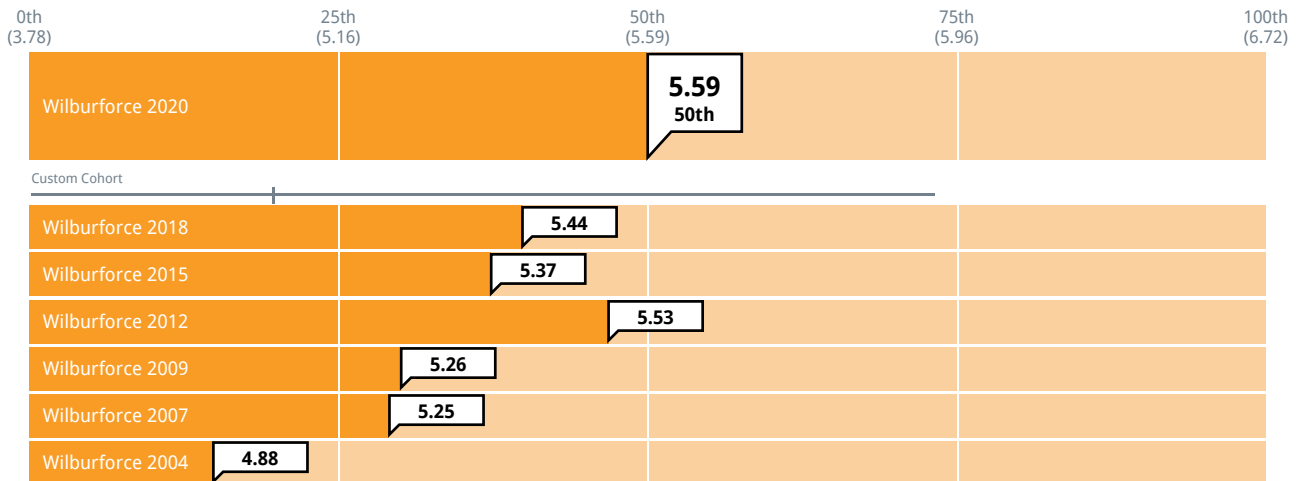
1 = No impact 7 = Significant positive impact



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 on the community

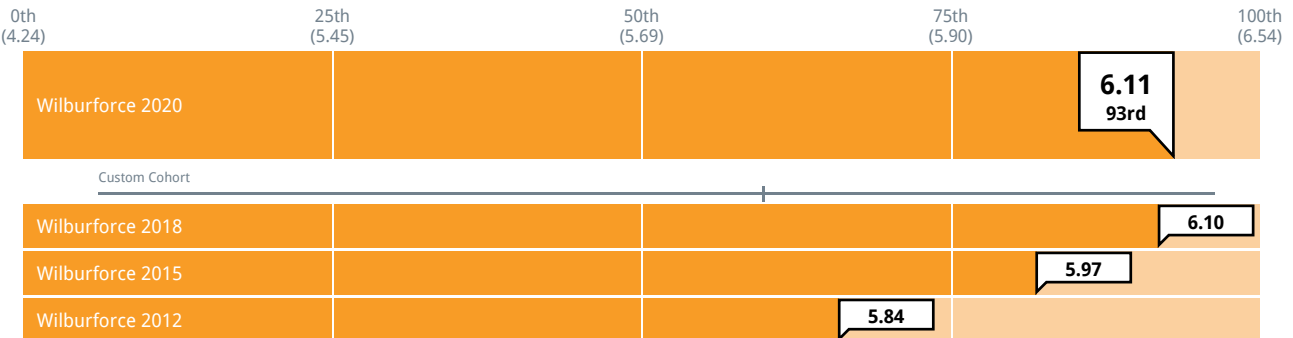


Cohort: Custom Cohort Past results: on Subgroup: None

Beneficiaries and DEI

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

1 = Limited understanding 7 = Thorough understanding

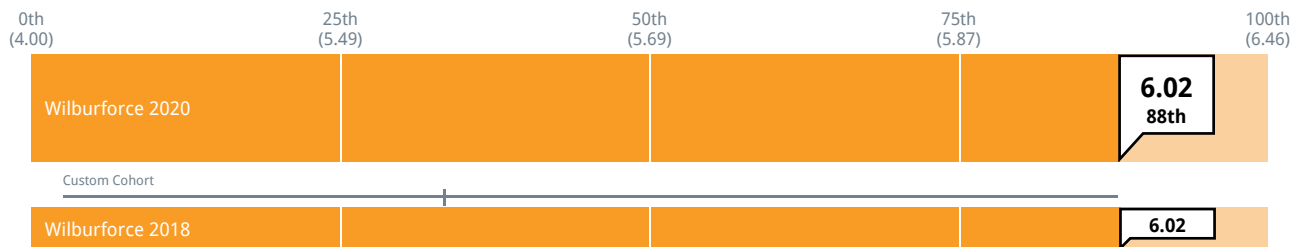


Cohort: Custom Cohort Past results: on Subgroup: None

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

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

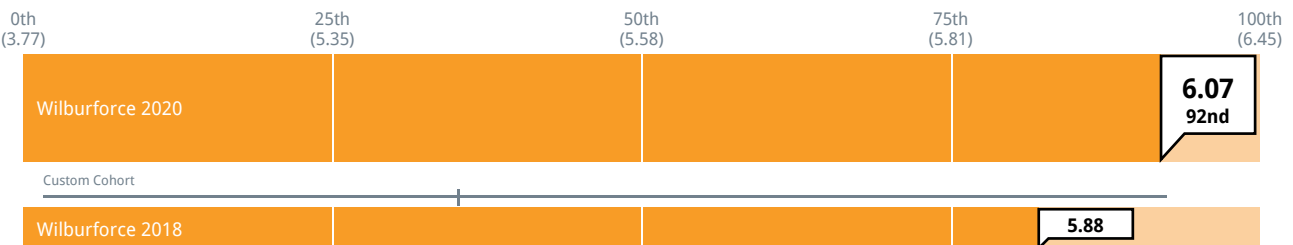
1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort Past results: on Subgroup: None

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

1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: None

The subsequent question was recently added to the grantee survey and depicts comparative data from 17 funders.

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

Yes No Don't know



Cohort: None Past results: on

The subsequent question is asked only of grantees in the United States who answer "yes" to the question above. It was recently added to the grantee survey and depicts data from 15 funders in CEP's dataset.

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

Yes No Don't know



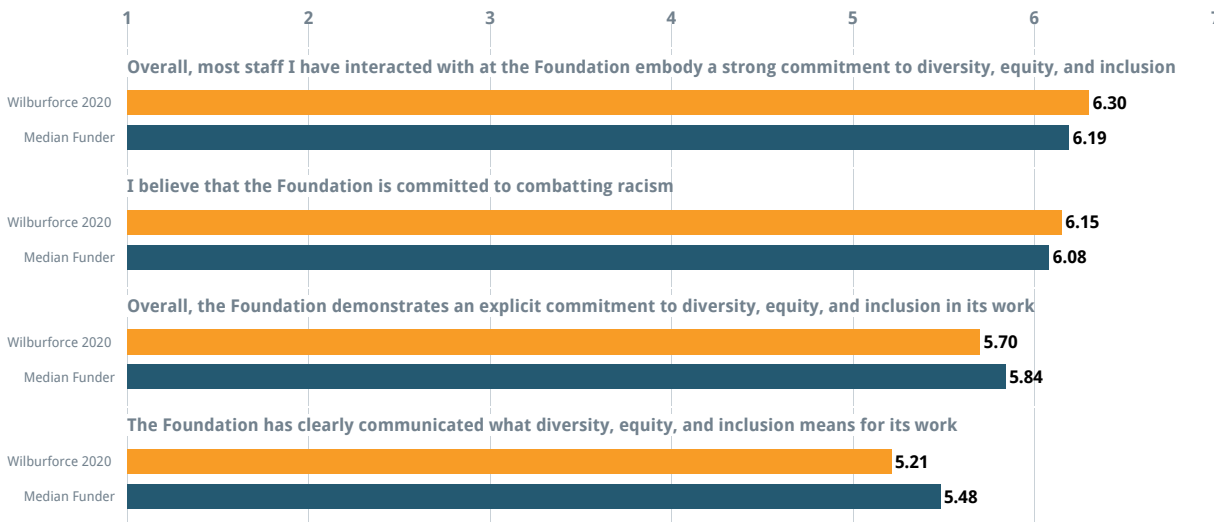
Cohort: None Past results: on

The subsequent question was recently added to the grantee survey and depicts data from 17 funders in CEP's dataset.

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

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

Wilburforce 2020 Median Funder



Cohort: None Past results: on

Grantees' Open-Ended Comments

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

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

In addition to these three questions, Wilburforce added one custom open-ended question:

- Please comment on TREC's strengths and opportunities to improve regarding how it works with organizations like yours.

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

CEP's Qualitative Analysis

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

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

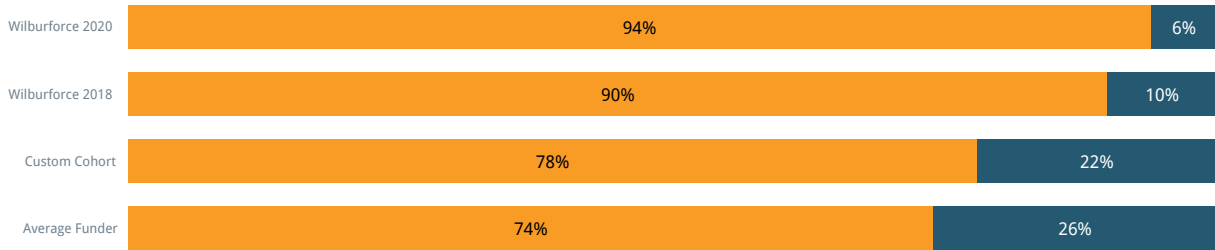
Quality of Processes, Interactions and Communications

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

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

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications

Positive comment Comment with at least one constructive theme



Cohort: Custom Cohort Past results: on

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 123 grantees that responded to the survey provided 53 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grantmaking Characteristics	26%
Non-monetary Support	26%
Funder-Grantee Interactions	13%
Diversity, Equity, and Inclusion	11%
Impact on and Understanding of Grantees' Fields	6%
Proposal and Selection Processes	6%
Foundation Communications	4%
Impact on and Understanding of Grantees' Communities	4%
Impact on and Understanding of Grantees' Organizations	2%
Other	2%

Selected Comments

Grantees were asked to provide any suggestions for how the Foundation could improve. The 123 grantees that responded to the survey provided a total of 53 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Grantmaking Characteristics (26% N=14)

- Grant Length (N = 9)
 - "I would love to see opportunities for multi-year commitments."
 - "Making multi-year grants would be a massively significant improvement that would allow us to create more impact."
 - "Multi-year commitments as many projects take more than one year. Sure, the foundation has been great and giving, year after year, but some pressure would be alleviated if the grants were in three-year chunks (with possibility of mid-way re-evaluation in case new opportunities come up)."
- Grant Size (N = 3)
 - "Increasing grant amounts, particularly in this challenging time, would be very helpful to us as a growing organization."
- Other (N = 2)

Non-monetary Support (26% N=14)

- Facilitate Learning across Grantees (N = 4)
 - "I'd love to hear more regarding the strategic, tactical, and organizational innovations/lessons learned made by other groups that underscore conservation victories (or lessons learned from failures, which are sometimes due to mistakes but are also just a reality in our complex, challenging field and no fault of NGOs). We often get very immersed in specific campaigns/projects and there's too little time to share ideas and understand how work can shape/inform other campaigns/projects across our NGO community."
 - "I've been thinking for a while that having some collective thinking among the foundation's partners could be valuable."
- Assistance Securing Additional Funding (N = 3)
 - "We could also use introductions to other funders, helping opening those doors that are so often shut to grantees, but open to their peer funders."
 - "More networking opportunities with other funders or partners is always welcome."
- Expansion of and/or Modifications to TREC (N = 3)
 - "More development of people as leaders, and for longer time periods. Things like TREC are really helpful but only one person from our organization can go participate in the leadership program each year."
 - "[Our organization] would benefit very much from having increased access to the TREC resources. With a head office located [where we are], we aren't able to engage with the in-person governance training etc. as much as we would like."
- Build Grantees' Capacity (N = 2)
 - "I would love to see them take their successful model of finding partner organizations to support grantees (i.e., TREC, COMPASS, etc.) into the realm of helping grantees build relationships with tribes."
- Provide Guide to Non-monetary Support (N = 2)
 - "Have a more clear guide about available resources for grantees. There appears to be many resources available, but we usually find out during discussions when we are told about something that may be helpful for a particular situation. Would be helpful to have a better understanding about all available resources to grantees and the process by which grantees can access (or apply to access) those resources."

Funder-Grantee Interactions (13% N=7)

- More Site Visits (N = 4)
 - "We encourage our funders to visit this area if possible, as it provides a better context for the unique conditions in which we operate in the Southwest."
 - "More visits in the field. Come out and bring your hiking boots!"
- Clearer Expectations of Interactions (N = 2)
 - "Clear expectations to new grantees of types of communications and updates the Foundation is interested in during the grant period."
- Other (N = 1)

Diversity, Equity, and Inclusion (11% N=6)

- Approach to Diversity, Equity, and Inclusion (N = 6)
 - "I'd really like to see the foundation come out with a strong statement in support of diversity, equity, inclusion, and justice, and to more formally recognize the importance of equitable conservation in their programs and grant-making. Right now Wilburforce feels behind the times and I'd love to see them be a leader in making our field more diverse and equitable. Wilburforce could use its voice more, to advocate for changes across the fields of

- philanthropy, the environment, and conservation."
- "Perhaps more attention to BIPOC communities."
- "Keep looking at ways that privilege impacts your work."

Impact on and Understanding of Grantees' Fields (6% N=3)

- Expanding to New Fields and More Innovation (N = 2)
 - "Possibly look at expanding its funding mandate to include marine ecosystems."
- Other (N = 1)

Proposal and Selection Processes (6% N=3)

- Clearer Expectations about Funding (N = 2)
 - "Sometimes I wish there were more transparent conversations around the level of funding and whether there are steps we could take to position for a larger grant in the future (eg. when there is a chance for a big win, if we make certain improvements, etc)."
- Other (N = 1)

Foundation Communications (4% N=2)

- Clearer Communications about Goals and Strategy (N = 2)
 - "Clear communication about goals, strategies and how our body of work fits into this or doesn't."

Impact on and Understanding of Grantees' Communities (4% N=2)

- Orientation Change (N = 2)
 - "Expand to all of Alaska."

Impact on and Understanding of Grantees' Organizations (2% N=1)

- Other (N = 1)

Other (2% N=1)

- Other (N = 1)

Contextual Data

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

Grantmaking Characteristics

Selected Cohort: Custom Cohort						
Length of Grant Awarded	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Average grant length	2.4 years	2.4 years	2 years	2 years	2.1 years	1.9 years

Selected Cohort: Custom Cohort						
Length of Grant Awarded	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
1 year	62%	51%	52%	50%	45%	46%
2 years	12%	20%	25%	28%	29%	27%
3 years	15%	19%	15%	17%	19%	21%
4 years	1%	1%	2%	1%	2%	3%
5 or more years	10%	9%	6%	6%	5%	3%

Selected Cohort: Custom Cohort			
Proportion of Unrestricted Funding	Wilburforce 2020	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (i.e. general operating, core support)	48%	23%	34%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	52%	77%	66%

Grant Size

Selected Cohort: Custom Cohort						
Grant Amount Awarded	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Median grant size	\$100K	\$80K	\$75K	\$56K	\$67.5K	\$50K

Selected Cohort: Custom Cohort						
Grant Amount Awarded	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Less than \$10K	1%	1%	0%	0%	3%	1%
\$10K - \$24K	2%	6%	4%	21%	16%	22%
\$25K - \$49K	23%	19%	25%	20%	20%	21%
\$50K - \$99K	24%	28%	32%	21%	23%	21%
\$100K - \$149K	20%	19%	13%	13%	19%	18%
\$150K - \$299K	20%	12%	18%	15%	11%	12%
\$300K - \$499K	7%	11%	5%	7%	6%	2%
\$500K - \$999K	3%	1%	2%	2%	1%	1%
\$1MM and above	2%	3%	1%	2%	1%	2%

Selected Cohort: Custom Cohort						
Median Percent of Budget Funded by Grant (Annualized)	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Size of grant relative to size of grantee budget	7%	8%	7%	5%	7%	8%

Grantee Characteristics

Selected Cohort: Custom Cohort						
Operating Budget of Grantee Organization	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Median Budget	\$0.8M	\$0.8M	\$0.8M	\$0.9M	\$0.6M	\$0.6M

Selected Cohort: Custom Cohort						
Operating Budget of Grantee Organization	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
<\$100K	5%	5%	4%	8%	10%	11%
\$100K - \$499K	26%	31%	34%	31%	33%	31%
\$500K - \$999K	25%	22%	14%	14%	19%	18%
\$1MM - \$4.9MM	28%	28%	27%	28%	27%	27%
\$5MM - \$24MM	9%	6%	7%	8%	6%	10%
>=\$25MM	7%	8%	14%	10%	5%	3%

Funding Relationship

Selected Cohort: Custom Cohort						
Funding Status	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Percent of grantees currently receiving funding from the Foundation	98%	100%	99%	99%	92%	92%

Selected Cohort: Custom Cohort						
Pattern of Grantees' Funding Relationship with the Foundation	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Average Funder	Custom Cohort
First grant received from the Foundation	7%	11%	7%	10%	28%	21%
Consistent funding in the past	90%	85%	84%	83%	54%	64%
Inconsistent funding in the past	2%	3%	9%	7%	18%	15%

Grantee Demographics

Selected Cohort: Custom Cohort						
Job Title of Respondents	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Executive Director	58%	60%	58%	50%	55%	65%
Other Senior Management	19%	18%	17%	16%	5%	11%
Project Director	11%	16%	13%	20%	22%	14%
Development Director	3%	2%	3%	2%	4%	4%
Other Development Staff	2%	5%	3%	5%	6%	0%
Volunteer	0%	0%	0%	0%	0%	0%
Other	7%	0%	6%	8%	7%	6%

Note: Survey questions about race and ethnicity and gender were recently modified to match best practices, and depict comparative data from 17 funders in the dataset.

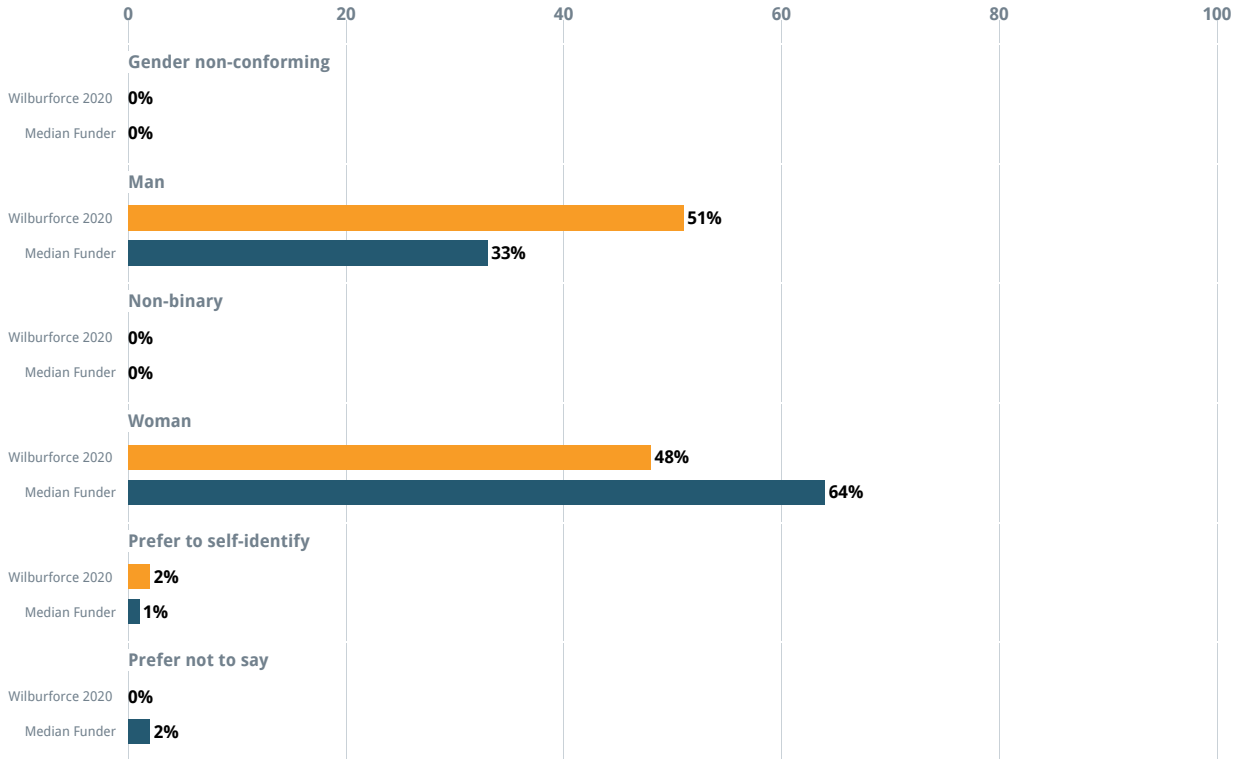
Survey language and response options for questions about race and ethnicity are guided by best practices shared by [National Institutes of Health](#), [Pew Research Center](#), [Psi Chi Journal of Psychological Research](#), and the [US Census Bureau](#).

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

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

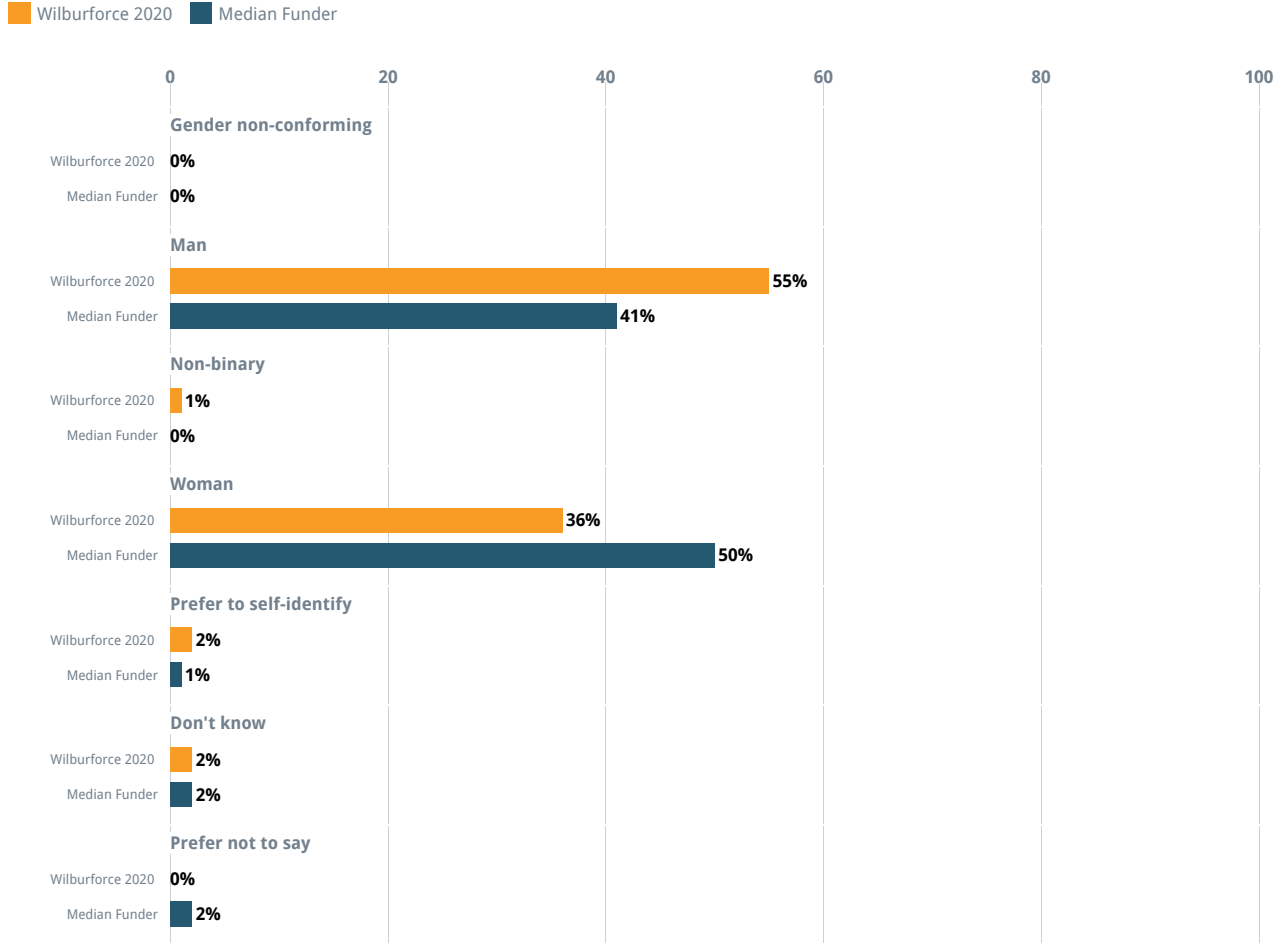
Please select the option that represents how you describe yourself:

Wilburforce 2020 Median Funder



Cohort: None Past results: on

Please select the option that represents how the CEO/Executive Director of your organization describes themselves:

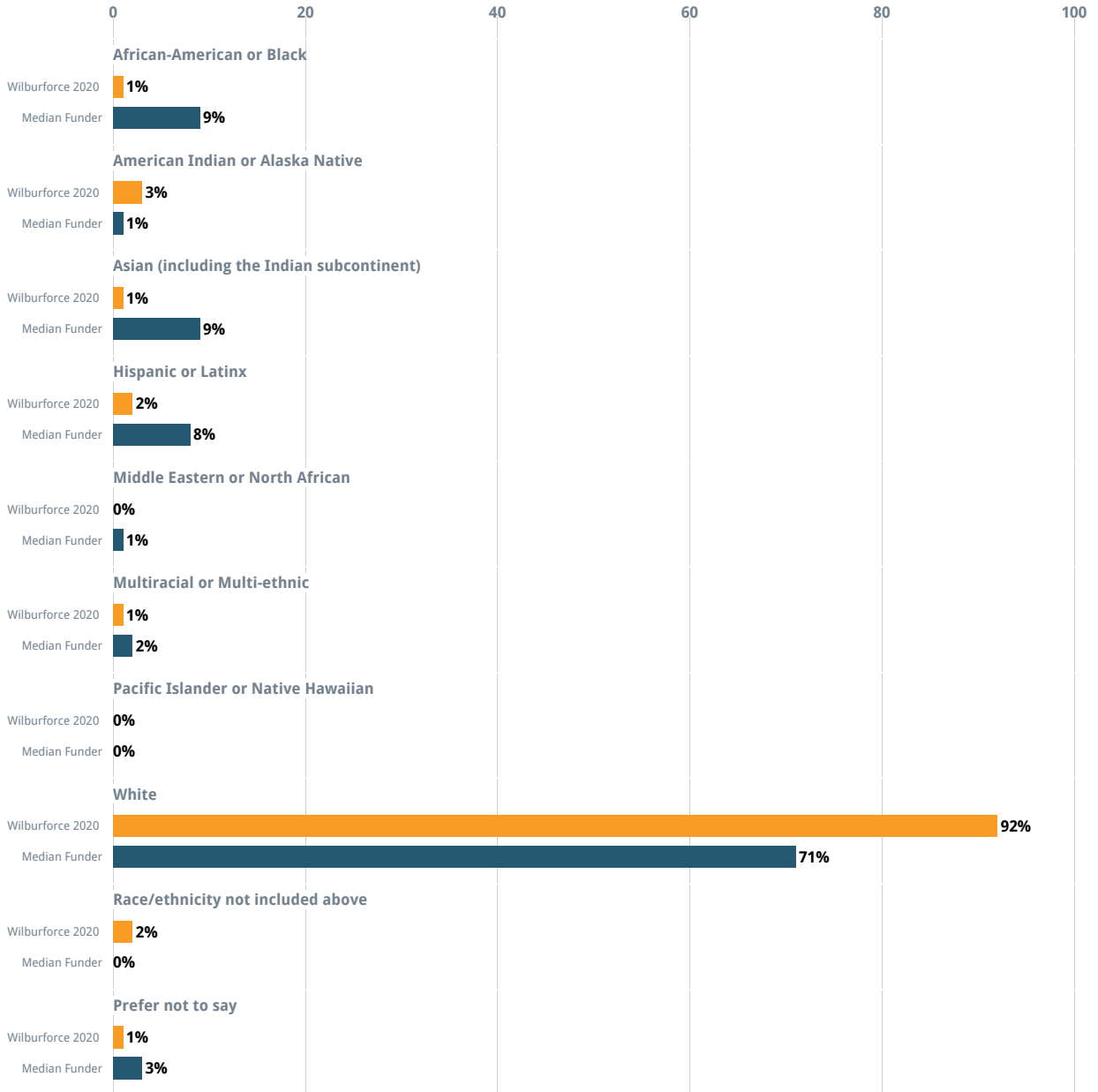


Cohort: None Past results: on

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

What is your race/ethnicity?

Wilburforce 2020 Median Funder



Cohort: None Past results: on

The following questions were recently added to the grantee survey and depict comparative data from 48 funders in the dataset.

Selected Cohort: None		
Do you identify as a person of color?	Wilburforce 2020	Average Funder
Yes	5%	19%
No	94%	76%
Prefer not to say	1%	5%

Selected Cohort: None		
Does the CEO/Executive Director of your organization identify as a person of color?	Wilburforce 2020	Average Funder
Yes	13%	21%
No	87%	73%
Don't know	0%	3%
Prefer not to say	0%	4%

Funder Characteristics

Selected Cohort: Custom Cohort						
Financial Information	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Total assets	\$112M	\$115.7M	\$43M	\$12M	\$6.1M	N/A
Total giving	\$13.9M	\$11.2M	\$11.1M	\$9.9M	\$10.7M	\$8.6M

Selected Cohort: Custom Cohort						
Funder Staffing	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Wilburforce 2007
Total staff (FTEs)	11	10	11	11	11	11
Percent of staff who are program staff	73%	70%	73%	64%	82%	82%

Selected Cohort: Custom Cohort						
Grantmaking Processes	Wilburforce 2020	Wilburforce 2018	Wilburforce 2015	Wilburforce 2012	Wilburforce 2009	Median Funder
Proportion of grants that are invitation-only	100%	100%	100%	97%	99%	44%
Proportion of grantmaking dollars that are invitation-only	100%	100%	100%	99%	99%	60%

Additional Survey Information

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

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Wilburforce's grantee survey was 123.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	122
How well does the Foundation understand the field in which you work?	120
To what extent has the Foundation advanced the state of knowledge in your field?	110
To what extent has the Foundation affected public policy in your field?	104
Overall, how would you rate the Foundation's impact on your local community?	99
How well does the Foundation understand the local community in which you work?	108
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	118
How well does the Foundation understand your organization's strategy and goals?	119
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	113
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	123
How often do/did you have contact with your program officer during this grant?	122
Who most frequently initiated the contact you had with your program officer during this grant?	123
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	120
Has your main contact at the Foundation changed in the past six months?	123
Did you submit a proposal to the Foundation for this grant?	123
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?	116
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	110
Are you currently receiving funding from the Foundation?	123
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	123
How well does the Foundation understand your intended beneficiaries' needs?	117
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	116
Have you participated in a reporting or evaluation process?	119
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	100
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	109
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	110
To what extent was the Foundation's reporting process...Straightforward?	103
Did the Foundation provide financial support for the evaluation?	16
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	23
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	20
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	22
Funder-Grantee Relationships Summary Measure	112
Understanding Summary Measure	113
To what extent did the Foundation exhibit the following during this grant...Trust in your organization's staff	122

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant...Candor about the Foundation's perspectives on your work	121
To what extent did the Foundation exhibit the following during this grant...Respectful interaction	122
To what extent did the Foundation exhibit the following during this grant...Compassion for those affected by your work	122
Was the funding you received restricted to a specific use?	123
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	122
Based on what your organization believes the Foundation would be willing to fund	122
Based on what your organization needs	122
Based on the results of an assessment or evaluation	122
Not applicable - I have never requested support from the Foundation to strengthen my organization	122
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	104
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	105
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	113
I believe that the Foundation is committed to combatting racism	101
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	123
Specifically, are Black, Indigenous and/or people of color (BIPOC) communities or individuals the primary intended beneficiaries of the efforts funded by this grant?	22
Does the CEO/Executive Director of your organization identify as a person of color?	95
Please select the option that represents how the CEO/Executive Director of your organization describes themselves (gender)	121
Have you worked with Training Resources for the Environmental Community (TREC)?	122

About CEP and Contact Information

Mission:

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

Vision:

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

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

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

About the GPR

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

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

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