
The Kendeda Fund 2023 Grantee Perception Report

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Key Findings and Recommendations from The Kendeda Fund's 2023 Grantee Perception Report

Prepared by the Center for Effective Philanthropy

Overview and Methodology

The Center for Effective Philanthropy (CEP) is pleased to share the results of The Kendeda Fund's second Grantee Perception Report (GPR).

In February and March of 2023, CEP conducted a survey of 225 of The Kendeda Fund's grantees and received 165 responses, achieving a 73 percent response rate. The survey included CEP's core grantee survey questions and several Fund-specific custom questions.

The memo below outlines key findings from the Fund's Grantee Perception Report and accompanies the comprehensive survey results found in the interactive online report at <https://cep.surveymresults.org> and in the downloadable online materials. The full report also contains more information about survey analysis and methodology.

Overall, The Kendeda Fund's grantees hold strong positive perceptions of their experiences with and perceptions of the Fund. Key strengths include the Fund's impact on grantees' fields, communities, and organizations, its grantmaking approach, the strong relationships that The Kendeda Fund staff have built with grantees, and the Fund's helpful and flexible grantmaking processes.

These ratings are reflected in written comments, with grantees expressing gratitude for "always [feeling] like we're on the same team, working toward our shared goals of creating a better future," and that the Fund's approach is "a masterclass in utilizing a more open, less formulaic giving strategy to truly empower the people on the ground doing the work."

As important context, the Fund intends to spend out its assets by the end of 2023. In light of the Fund sunsetting, grantees share their appreciation for the Fund's clear communications regarding its timeline and highlight the importance of providing connections to other funders to support the continuation of their work.

Grantee responses are shown benchmarked to the responses of more than 50,000 grantees of over 350 funders in CEP's grantee dataset. In the online report, GPR results are also benchmarked against the Fund's custom comparative cohort, a set of 22 other funders selected by The Kendeda Fund.

This report refers to ratings as "lower than typical," "typical," and "higher than typical." This language relates directly to the Fund's ratings in comparison to the overall dataset. "Lower than typical" refers to any rating that is in the bottom 35 percent of CEP's comparative dataset, "typical" is defined as a rating between the 35th and 65th percentile, and "higher than typical" refers to a rating that is above the 65th percentile when compared to all funders in CEP's dataset.

Ratings described as "significantly" higher or lower reflect statistically significant differences at a P-value less than or equal to 0.1.

CEP also examined grantees' ratings segmented into subgroups: by program, grant size, grantee organization size, and survey respondents' gender identity and their identity as a person of color. Overall, there were no consistent patterns of statistically significant differences in grantees' ratings when segmented in these ways.

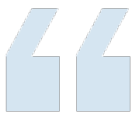
Reflections on The Kendeda Fund's Spend Out

As The Kendeda Fund spends out its assets, grantees express their appreciation for its work and cite its approach as an example for other funders to emulate in many aspects.

- ▶ In a custom question, grantees express strong agreement that The Kendeda Fund clearly communicated its intention to wind down the Fund's work and its timeline for spending out the Fund's assets.
- ▶ Grantees also note in their written comments that the Fund's clarity and transparency about its sunsetting timeline gave them time to prepare for the end of their relationship.
- ▶ In the words of one grantee, "We were able to plan and anticipate the sunsetting for a while and this has helped our organization build a strong cash reserve while we look for additional partners to fill the projected funding gap."

Grantees also express that they will miss the Fund's partnership and presence in their fields and communities, and ask the Fund to expand its work in facilitating connections and collaborations with other funders and nonprofit organizations.

- ▶ When grantees were asked to suggest ways that the Fund could improve, the largest theme in their comments relates to ways that the Fund could further support them beyond its grantmaking. They request that The Kendeda Fund "facilitate connections with other funders that have a similar capacity to give," "help our organization identify other partnerships," and "open more spaces for partners to share about their work and their impacts."
- ▶ Likewise, in a custom question, grantees indicate that they wish the Fund had placed greater emphasis on ensuring the sustainability of the work funded and provided a clearer explanation regarding its motivation for sunsetting.



"The Kendeda Fund's commitment to building organizational capacity and reserves as part of its process to sunset the Fund was visionary and incredibly helpful for our organization. Overall, our organization is much more financially healthy as a result of the Fund's investments and commitments."



"The efforts to attract other funders to the state have felt genuine and really helpful to assist us in replacing the gap that will be left in our operations budget. [Our contact] has also been very intentional in introductions and pitches to help us get in front of new folks, and I trust he will continue to do that for us and others who will need the support in the coming few years especially."

Grantees' Takeaways and Recommendations for Spending Out

Grantees were asked to describe an aspect of The Kendeda Fund's approach – outside of funding to their organization or field – that other grantmakers should emulate. More than a third of comments related to the "deep and authentic" relationships that Fund staff have developed with grantee organizations, which are "dynamic, respectful, grounded in a generative relationship and power sharing."

When asked what advice they would provide to other sunsetting funders, grantees most often suggest proactive communication and support in finding other funding partners. One writes, "Providing years of advance notice has helped us identify other prospective funders and keep the organization moving forward."

Notable Impact on and Understanding of Grantees' Work

Grantee ratings place The Kendeda Fund in the top 20 percent of CEP's overall comparative dataset for its impact on and understanding of grantees' fields and local communities and in the top three percent of CEP's dataset for its impact on and understanding of their organizations.

- ▶ In addition, the Fund receives strong ratings for how well it understands grantees' contexts. Grantees' ratings place The Kendeda Fund in the top five percent of CEP's dataset for its understanding of the social, cultural, and socioeconomic factors that affect grantees' work and the needs of those whom grantees serve.
- ▶ In their comments, grantees often highlight this deep understanding. One writes that "the Fund's intersectional approach [in our community] is intentional and woven appropriately to tackle big issues impacting all of our stakeholders." Another notes, "the Fund did a tremendous job in bringing together different organizations throughout our field to effect collective impact and shared understanding of the issues and obstacles facing us and our participants."
- ▶ What's more, grantees provide higher than typical ratings for survey measures related to diversity, equity, and inclusion (DEI), including their agreement that the Fund clearly communicates what DEI means for its work and demonstrates an explicit commitment to DEI.

Grantmaking Characteristics and Assistance Beyond the Grant

Grantees' strong perceptions of The Kendeda Fund's impact and understanding may also be related to the Fund's grantmaking approach. CEP's research has shown that grant characteristics can be meaningful predictors of perceptions of impact on grantee organizations, with multi-year unrestricted support being a particularly powerful contribution.

- ▶ The Fund provides grants that are larger (\$284K at the median) than those of most other funders in CEP's comparative dataset. In addition, 40 percent of grantees report receiving multi-year unrestricted funding, placing the Fund in the top ten percent of CEP's dataset for this pattern of support.
- ▶ In a custom question, grantees indicate that multi-year funding and unrestricted funding are two of the most valuable aspects of the Fund's approach. These align with grantees' responses when asked what aspects of the Fund's approach other funders should consider emulating, with grantees celebrating the Fund's grantmaking as "transformational," as "multi-year, deep investments were critical to moving systems that are historically slow to move." As one grantee writes, "The Kendeda Fund's approach allowed non-profits to invest in their people, which in turn allowed them...[to] truly move the needle on important issues in their community and field."
- ▶ Two thirds of the Fund's grantees indicate receiving non-monetary assistance from The Kendeda Fund, with nearly half reporting that they received fundraising and development assistance and over a third reporting they received organizational capacity building assistance. Grantees who report receiving non-monetary assistance rate significantly higher on many survey measures spanning themes of impact, understanding, and funder-grantee relationships.



"The Fund is continuously supportive of innovation in our field, in a way that most foundations shy away from. We've been able to try out new things with additional support from the Fund...and make dramatic changes in our community and programs."



"The Kendeda Fund impacts frontline communities and grassroots social movements by leading by example and influencing their peers within philanthropy to trust grassroots, move money to the grassroots, and spend down..."

Highly Valued Funder-Grantee Relationships

Grantees' perceptions of The Kendeda Fund's impact are in no small part influenced by the authentic relationships that Fund staff have built with grantees.

The Fund receives ratings higher than the typical funder on every relationship-related measure in this report. Of note, grantee ratings set the new maximum in CEP's comparative data for the Fund's candor about its perspectives on grantees' work.

- ▶ In their comments, grantees praise their strong trust-based partnerships with staff who have “consistently gone above and beyond to make our team feel supported” and “felt like a partner in our efforts, and truly understood what it was like to run a nonprofit with our mission.”
- ▶ Certain patterns of interaction with the Fund's staff are associated with more positive grantee perceptions:
 - Half of The Kendeda Fund's grantees report receiving a virtual or in-person site visit from Fund staff, similar to the typical funder in CEP's dataset. Additionally, over 80 percent of grantees have contact with their fund advisor at least once every few months, with 12 percent being in touch monthly or more often.
 - Grantees who have received a site visit or who have contact with their fund advisor monthly or more often rate significantly higher than their counterparts across many survey measures, including those relating to the strength of their relationships.

Clear and Consistent Communications

Grantees rate the Fund's communications positively for the ways in which they have clarified The Kendeda Fund's strategic priorities and next steps.

- ▶ The Fund receives higher than typical ratings for measures related to communications, with grantees rating the Fund's clarity of communications and transparency in the top ten percent of CEP's dataset.
- ▶ Several of grantees' suggestions for improvement relate to the Fund's communications, including requests that the Fund more clearly communicate its overall strategy, particularly as the Fund is sunseting. They ask for the chance to “more clearly to hear about [the Fund's] priorities and next steps” and note that “it would have been helpful at times to better understand the bigger context of our funder's initiatives in our field and to better understand their overall granting strategies.”



“Fantastic communication between the grant program officer and our organization. I really saw the program offer as a trusted partner who could help think through different issues, challenges, and opportunities.”



“I felt completely comfortable reaching out to [my contact] for support because I felt she was truly interested in our projects, she wanted to learn and grow with us, and ask questions that would help us learn and grow even more.”

Streamlined and Helpful Processes

Clear, streamlined, and helpful application and reporting processes emerge as another strength of The Kendeda Fund. Grantees report spending less time than typical—17 hours— on application and reporting requirements over the lifetime of their grants; in light of the Fund’s larger sized grants, grantees receive a very high monetary return for every hour spent on processes.

- ▶ Grantees view the selection process to be an appropriate amount of effort and a helpful opportunity to strengthen the efforts funded by the grant; their ratings placing the Fund in the top five percent of CEP’s dataset for these measures. Grantees also highlight the Fund’s low-pressure processes, with one grantee noting, “I can’t express how empowering that has been to do better work knowing we are trusted to do it well and not try to ‘spin’ what we are doing to fit someone else’s mold.”
- ▶ Additionally, grantees rate the Fund in the top five percent of CEP’s dataset for the straightforwardness, relevance, and adaptability of its reporting process, as well as the extent to which input from grantees was incorporated in the design of their evaluation.
- ▶ In comments, grantees often note that the Fund’s processes are “simple, straightforward, and effective,” and have a “clear desire...to always be value-add and to not put additional strain on organizations’ time and resources with unnecessary hoops to jump through.”



“When we initially were invited to submit a proposal, the process was so straightforward it almost seemed too good to be true. As the nature of our work evolved during the course of [our] grantmaking, our program officer supported our adaptation.”



“The Fund has been very open and flexible, and responsive to requests. They have allowed us to determine priorities and have encouraged us to spend the funds in the best manner for us - including on the timing of expenditure - which has been incredibly helpful.”

In summary, The Kendeda Fund’s grantees shared extremely positive feedback across many survey measures in CEP’s dataset, and are cited as an example for other funders to emulate in many respects. As the Fund spends out, we encourage it to celebrate, reflect, and share its practices in building a strong legacy of impact.

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Interpreting Your Charts..... 1

Key Ratings Summary 2

Survey Population 3

Comparative Cohorts 5

Grantmaking Characteristics 7

Impact on and Understanding of Grantees' Fields..... 11

Advancing Knowledge and Public Policy..... 12

Impact on and Understanding of Grantees' Local Communities 13

Impact on and Understanding of Grantees' Organizations..... 14

Grantee Challenges..... 15

Non-Monetary Assistance 16

Funder-Grantee Relationships..... 20

Interaction Patterns 24

Communication..... 29

Contextual Understanding..... 31

Diversity, Equity, Inclusion 33

Grant Processes 35

Selection Process 36

Reporting and Evaluation Process 39

Reporting Process 41

Evaluation Process 43

Dollar Return and Time Spent on Processes..... 44

Time Spent on Selection Process 46

Time Spent on Reporting and Evaluation Process 48

Customized Questions 50

Customized Questions - Sunsetting..... 53

Grantees' Written Comments 56

- Quality of Processes, Interactions and Communications 57**
- Suggestion Topics..... 58**
- Suggestions 59**
- Aspects of Approach to Emulate..... 61**
- Advice for Sunsetting Funders..... 62**

Respondents and Communities Served 64

- Respondent Demographics 68**
- Respondent Job Title 72**

Contextual Data 73

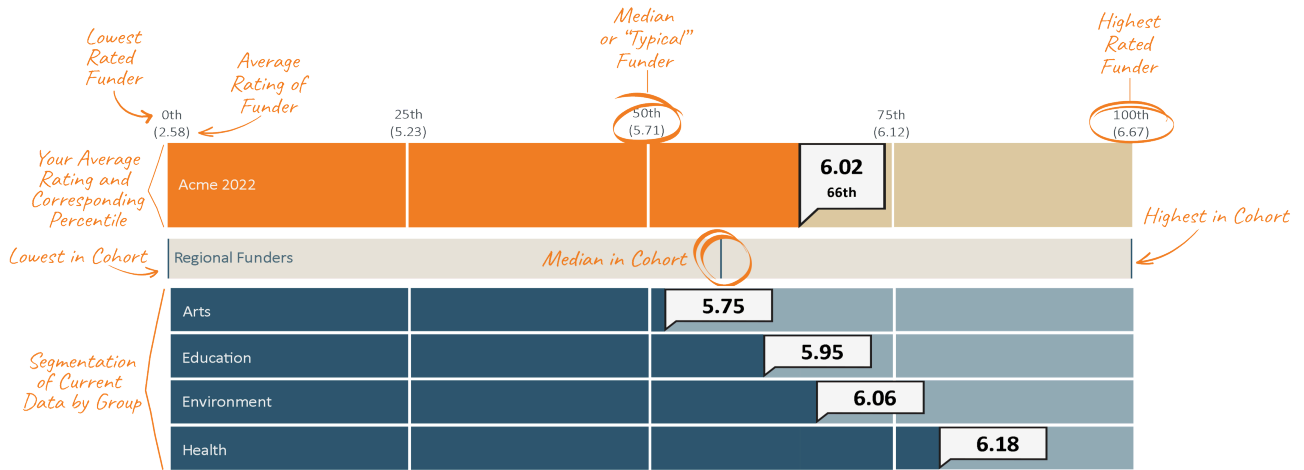
- Grantee Characteristics..... 80**
- Funder Characteristics 84**

Additional Survey Information 85

About CEP and Contact Information..... 87

Interpreting Your Charts

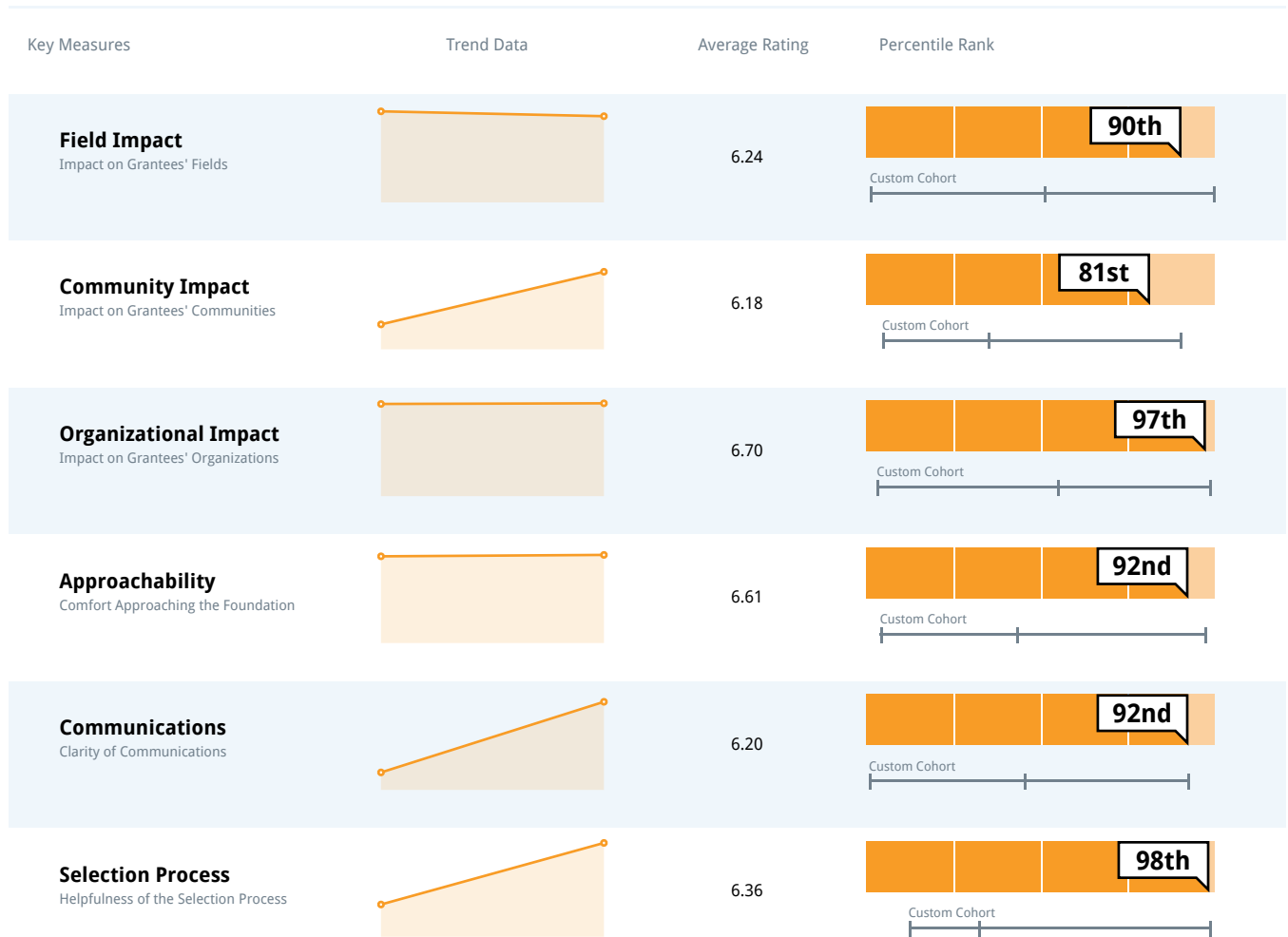
Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.



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 ten responses.

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.



Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
The Kendeda Fund 2023	February and March 2023	225	165	73%
The Kendeda Fund 2009	September and October 2009	113	87	77%

Survey Year	Year of Active Grants
The Kendeda Fund 2023	2021-2022
The Kendeda Fund 2009	2008

Throughout this report, The Kendeda Fund'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 ten responses to a specific question.

Subgroups

In addition to showing The Kendeda Fund's overall ratings, this report shows ratings segmented by Program. The online version of this report also shows ratings segmented by grant size, organizations' annual operating budgets, and survey respondent's identity as a Person of Color and their gender identity. CEP tagged grantees' programs using the contact list provided by the Kendeda Fund. Data used for other segmentations comes from grantees' survey responses.

Overall, there were no consistent, statistically significant differences in grantees' ratings in any of the categories below.

Program	Number of Responses
Atlanta	16
Montana	47
People Place Planet	32
President's Fund/Personal Account	18
Preventing Gun Violence	10
Southeast Sustainability	11
Veterans	11
Other	20

Grant Size	Number of Responses
Less than \$50K	17
\$50K to \$99K	27
\$100K to \$149K	14
\$150K to \$299K	23
\$300K to \$499K	21
\$500K to \$999K	22
Over \$1M	39

Organization Budget	Number of Responses
Less than \$500K	29

Organization Budget	Number of Responses
\$500K to \$999K	15
\$1M to \$4.9M	67
\$5M to \$24.9M	36
Over \$25M	12

Respondent Gender	Number of Responses
Identifies as a Man	57
Identifies as a Woman	99

Respondent Person of Color Identity (US Only)	Number of Responses
Does not identify as a Person of Color	110
Identifies as a Person of Color	41

Comparative Cohorts

Customized Cohort

The Kendeda Fund selected a set of 23 funders to create a smaller comparison group that more closely resembles The Kendeda Fund in scale and scope.

Custom Cohort

Arcus Foundation
Barr Foundation
Chan Zuckerberg Initiative
Crown Family Philanthropies
Daniels Fund
Ewing Marion Kauffman Foundation
John S. and James L. Knight Foundation
Marguerite Casey Foundation
Omidyar Network
Rockefeller Brothers Fund
Sea Change Foundation
Stupski Foundation
Surdna Foundation, Inc.
The Annie E. Casey Foundation
The California Wellness Foundation
The Heinz Endowments
The James Irvine Foundation
The Kendeda Fund
The McKnight Foundation
The Ralph C. Wilson, Jr. Foundation
The Wallace Foundation
The Zeist Foundation
Wilburforce Foundation

Standard Cohorts

CEP also included 18 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	36	Funders with median grant size of \$20K or less
Large Grant Providers	110	Funders with median grant size of \$200K or more
High Touch Funders	34	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Proactive Grantmakers	106	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	103	Funders that make at most 10% of grants by invitation only
Intermediary Funders	23	Funders that primarily regrant philanthropic dollars

International Funders	66	Funders that fund outside of their own country
European Funders	27	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	88	Funders with annual giving of \$50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	170	All private foundations in the GPR dataset
Family Foundations	85	All family foundations in the GPR dataset
Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	30	All health conversion foundations in the GPR dataset
Corporate Foundations	25	All corporate foundations in the GPR dataset

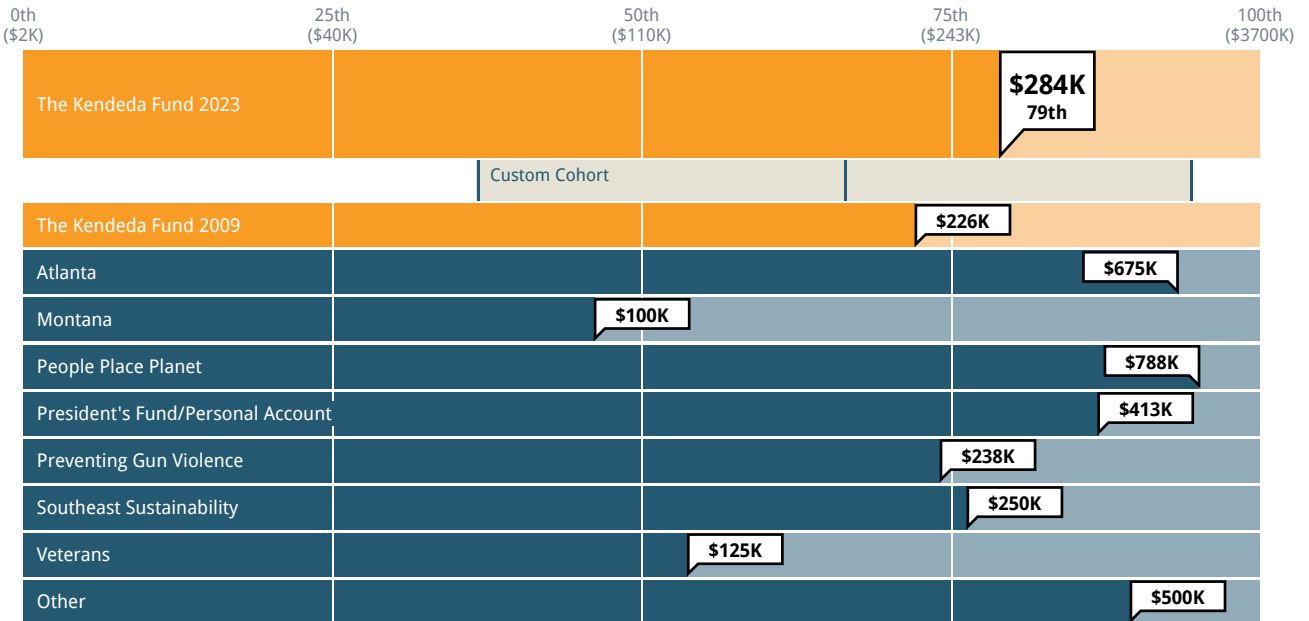
Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	42	Funders that are primarily based outside the United States
Recently Established Foundations	52	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	172	Funders who surveyed grantees during COVID-19 (2020 - 2022)

Grantmaking Characteristics

Funders 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.

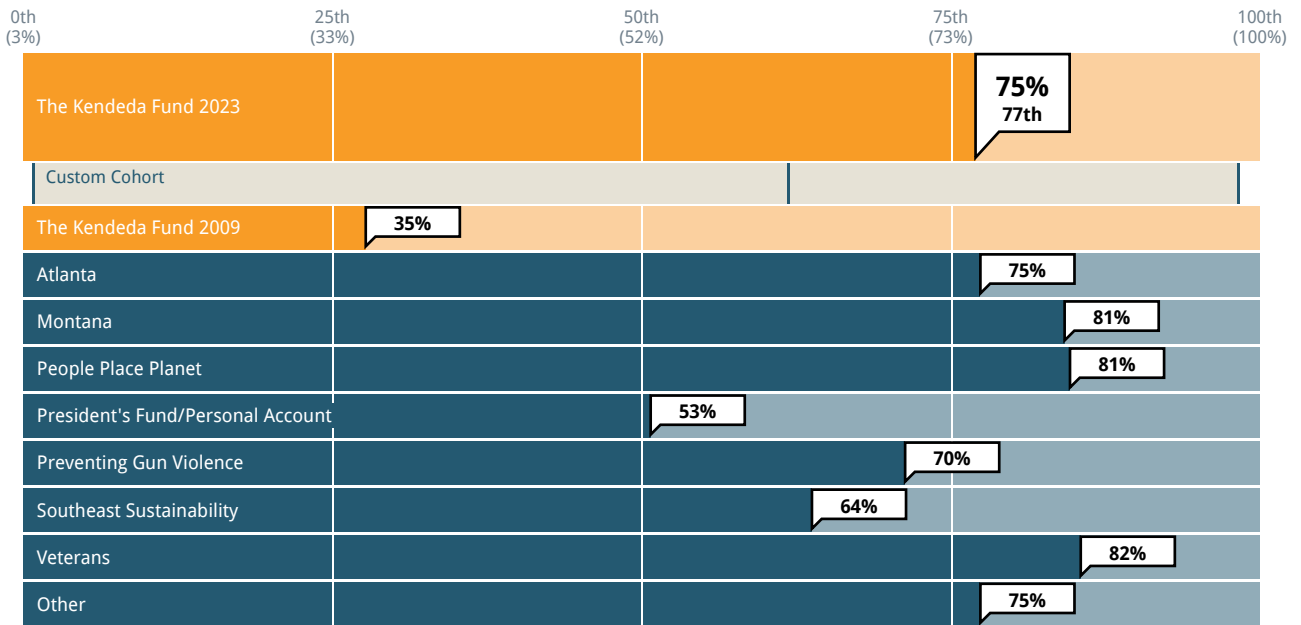
Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: Program

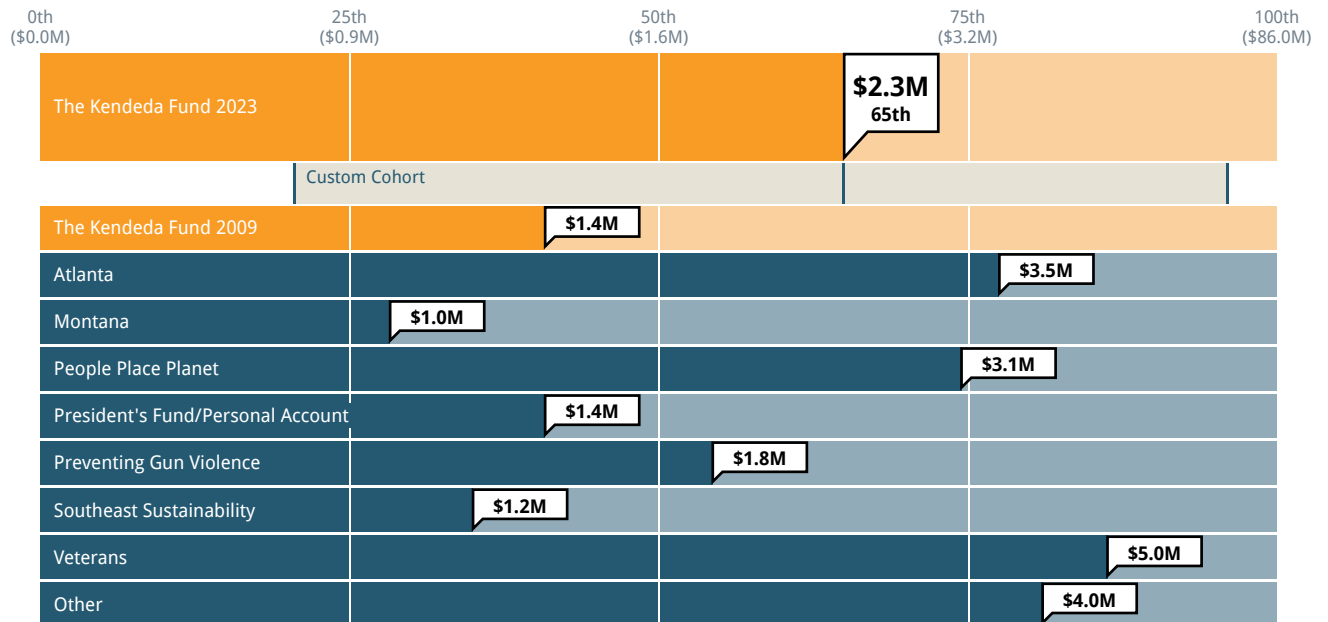
Proportion of Multi-year Grants

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



Cohort: Custom Cohort Past results: on Subgroup: Program

Median Organizational Budget



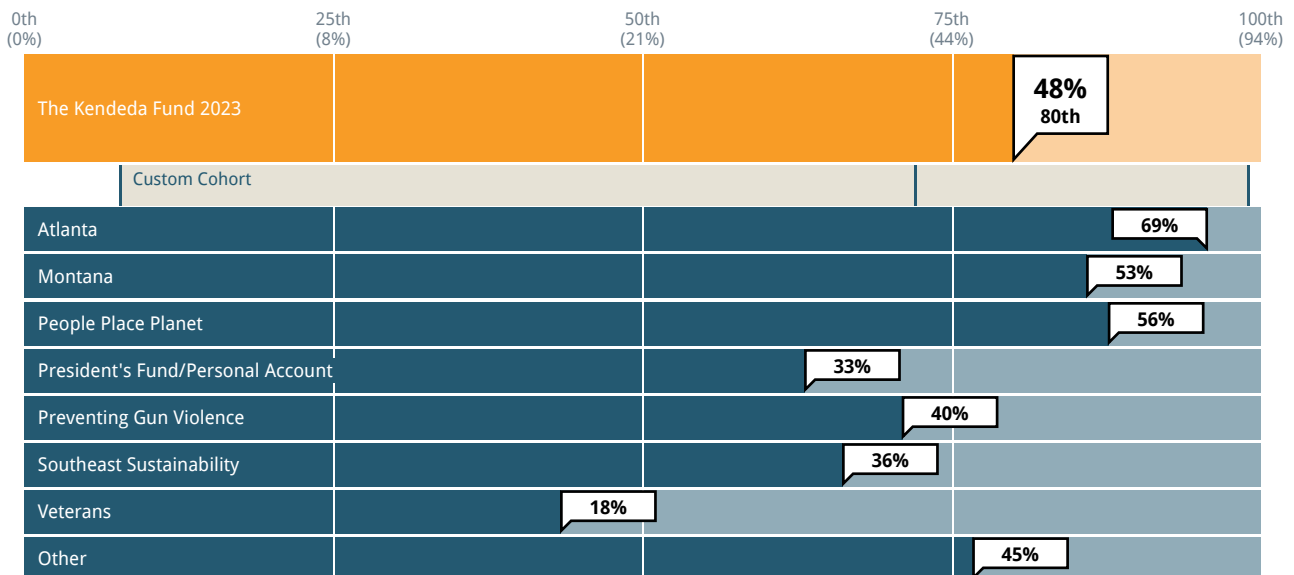
Cohort: Custom Cohort Past results: on Subgroup: Program

Selected Cohort: Custom Cohort			
Grant History	The Kendeda Fund 2023	Average Funder	Custom Cohort
Percentage of first-time grants	24%	29%	29%

Selected Cohort: Custom Cohort				
Program Staff Load	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Dollars awarded per program full-time employee	\$6.7M	\$41.7M	\$2.7M	\$3.9M
Applications per program full-time employee	38	133	24	13
Active grants per program full-time employee	38	126	31	28

Proportion of Unrestricted Funding

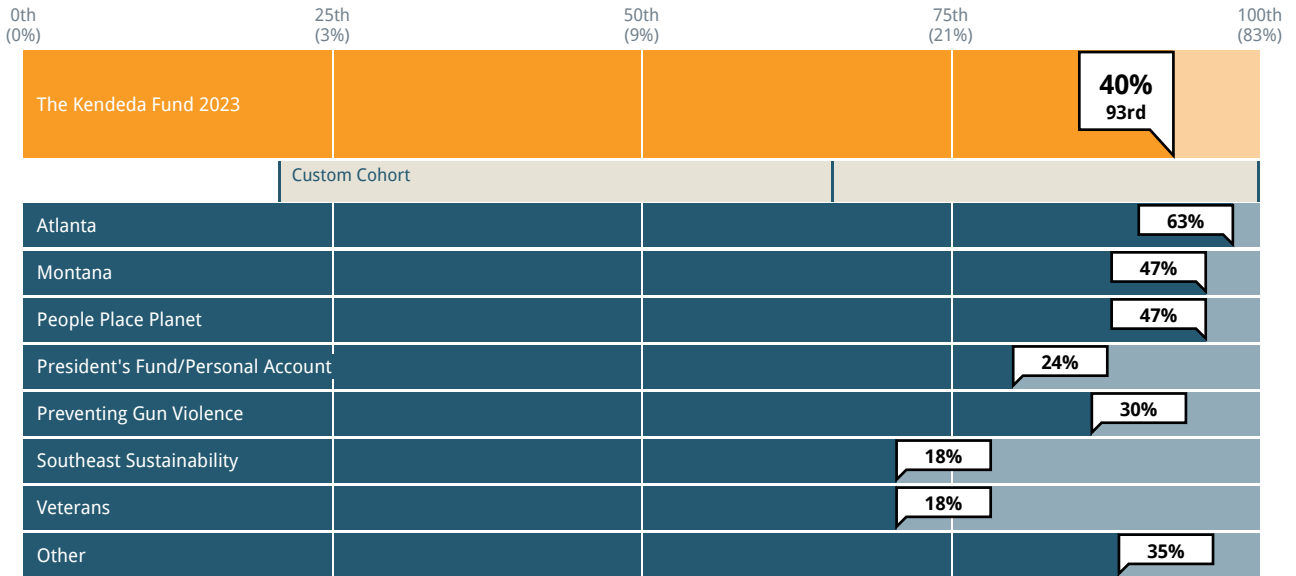
Proportion of grantees responding 'No, this funding was not restricted to a specific use (e.g., general operating, core support)'



Cohort: Custom Cohort Past results: on Subgroup: Program

Proportion of 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.

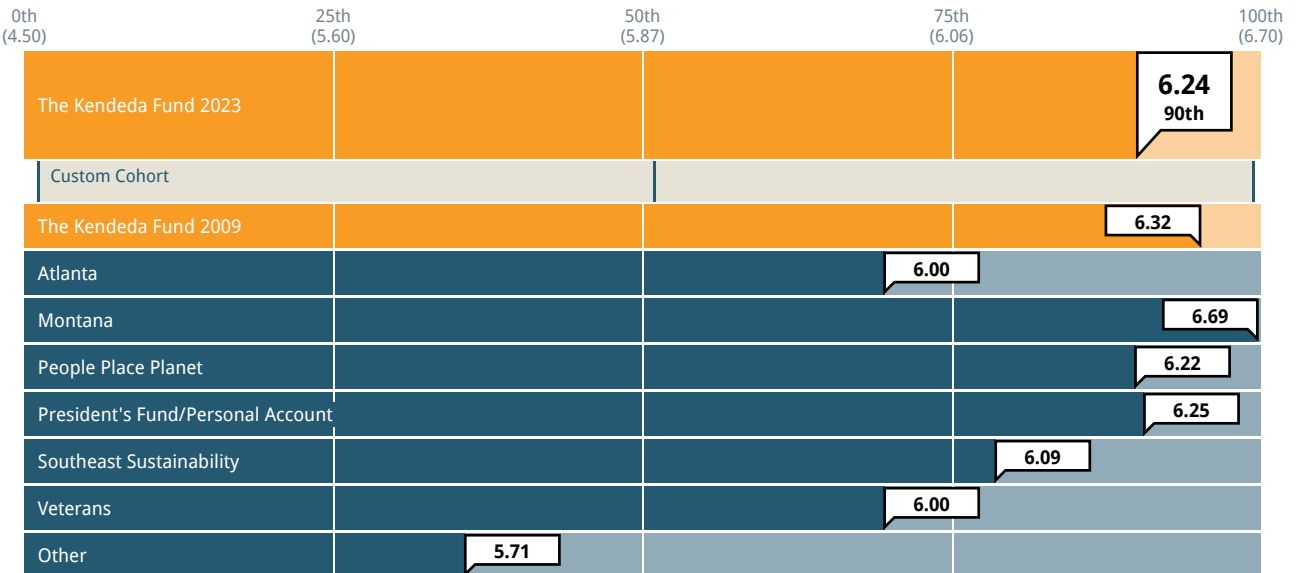


Cohort: Custom Cohort Past results: on Subgroup: Program

Impact on and Understanding of Grantees' Fields

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

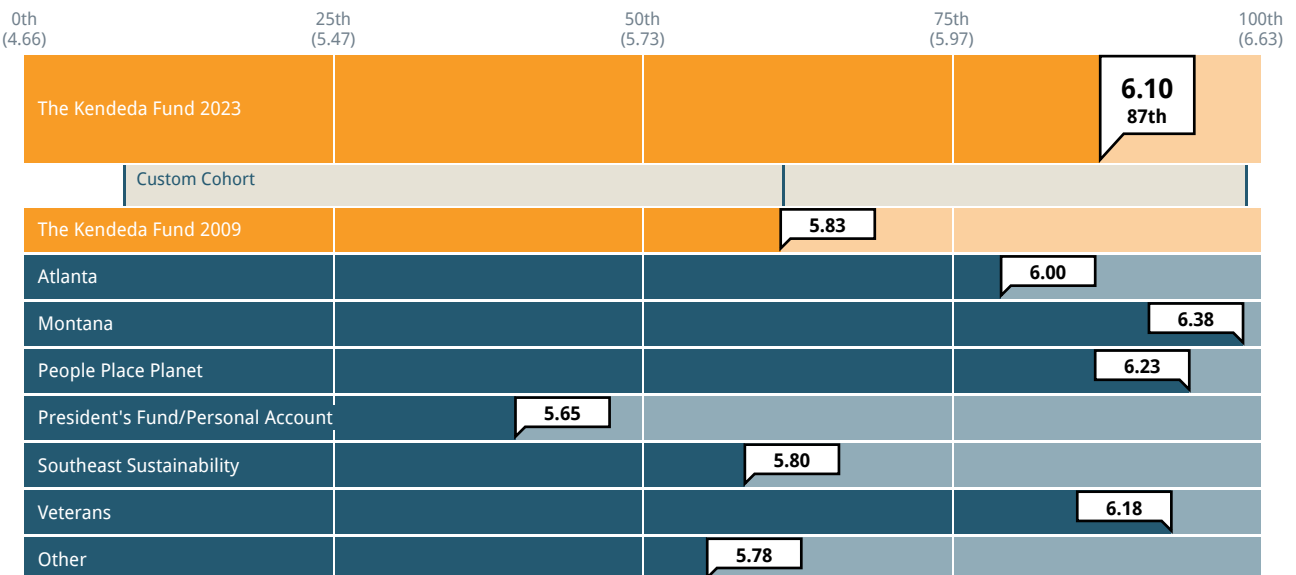
1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort Past results: on Subgroup: Program

How well does the Fund understand the field in which you work?

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

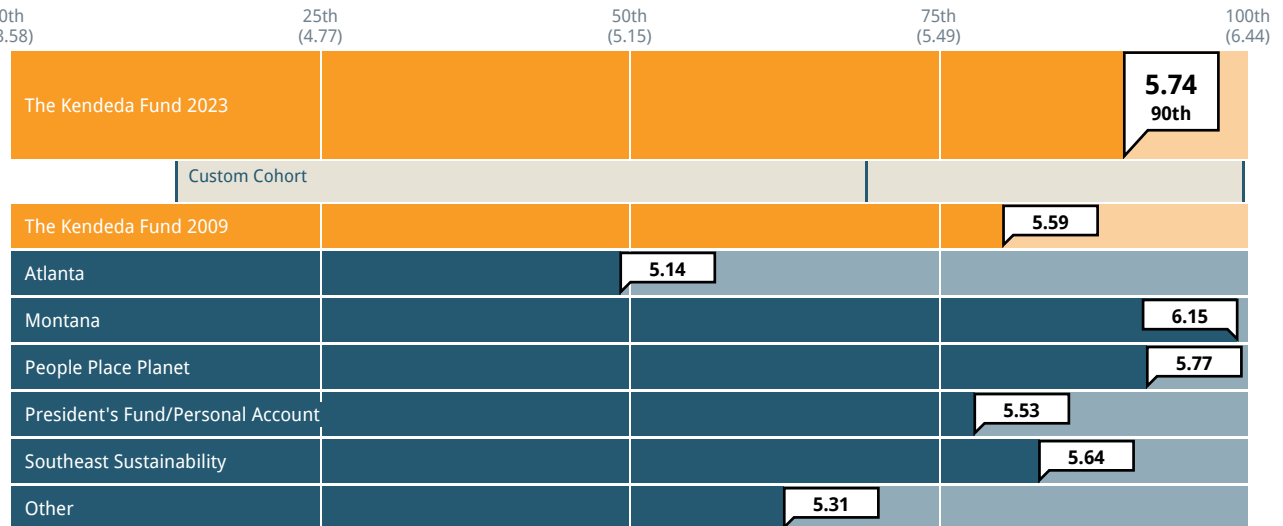


Cohort: Custom Cohort Past results: on Subgroup: Program

Advancing Knowledge and Public Policy

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

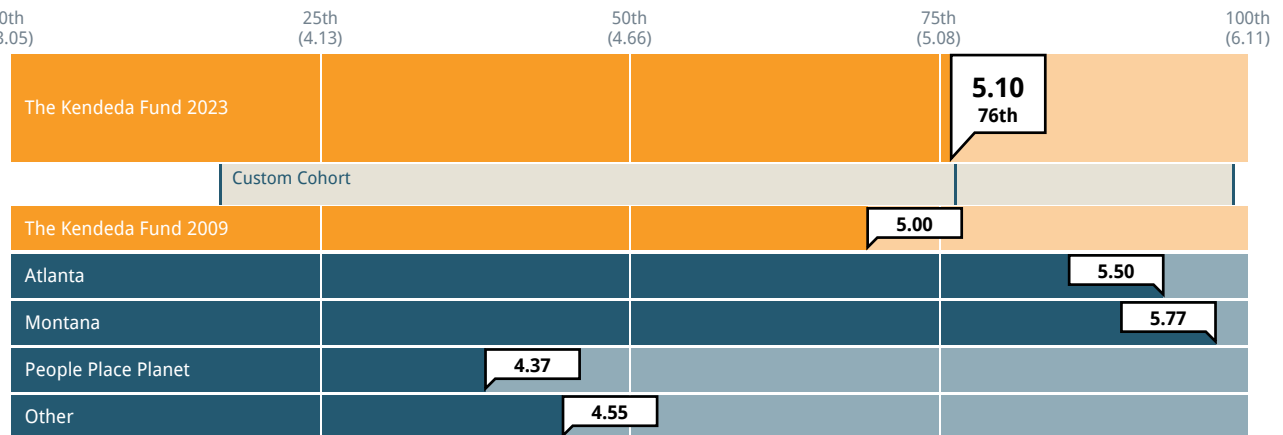
1 = Not at all 7 = Leads the field to new thinking and practice



Cohort: Custom Cohort Past results: on Subgroup: Program

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

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

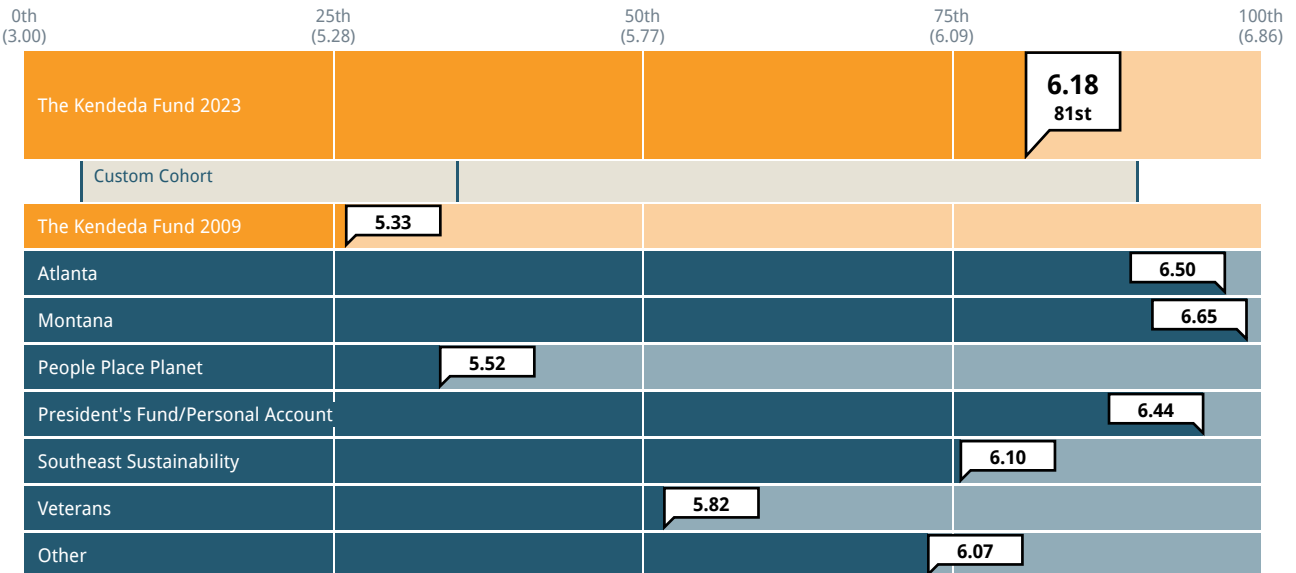


Cohort: Custom Cohort Past results: on Subgroup: Program

Impact on and Understanding of Grantees' Local Communities

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

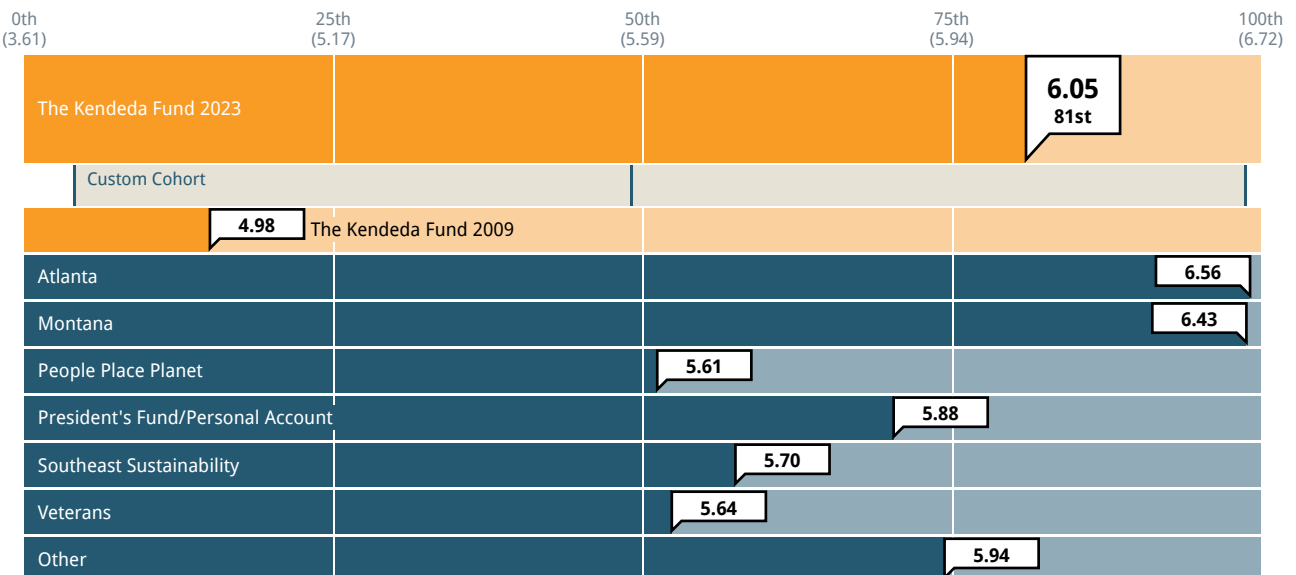
1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort Past results: on Subgroup: Program

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

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

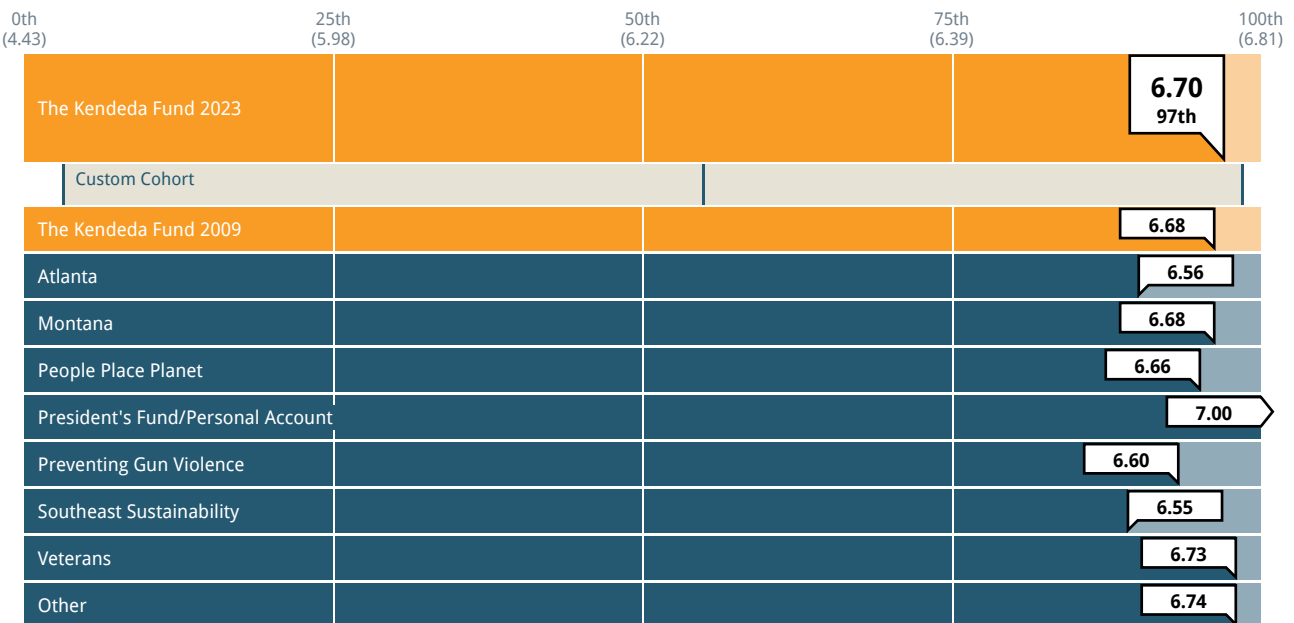


Cohort: Custom Cohort Past results: on Subgroup: Program

Impact on and Understanding of Grantees' Organizations

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

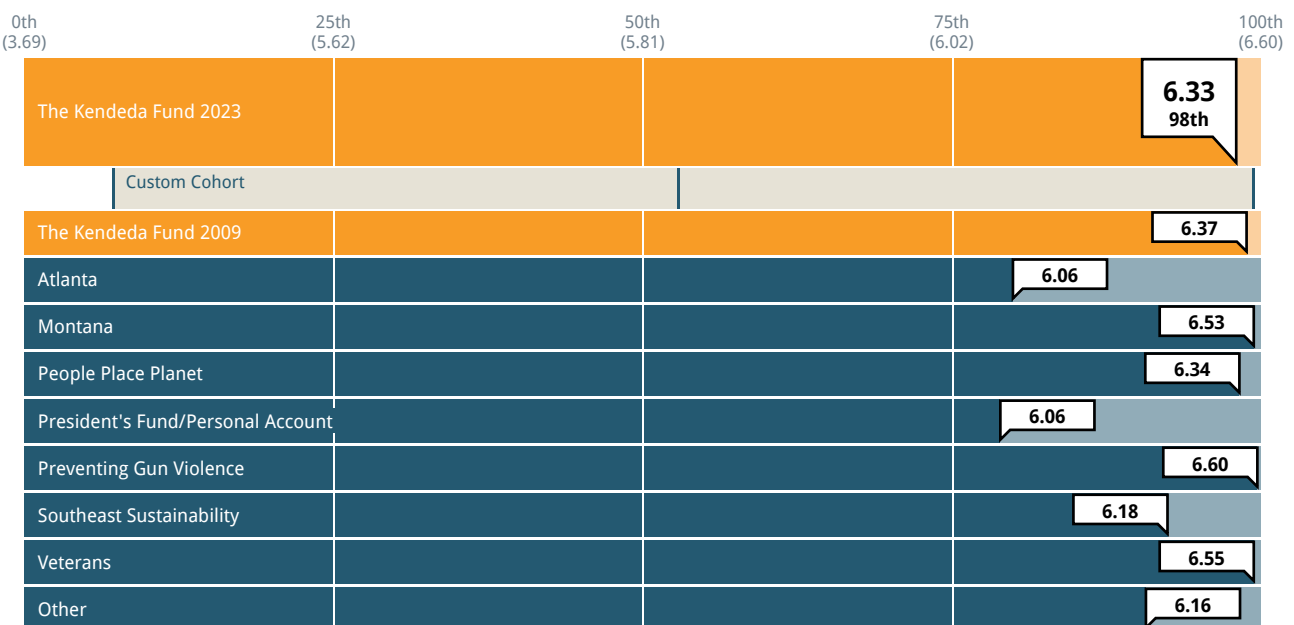
1 = No impact 7 = Significant positive impact



Cohort: Custom Cohort Past results: on Subgroup: Program

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

1 = Limited understanding 7 = Thorough understanding

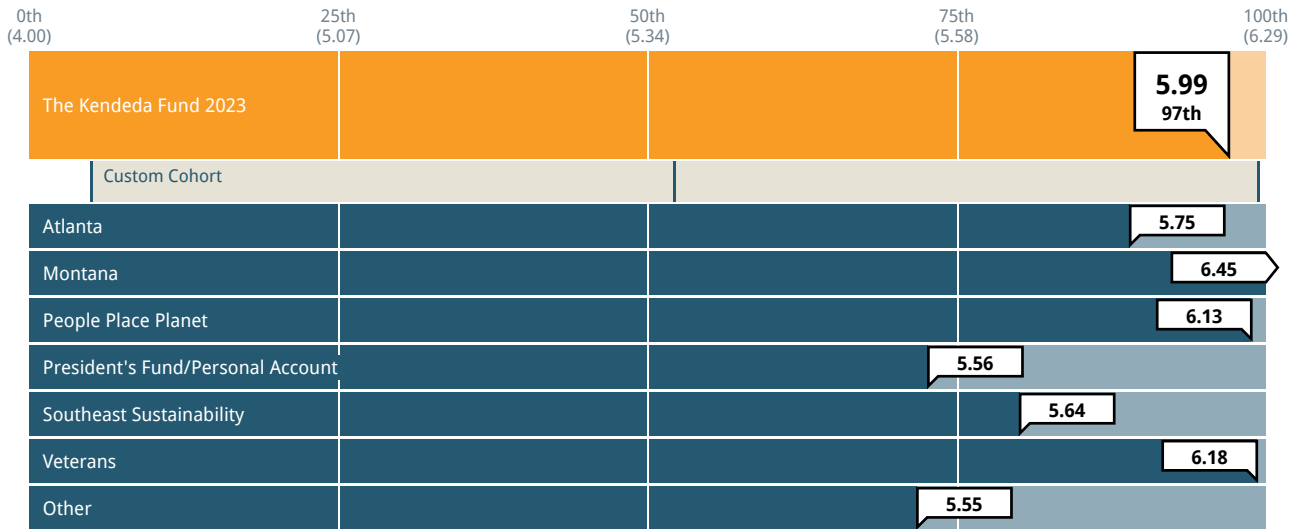


Cohort: Custom Cohort Past results: on Subgroup: Program

Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware

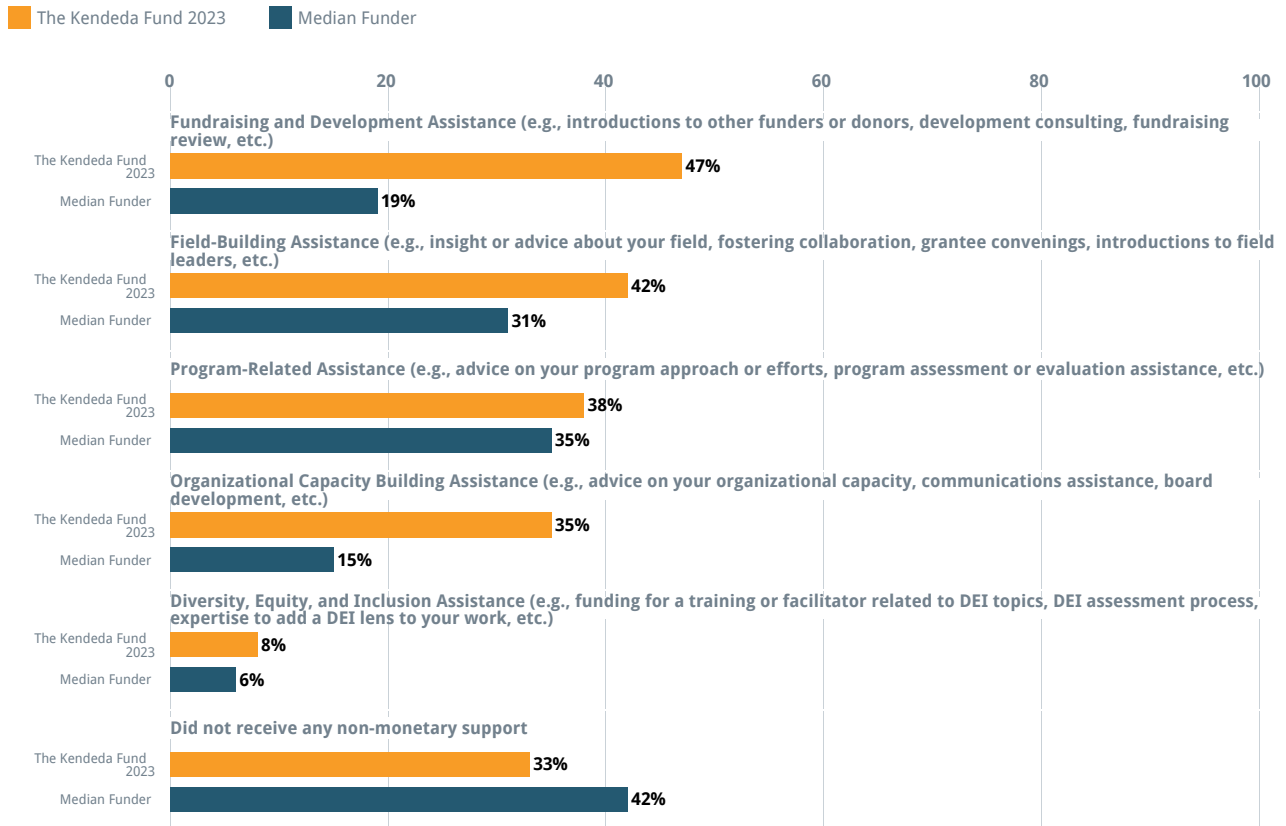


Cohort: Custom Cohort Past results: on Subgroup: Program

Non-Monetary Assistance

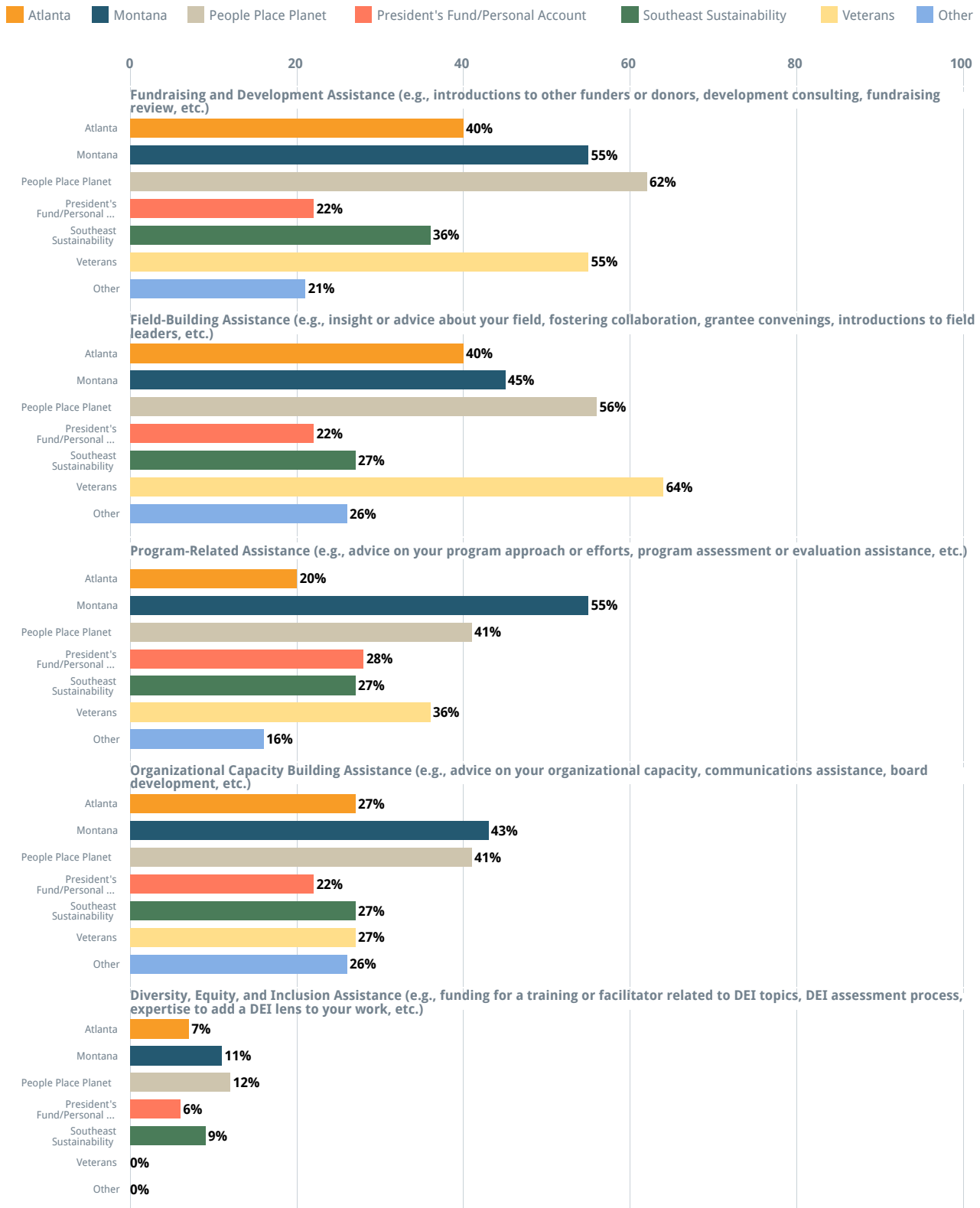
Note: The following questions were recently added to the grantee survey and depict comparative data from fewer than 25 funders in the dataset.

Please indicate any types of non-monetary assistance that were a component of what you received from the Fund (from staff or a third party paid for by the Fund).



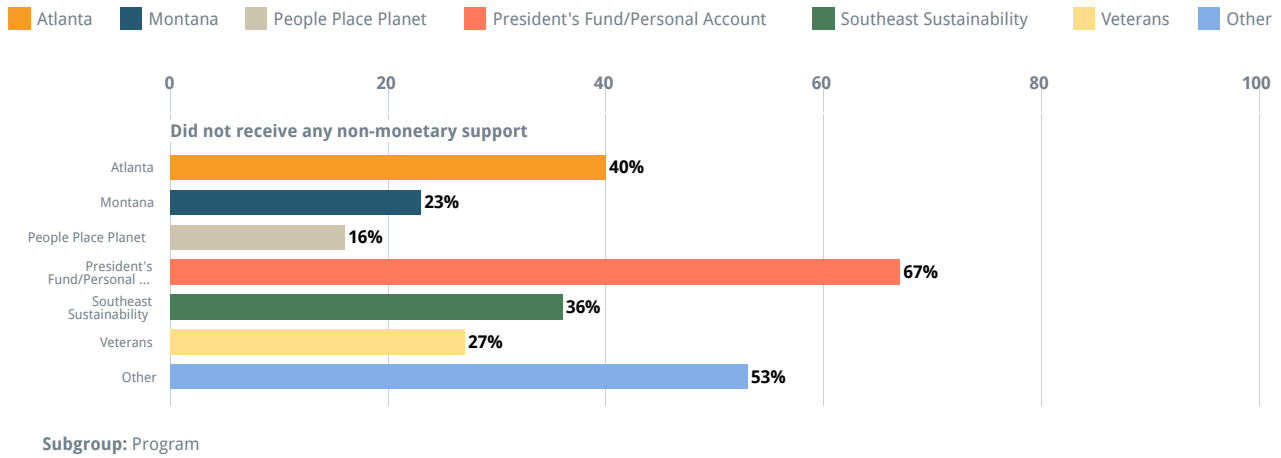
Cohort: None Past results: on

Please indicate any types of non-monetary assistance that were a component of what you received from the Fund (from staff or a third party paid for by the Fund). - By Subgroup



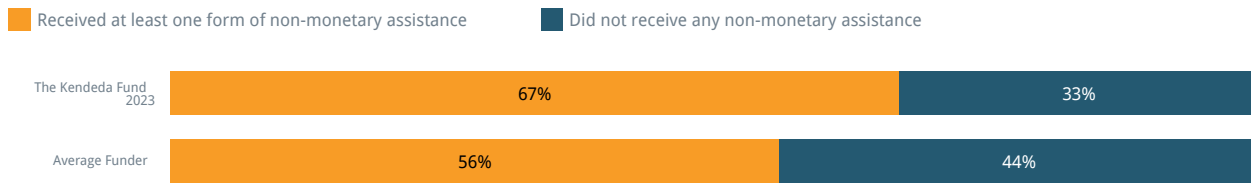
Subgroup: Program

Please indicate any types of non-monetary assistance that were a component of what you received from the Fund (from staff or a third party paid for by the Fund). - By Subgroup (cont.)



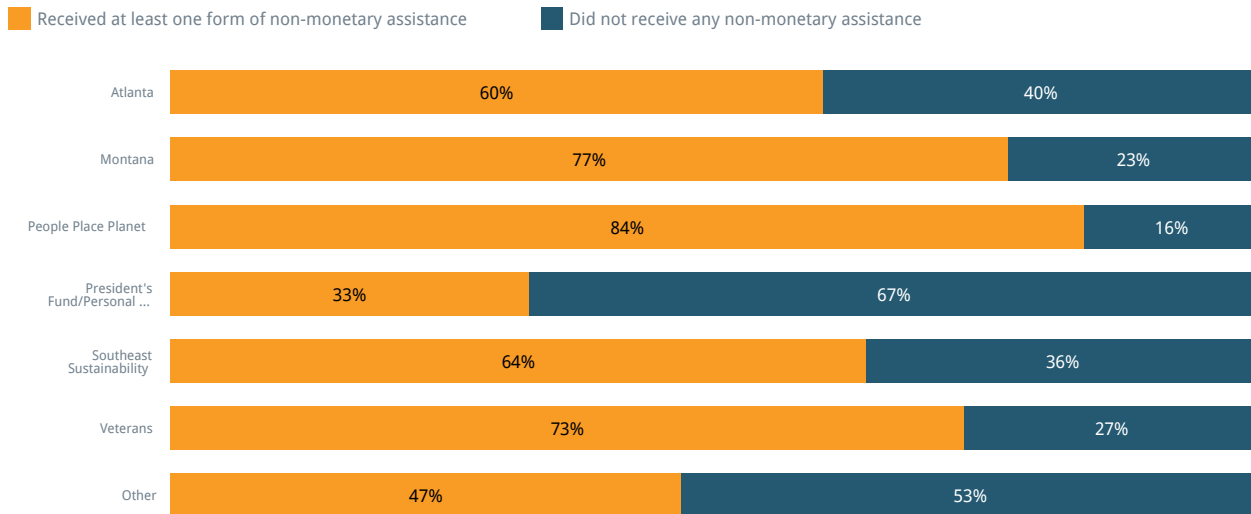
Note: Respondents could select all forms of non-monetary support they received in the previous question. Therefore, the following chart provides a summary of the proportion of grantees who indicated that they received at least one form of non-monetary assistance.

Proportion of Grantees Receiving Non-Monetary Assistance



Cohort: None Past results: on

Proportion of Grantees Receiving Non-Monetary Assistance - By Subgroup



Subgroup: Program

Note: The following question was asked only of grantees who indicated receiving at least one form of non-monetary assistance in the previous question.

Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Fund:

1 = Not at all 7 = To a great extent

■ The Kendeda Fund 2023 ■ Median Funder



Cohort: None Past results: on

Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Fund: - By Subgroup

1 = Not at all 7 = To a great extent

■ Montana ■ People Place Planet

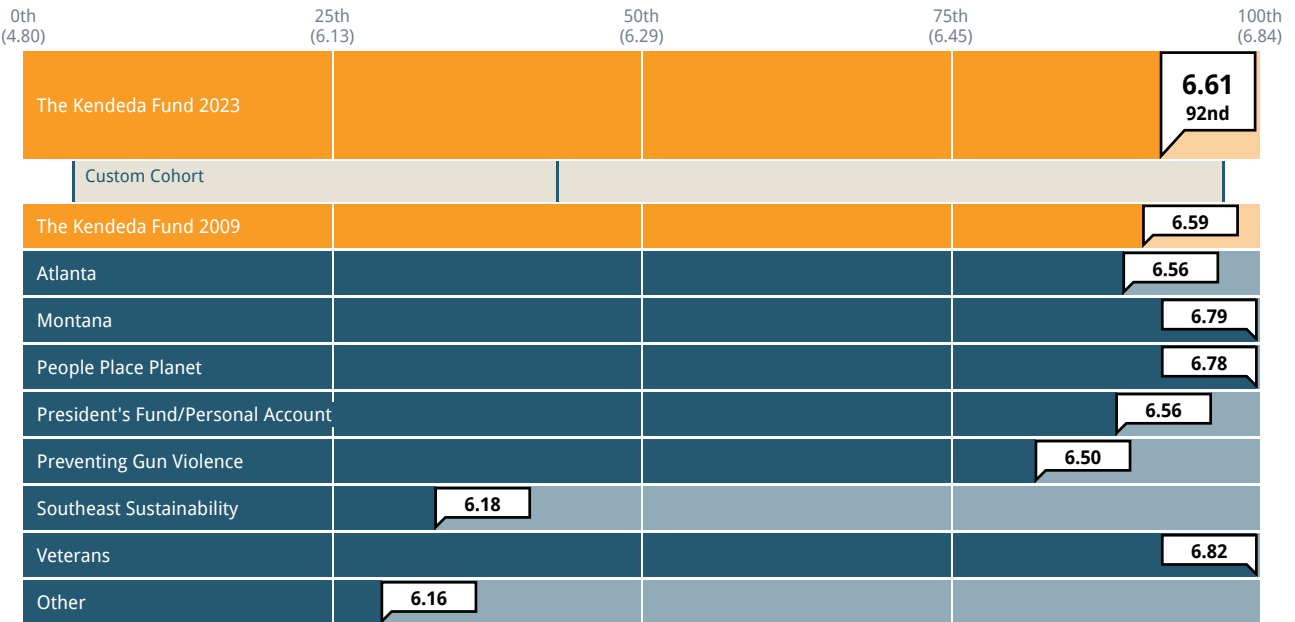


Subgroup: Program

Funder-Grantee Relationships

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

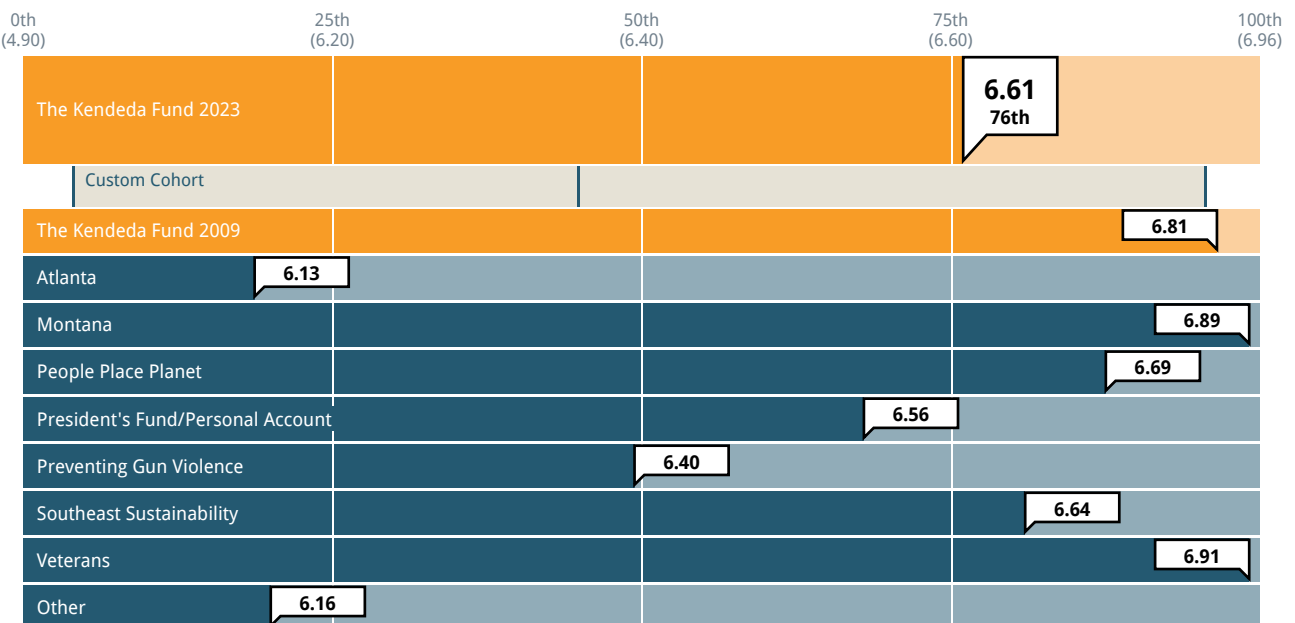
1 = Not at all comfortable 7 = Extremely comfortable



Cohort: Custom Cohort Past results: on Subgroup: Program

Overall, how responsive was Fund staff?

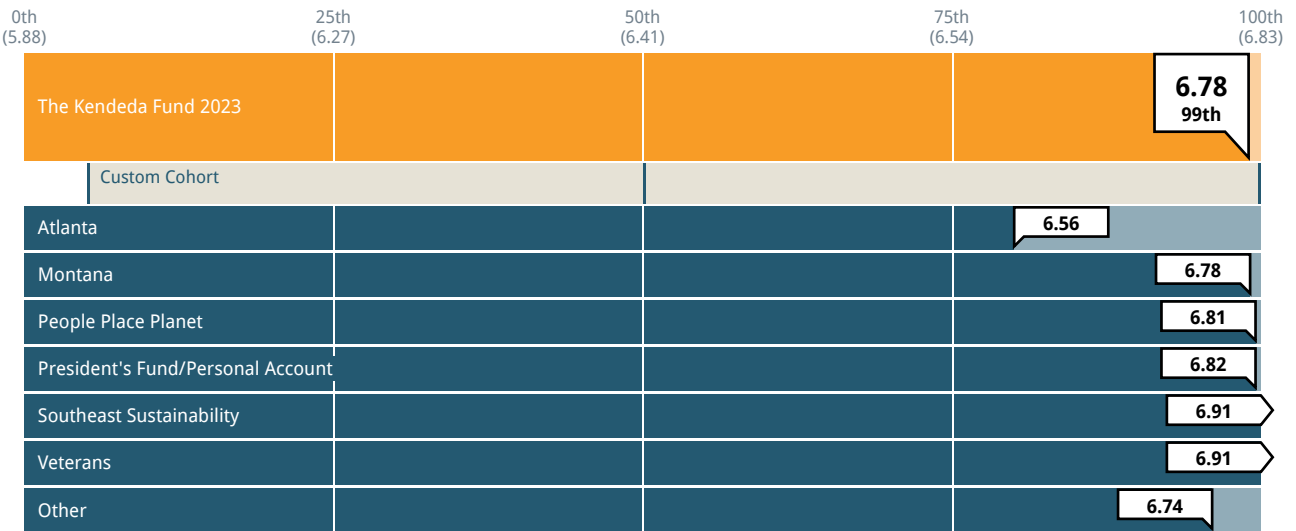
1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort Past results: on Subgroup: Program

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

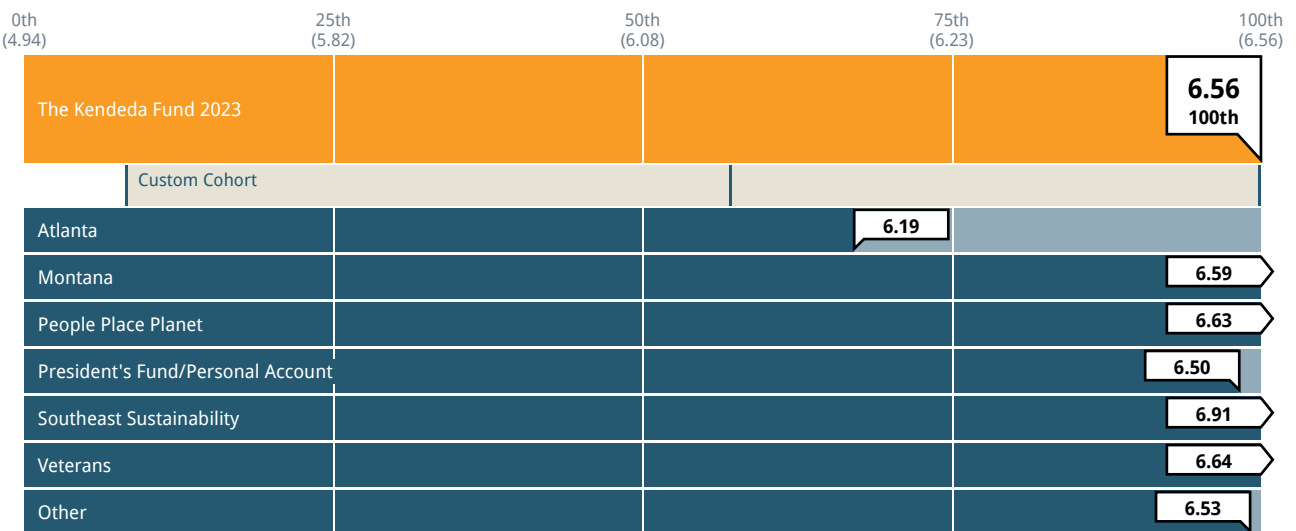
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

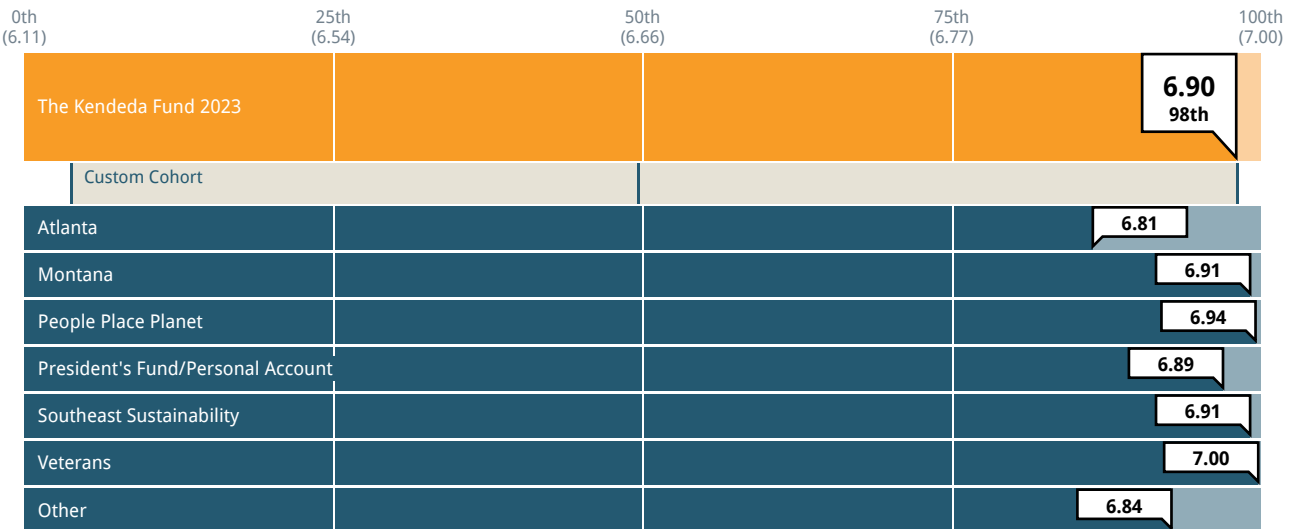
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

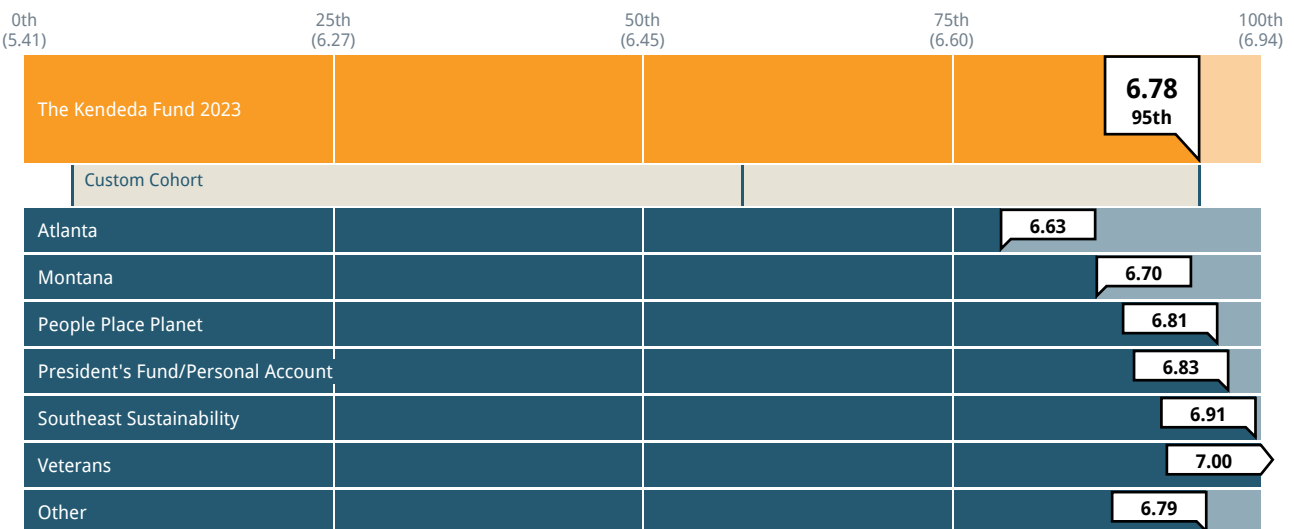
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

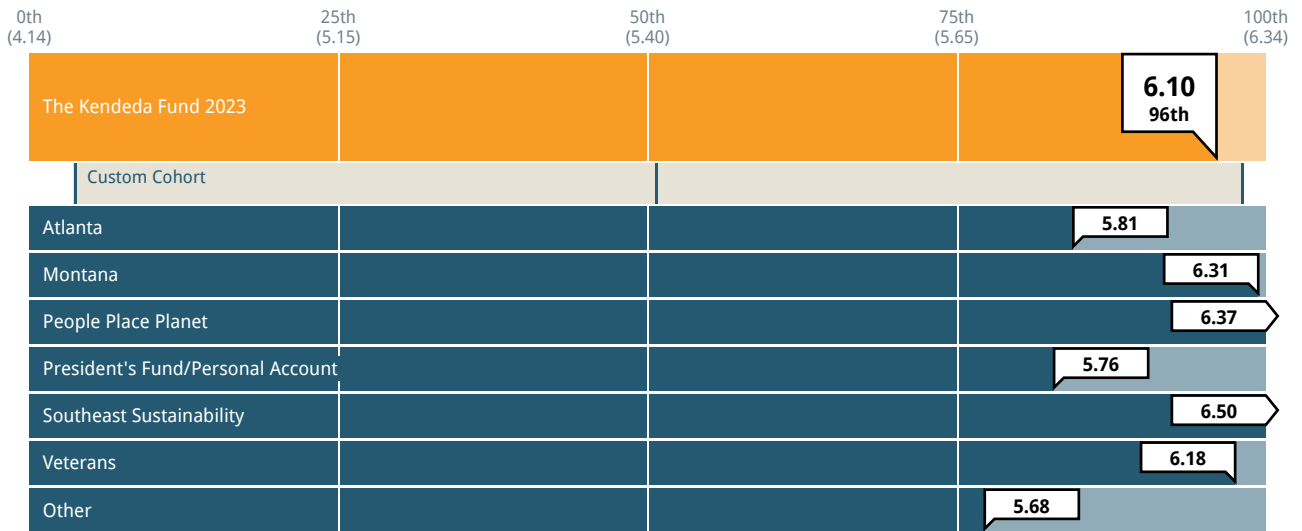
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

1 = Not at all 7 = To a great extent

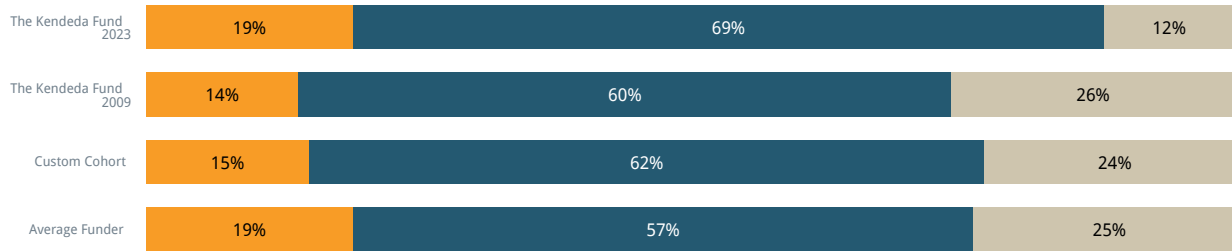


Cohort: Custom Cohort Past results: on Subgroup: Program

Interaction Patterns

How often do/did you have contact with your fund advisor during this grant?

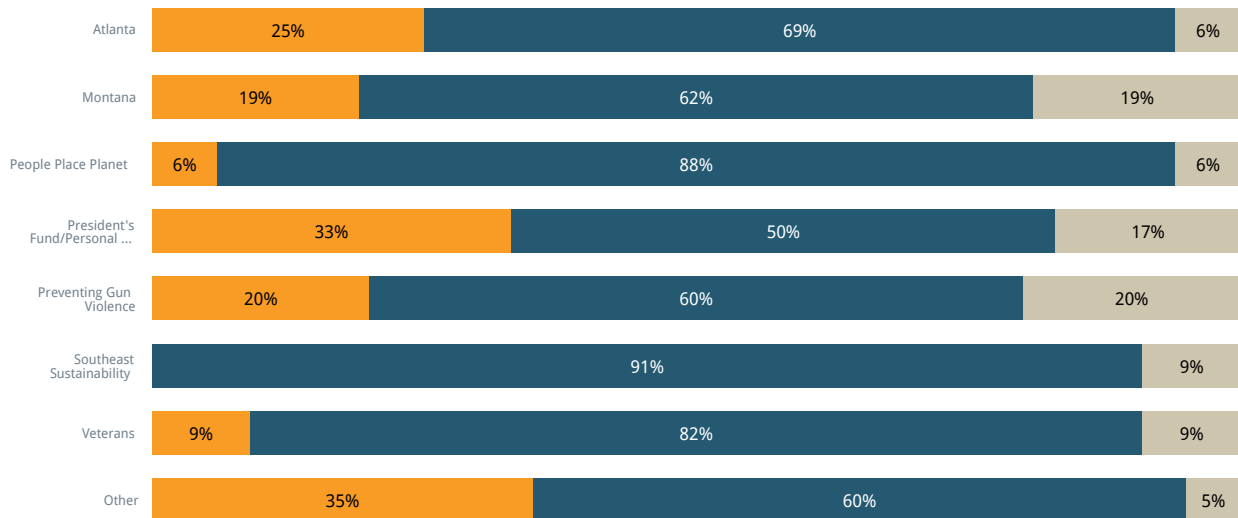
Yearly or less often Once every few months Monthly or more often



Cohort: Custom Cohort Past results: on

How often do/did you have contact with your fund advisor during this grant? - By Subgroup

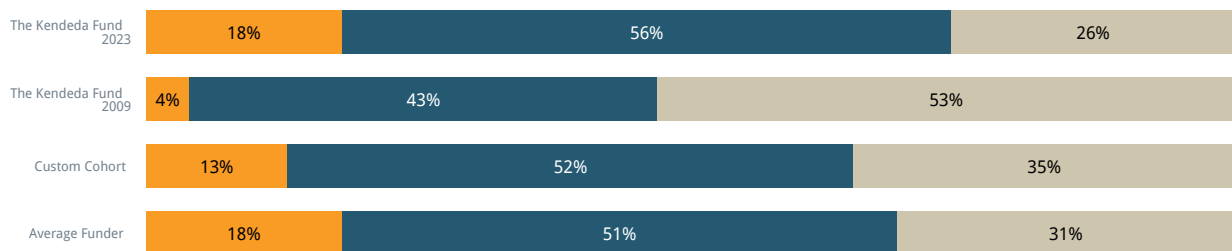
Yearly or less often Once every few months Monthly or more often



Subgroup: Program

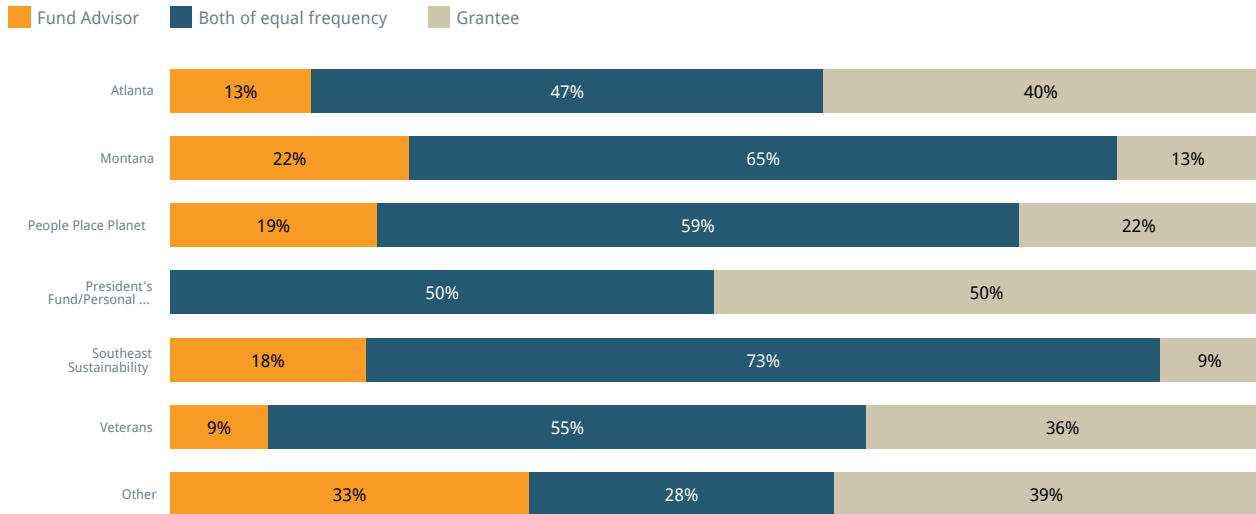
Who most frequently initiated the contact you had with your fund advisor during this grant?

Fund Advisor Both of equal frequency Grantee



Cohort: Custom Cohort Past results: on

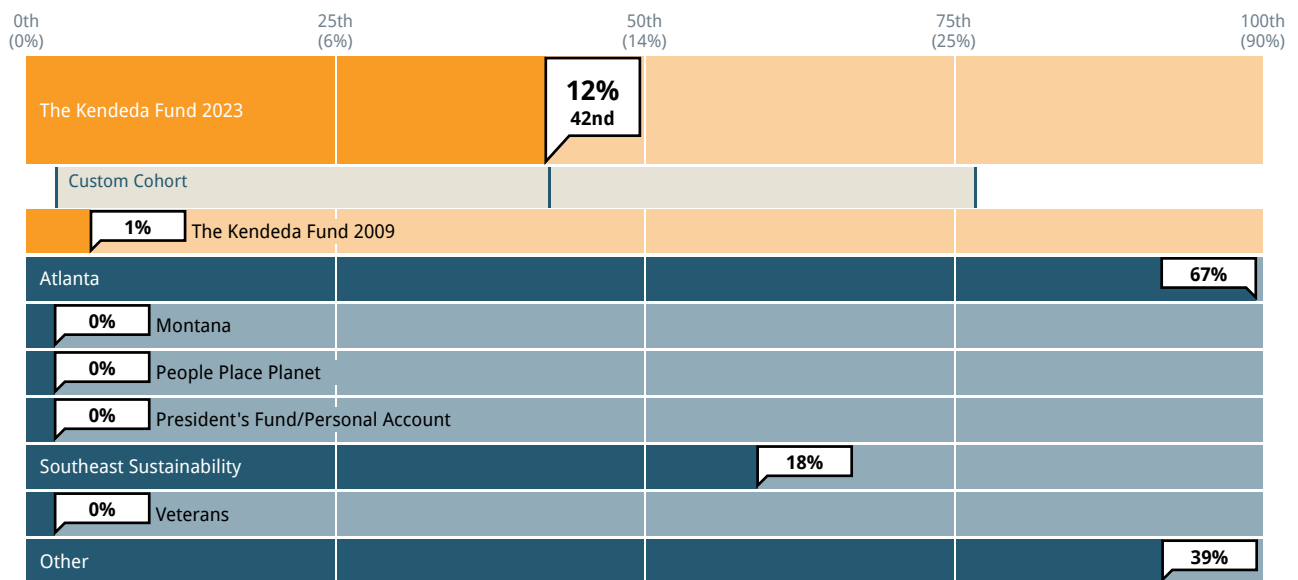
Who most frequently initiated the contact you had with your fund advisor during this grant? - By Subgroup



Subgroup: Program

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: Program

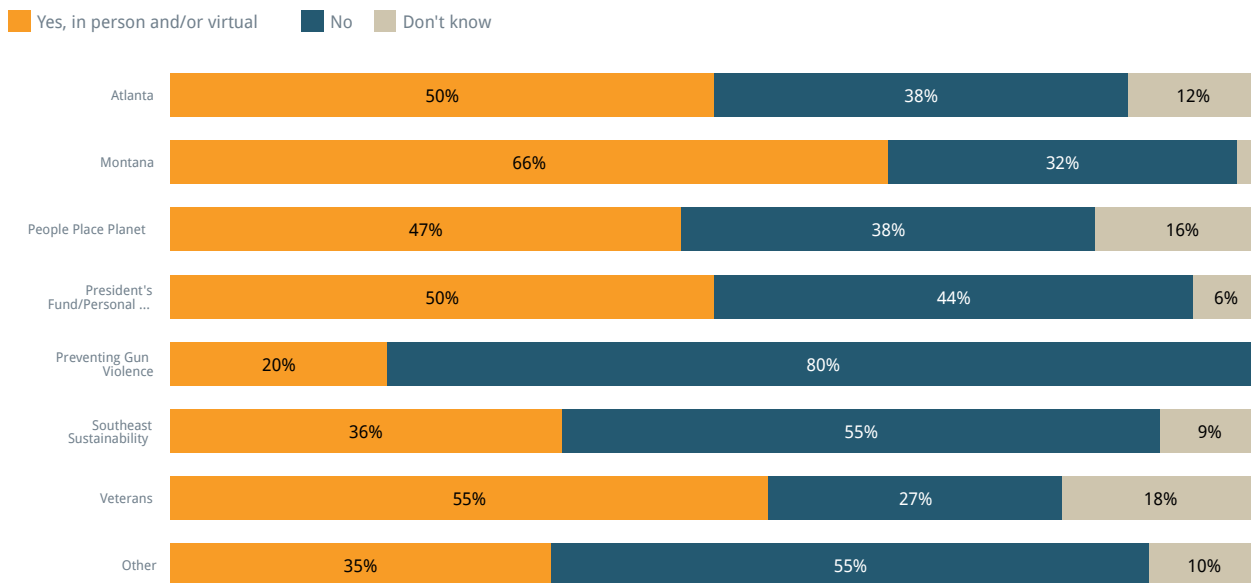
Please note that CEP recently modified the following question. The prior question was: "At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?" The question anchors have not been modified.

At any point during this grant, including the selection process, did Fund staff conduct a site visit?



Cohort: Private Foundations Past results: on

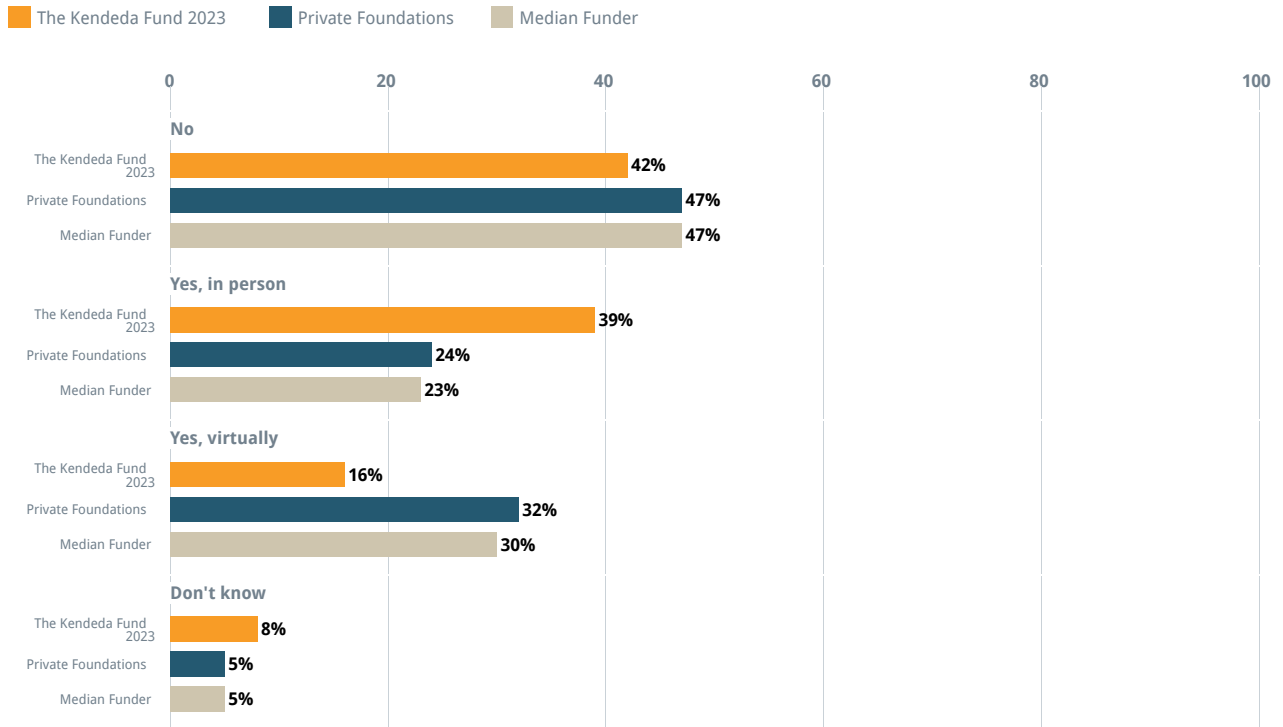
At any point during this grant, including the selection process, did Fund staff conduct a site visit? - By Subgroup



Subgroup: Program

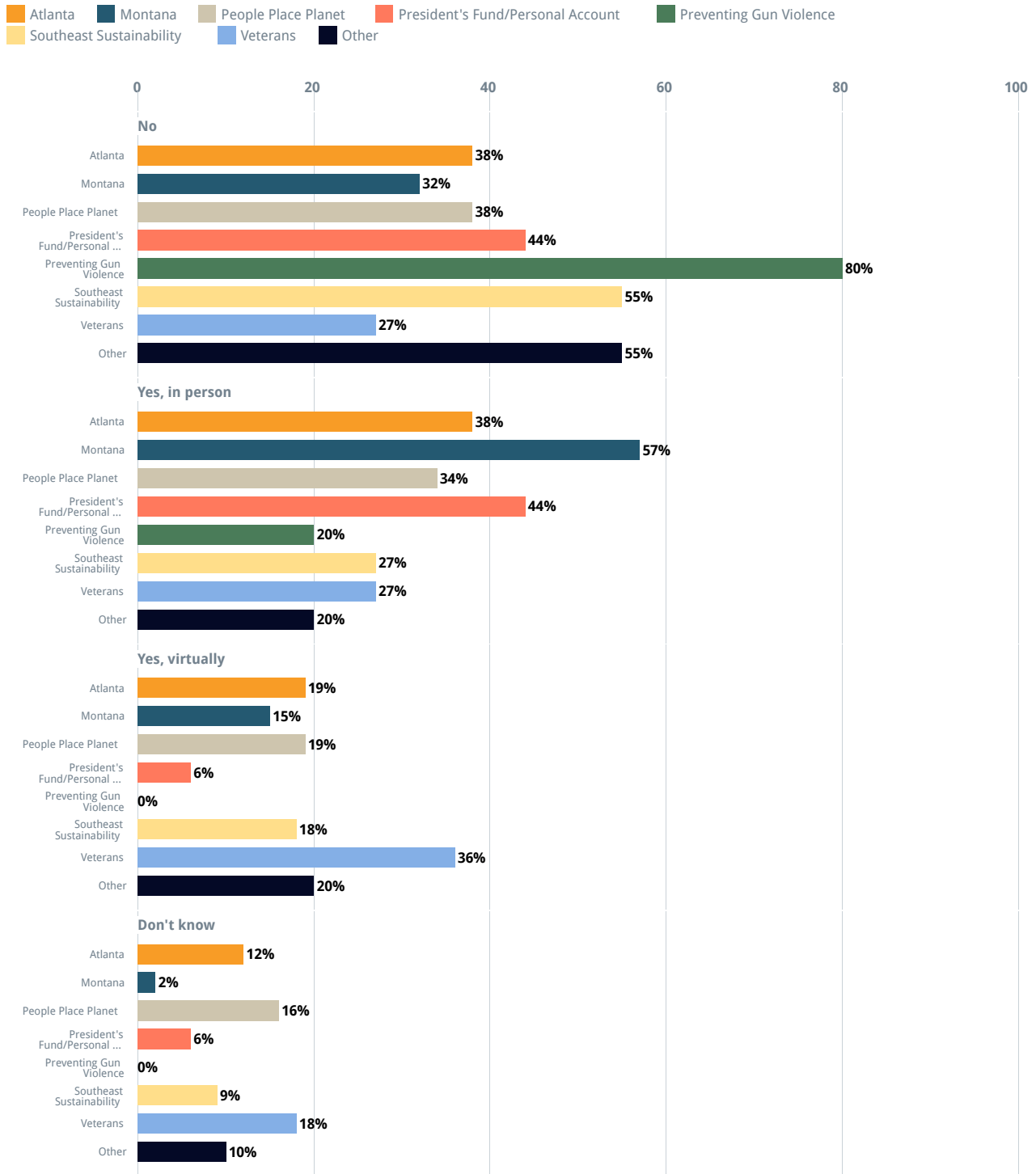
In the survey, respondents were asked the site visit question in a check-all-that-apply format. Therefore, the following charts provide greater detail on the previous site visit question.

At any point during this grant, including the selection process, did Fund staff conduct a site visit?



Cohort: Private Foundations Past results: on

At any point during this grant, including the selection process, did Fund staff conduct a site visit? - By Subgroup

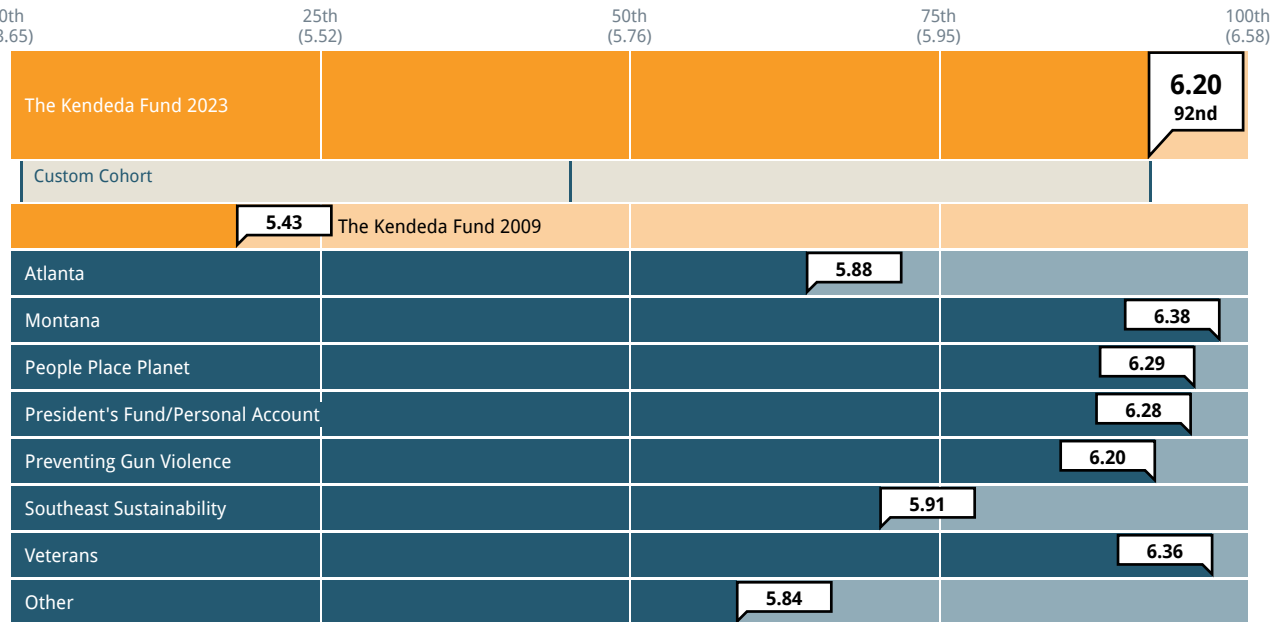


Subgroup: Program

Communication

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

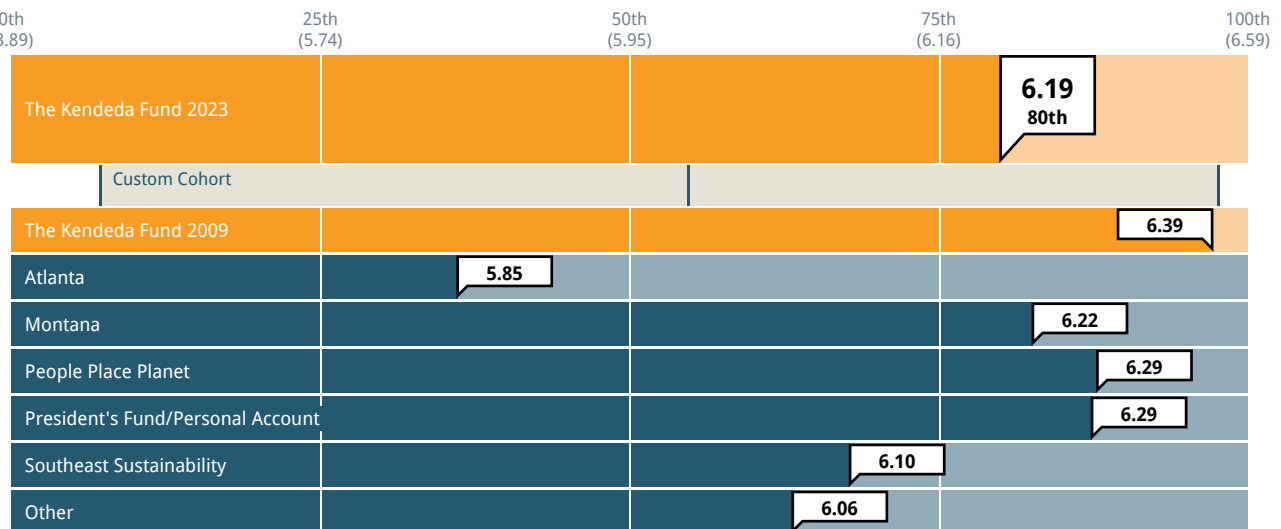
1 = Not at all clearly 7 = Extremely clearly



Cohort: Custom Cohort Past results: on Subgroup: Program

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

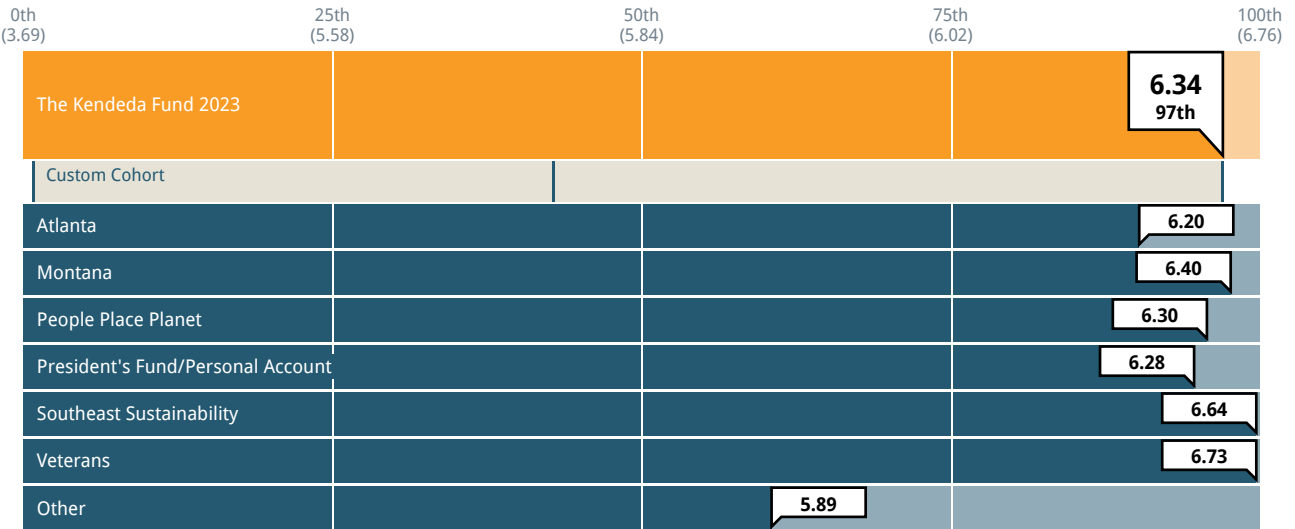
1 = Not at all consistent 7 = Completely consistent



Cohort: Custom Cohort Past results: on Subgroup: Program

Overall, how transparent is the Fund with your organization?

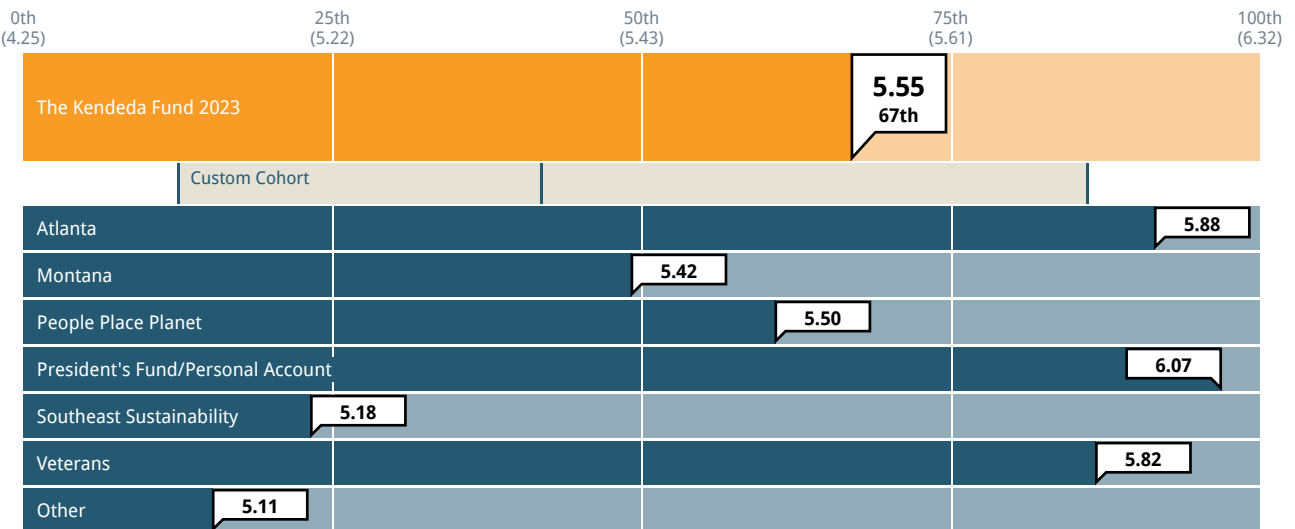
1 = Not at all transparent 7 = Extremely transparent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

1 = Limited understanding 7 = Thorough understanding

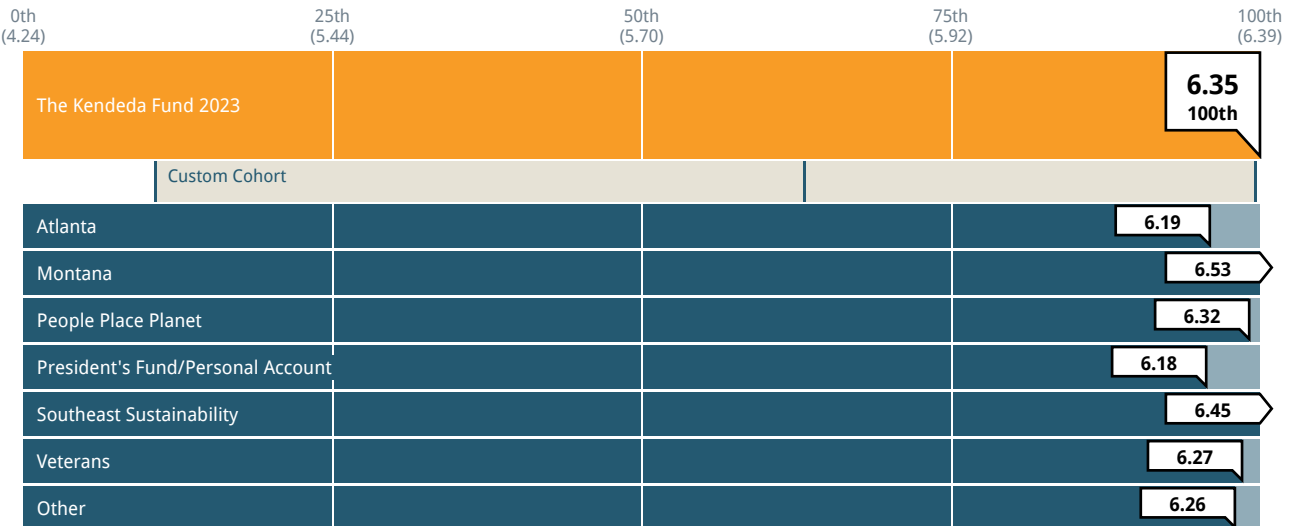


Cohort: Custom Cohort Past results: on Subgroup: Program

Contextual Understanding

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

1 = Limited understanding 7 = Thorough understanding

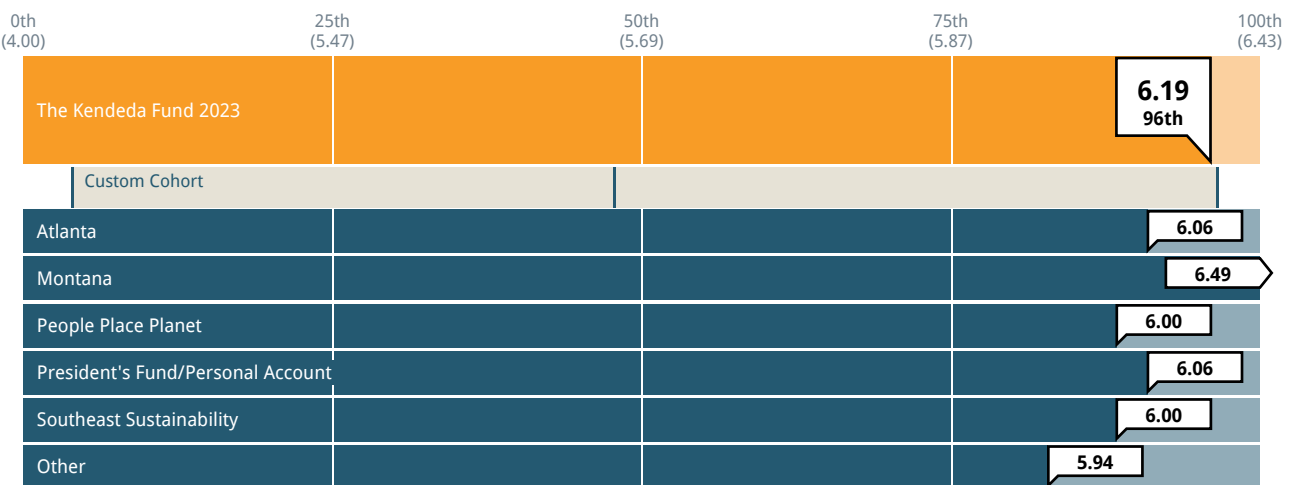


Cohort: Custom Cohort Past results: on Subgroup: Program

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.

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

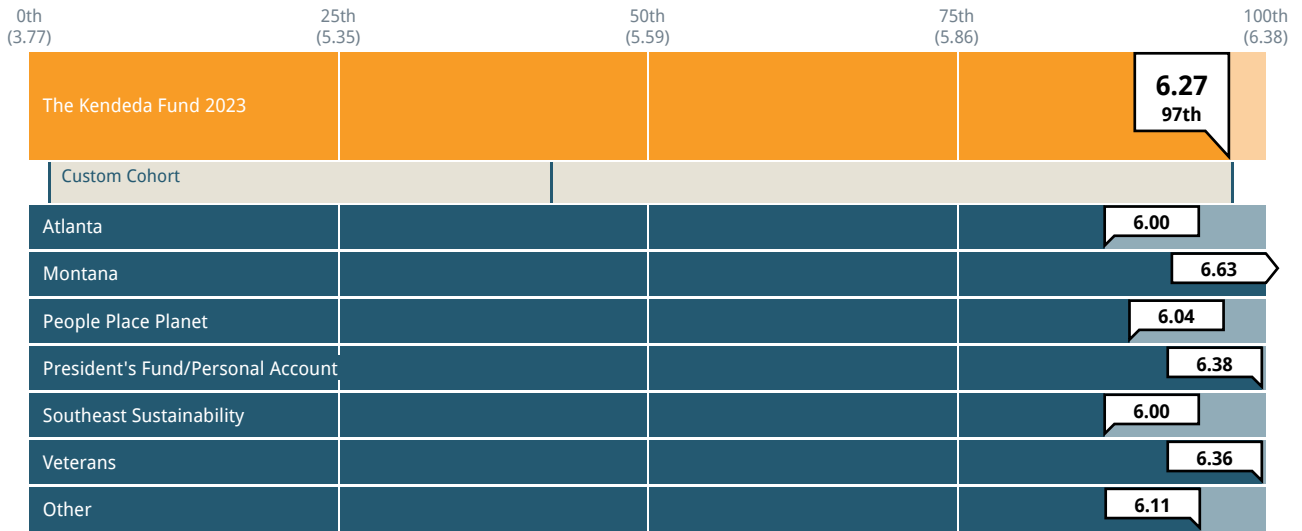
1 = Limited understanding 7 = Thorough understanding



Cohort: Custom Cohort Past results: on Subgroup: Program

To what extent do the Fund'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



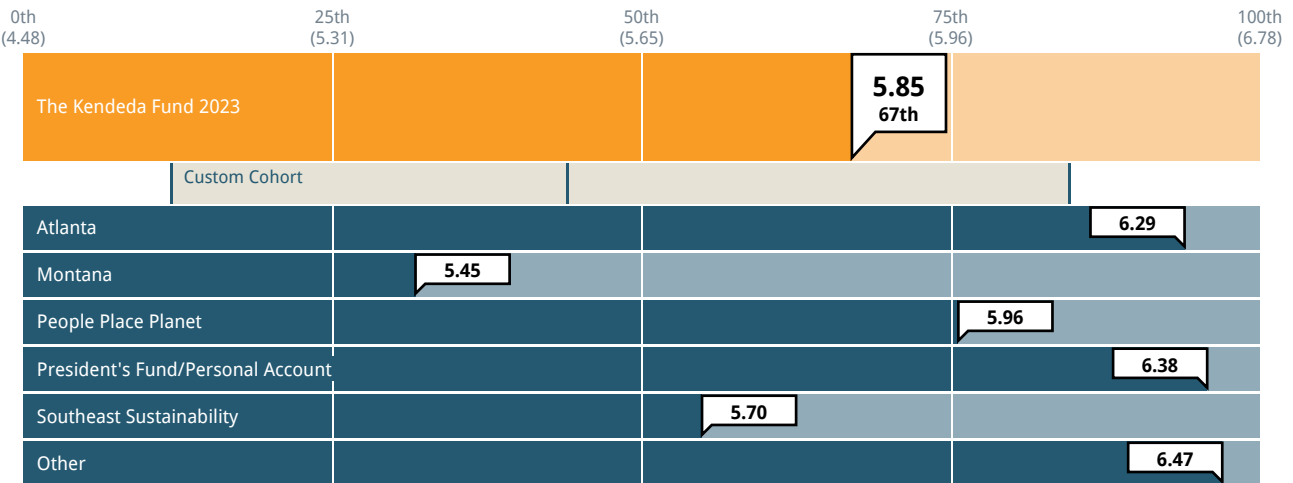
Cohort: Custom Cohort Past results: on Subgroup: Program

Diversity, Equity, Inclusion

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

The Fund has clearly communicated what diversity, equity, and inclusion means for its work

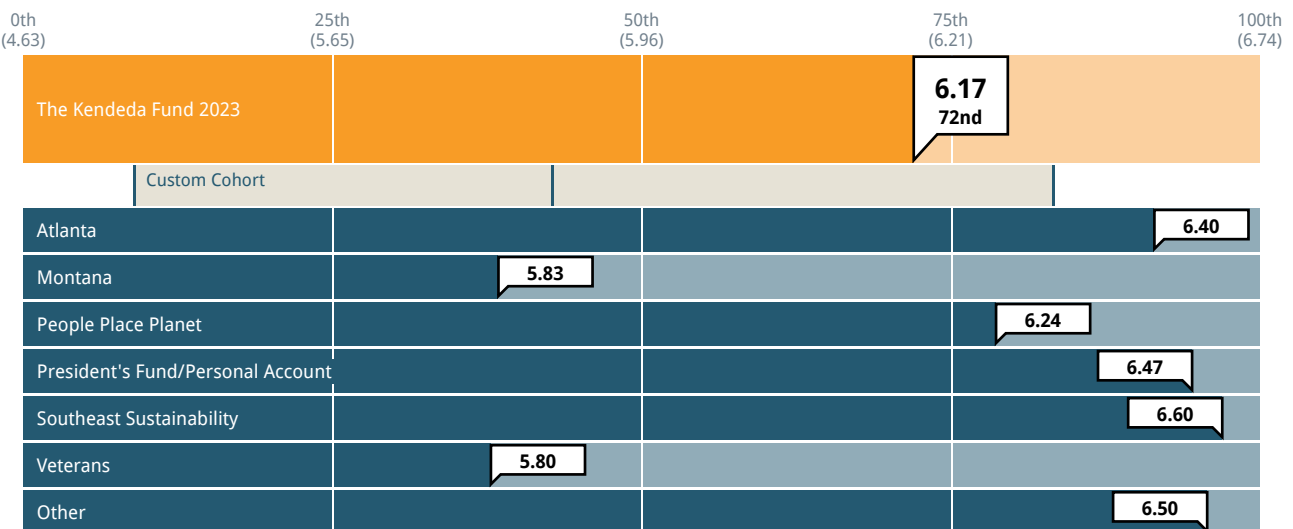
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Custom Cohort Past results: on Subgroup: Program

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

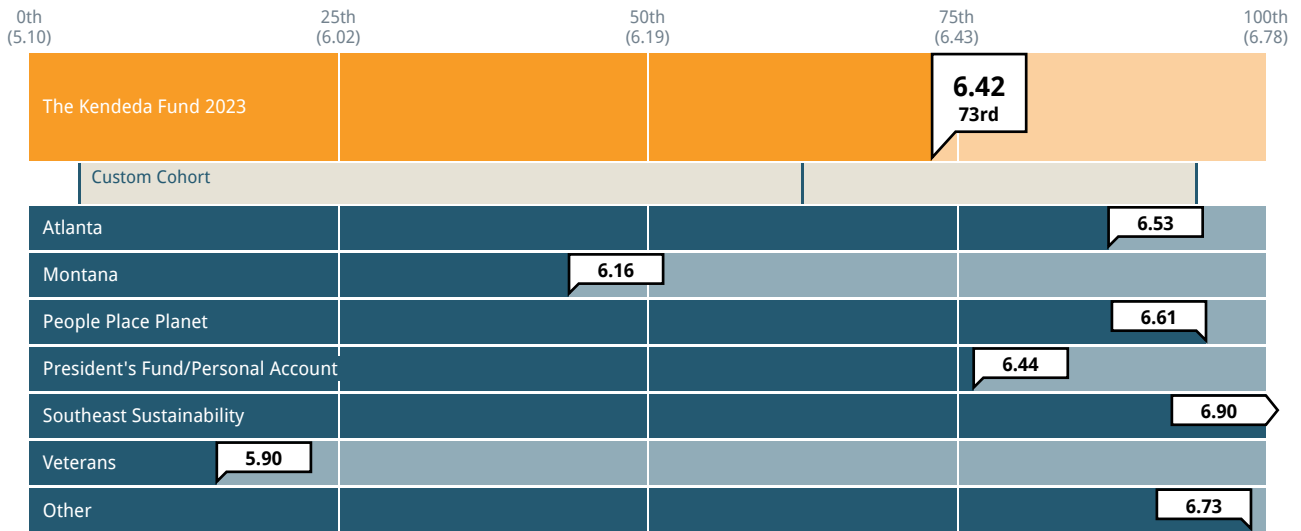
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Custom Cohort Past results: on Subgroup: Program

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

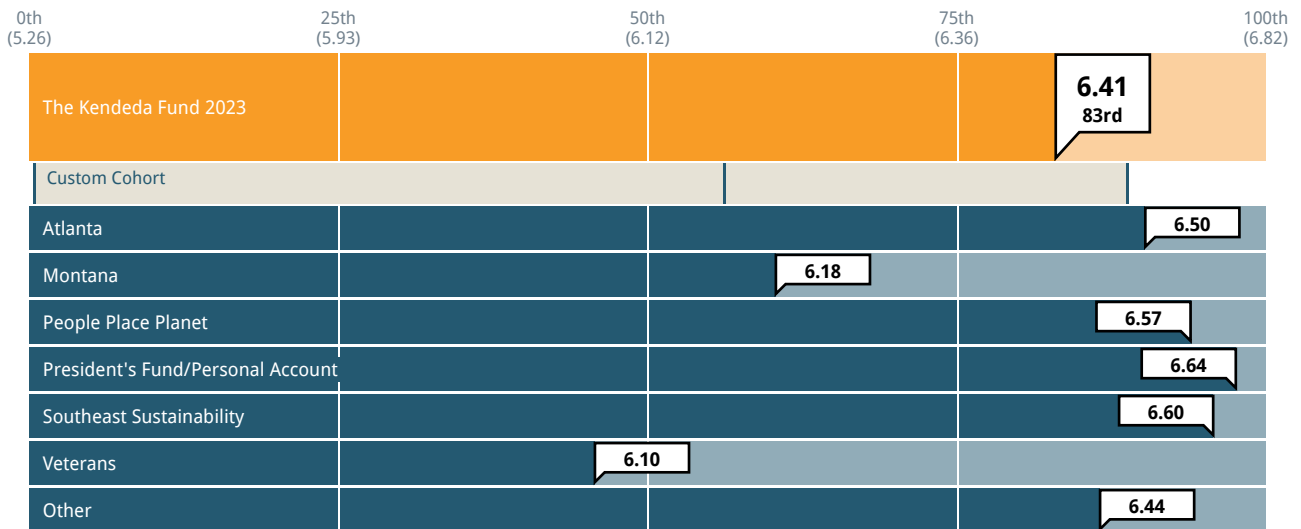
1 = Strongly disagree 4 = Neither agree nor disagree 7 = Strongly agree



Cohort: Custom Cohort Past results: on Subgroup: Program

I believe that the Fund is committed to combatting racism

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

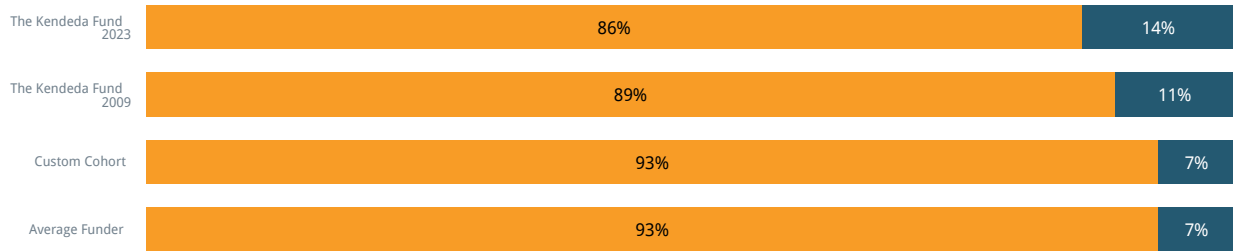


Cohort: Custom Cohort Past results: on Subgroup: Program

Grant Processes

Did you submit a proposal (or application) to the Fund for this grant?

Submitted a proposal (or application) Did not submit a proposal (or application)



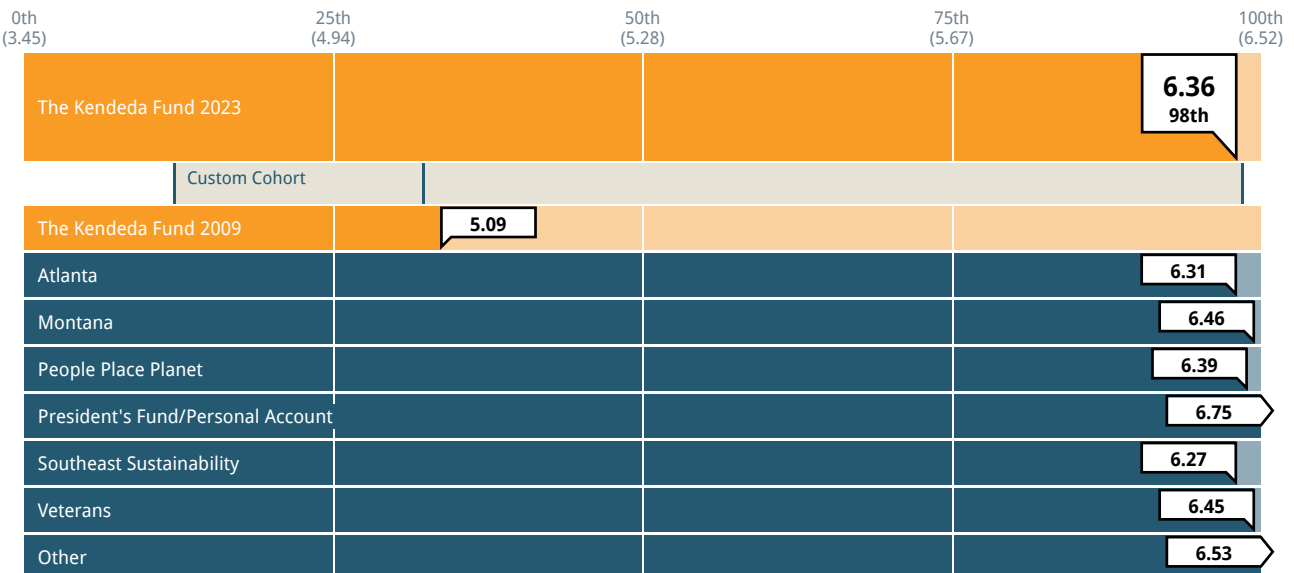
Cohort: Custom Cohort Past results: on

Selection Process

Please note that CEP modified the following question in 2022. 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 Fund's selection process a helpful opportunity to strengthen the efforts funded by the grant?

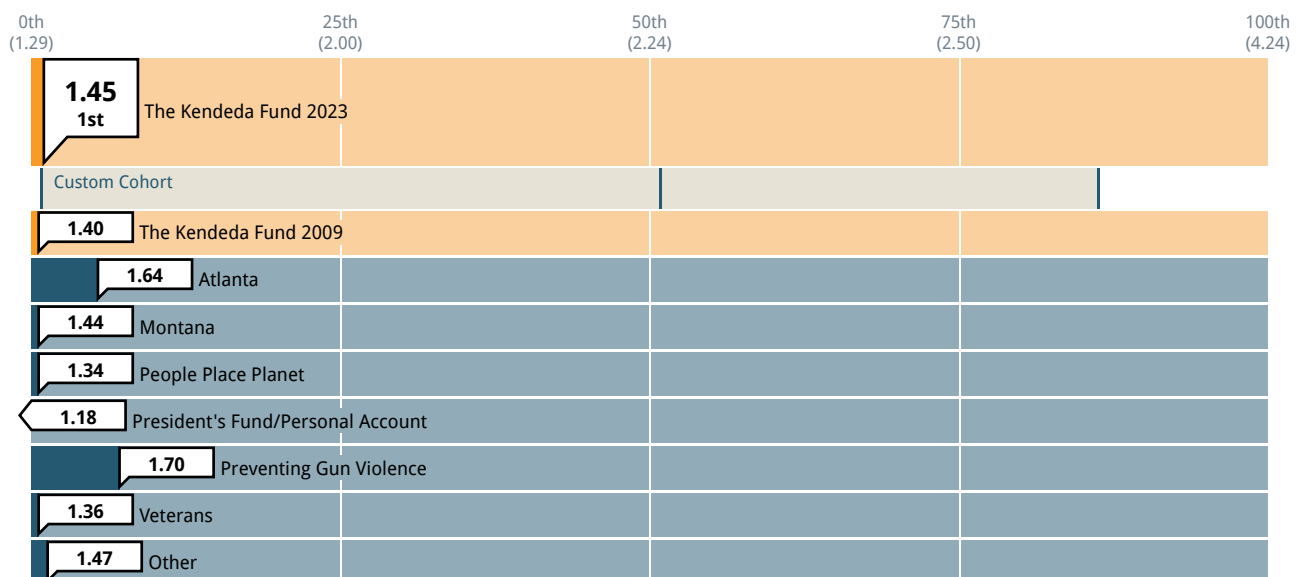
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

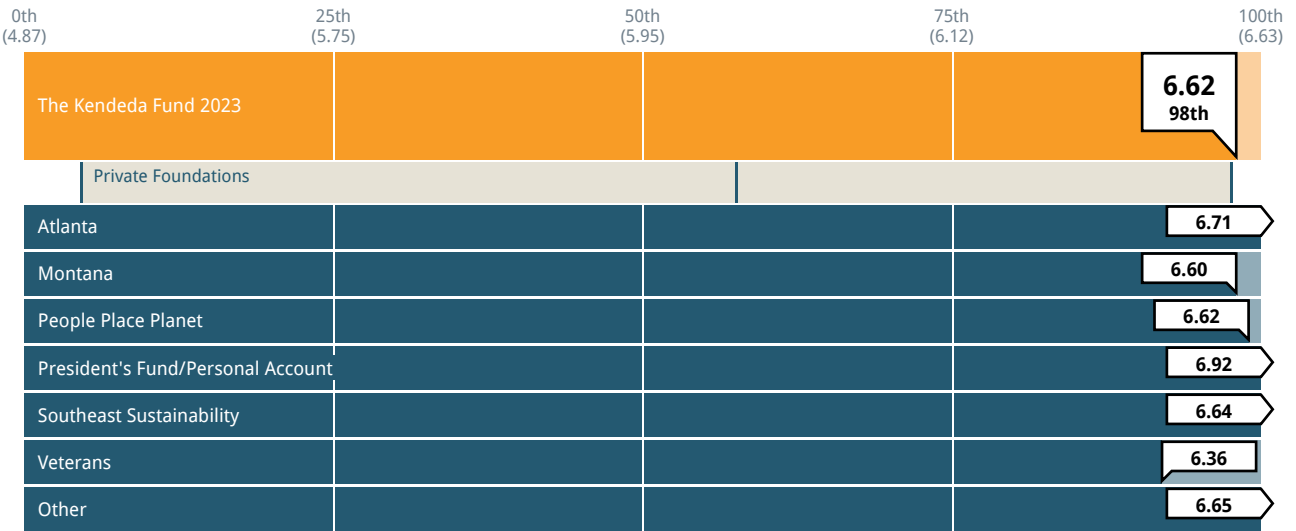
1 = No pressure 7 = Significant pressure



Cohort: Custom Cohort Past results: on Subgroup: Program

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

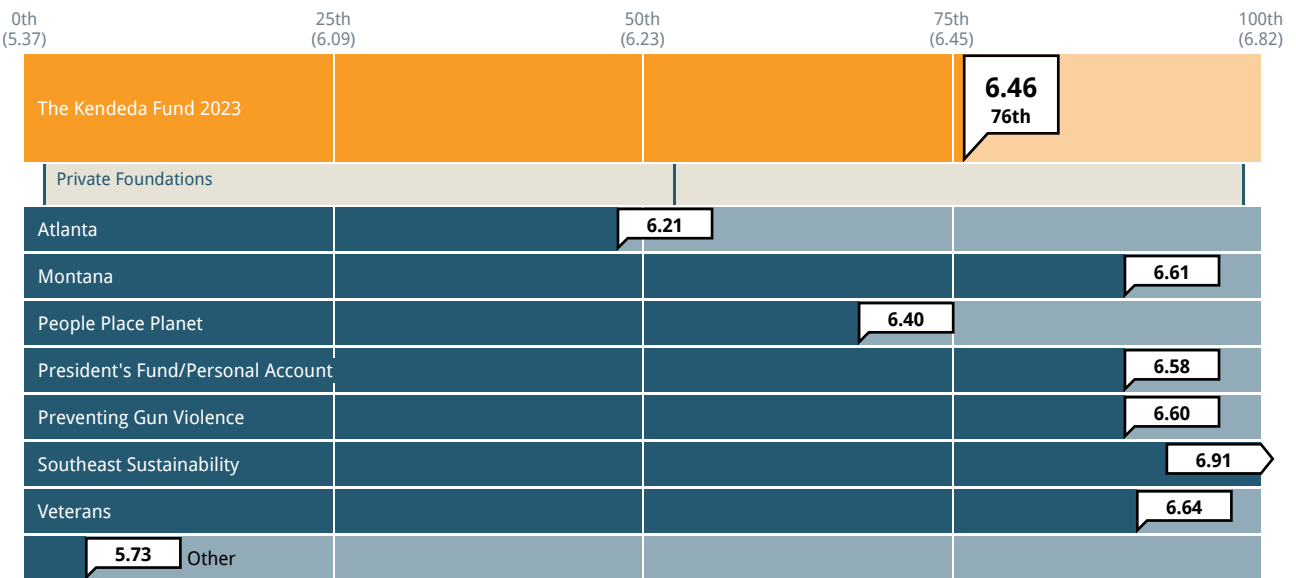
1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Program

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

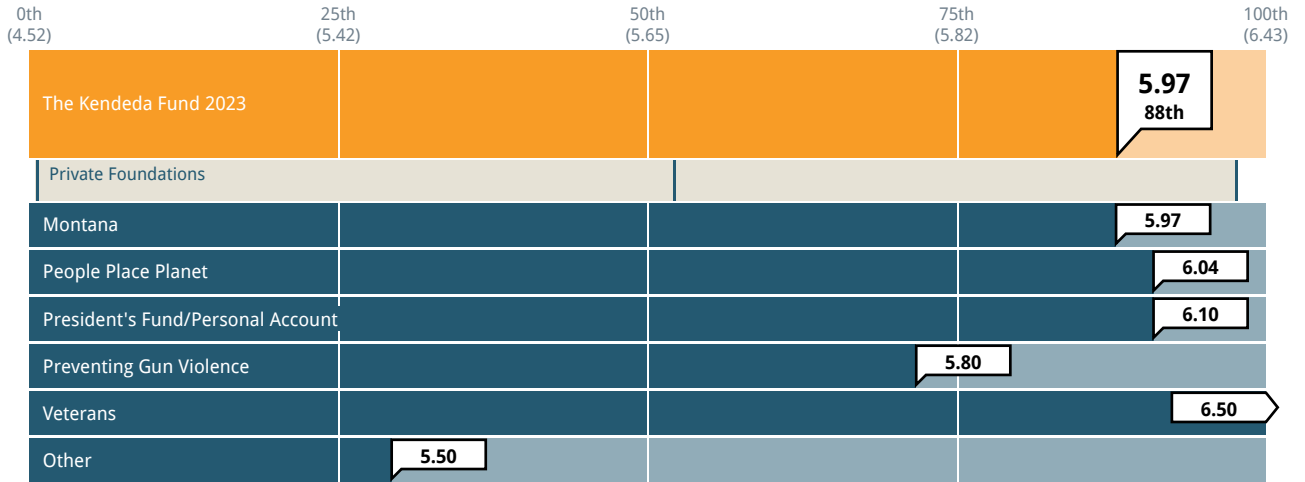
1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Program

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

1 = Not at all 7 = To a great extent



Cohort: Private Foundations Past results: on Subgroup: Program

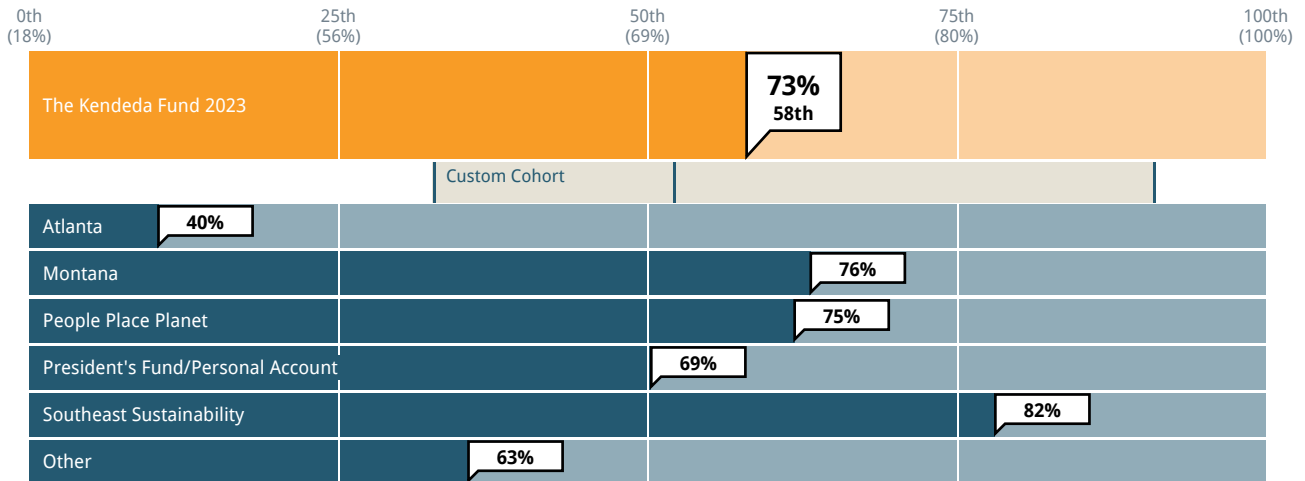
Reporting and Evaluation Process

Definition of Reporting and Evaluation

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

At any point during the proposal or the grant period, did the Fund 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: Program

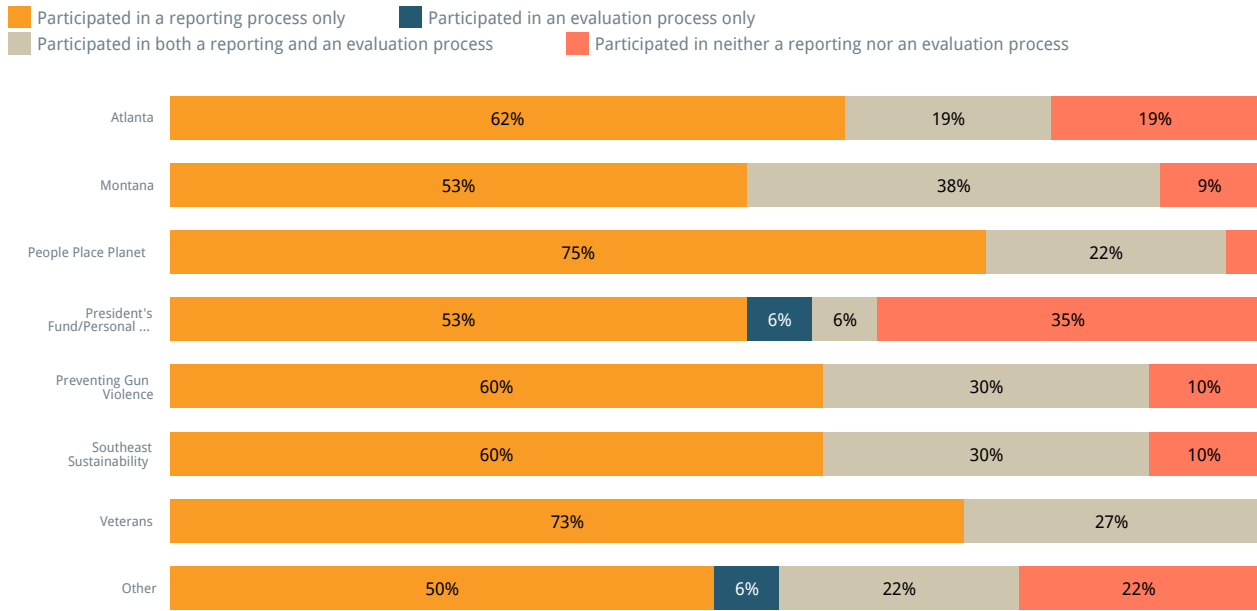
Participation in Reporting and/or Evaluation Processes

- 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

Participation in Reporting and/or Evaluation Processes - By Subgroup



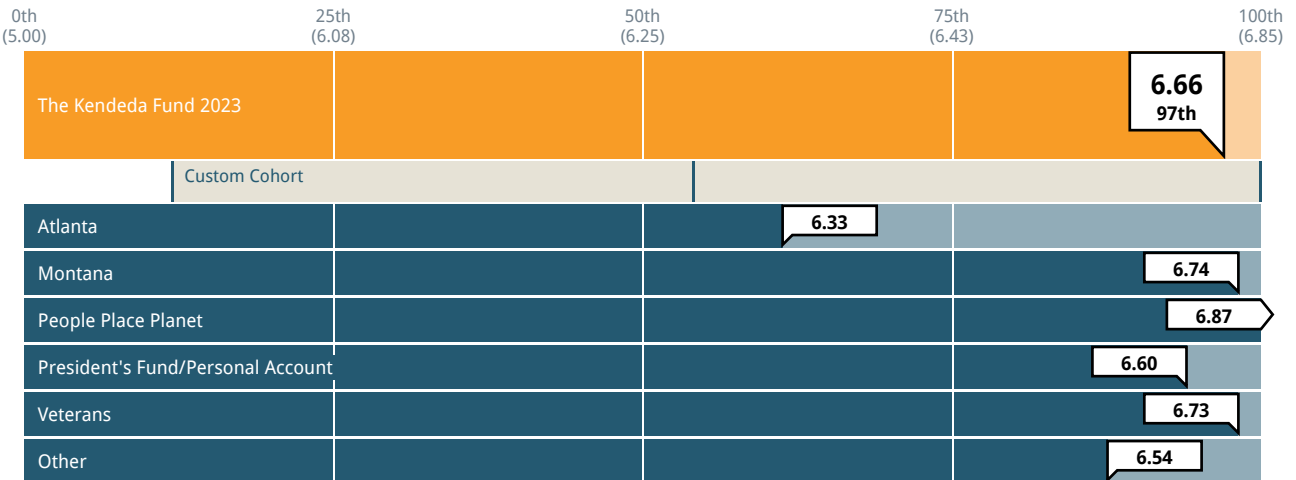
Subgroup: Program

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 Fund's reporting process straightforward?

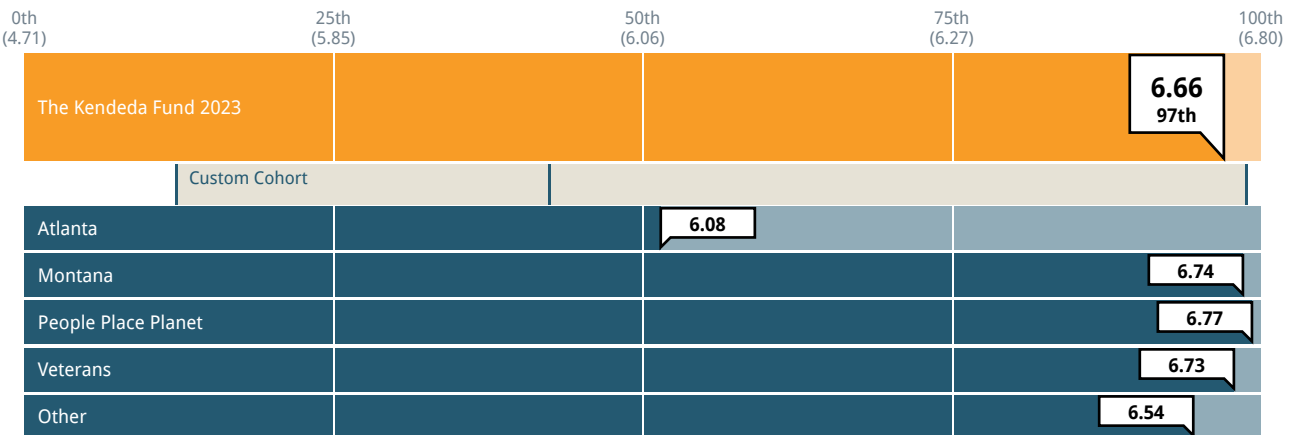
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

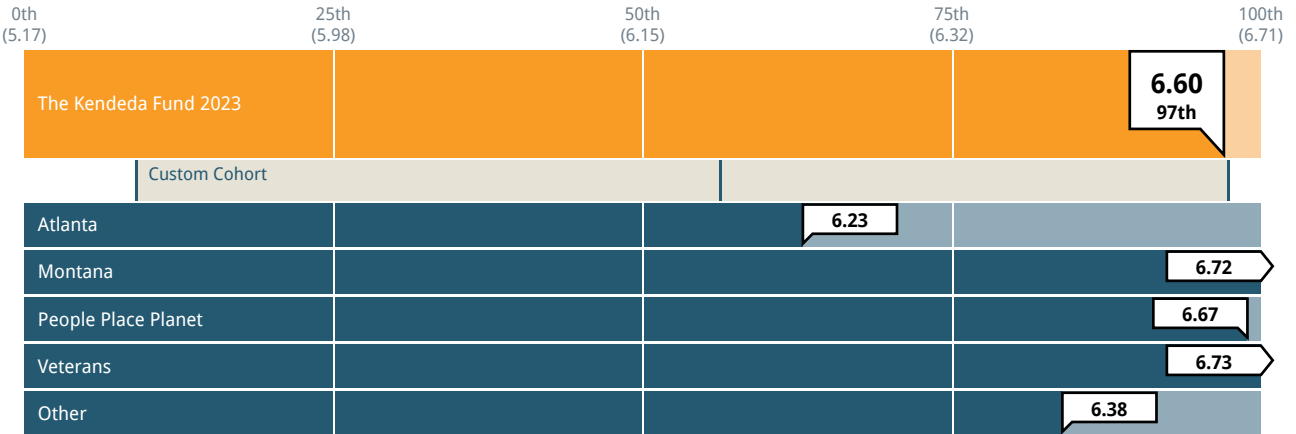
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

To what extent was the Fund's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

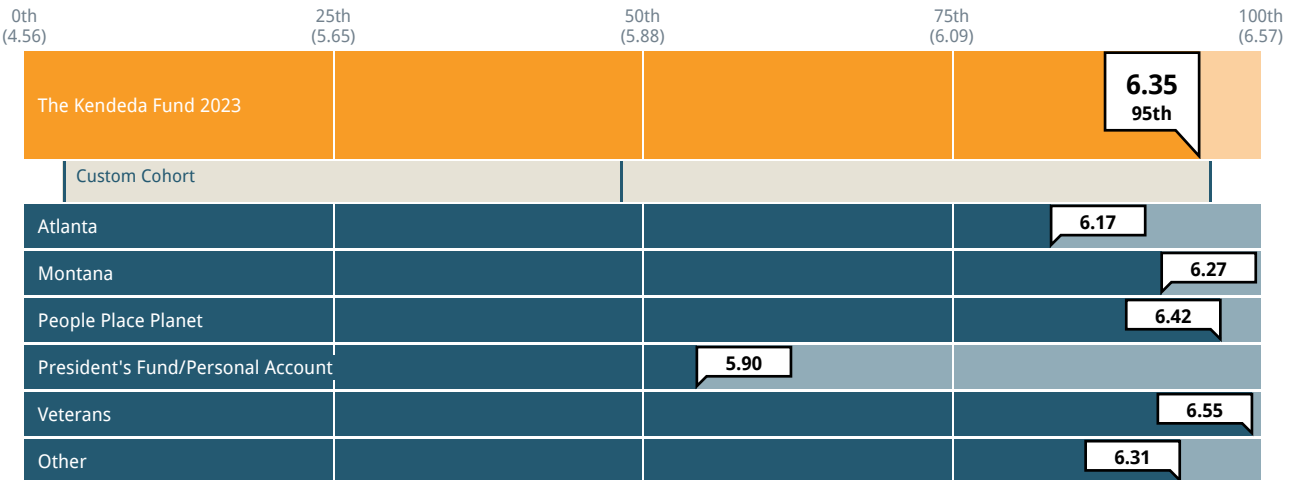
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

1 = Not at all 7 = To a great extent



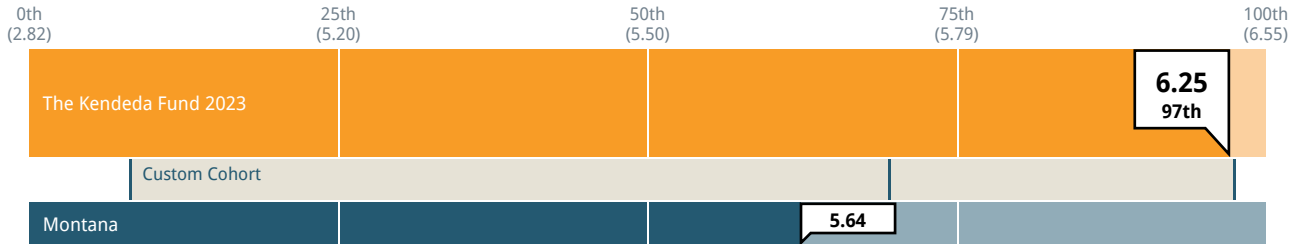
Cohort: Custom Cohort Past results: on Subgroup: Program

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?

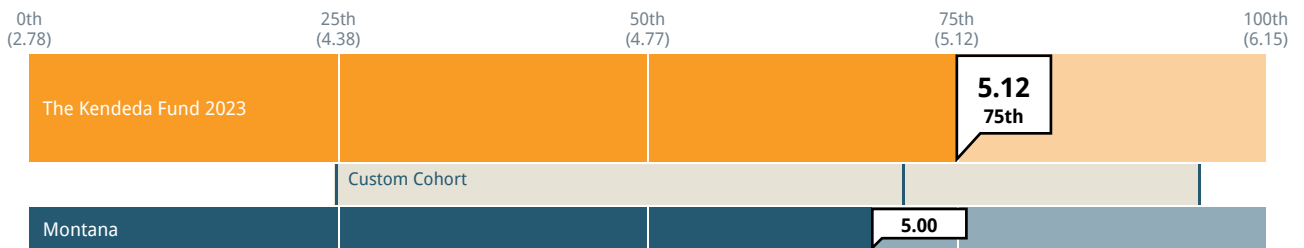
1 = Not at all 7 = To a great extent



Cohort: Custom Cohort Past results: on Subgroup: Program

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

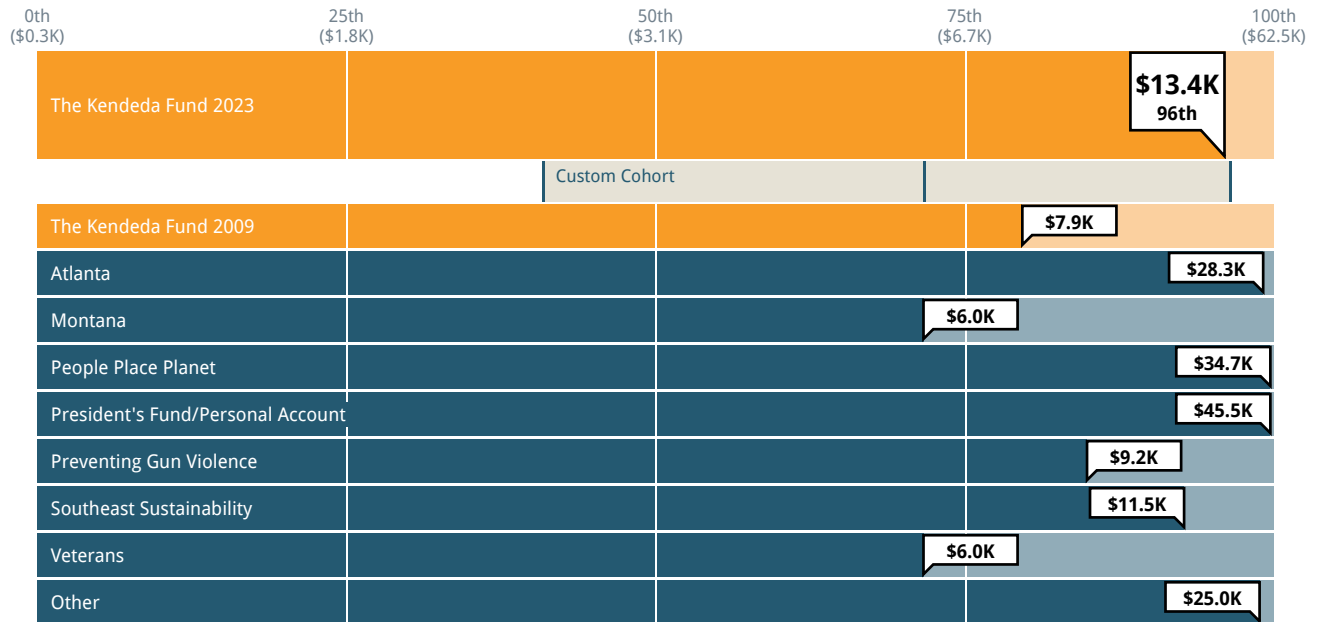


Cohort: Custom Cohort Past results: on Subgroup: Program

Dollar Return and Time Spent on Processes

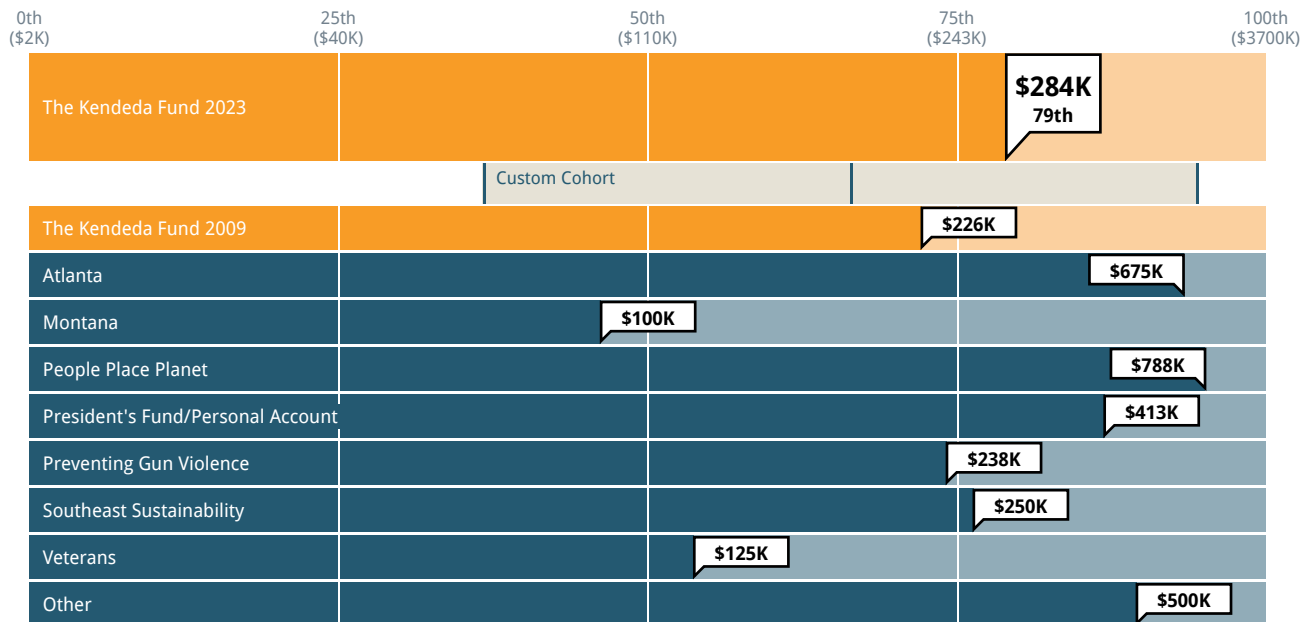
Dollar Return: Median grant dollars awarded per process hour required

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



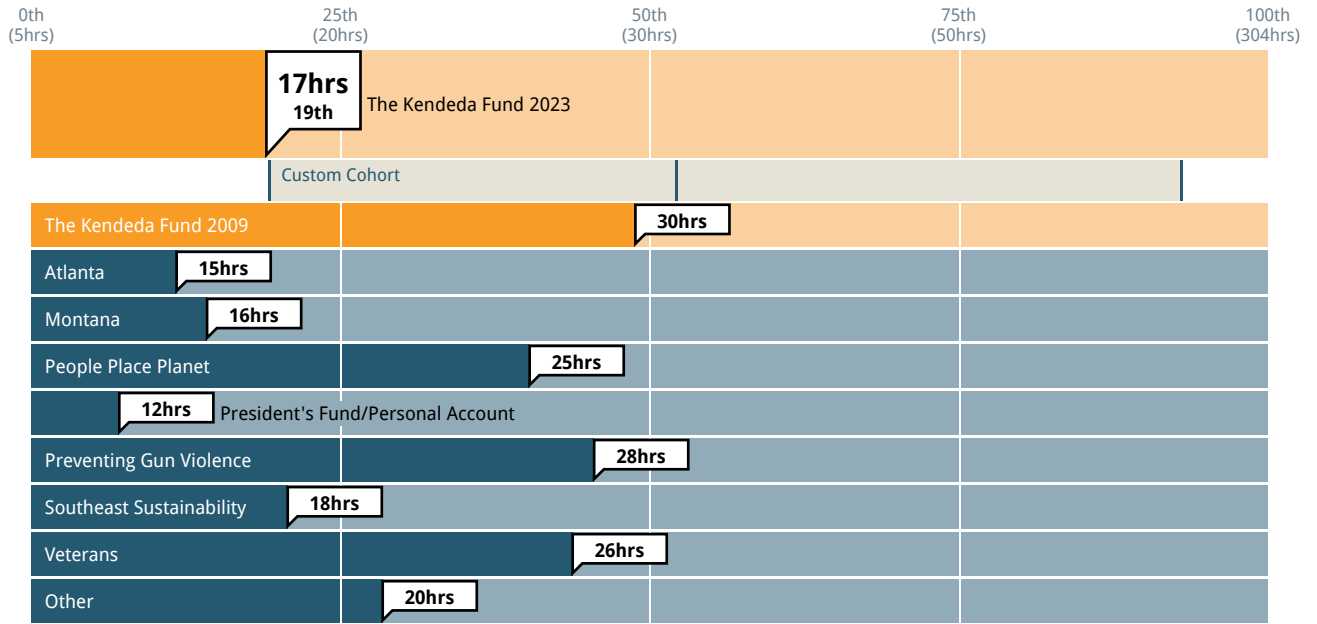
Cohort: Custom Cohort Past results: on Subgroup: Program

Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: Program

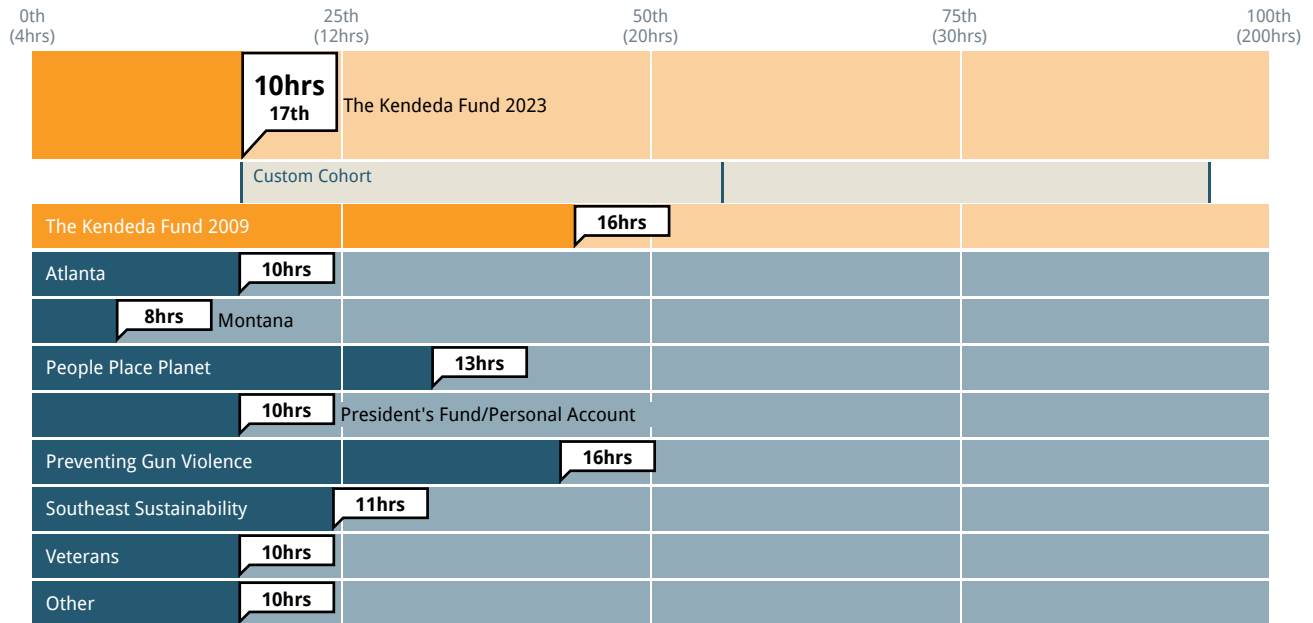
Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort Past results: on Subgroup: Program

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process



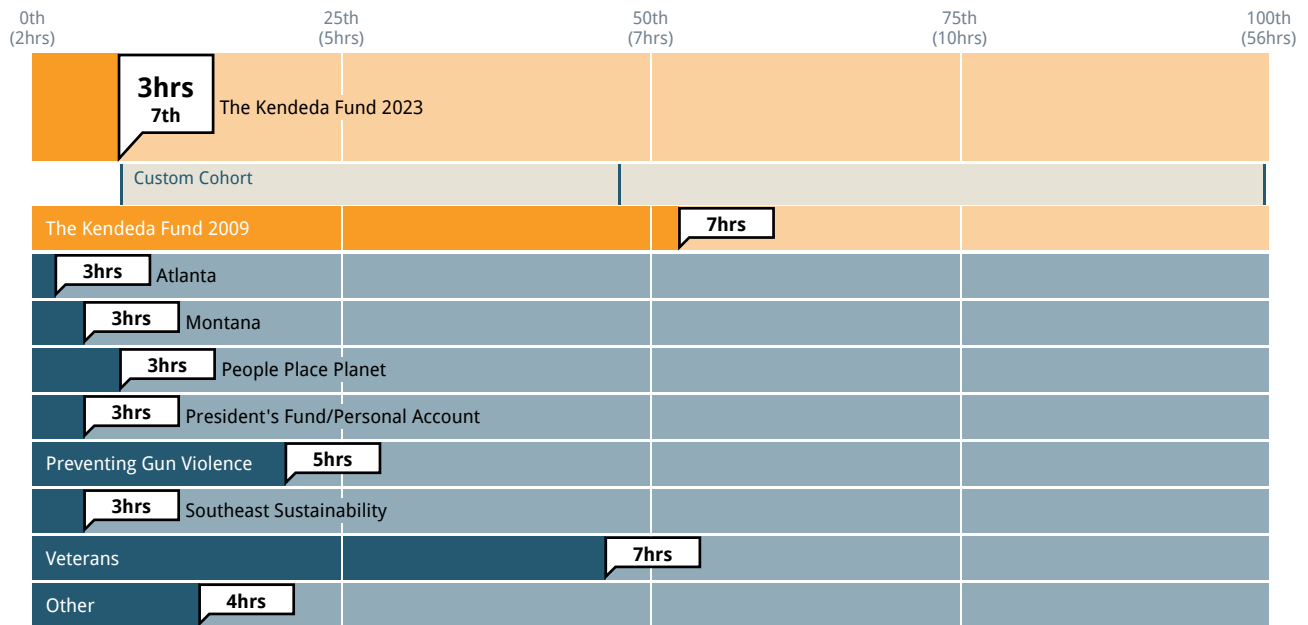
Cohort: Custom Cohort Past results: on Subgroup: Program

Selected Cohort: Custom Cohort				
Time Spent On Proposal and Selection Process	The Kendeda Fund 2023	The Kendeda Fund 2009	Average Funder	Custom Cohort
1 to 9 hours	44%	22%	25%	23%
10 to 19 hours	25%	31%	22%	25%
20 to 29 hours	15%	21%	17%	18%
30 to 39 hours	5%	5%	7%	8%
40 to 49 hours	4%	9%	11%	10%
50 to 99 hours	5%	9%	10%	10%
100 to 199 hours	2%	3%	6%	4%
200+ hours	1%	1%	3%	2%

Selected Subgroup: Program								
Time Spent On Proposal and Selection Process (By Subgroup)								
	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
Atlanta	46%	23%	8%	15%	0%	8%	0%	0%
Montana	58%	21%	16%	2%	0%	2%	0%	0%
People Place Planet	37%	30%	17%	3%	10%	3%	0%	0%
President's Fund/Personal Account	46%	8%	23%	0%	8%	8%	8%	0%
Preventing Gun Violence	30%	30%	30%	10%	0%	0%	0%	0%
Southeast Sustainability	30%	40%	0%	10%	0%	10%	10%	0%
Veterans	36%	27%	18%	9%	0%	9%	0%	0%
Other	38%	25%	6%	0%	12%	6%	6%	6%

Time Spent on Reporting and Evaluation Process

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



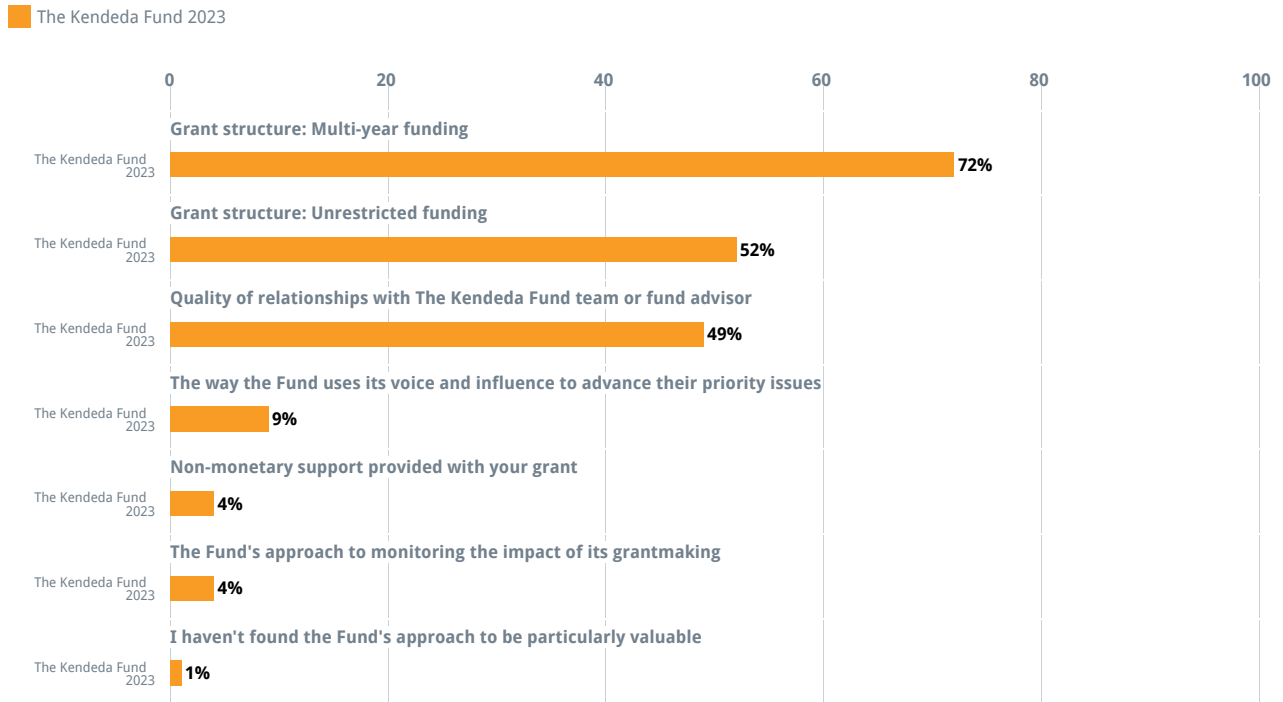
Cohort: Custom Cohort Past results: on Subgroup: Program

Selected Cohort: Custom Cohort				
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	The Kendeda Fund 2023	The Kendeda Fund 2009	Average Funder	Custom Cohort
1 to 9 hours	83%	54%	56%	58%
10 to 19 hours	12%	20%	19%	19%
20 to 29 hours	4%	12%	10%	10%
30 to 39 hours	0%	3%	3%	3%
40 to 49 hours	1%	5%	3%	3%
50 to 99 hours	1%	4%	5%	4%
100+ hours	0%	1%	4%	2%

Selected Subgroup: Program							
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)							
	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
Atlanta	92%	0%	8%	0%	0%	0%	0%
Montana	85%	15%	0%	0%	0%	0%	0%
People Place Planet	76%	17%	3%	0%	3%	0%	0%
President's Fund/Personal Account	82%	9%	9%	0%	0%	0%	0%
Preventing Gun Violence	90%	10%	0%	0%	0%	0%	0%
Southeast Sustainability	90%	10%	0%	0%	0%	0%	0%
Veterans	64%	18%	9%	0%	0%	9%	0%
Other	85%	0%	8%	0%	0%	8%	0%

Customized Questions

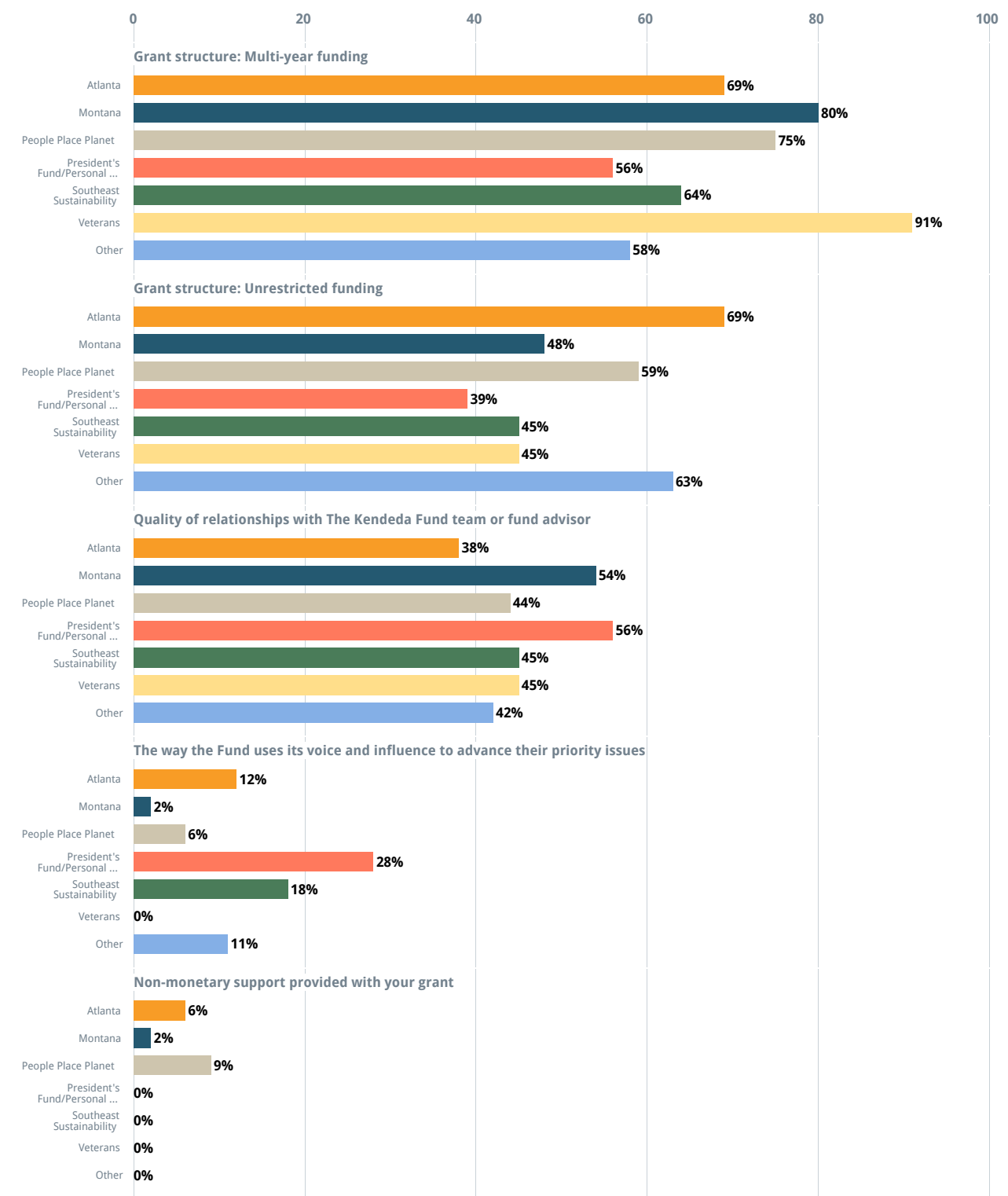
What do you view as the most valuable aspects of The Kendeda Fund's approach? (Please select up to two options)



Cohort: None Past results: on

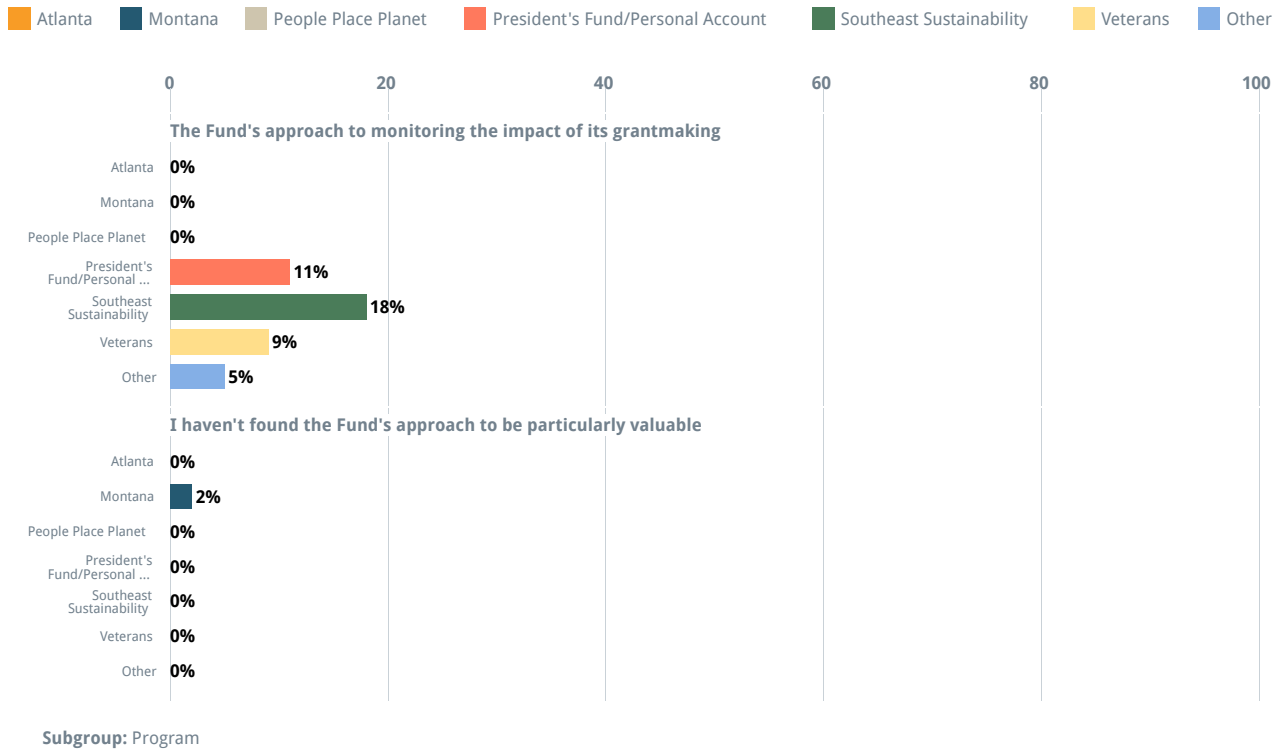
What do you view as the most valuable aspects of The Kendeda Fund's approach? (Please select up to two options) - By Subgroup

Atlanta Montana People Place Planet President's Fund/Personal Account Southeast Sustainability Veterans Other



Subgroup: Program

What do you view as the most valuable aspects of The Kendeda Fund's approach? (Please select up to two options) - By Subgroup (cont.)



Customized Questions - Sunsetting

What is one thing you wish The Kendeda Fund had done differently with regard to its spend out?

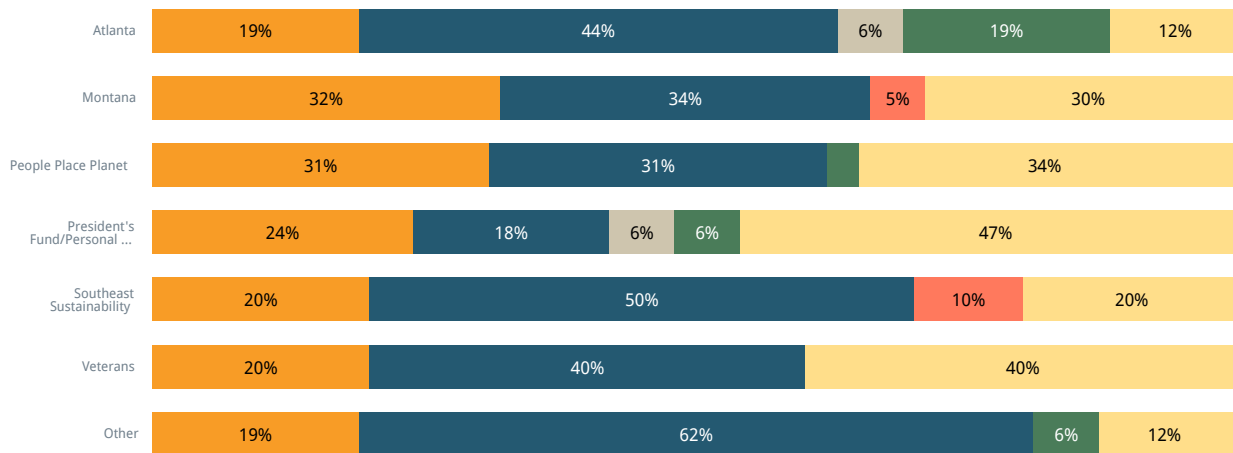
- Clearer explanation of the Fund's motivation for sunsetting
- Greater emphasis on ensuring the sustainability of our funded work
- Greater flexibility with the terms and conditions of our grant
- More advance notice of the spend out
- More communication with our fund advisor throughout the process
- Other



Cohort: None Past results: on

What is one thing you wish The Kendeda Fund had done differently with regard to its spend out? - By Subgroup

- Clearer explanation of the Fund's motivation for sunsetting
- Greater emphasis on ensuring the sustainability of our funded work
- Greater flexibility with the terms and conditions of our grant
- More advance notice of the spend out
- More communication with our fund advisor throughout the process
- Other

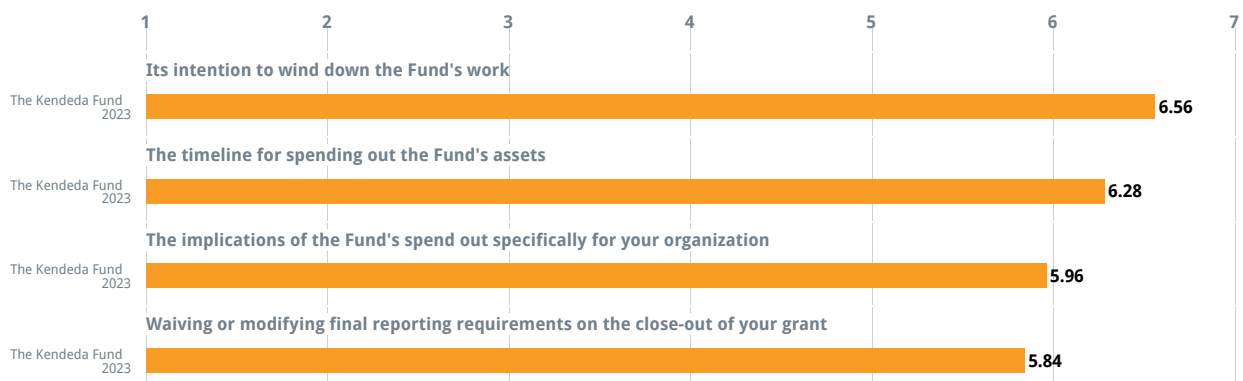


Subgroup: Program

How clearly has The Kendeda Fund communicated with you about the following?

1 = Not at all clearly 7 = Extremely clearly

■ The Kendeda Fund 2023

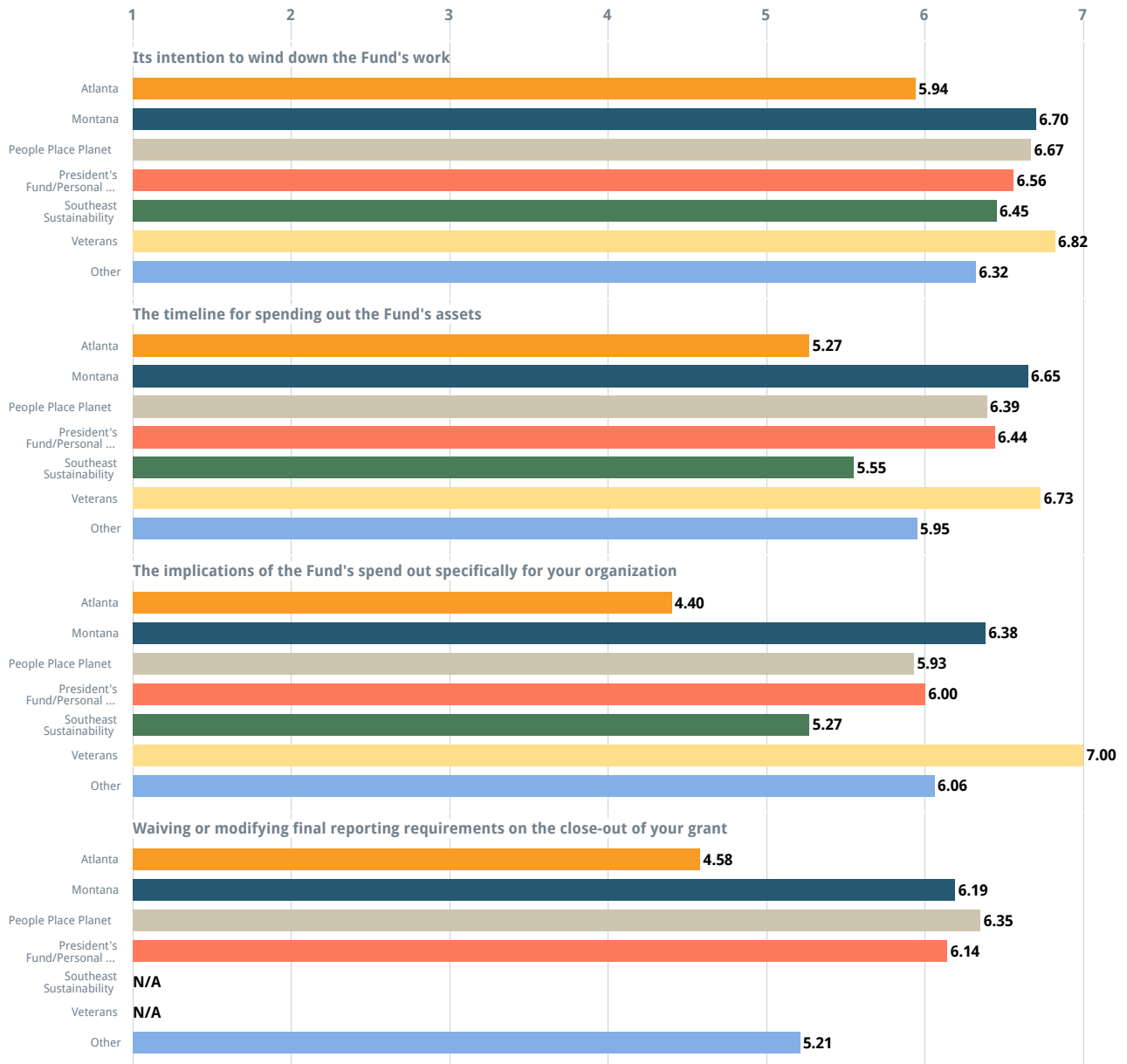


Cohort: None Past results: on

How clearly has The Kendeda Fund communicated with you about the following? - By Subgroup

1 = Not at all clearly 7 = Extremely clearly

Atlanta Montana People Place Planet President's Fund/Personal Account Southeast Sustainability Veterans Other



Subgroup: Program

To what extent did the Fund help your organization plan for the sustainability of the work it funded?

1 = Not at all 7 = To a great extent

The Kendeda Fund 2023

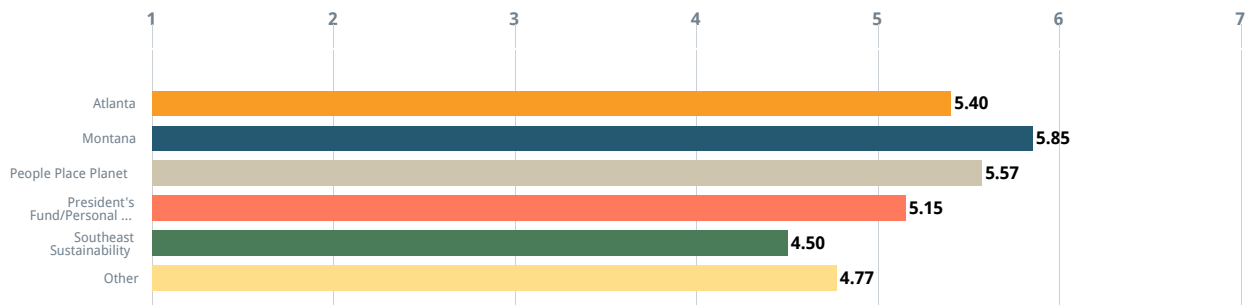


Cohort: None Past results: on

To what extent did the Fund help your organization plan for the sustainability of the work it funded? - By Subgroup

1 = Not at all 7 = To a great extent

Atlanta Montana People Place Planet President's Fund/Personal Account Southeast Sustainability Other



Subgroup: Program

Grantees' Written Comments

In the Fund's Grantee Perception Report survey, CEP asks five written questions:

1. "Please comment on the quality of the Fund's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how the Fund influences your field, community, or organization."
3. "What specific improvements would you suggest that would make the Fund a better funder?"
4. "What is one aspect of The Kendeda Fund's approach – outside of funding to your organization or field – that other grantmakers should emulate?"
5. "What advice would you provide to other sunseting funders? Should they emulate or avoid any specific aspects of The Kendeda Fund's approach to its spend out?"

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.

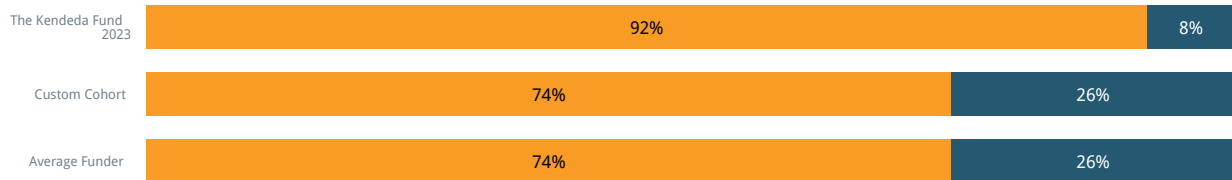
Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of the Fund'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 Fund's Processes, Interactions, and Communications

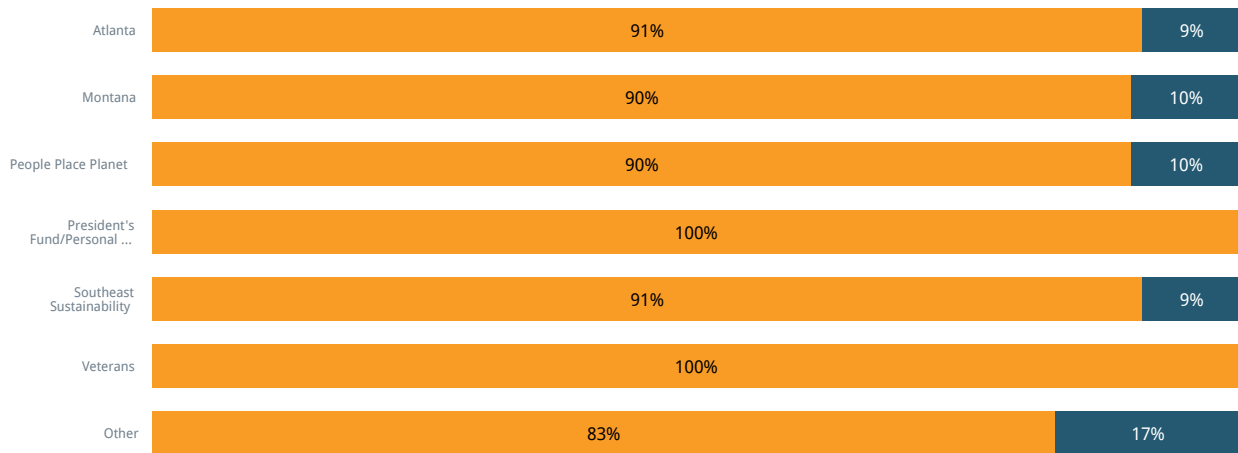
■ Positive comment
 ■ Comment with at least one constructive theme



Cohort: Custom Cohort Past results: on

Positivity of Comments about the Quality of the Fund's Processes, Interactions, and Communications - By Subgroup

■ Positive comment
 ■ Comment with at least one constructive theme



Subgroup: Program

Suggestion Topics

Grantees were asked to provide any suggestions for how the Fund could improve. The 165 grantees that responded to the survey provided 49 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
Assistance Beyond the Grant	29%
Share Kendeda Fund's Practices with Other Funders	18%
Clearer Communications	14%
Diversity, Equity, and Inclusion	12%
Grantee-Staff Interactions	12%
Grantmaking Characteristics	8%
Other	6%

Suggestions

Grantees were asked to provide any suggestions for how the Fund could improve. The 165 grantees that responded to the survey provided a total of 49 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Assistance Beyond the Grant (29% N=14)

- Facilitate Connections and Collaborations with Other Funders (N = 9)
 - "The only thing I could possibly imagine that would make the Kendeda Fund a better funder would be to help facilitate connections with other funders that have a similar capacity to give. We do not have connections to other funders that have the scale of resources that the Kendeda Fund invested and it will be difficult to replace the revenue with similarly flexible and trusting sources."
 - "Although the Fund provided support on connecting with prospective funders, a more proactive process of working with grantees to identify or connect with potential alternative funders to fill the budget gap from non-renewable gifts could be even more potentially impactful."
 - "As the fund sunsets, it would be nice to help our organization identify other partnerships that may be interested in learning more about and ultimately supporting our efforts -- the Fund likely has a good sense of who these new partners could be."
 - "I think it could be really helpful for staff to help connect nonprofits with other connections for potential funding."
 - "We would be extremely grateful if the Fund would introduce our organization to more potential funders."
 - "Connections with other funded programs..."
 - "Supporting grantees in meeting new donors."
 - "Since they are funders they know what other funders look for."
 - "Communicating with other funders about why they chose THESE orgs in their spend-down plan and initiating conversations with those funders about how they might pick up charge and step up/commit to funding gap that will exist after the Fund closes."
- Facilitate Connections and Collaborations Between Grantees (N = 5)
 - "It would be interesting to know...any opportunities for relationship building and collaboration across grantees."
 - "Holding more workshops to continue to empower the grantees and help empower the teams by identifying possible gaps in programming."
 - "My only suggestion is to open more spaces for partners to share about their work and their impacts."
 - "Hold grantee gatherings!"
 - "Potentially encourage/coordinate more regular convenings or visioning sessions of grantees within fund areas."

Share Kendeda Fund's Practices with Other Funders (18% N=9)

- "More overt action to influence peers and share Kendeda's stories about prioritizing funding frontline communities."
- "Continue to teach other donors how to be a real partner to grantees."
- "I hope that Kendeda is able to help other funders practice this trust-based philanthropy, because y'all get it right in a way that many funders don't seem to."
- "We only hope that the Fund will find ways to influence the way other funders operate, even if it is by publishing the results of this survey. That would be a tremendous legacy to leave behind."
- "I wish you'd help other foundations recognize the value of your relationships and trust of your grantees."
- "As the Fund is organizing, transfer the Fund's role to other funders in the region."
- "I'd love for The Fund to share its principles and ways of working with other funders."
- "The only suggestion I'd make is that they help other funders learn from their excellence."
- "...pushing across the field for more to model their efforts."

Clearer Communications (14% N=7)

- "It may have benefitted our organization to have a better understanding of who else in our industry they were funding in order to build a stronger alliance among us..."
- "The only point I rated low was our understanding of the overall funding/bigger picture and strategy of the Fund. I think this was just a factor of our time together being more focused on our projects and work and we didn't have as much time to get to know the Fund and their strategies outside of our project."
- "It would have been helpful at times to better understand the bigger context of our funder's initiatives in our field and to better understand their overall granting strategies."
- "The only critical feedback I have is...a questioning as to whether the Fund's focus on the Employee Ownership Equals work for several years was the optimal use of the Fund's resources...I wonder why the focus was on only a handful of organizations, creating a new online space, which I do not see being very actively used at this time."
- "More transparency about staff transitions and the sun-setting of the fund. Since the fund advisor left the organization, I have yet to hear from the fund."
- "I would love...to have the ability to interact more clearly to hear about priorities, next steps, etc."
- "It would be interesting to know better how we fit into their broader efforts..."

Diversity, Equity, and Inclusion (12% N=6)

- Commitment to DEI (N = 4)
 - "The selection of the largest recipients in our field lead to questions of the commitment to DEI given the lack of diversity of the leadership."
 - "To have DEI represented in the staff that it hires. To ensure that current staff are trained and have awareness of their own conscious bias."
 - "We are all on a DEI journey together... that is to say we all need to learn and continue to push for DEI as this is a long term endeavor."
 - "Were the Fund to continue, an expanded focus on equity for communities of color would be critical to creating change."
- Clarity of Communications Around DEI (N = 2)
 - "Clarify if it only funds specific areas and Black-centric efforts or if their diversity and equity lens includes all other communities."
 - "Updates, not sure if I've seen any communication of the organization's DEI principles in the last 12 months."

Grantee-Staff Interactions (12% N=6)

- More Frequent Interactions (N = 6)
 - "After the grant was given, Keneda was pretty hands-off and could be hard to get a hold of, but I suspect that was just a result of their sunseting timeline and a corresponding decline in staff availability. (They were extremely encouraging and supportive on the front end, so we didn't feel like their spottier communication later was a reflection on their support for our work.)"
 - "I would love the opportunity to host them on a tour of the project they funded..."
 - "Annual opportunities to engage with the grantee formally or informally."
 - "Our grant award came on the cusp of COVID-19, causing our organization to struggle to communicate. Following this experience, having non-traditional avenues of communication in place, in case of a crisis, would be beneficial."
 - "Perhaps developing ways to connect more directly with community members served by grantees."
 - "I suggest the Fund visit communities they are funding."

Grantmaking Characteristics (8% N=4)

- Amount of Funding (N = 3)
 - "Larger multi year gifts so that the support is aligned with the pace and timelines of doing conservation advocacy work."
 - "More money..."
 - "An increase in funding will be helpful."
- Other (N = 1)

Other (6% N=3)

- Other (N = 3)

In addition to the above, 40 grantees left responses which were not suggestions (e.g., "No suggestions. Keneda was great to work with.") and 17 grantees left comments expressing that they wish the Fund would continue operating and not sunset (e.g., "If they could change their mind and not dissolve that would be the best suggestion we can offer.")

Aspects of Approach to Emulate

Grantees were asked: "What is one aspect of The Kendeda Fund's approach – outside of funding to your organization or field – that other grantmakers should emulate?" The 165 grantees that responded to the survey provided a total of 151 suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Build Strong, Authentic Grantee Relationships (35% N=52)

- "We have come to put tremendous value on our fund advisor as a trusted thought partner, strategist, and supporter of our mission and our work. Our fund advisor was candid, adaptable, thoughtful, and considerate. [They] celebrated our successes with genuine enthusiasm and was willing to get into the trenches with us to help us problem solve when we faced unforeseen challenges. We would love to see other funders put such a premium on this relationship."
- "The radical authenticity and candor with relationships are held feel less like a grantor and grantee relationship and more like partners in the greater work."
- "The Fund's personal site visits and hands-on interaction to understand the project, and its potential impact on the community was inspiring."
- "Consistent communications with our organization - [this was] helpful not only to recognize when requirements may come up but also to build greater trust and stronger relationships with the funding partner."
- "Authentic relationships with grantees. Dynamic, respectful, grounded in a generative relationship and power sharing. They have the power of capital and we have power of understanding and relationships to our communities/places of practice."

Provide Flexible, Long-Term Funding (17% N=26)

- "We've greatly appreciated the multi-year funding. It's allowed us the flexibility to be able to plan ahead knowing that we will have a base of support in place for our project."
- "Multi-year, general support funding. Period. Our people are our greatest and most expensive asset. The Fund gets that. I wish more foundations would emulate this and move away from restricted funding models."
- "Significant, multi-year unrestricted support - especially as organizations move into growth stages of development."
- "Unrestricted funding - trusting the people/leaders closest to the issues to know how to deploy resources."

The Kendeda Fund's Strategic Approach - General (15% N=22)

- "A holistic view of community that includes social and economic aspects as well as environmental."
- "Committing to funding BIPOC-led and -centered organizations."
- "Fund more than one project in the community so the grantees do not feel like they are competing within their community."
- "The Fund does an excellent job recognizing unique and fleeting opportunities to improve communities and then acting on them, even if they were not in its giving plans."

Embrace Trust-Based Philanthropy (14% N=21)

- "Trust. While Kendeda does their due diligence to ensure the valuable work is getting done, I never felt that our motivations, or qualifications, or strategy was questioned in an untrusted way. Our fund advisor always asks great questions to seek understanding, and ask if we'd considered other approaches, but always respected our expertise in our communities and field of work. I can't express how empowering that has been to do better work knowing we are trusted to do it well."
- "Anchoring relationship in trust is an approach that other grantmakers should emulate. To do this work well, you have to trust grantee partners and provide space for them to both fail and fly. This is how we move closer to solving the wicked challenges of our generation."
- "The trust-based philanthropy that looked at the bigger picture of our work rather than the minutia of our programmatic outcomes has been extraordinary and it would make this work infinitely better if all funders invested their funds in a similar way."
- "Kendeda truly trusts the people and organizations it invests in, and that opens the door to greatly increased impact. They are a masterclass in utilizing a more open, less formulaic giving strategy to truly empower the people on the ground doing the work. More funders should follow their approach."

Ensure Processes are Clear and Appropriate (11% N=17)

- "The Fund's clear desire in their approach to always be value-add and to not put additional strain on organizations' time and resources with unnecessary hoops to jump through, overly complicated processes for applications and reporting, or unnecessary interactions."
- "The proposal and reporting processes were simple, straightforward, and effective. Nothing was labor-intensive, but information was freely shared and feedback provided."
- "The grant request approach is very hassle-free...there aren't complicated/tedious forms, multi-layered reporting, etc. I appreciate that the process to apply and share our needs is not overbearing."

Provide Assistance Beyond the Grant (7% N=11)

- "Their willingness to espouse the importance of our field and work to other funders, and use their influence to help propel our individual and collective missions."
- "The Kendeda Fund organized a gathering for grantees in this issue area. The summit lead to a cross-pollination of knowledge and ideas that were helpful in giving meaning and impact to the goals of our grant."
- "Invest in leader's professional development and mental health and wellness. A few retreat sessions focused on this intently and is well received and loved by all of the leaders in the network funded by Kendeda."

Other (1% N=2)

- Other (N = 2)

Advice for Sunsetting Funders

Grantees were asked: "What advice would you provide to other sunsetting funders? Should they emulate or avoid any specific aspects of The Kendeda Fund's approach to its spend out?" The 165 grantees that responded to the survey provided a total of 121 suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Share Advance Notice of Spend Out Plans (26% N=31)

- "We appreciated the clarity and timeline with which the Fund approached sunsetting, and we would encourage other sunsetting funders to look at how Kendeda communicated with its grantees about it, and on what schedule, to get an example of a good way to approach this issue."
- "The timeline that the Fund offered for their spenddown was perfect. The 5 (or so) year runway was so helpful in our planning."
- "From Day 1 we've always known The Kendeda Fund will sunset. As a result, it's enabled us to identify future funders that can step in in significant ways when the Fund spends out."
- "They should emulate Kendeda's practice of being immediately upfront about being in spend-down mode and prefacing conversations with what's possible in that context."
- "We have experienced abrupt sunsets. The significant off-ramp was appreciated."

Build Connections between Grantees and Other Funding Sources (21% N=26)

- "For sustainability planning, it would be helpful for sunsetting funders to assist with relationship building between grantees and other potential funders."
- "Kendeda invited our group to speak at a funders convening and introduced us to a new foundation program officer that's very promising. Super appreciative for those connections."
- "I would recommend that other sunsetting funders more actively build relationships for their grantees with new funders of a similar scale and/or invest in large scale communication campaigns to raise public awareness of smaller organizations."
- "Spend serious effort in the years before sunset to try to secure other new funder to enter the same space and fill the void (or recruit existing funders to significantly increase [their] giving)..."
- "We've also appreciated the introductions to other funders as we seek to broaden the base of support for our program outside of funding from the Fund."

Emulate The Kendeda Fund's Spend Out Approach - General (16% N=19)

- "Sunsetting funders should emulate Kendeda. Impact now is a higher priority than having funding forever. This provides for transformative giving and impact that wouldn't happen otherwise."
- "Use the Kendeda Fund as a model for sunsetting."
- "I believe the Kendeda Fund was very thoughtful in their approach to sunsetting."
- "The transformational scale of their investments enabled by the sunset strategy is laudable and is worth emulating."

Ensure Clear Communications About the Process (14% N=17)

- "It was unclear how long the spend down would ultimately take. We would recommend consistent communications regarding the spend down strategy and updates as they became available; with a moving timeframe, we were unsure if there might be potential for a renewal grant."
- "Although I learned a few years ago about the Fund's intention to stop future funding I wasn't fully aware of how that would affect our project. I think more information regarding that would be helpful."
- "Overcommunication is always better than undercommunicating."
- "I think simple clear communication is the best approach. Making sure the grantees understand when things are due and when the funding is going to be done."

Adjust Grantmaking Approach During Spend Out (11% N=13)

- "I would encourage other funders to also offer a development capacity grant in their final years of funding to help nonprofits stand on their own after funders sunset."
- "Loved Kendeda's approach including helping us build capacity in years leading up to their departure."
- "I would like to see other funders give larger parting donations when they sunset."

Provide Assistance Beyond the Grant (4% N=5)

- "The organizational capacity grant was critical in our journey, and the nonmonetary support through fundraising assistance propelled our organization forward. This type of support should always be in tandem with multi-year support when a foundation considers sunsetting or offboarding."
- "The help convening grantees together to collaborate has been great."

Simplify Grant Process Requirements (2% N=3)

- "We understand and appreciate a sunsetting funder's relaxing of application/reporting requirements as it winds down."

Share Practices with Other Funders (2% N=2)

- "Publicly share the story to inspire other funders and offer thought partnership."

Other (2% N=2)

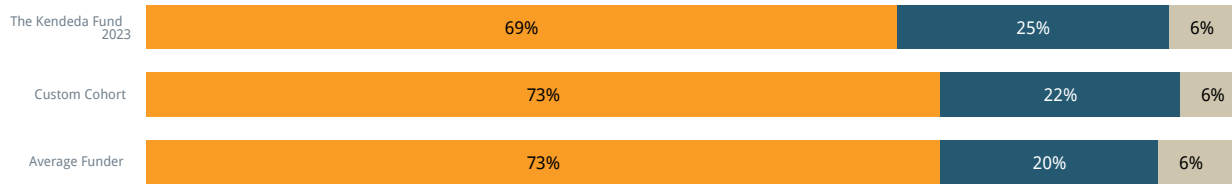
- Other (N = 2)

In addition to the above, 3 grantees left comments expressing that they wish the Fund would continue operating and not sunset (e.g., "Don't sunset. There are so few funders for our line of work.")

Respondents and Communities Served

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

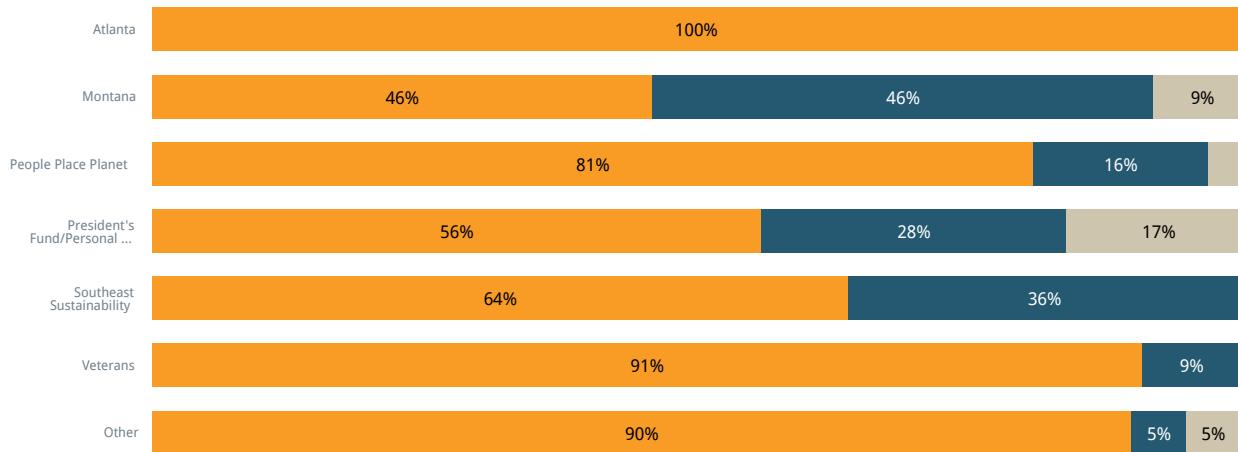
Yes No Don't know



Cohort: Custom Cohort Past results: on

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

Yes No Don't know

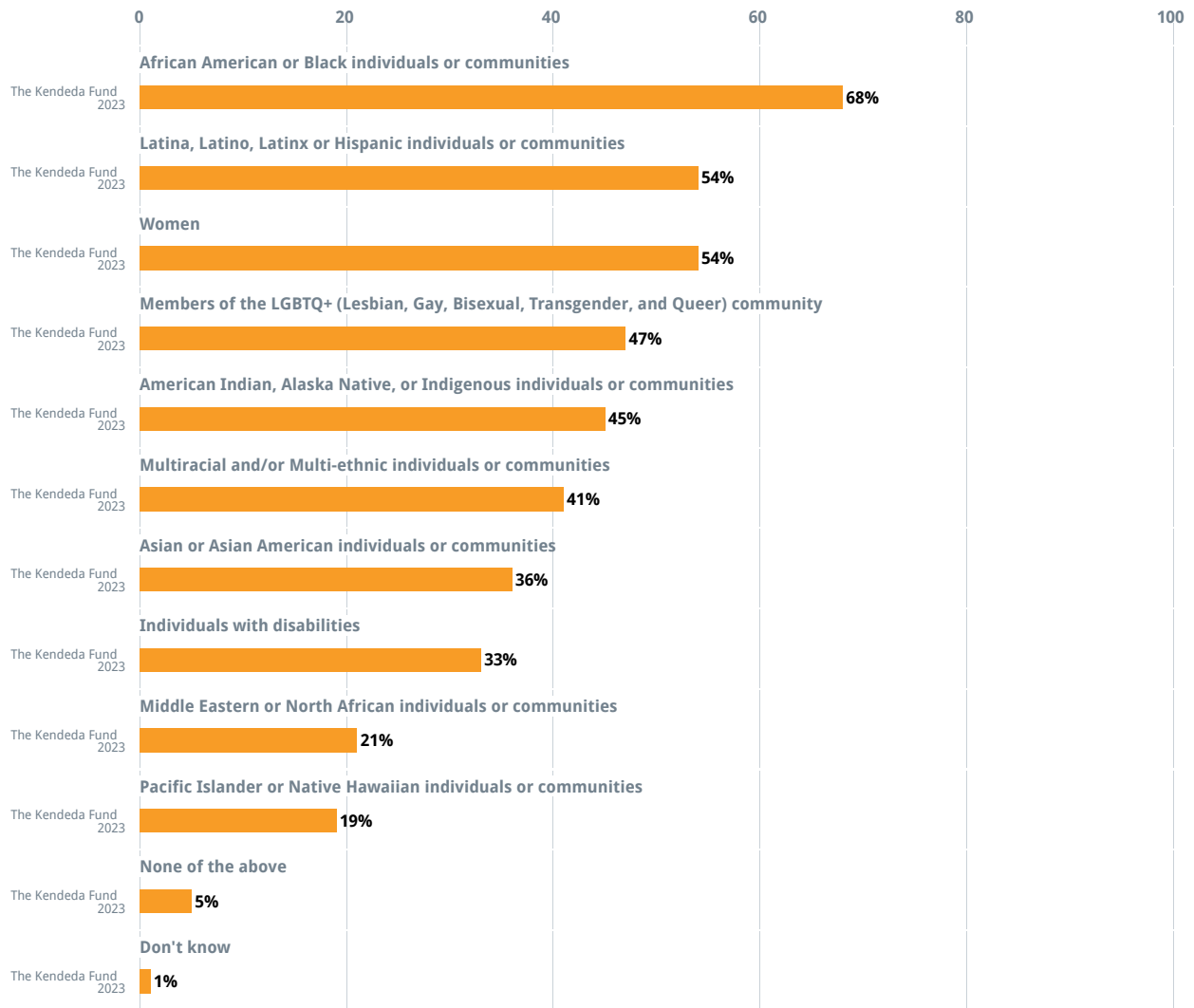


Subgroup: Program

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?" There were not enough responses from non-U.S.-based grantees to display similar data.

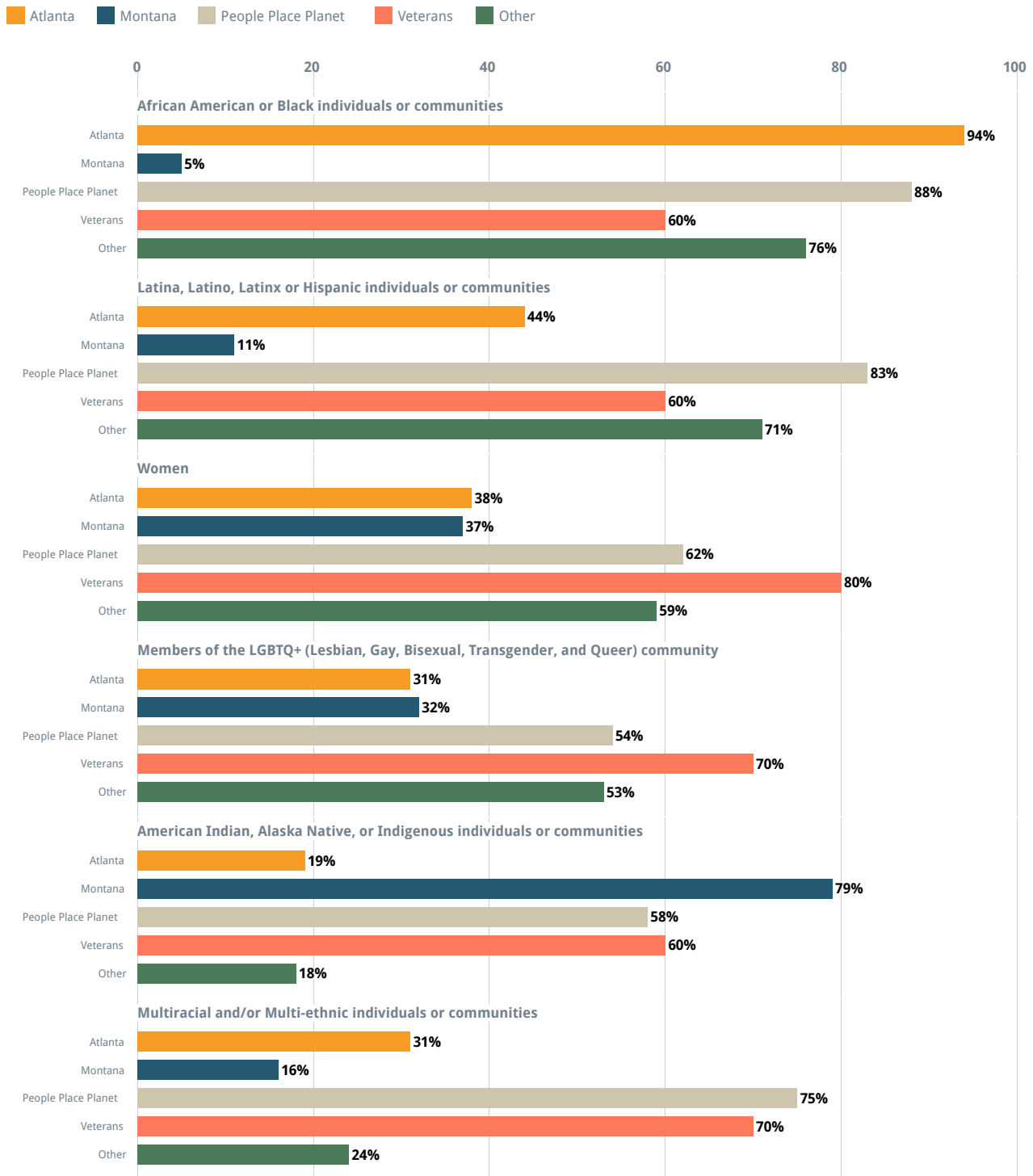
Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

The Kendeda Fund 2023



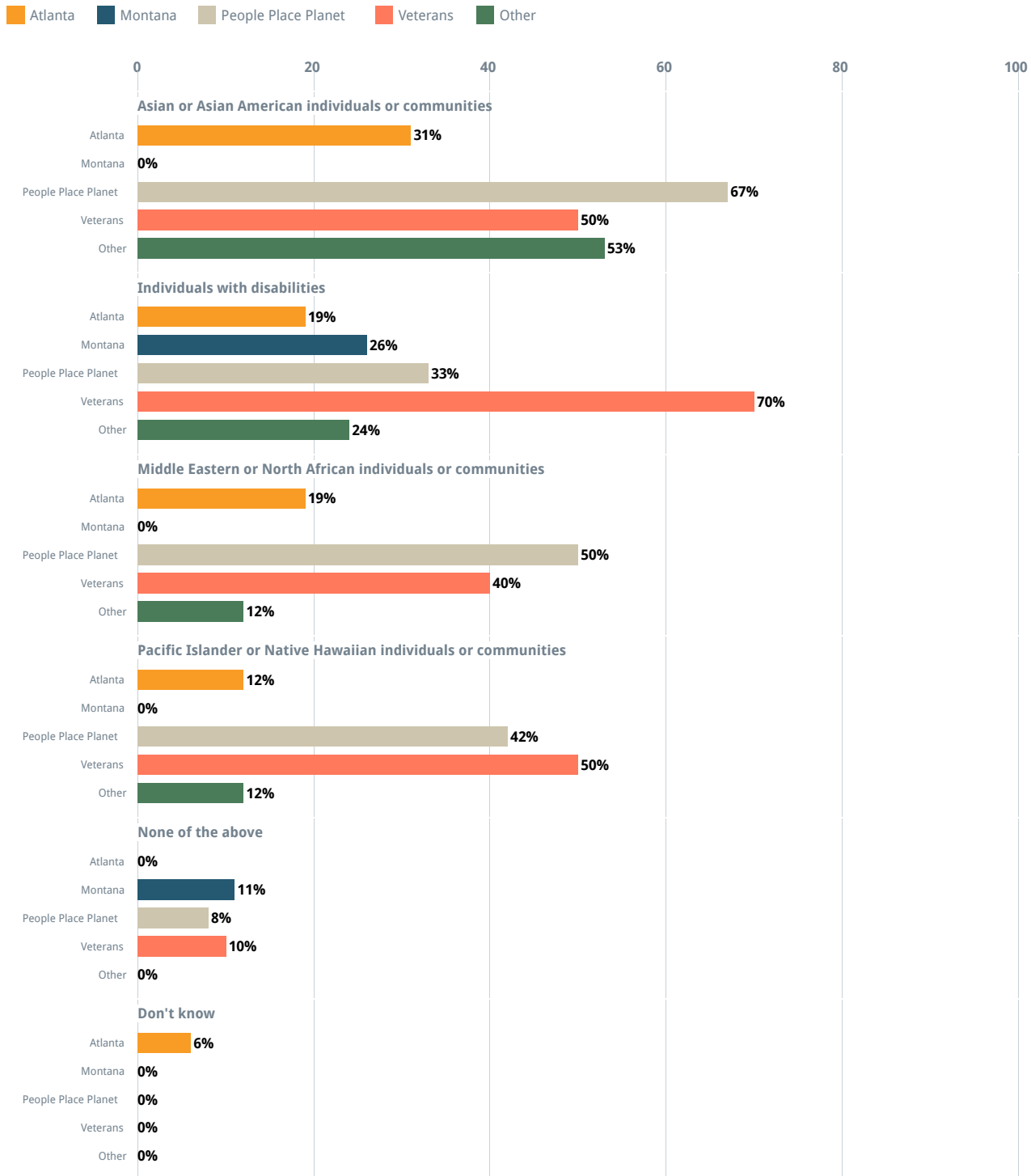
Cohort: None Past results: on

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



Subgroup: Program

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant? - By Subgroup (cont.)



Subgroup: Program

Respondent Demographics

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

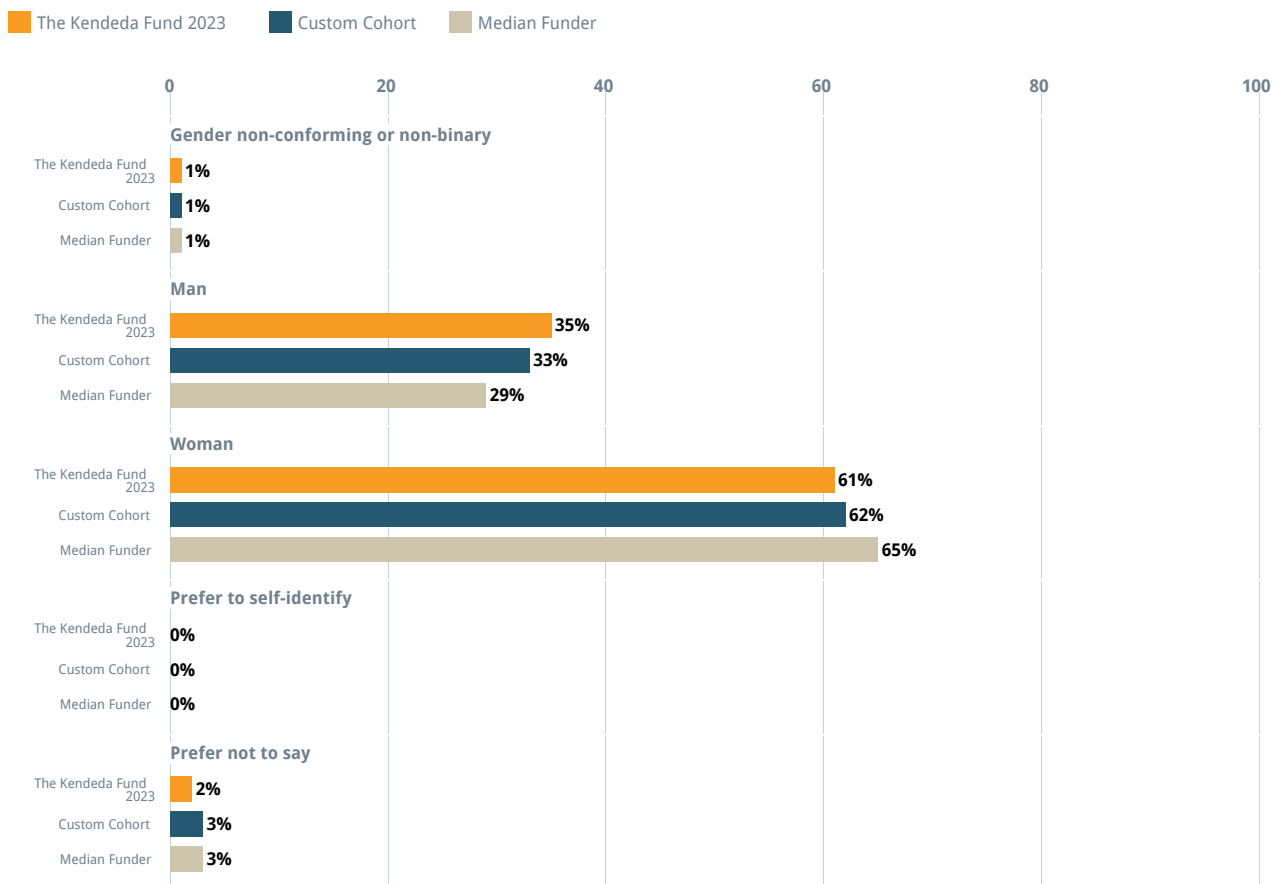
Survey language and response options for questions about race and ethnicity are guided by best practices shared by [National Institutes of Health](#), [Pew Research Center](#), [Psi Chi Journal of Psychological Research](#), and the [US Census Bureau](#).

Survey language and response options for questions about gender and LGBTQ+ identity are guided by best practices shared by [Funders 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.

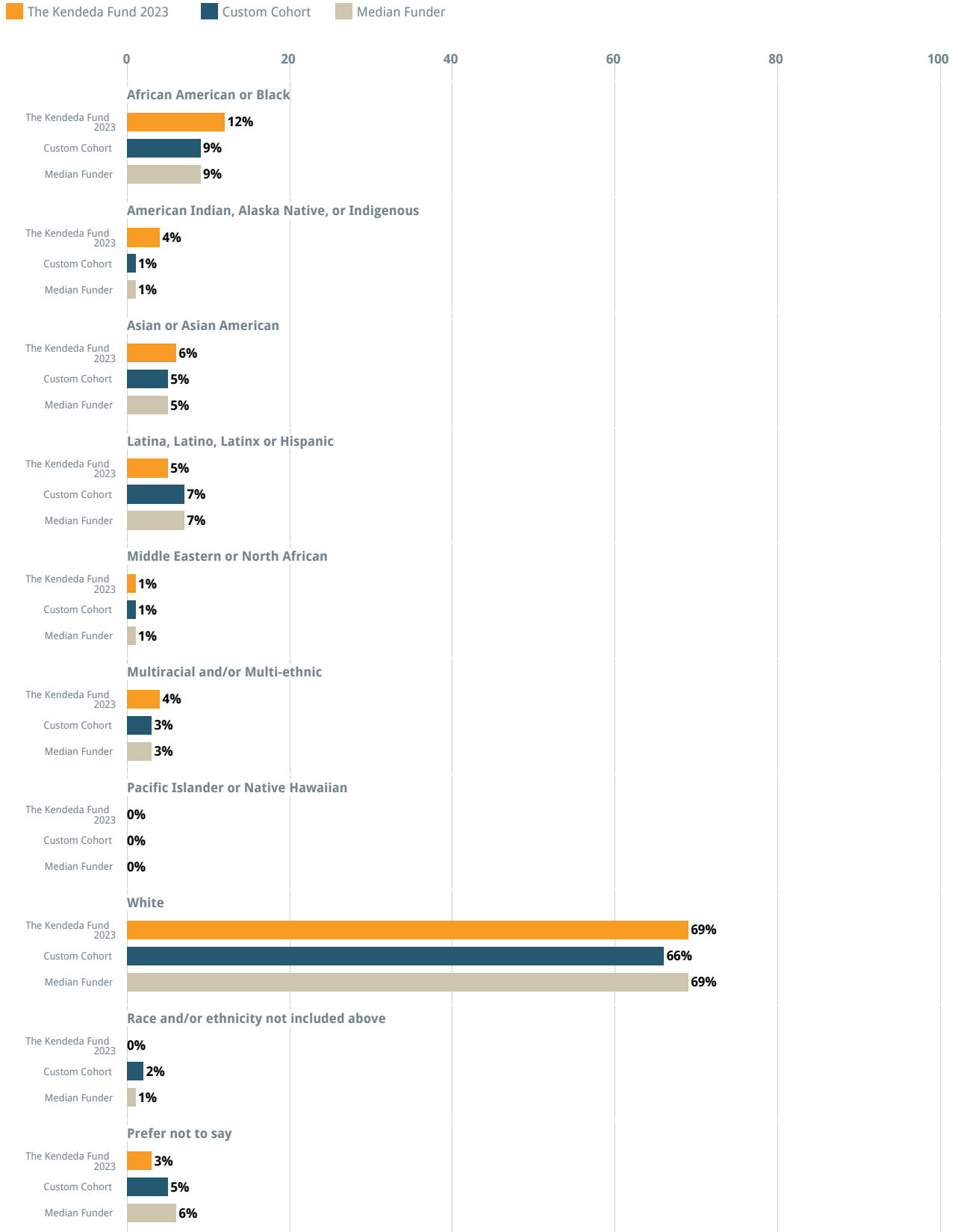
All answers on demographic identity are optional. International survey respondents were asked to opt-in to responding to questions on gender, disability, and transgender identity.

Please select the option that represents how you describe yourself:



Cohort: Custom Cohort Past results: on

How would you describe your race and/or ethnicity?



Cohort: Custom Cohort Past results: on

Selected Cohort: Custom Cohort			
Do you identify as a person of color?	The Kendeda Fund 2023	Average Funder	Custom Cohort
Yes	26%	24%	29%
No	69%	71%	67%
Prefer not to say	6%	5%	4%

Selected Cohort: None		
Are you transgender?	The Kendeda Fund 2023	Average Funder
Yes	0%	1%
No	98%	96%
Prefer not to say	2%	4%

Selected Cohort: None		
Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	The Kendeda Fund 2023	Average Funder
Yes	13%	11%
No	83%	84%
Prefer not to say	4%	5%

Selected Cohort: None		
Do you have a disability?	The Kendeda Fund 2023	Average Funder
Yes	6%	6%
No	91%	89%
Prefer not to say	3%	5%

It is CEP's standard practice to analyze responses for differences by respondents' demographics characteristics.

There were no consistent, statistically-significant differences in grantees' ratings when segmented by respondents' gender identity or identity as a Person of Color. There are too few responses to analyze results by respondents' transgender identity or disability identity.

Ratings from respondents who identify as LGBTQ+ are significantly higher than respondents who do not identify as LGBTQ+ for several measures related to the Kendeda Fund's overall transparency and its application and reporting processes.

Respondent Job Title

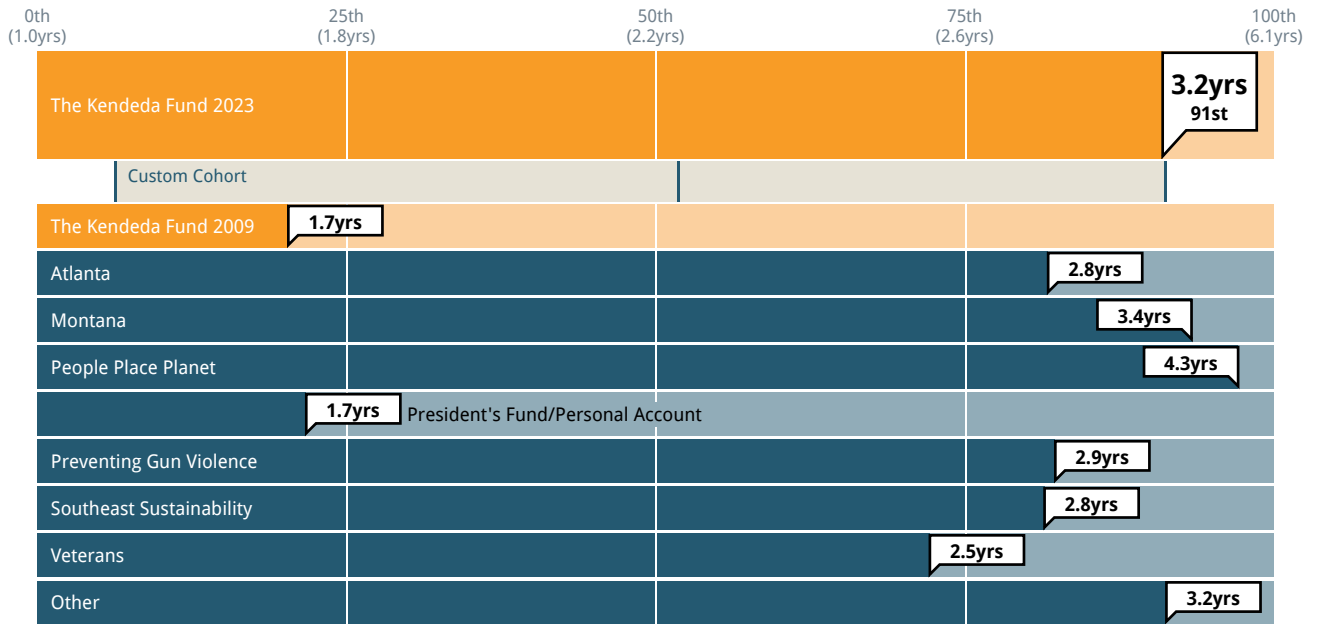
Selected Cohort: Custom Cohort				
Job Title of Respondents	The Kendeda Fund 2023	The Kendeda Fund 2009	Average Funder	Custom Cohort
Executive Director/CEO	59%	48%	47%	49%
Other Senior Team (i.e., reporting to Executive Director/CEO)	17%	15%	19%	19%
Project Director	3%	4%	12%	11%
Development Staff	18%	20%	16%	18%
Volunteer	1%	0%	1%	0%
Other	1%	13%	5%	4%

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: Program

Selected Cohort: Custom Cohort				
Length of Grant Awarded	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Average grant length	3.2 years	1.7 years	2.2 years	2.2 years

Selected Cohort: Custom Cohort				
Length of Grant Awarded	The Kendeda Fund 2023	The Kendeda Fund 2009	Average Funder	Custom Cohort
0 - 1.99 years	25%	65%	48%	43%
2 - 2.99 years	23%	15%	22%	28%
3 - 3.99 years	27%	12%	19%	20%
4 - 4.99 years	8%	4%	3%	2%
5 - 50 years	16%	5%	8%	7%

Selected Cohort: Custom Cohort			
Proportion of Unrestricted Funding	The Kendeda Fund 2023	Average Funder	Custom Cohort
No, this funding was not restricted to a specific use (i.e., general operating, core support)	48%	27%	37%
Yes, this funding was restricted to a specific use (e.g., supported a specific program, project, capital need, etc.)	52%	73%	63%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Program	
Length of Grant Awarded (By Subgroup)	
Average grant length	
Atlanta	2.8 years
Montana	3.4 years
People Place Planet	4.3 years
President's Fund/Personal Account	1.7 years
Preventing Gun Violence	2.9 years
Southeast Sustainability	2.8 years
Veterans	2.5 years
Other	3.2 years

Selected Subgroup: Program					
Length of Grant Awarded (By Subgroup)					
	0 - 1.99 years	2 - 2.99 years	3 - 3.99 years	4 - 4.99 years	5 - 50 years
Atlanta	25%	19%	31%	12%	12%
Montana	19%	19%	28%	15%	19%
People Place Planet	19%	34%	25%	0%	22%
President's Fund/ Personal Account	47%	35%	18%	0%	0%
Preventing Gun Violence	30%	20%	20%	10%	20%
Southeast Sustainability	36%	18%	9%	9%	27%
Veterans	18%	18%	55%	9%	0%
Other	25%	15%	35%	5%	20%

Selected Subgroup: Program		
Proportion of Unrestricted Funding (By Subgroup)		
	No, this funding was not restricted to a specific use (i.e., general operating, core support)	Yes, this funding was restricted to a specific use (e.g., supported a specific program, project, capital need, etc.)
Atlanta	69%	31%
Montana	53%	47%
People Place Planet	56%	44%
President's Fund/Personal Account	33%	67%
Preventing Gun Violence	40%	60%
Southeast Sustainability	36%	64%
Veterans	18%	82%
Other	45%	55%

Grant Size

Selected Cohort: Custom Cohort				
Grant Amount Awarded	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Median grant size	\$283.8K	\$226.2K	\$110K	\$200K

Selected Cohort: Custom Cohort				
Grant Amount Awarded	The Keneda Fund 2023	The Keneda Fund 2009	Average Funder	Custom Cohort
Less than \$10K	2%	0%	8%	2%
\$10K - \$24K	5%	1%	11%	3%
\$25K - \$49K	4%	7%	12%	9%
\$50K - \$99K	17%	12%	14%	14%
\$100K - \$149K	9%	10%	10%	12%
\$150K - \$299K	14%	24%	16%	23%
\$300K - \$499K	13%	15%	10%	15%
\$500K - \$999K	13%	15%	9%	11%
\$1MM and above	24%	15%	10%	12%

Selected Cohort: Custom Cohort				
Median Percent of Budget Funded by Grant (Annualized)	The Keneda Fund 2023	The Keneda Fund 2009	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	6%	11%	4%	6%

Grant Size - By Subgroup

Selected Subgroup: Program	
Grant Amount Awarded (By Subgroup)	
Median grant size	
Atlanta	\$675K
Montana	\$100K
People Place Planet	\$787.5K
President's Fund/Personal Account	\$412.5K
Preventing Gun Violence	\$237.5K
Southeast Sustainability	\$250K
Veterans	\$125K
Other	\$500K

Selected Subgroup: Program									
Grant Amount Awarded (By Subgroup)									
	Less than \$10K	\$10K - \$24K	\$25K - \$49K	\$50K - \$99K	\$100K - \$149K	\$150K - \$299K	\$300K - \$499K	\$500K - \$999K	\$1MM and above
Atlanta	0%	6%	0%	6%	6%	0%	19%	25%	38%
Montana	4%	9%	7%	26%	15%	20%	15%	4%	0%
People Place Planet	0%	6%	3%	0%	3%	6%	9%	31%	41%
President's Fund/Personal Account	0%	0%	6%	17%	6%	17%	6%	11%	39%
Preventing Gun Violence	0%	0%	10%	30%	0%	30%	10%	10%	10%
Southeast Sustainability	0%	9%	0%	18%	18%	9%	18%	0%	27%
Veterans	9%	0%	0%	27%	18%	27%	18%	0%	0%
Other	0%	0%	0%	16%	0%	11%	11%	16%	47%

Selected Subgroup: Program	
Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	
Size of grant relative to size of grantee budget	
Atlanta	10%
Montana	3%
People Place Planet	7%
President's Fund/Personal Account	10%
Preventing Gun Violence	5%
Southeast Sustainability	9%
Veterans	2%
Other	10%

Grantee Characteristics

Selected Cohort: Custom Cohort				
Operating Budget of Grantee Organization	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Median Budget	\$2.3M	\$1.4M	\$1.6M	\$2.3M

Selected Cohort: Custom Cohort				
Operating Budget of Grantee Organization	The Kendeda Fund 2023	The Kendeda Fund 2009	Average Funder	Custom Cohort
<\$100K	4%	4%	8%	3%
\$100K - \$499K	14%	19%	18%	14%
\$500K - \$999K	9%	14%	13%	14%
\$1MM - \$4.9MM	42%	45%	30%	35%
\$5MM - \$24MM	23%	8%	19%	22%
>=\$25MM	8%	10%	12%	12%

Grantee Characteristics - By Subgroup

Selected Subgroup: Program	
Operating Budget of Grantee Organization (By Subgroup)	
Median Budget	
Atlanta	\$3.5M
Montana	\$1M
People Place Planet	\$3.1M
President's Fund/Personal Account	\$1.4M
Preventing Gun Violence	\$1.8M
Southeast Sustainability	\$1.2M
Veterans	\$5M
Other	\$4M

Selected Subgroup: Program						
Operating Budget of Grantee Organization (By Subgroup)						
	<\$100K	\$100K - \$499K	\$500K - \$999K	\$1MM - \$4.9MM	\$5MM - \$24MM	>=\$25MM
Atlanta	0%	13%	7%	40%	40%	0%
Montana	9%	17%	17%	37%	11%	9%
People Place Planet	0%	17%	7%	37%	37%	3%
President's Fund/ Personal Account	6%	12%	12%	41%	24%	6%
Preventing Gun Violence	0%	10%	10%	70%	0%	10%
Southeast Sustainability	9%	9%	0%	64%	9%	9%
Veterans	0%	18%	0%	27%	36%	18%
Other	0%	11%	5%	47%	26%	11%

Funding Relationship

Selected Cohort: Custom Cohort				
Funding Status	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Fund	69%	68%	82%	83%

Selected Cohort: Custom Cohort			
Pattern of Grantees' Funding Relationship with the Fund	The Kendeda Fund 2023	Average Funder	Custom Cohort
First grant received from the Fund	24%	29%	29%
Consistent funding in the past	63%	53%	55%
Inconsistent funding in the past	13%	18%	16%

Funding Relationship - by Subgroup

Selected Subgroup: Program	
Funding Status (By Subgroup)	
Percent of grantees currently receiving funding from the Fund	
Atlanta	62%
Montana	87%
People Place Planet	59%
President's Fund/Personal Account	44%
Preventing Gun Violence	70%
Southeast Sustainability	55%
Veterans	91%
Other	63%

Selected Subgroup: Program			
Pattern of Grantees' Funding Relationship with the Fund (By Subgroup)			
	First grant received from the Fund	Consistent funding in the past	Inconsistent funding in the past
Atlanta	19%	56%	25%
Montana	13%	78%	9%
People Place Planet	16%	81%	3%
President's Fund/Personal Account	33%	39%	28%
Preventing Gun Violence	40%	60%	0%
Southeast Sustainability	18%	64%	18%
Veterans	0%	91%	9%
Other	65%	15%	20%

Funder Characteristics

Selected Cohort: Custom Cohort				
Financial Information	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Total assets	N/A	\$11.5M	\$281.7M	\$1467.1M
Total giving	\$40M	\$37.5M	\$20.5M	\$57.1M

Selected Cohort: Custom Cohort				
Funder Staffing	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Total staff (FTEs)	9	1	17	33
Percent of staff who are program staff	67%	64%	44%	46%

Selected Cohort: Custom Cohort				
Grantmaking Processes	The Kendeda Fund 2023	The Kendeda Fund 2009	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	100%	95%	52%	98%
Proportion of grantmaking dollars that are invitation-only	100%	95%	68%	99%

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 The Kendeda Fund’s grantee survey was 165.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	154
How well does the Foundation understand the field in which you work?	157
To what extent has the Foundation advanced the state of knowledge in your field?	132
To what extent has the Foundation affected public policy in your field?	90
Overall, how would you rate the Foundation's impact on your local community?	143
How well does the Foundation understand the local community in which you work?	144
How well does the Foundation understand your organization's strategy and goals?	162
Please rate the extent to which you agree with the following statements about the non-monetary support you received from the Foundation:	
The non-monetary support I received met an important need for my organization and/or program	106
The non-monetary support I received strengthened my organization and/or program	106
The Foundation's non-monetary support was a worthwhile use of the time required of us	106
I felt the Foundation would be open to feedback about the non-monetary support it provided	106
Who most frequently initiated the contact you had with your fund advisor during this grant?	160
Has your main contact at the Foundation changed in the past six months?	158
At any point during this grant, including the selection process, did Foundation staff conduct a site visit?	165
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	145
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	153
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	156
How well does the Foundation understand the needs of the people and communities that you serve?	150
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	150
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	136
Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work	144
Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion	148
I believe that the Foundation is committed to combatting racism	140
Did you submit a proposal (or application) to the Foundation for this grant?	161
To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?	138
To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?	146
To what extent was the Foundation clear and transparent about the selection process requirements and timelines?	144
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?	119
Have you participated in a reporting or evaluation process?	159
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?	132
To what extent was the Foundation's reporting process straightforward?	132

Question Text	Number of Responses
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?	131
To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?	131
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?	136
To what extent did the evaluation incorporate your input in the design of the evaluation?	28
To what extent did the evaluation result in you making changes to the work that was evaluated?	33
Are you currently receiving funding from the Foundation?	164
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	164
Primary Intended People and/or Communities	
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	162
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	107
Custom Questions	
How clearly has The Kendeda Fund communicated with you about the following?	126
To what extent did the Fund help your organization plan for the sustainability of the work it funded?	134

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.

Additional CEP Resources

Assessment Tools

Donor Perception Report (DPR): The Donor Perception Report provides community foundations with comparative data on their donors' perceptions, preferences for engagement, and giving patterns. Based on research and guidance from a group of community foundation leaders, the DPR is the only survey process that provides comparative data for community foundations.

Staff Perception Report (SPR): The Staff Perception Report explores foundation staff members' perceptions of foundation effectiveness and job satisfaction on a comparative basis. The SPR is based on a survey specific to foundations that includes questions related to employees' impressions of their role in philanthropy, satisfaction with their jobs, their foundation's impact, and opportunities for foundation improvement.

Advisory Services

CEP's data-driven, customized advising leverages CEP's knowledge and experience to help funders answer pressing questions about their work, address existing challenges, hear from valued constituents, and learn and share with peers. Learn more at cep.org/advisoryservices.

Research

CEP's research projects delve into issues that are central to funder effectiveness, examining common practice and challenging conventional wisdom. Our research is informed by rigorous quantitative and qualitative analysis of large-scale data sets, in-depth qualitative interviews with philanthropic leaders, as well as by profiles of high-performing organizations and staff.

CEP's resource library offers resources for grantmakers, individual donors, and more. Explore the full range of resources available in CEP's resource library at cep.org/resources.

YouthTruth Student Survey

YouthTruth supports school systems in gathering and acting on student and stakeholder feedback, helping schools, districts, and education funders think through the ins-and-outs of actionable insights to drive improvement. Learn more at youthtruthsurvey.org.

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