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# The Commonwealth Fund 2021 Grantee Perception Report

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<b>Key Ratings Summary .....</b>	<b>1</b>
<b>Survey Population .....</b>	<b>2</b>
<b>Comparative Cohorts .....</b>	<b>4</b>
<b>Grantmaking Characteristics .....</b>	<b>5</b>
<b>Impact on and Understanding of Grantees' Fields.....</b>	<b>8</b>
<b>Advancing Knowledge and Public Policy.....</b>	<b>9</b>
<b>Impact on and Understanding of Grantees' Local Communities .....</b>	<b>10</b>
<b>Impact on and Understanding of Grantees' Organizations.....</b>	<b>11</b>
<b>Grantee Challenges.....</b>	<b>12</b>
<b>Funder-Grantee Relationships.....</b>	<b>13</b>
<b>Interaction Patterns .....</b>	<b>16</b>
<b>Communication.....</b>	<b>18</b>
<b>Openness.....</b>	<b>20</b>
<b>Top Predictors of Relationships .....</b>	<b>21</b>
<b>Funder Response to Current Challenges .....</b>	<b>22</b>
<b>Beneficiaries and Contextual Understanding .....</b>	<b>24</b>
<b>Diversity, Equity, Inclusion and Grantee Demographics.....</b>	<b>26</b>
<b>Primary Beneficiary of Grant.....</b>	<b>28</b>
<b>Respondent Demographics .....</b>	<b>32</b>
<b>Organization ED/CEO Demographics .....</b>	<b>37</b>
<b>Grant Processes .....</b>	<b>40</b>
<b>Selection Process .....</b>	<b>41</b>
<b>Time Between Submission and Clear Commitment .....</b>	<b>42</b>
<b>Reporting and Evaluation Process .....</b>	<b>43</b>
<b>Reporting Process .....</b>	<b>44</b>
<b>Evaluation Process.....</b>	<b>46</b>
<b>Dollar Return and Time Spent on Processes.....</b>	<b>47</b>
<b>Time Spent on Selection Process .....</b>	<b>48</b>
<b>Time Spent on Reporting and Evaluation Process .....</b>	<b>50</b>

<b>Non-Monetary Assistance .....</b>	<b>52</b>
<b>Customized Questions .....</b>	<b>55</b>
<b>Grantee Meetings During Application Process .....</b>	<b>57</b>
<b>Process Requirements .....</b>	<b>60</b>
<b>Engagement with the Fund's Communications Department .....</b>	<b>63</b>
<b>Grantees' Open-Ended Comments.....</b>	<b>67</b>
<b>Quality of Processes, Interactions and Communications .....</b>	<b>68</b>
<b>Grantees' Suggestions .....</b>	<b>69</b>
<b>Grantee Comments .....</b>	<b>70</b>
<b>Contextual Data .....</b>	<b>72</b>
<b>Grantee Characteristics.....</b>	<b>74</b>
<b>Funder Characteristics .....</b>	<b>76</b>
<b>About CEP and Contact Information.....</b>	<b>77</b>

# Key Ratings Summary

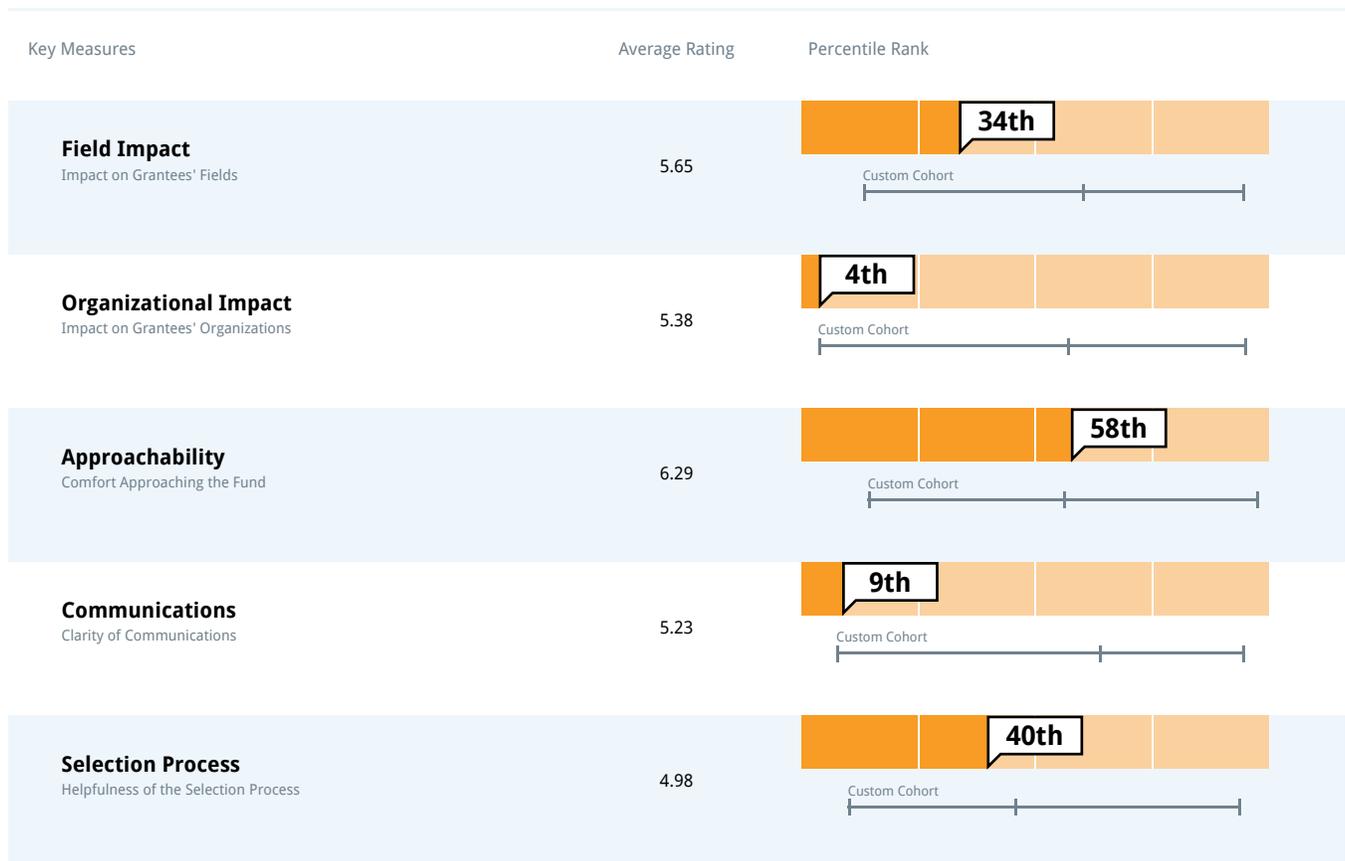
## Interpreting Your Charts

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.

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
Commonwealth 2021	September and October 2021	181	104	57%

Survey Year	Year of Active Grants
Commonwealth 2021	2020

Throughout this report, The Commonwealth Fund's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 350 funders. The full list of participating funders can be found at <https://cep.org/gpr-participants/>.

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

### Subgroups

In addition to showing Commonwealth's overall ratings, this report shows ratings segmented by Organizational Budget. The online version of this report also shows ratings segmented by Grant Size, Respondents' Gender Identities, Respondent Person of Color Identity (for U.S.-based grantees), Respondents' Intersectional Identities (for U.S.-based grantees), and Organizational Funding History

Organizational Budget	Number of Responses
Less than \$1MM	14
\$1MM - \$4.9MM	18
\$5MM - \$24MM	16
\$25MM or Greater	27

Grant Size	Number of Responses
\$50K or Less	22
\$50,001 - \$200K	52
More than \$200K	25

Respondent Gender	Number of Responses
Identifies as a Man	38
Identifies as a Woman	55

Respondent Person of Color Identity (US Only)	Number of Responses
Does not identify as a Person of Color	69
Identifies as a Person of Color	23

Respondents' Intersectional Identities (US Only)	Number of Responses
Identifies as a Woman and Person of Color	15
Identifies as Man and Not a Person of Color	30
Identifies as Woman and Not a Person of Color	38

Organizational Funding History	Number of Responses
Consistent Funding from Commonwealth in the Past	39
Inconsistent Funding from Commonwealth in the Past	36
First-time Commonwealth Grantee	23

# Comparative Cohorts

## Customized Cohort

Commonwealth selected a set of 11 funders to create a smaller comparison group that more closely resembles Commonwealth in scale and scope.

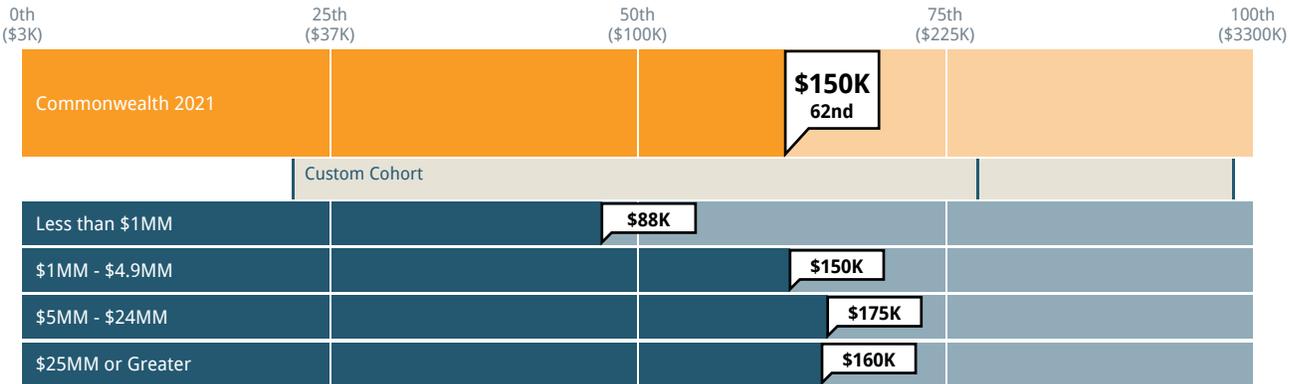
### Custom Cohort

Blue Shield of California Foundation
Colorado Health Access Fund
Episcopal Health Foundation
Gordon and Betty Moore Foundation
Missouri Foundation for Health
New York State Health Foundation
Robert Wood Johnson Foundation
The California Wellness Foundation
The Commonwealth Fund
The John A. Hartford Foundation, Inc.
The Kresge Foundation

## Grantmaking Characteristics

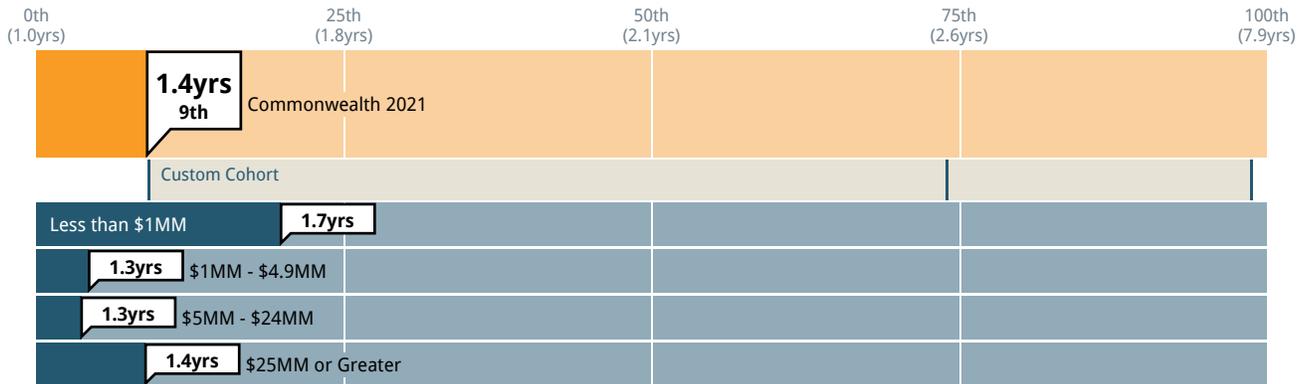
Funders make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail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

### Median Grant Size



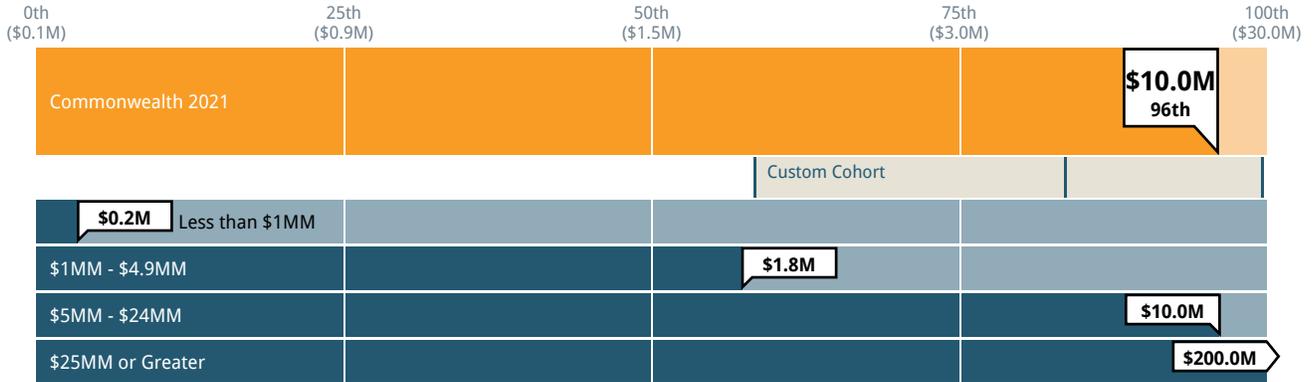
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

### Average Grant Length



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Median Organizational Budget



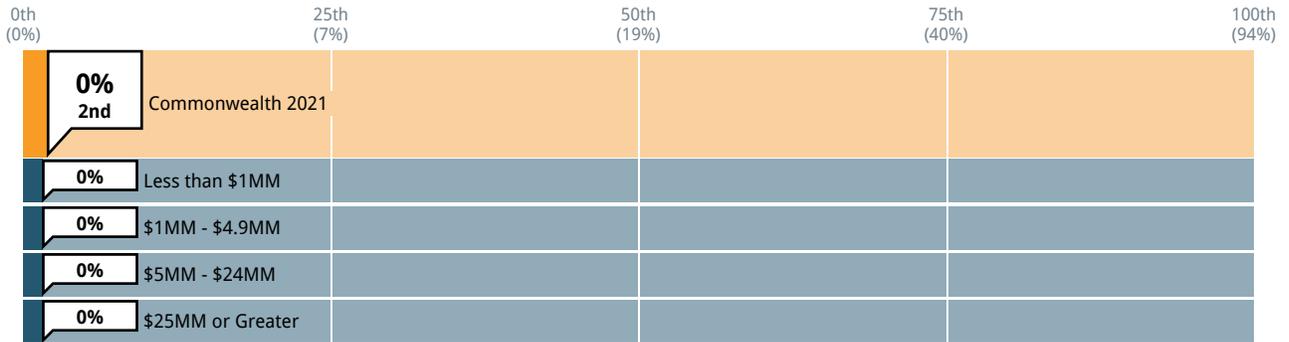
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

Selected Cohort: Custom Cohort			
Grant History	Commonwealth 2021	Average Funder	Custom Cohort
Percentage of first-time grants	23%	29%	35%

Selected Cohort: Custom Cohort			
Program Staff Load	Commonwealth 2021	Median Funder	Custom Cohort
Dollars awarded per program full-time employee	\$1M	\$2.7M	\$2.8M
Applications per program full-time employee	6	26	14
Active grants per program full-time employee	13	30	19

## Proportion of Unrestricted Funding

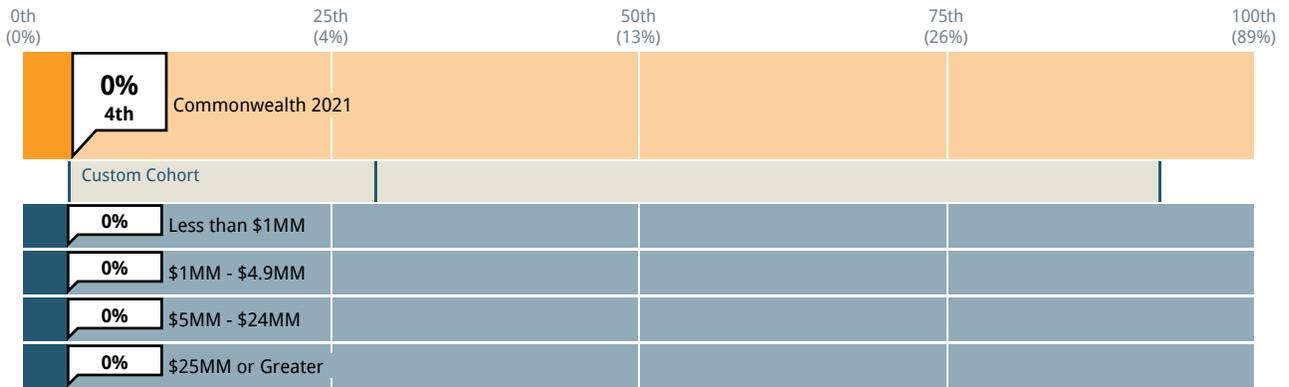
Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)'



Cohort: None Past results: on Subgroup: Organizational Budget

## Proportion of grantees receiving multi-year unrestricted grants

Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)' and report receiving grants for two years or longer

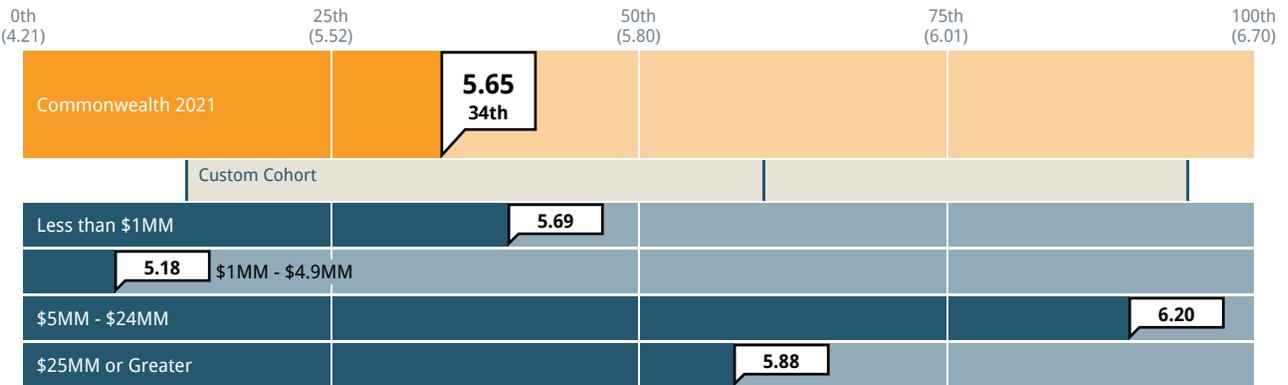


Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Impact on and Understanding of Grantees' Fields

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

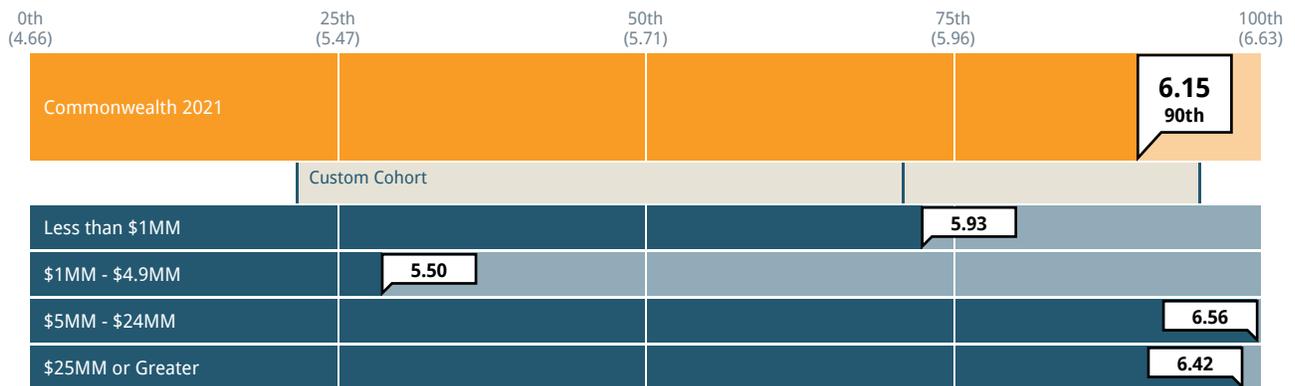
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

### 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

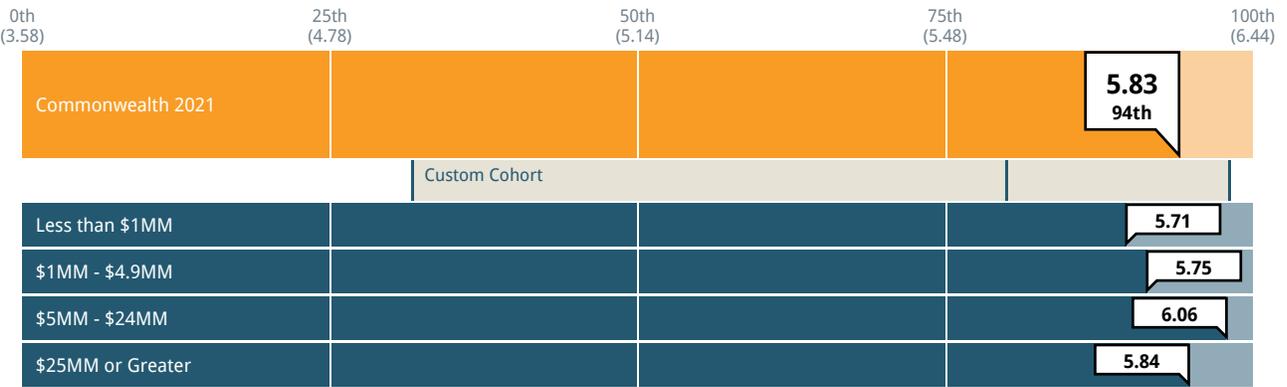


Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

## Advancing Knowledge and Public Policy

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

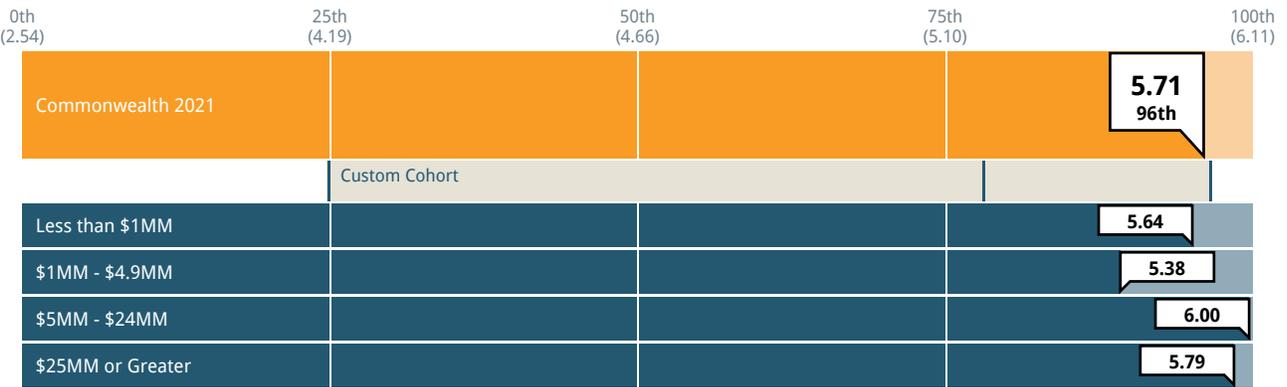
1 = Not at all    7 = Leads the field to new thinking and practice



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

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

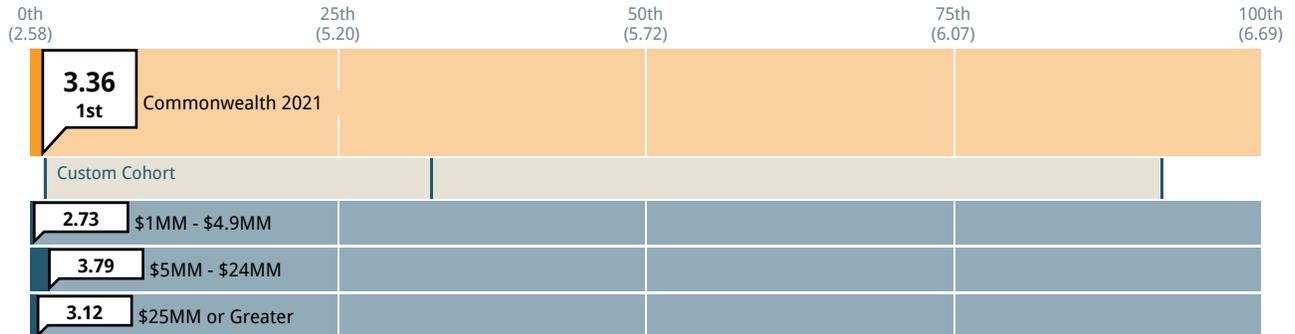


Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

## Impact on and Understanding of Grantees' Local Communities

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

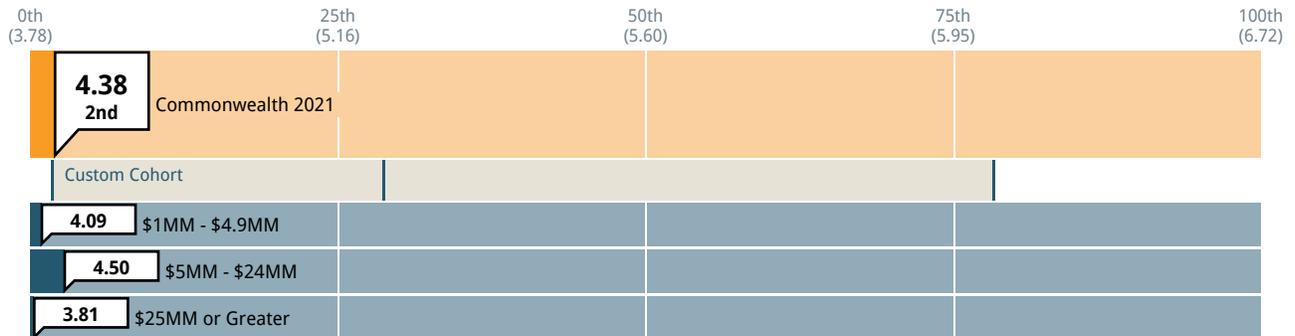
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

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

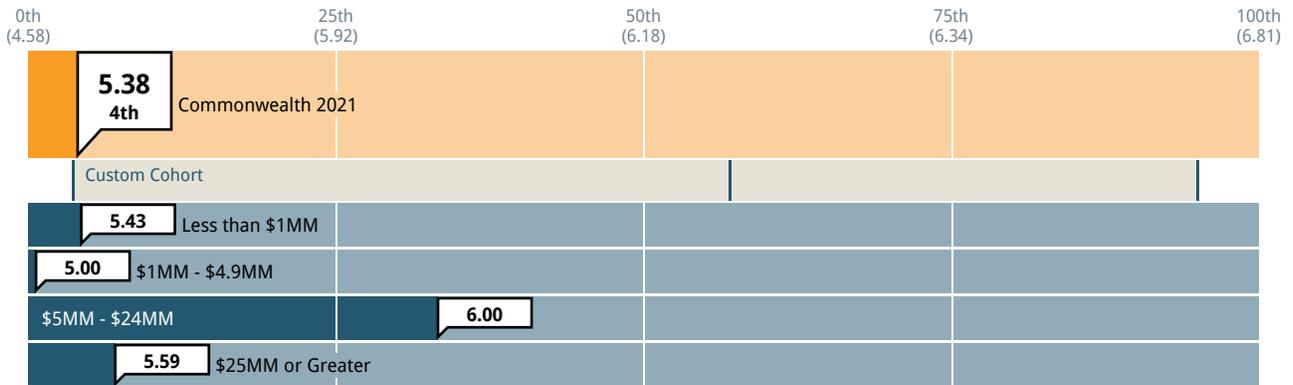


Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

## Impact on and Understanding of Grantees' Organizations

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

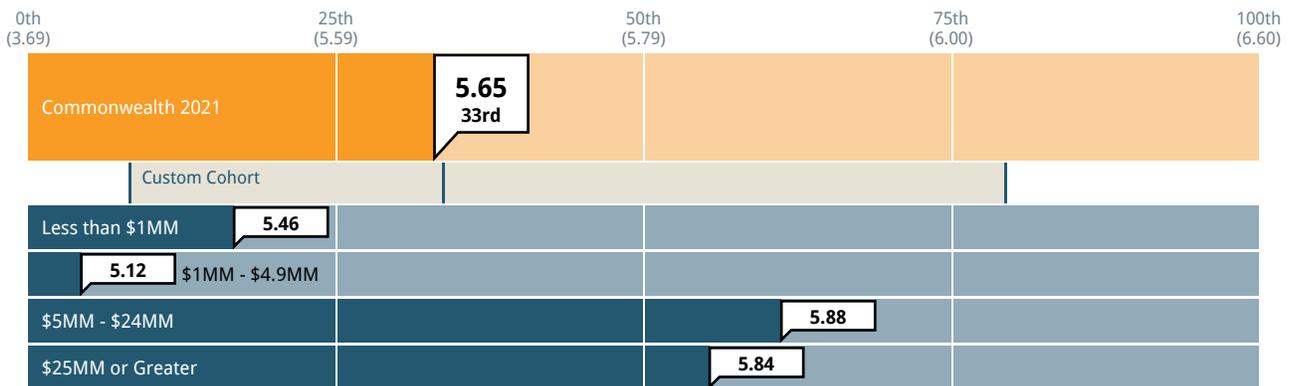
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

### 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: Organizational Budget

## Grantee Challenges

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

1 = Not at all aware 7 = Extremely aware

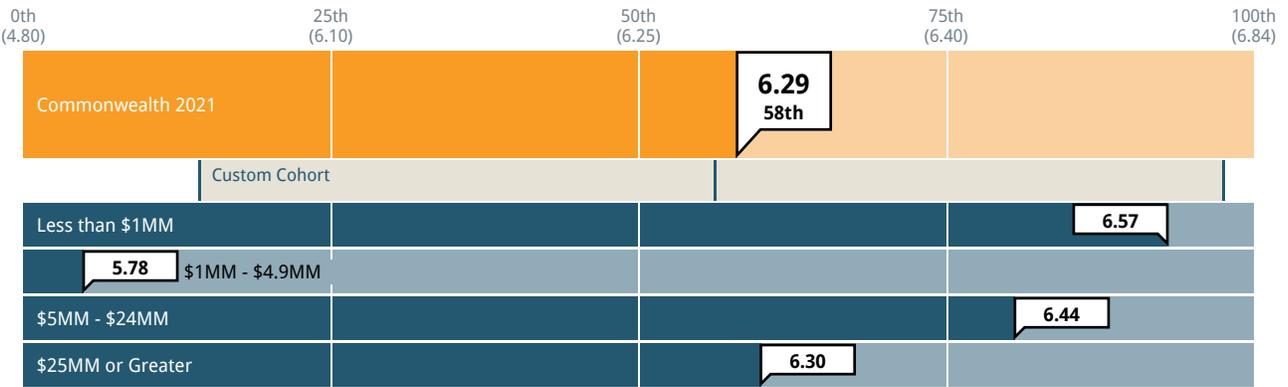


Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Funder-Grantee Relationships

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

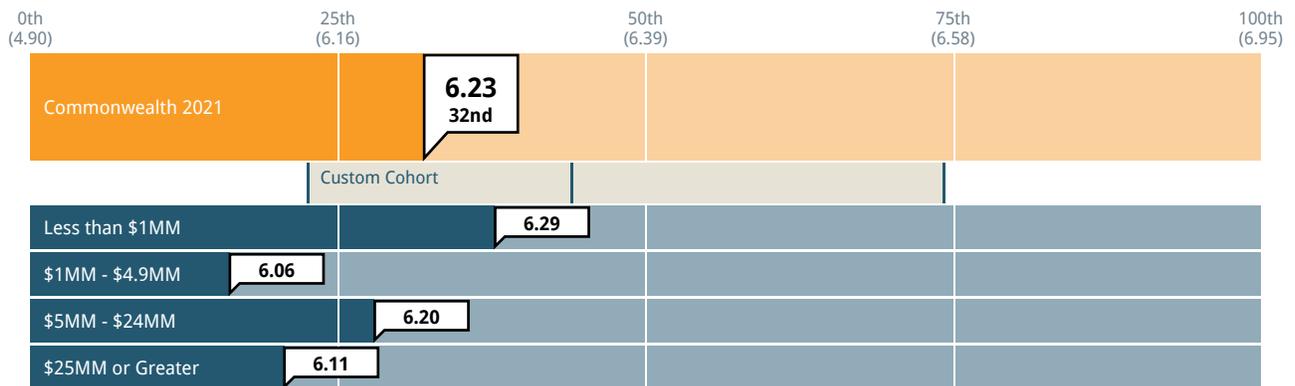
1 = Not at all comfortable    7 = Extremely comfortable



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

### Overall, how responsive was Fund staff?

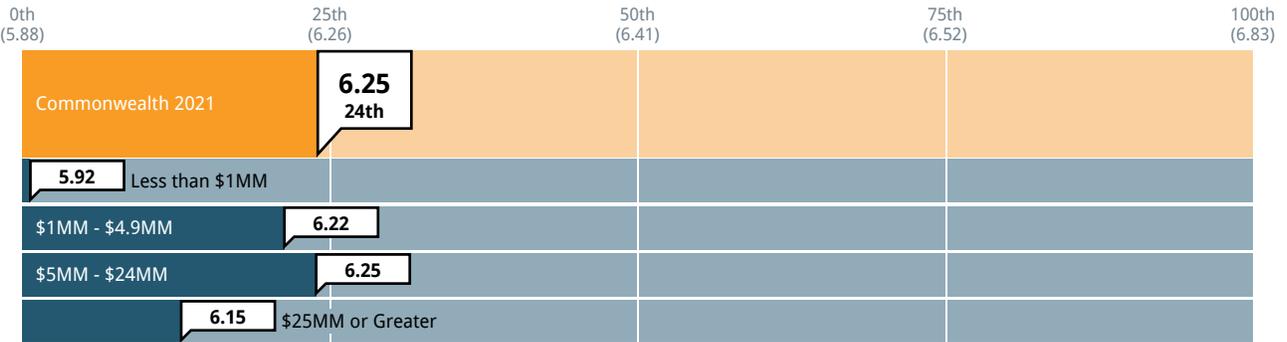
1 = Not at all responsive    7 = Extremely responsive



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

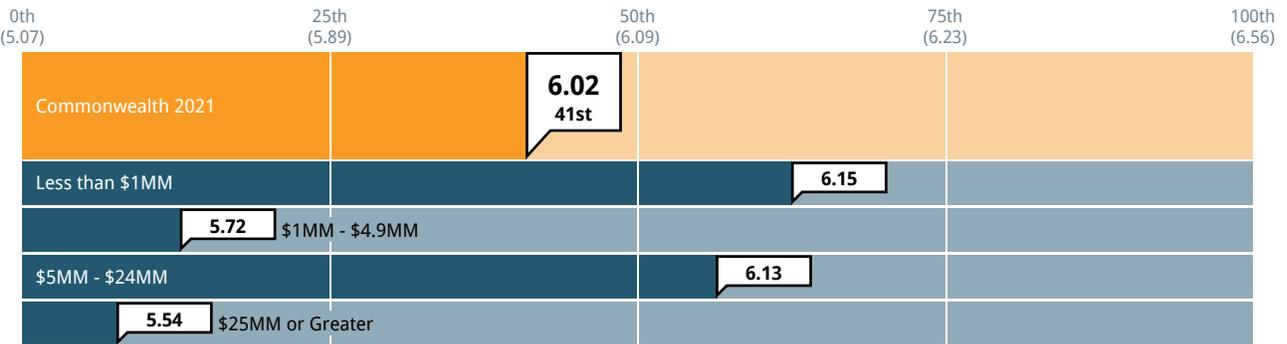
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Organizational Budget

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

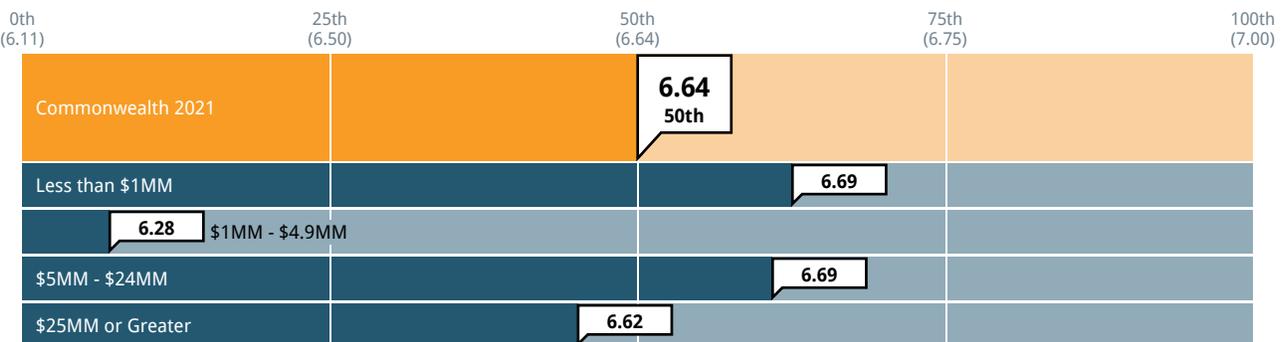
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Organizational Budget

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

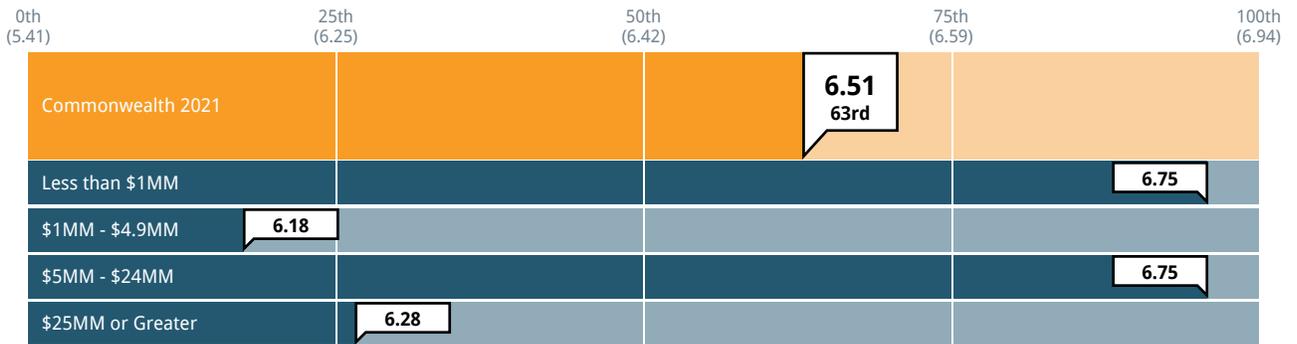
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Organizational Budget

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

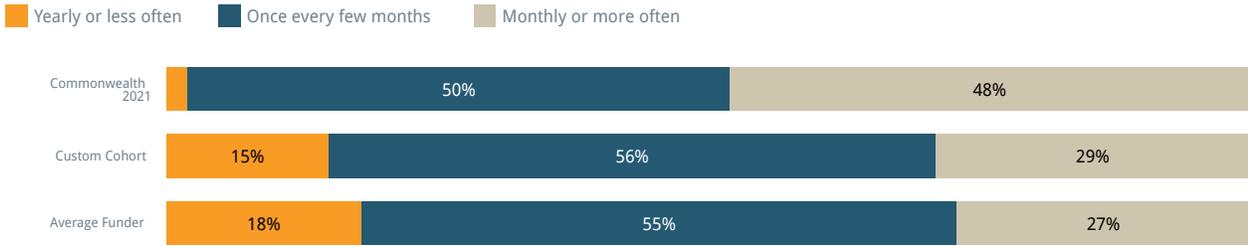
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Organizational Budget

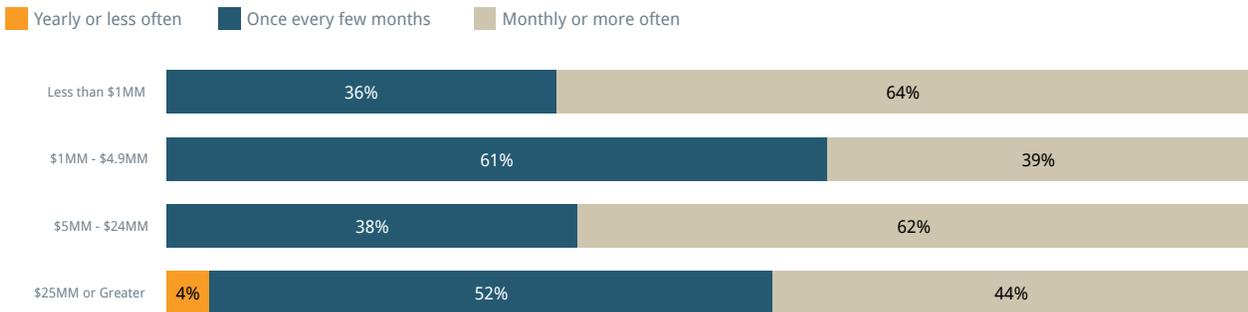
## Interaction Patterns

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



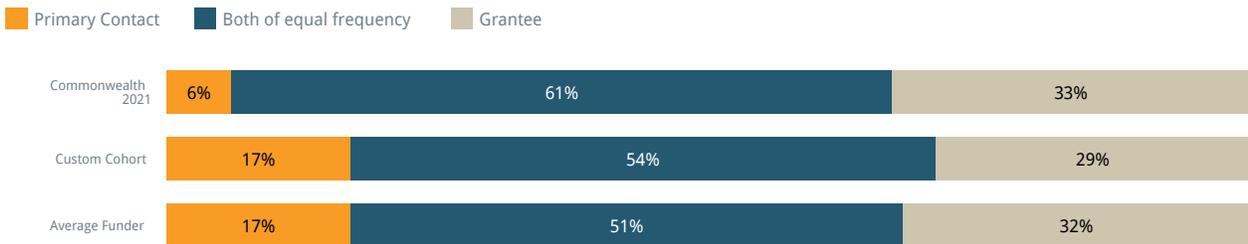
Cohort: Custom Cohort Past results: on

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



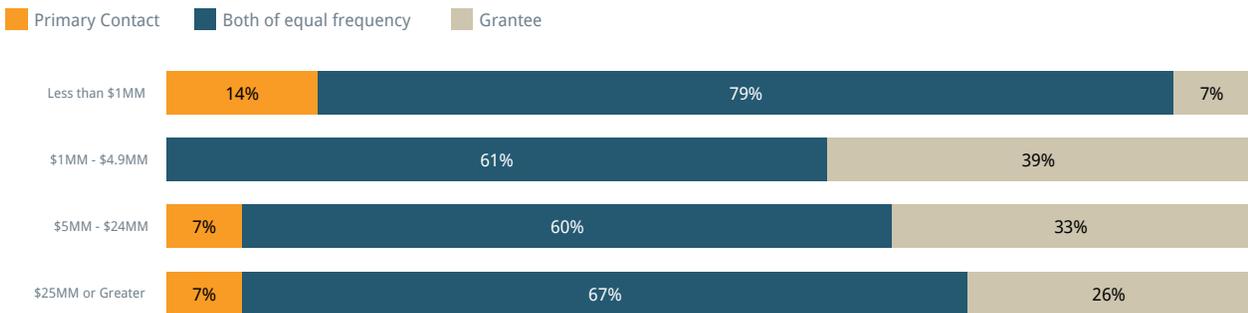
Subgroup: Organizational Budget

### Who most frequently initiated the contact you had with your primary contact?



Cohort: Custom Cohort Past results: on

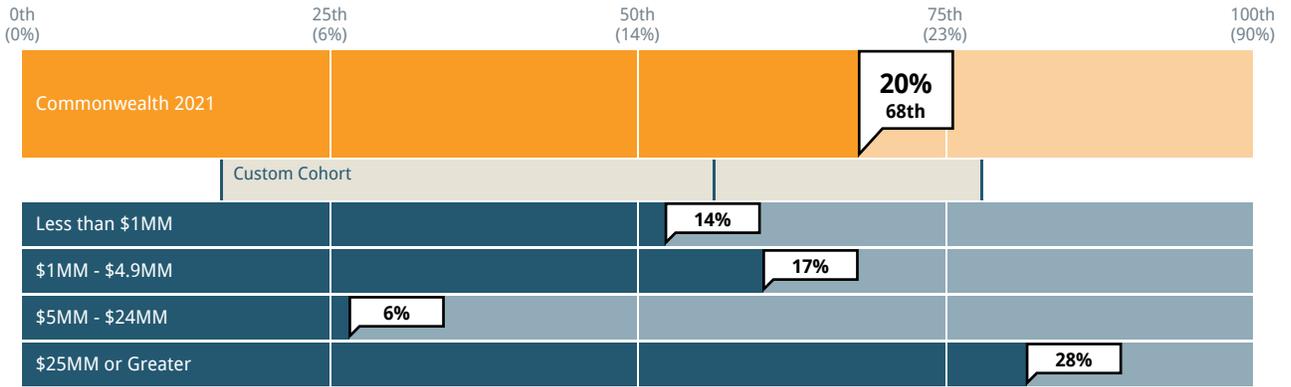
### Who most frequently initiated the contact you had with your primary contact? - By Subgroup



Subgroup: Organizational Budget

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

Proportion of grantees responding 'Yes'

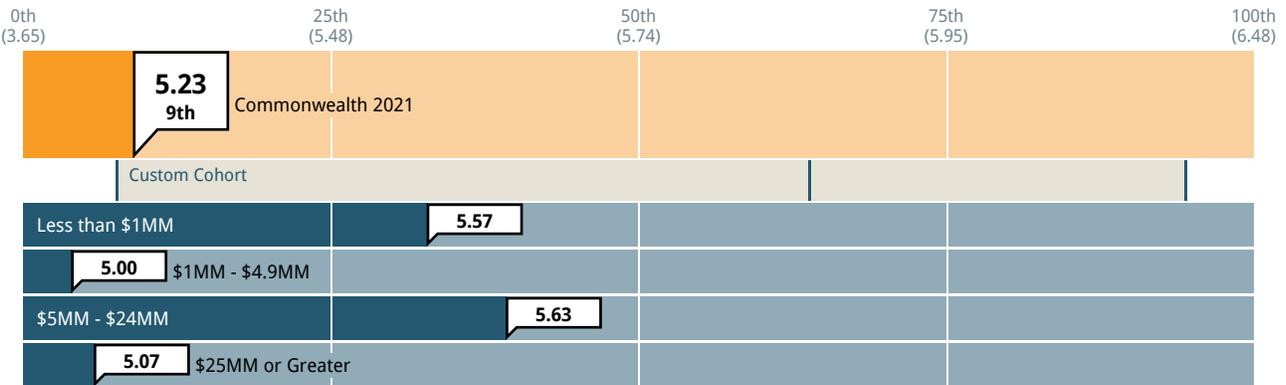


Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Communication

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

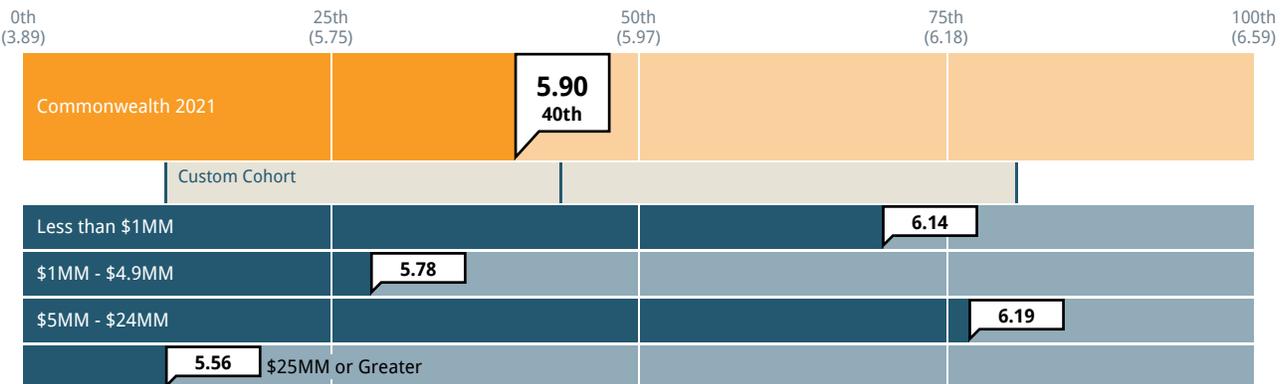
1 = Not at all clearly 7 = Extremely clearly



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

### 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



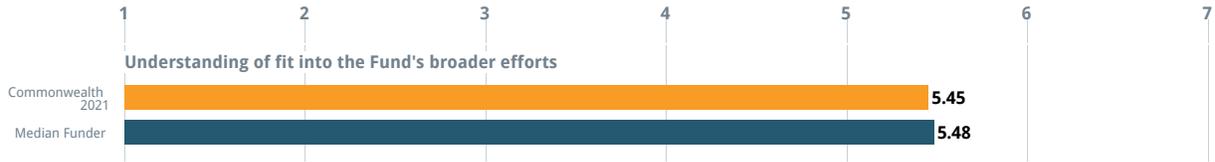
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

The following question was recently added to the grantee survey and depicts comparative data from 75-100 funders in the grantee dataset.

### 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

Commonwealth 2021    Median Funder

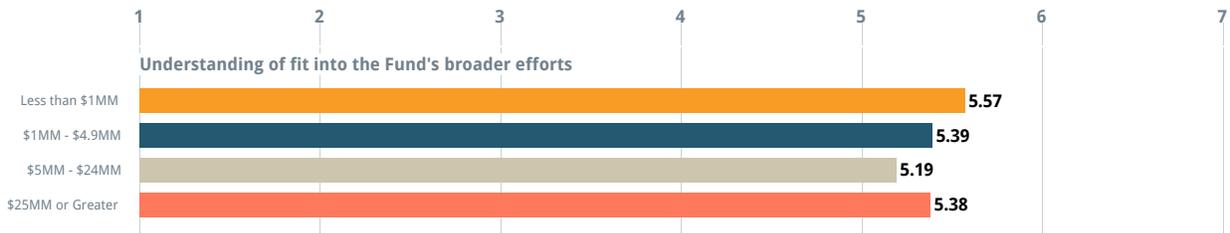


Cohort: None    Past results: on

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

1 = Limited understanding    7 = Thorough understanding

Less than \$1MM    \$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater

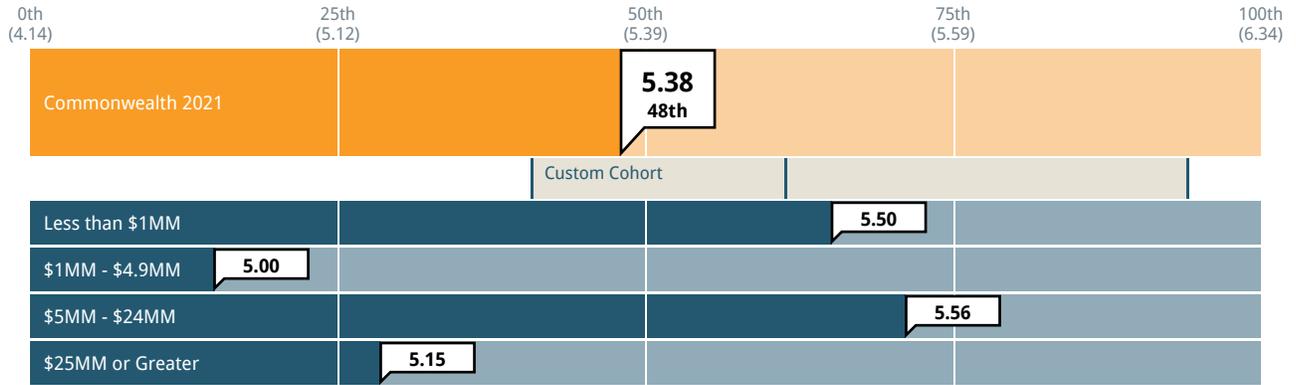


Subgroup: Organizational Budget

## Openness

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: Organizational Budget

## Top Predictors of Relationships

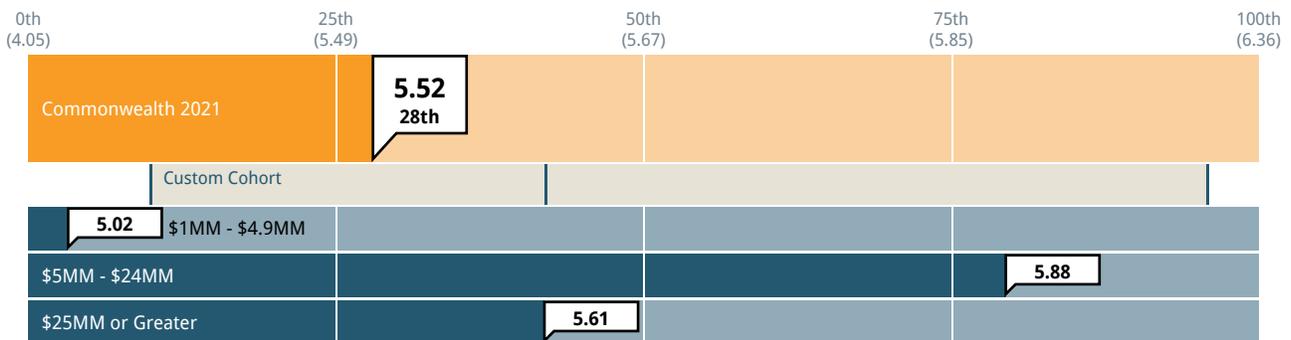
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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

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

### Understanding Summary Measure

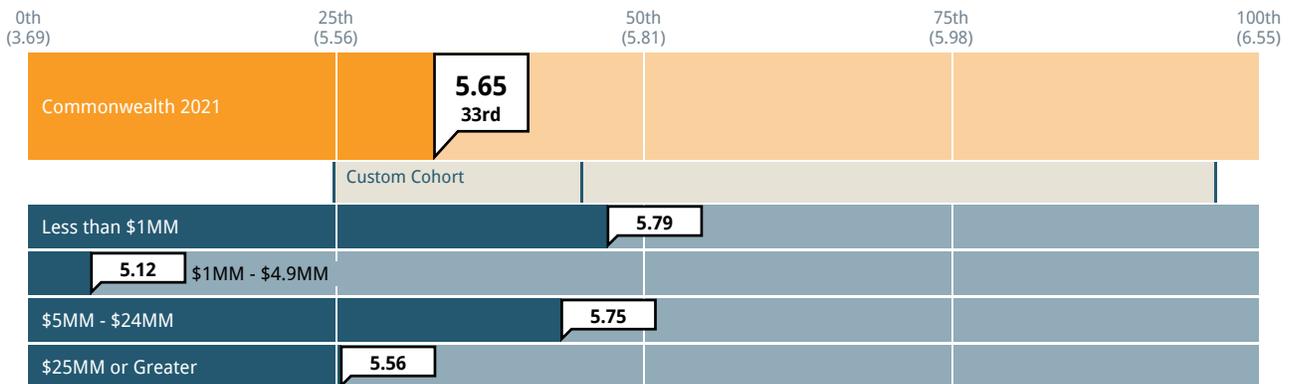
1 = Very negative 7 = Very positive



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

### Overall, how transparent is the Fund with your organization?

1 = Not at all transparent 7 = Extremely transparent



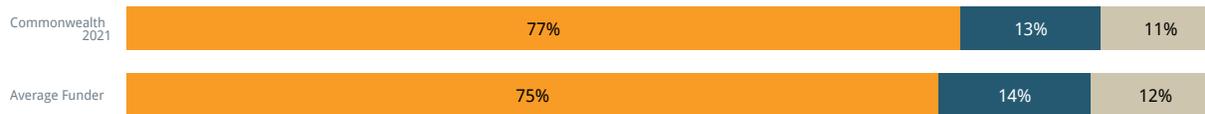
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Funder Response to Current Challenges

The subsequent questions were recently added to the grantee survey and depict data from 50-75 funders in CEP's dataset. Questions about the movement for racial justice were only shown to domestic grantees.

### Are you aware of any action the Fund has taken in response to the COVID-19 pandemic?

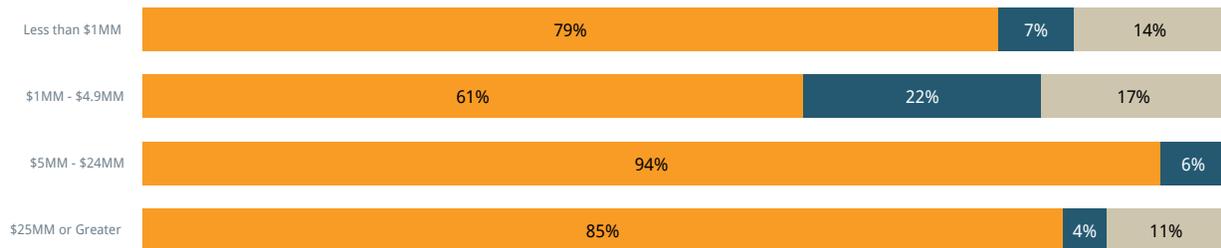
Yes No Don't know



Cohort: None Past results: on

### Are you aware of any action the Fund has taken in response to the COVID-19 pandemic? - By Subgroup

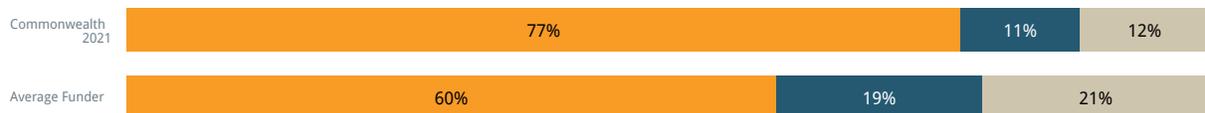
Yes No Don't know



Subgroup: Organizational Budget

### Are you aware of any action the Fund has taken in response to the movement for racial justice?

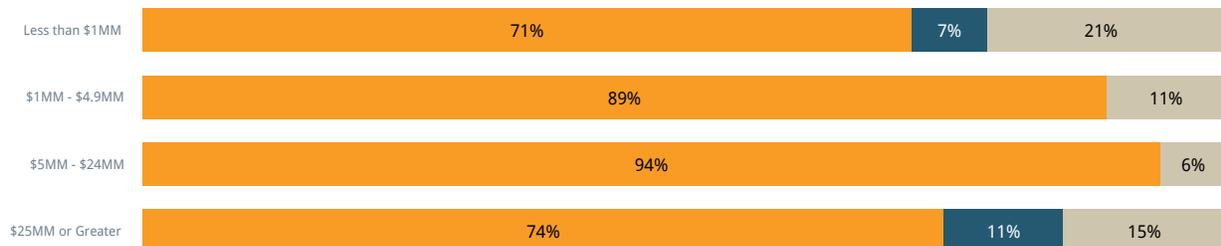
Yes No Don't know



Cohort: None Past results: on

### Are you aware of any action the Fund has taken in response to the movement for racial justice? - By Subgroup

Yes No Don't know



Subgroup: Organizational Budget

**How would you rate the effectiveness of the Fund's response to the following:**

1 = Not at all effective    7 = Extremely effective

Commonwealth 2021    Median Funder

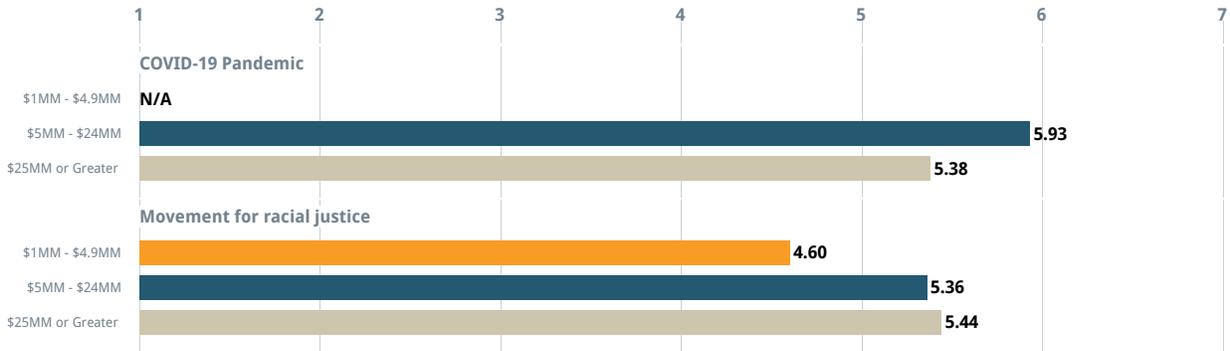


Cohort: None    Past results: on

**How would you rate the effectiveness of the Fund's response to the following: - By Subgroup**

1 = Not at all effective    7 = Extremely effective

\$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater

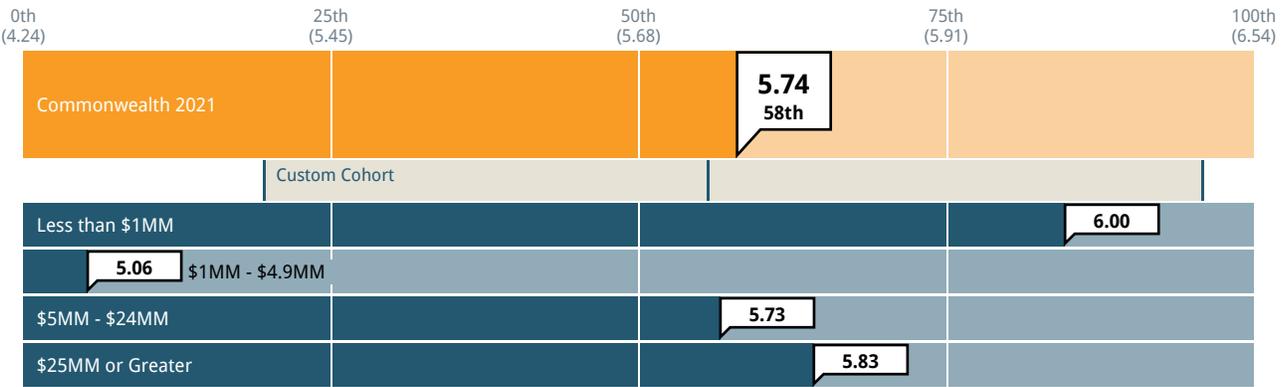


Subgroup: Organizational Budget

## Beneficiaries and Contextual Understanding

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

1 = Limited understanding    7 = Thorough understanding

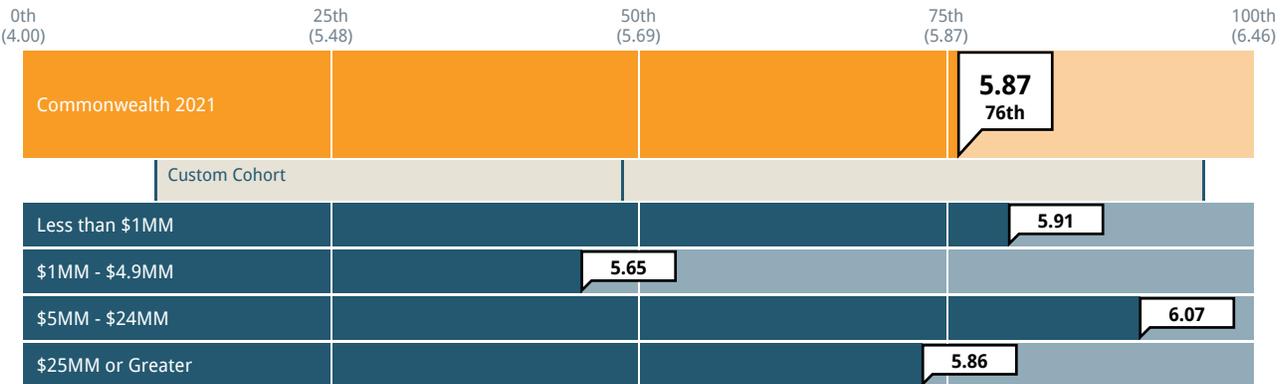


Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

### How well does the Fund understand your intended beneficiaries' needs?

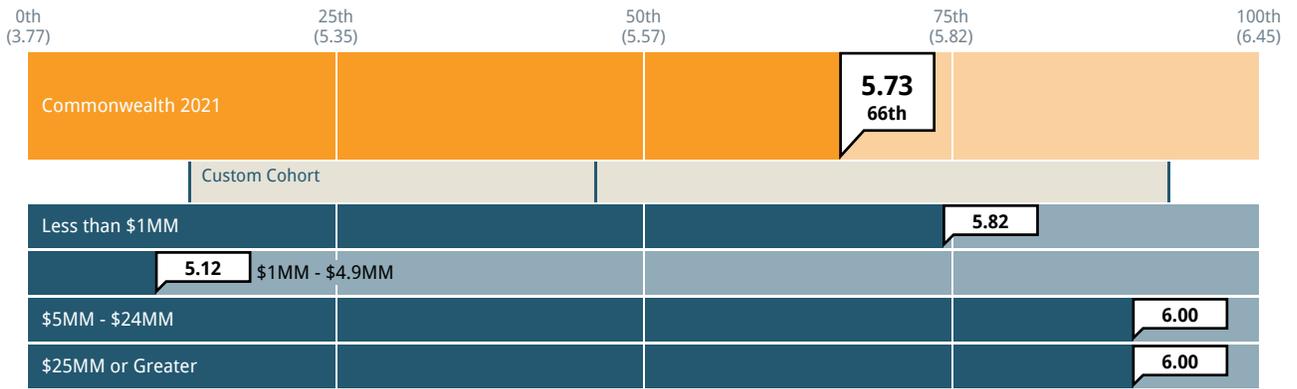
1 = Limited understanding    7 = Thorough understanding



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

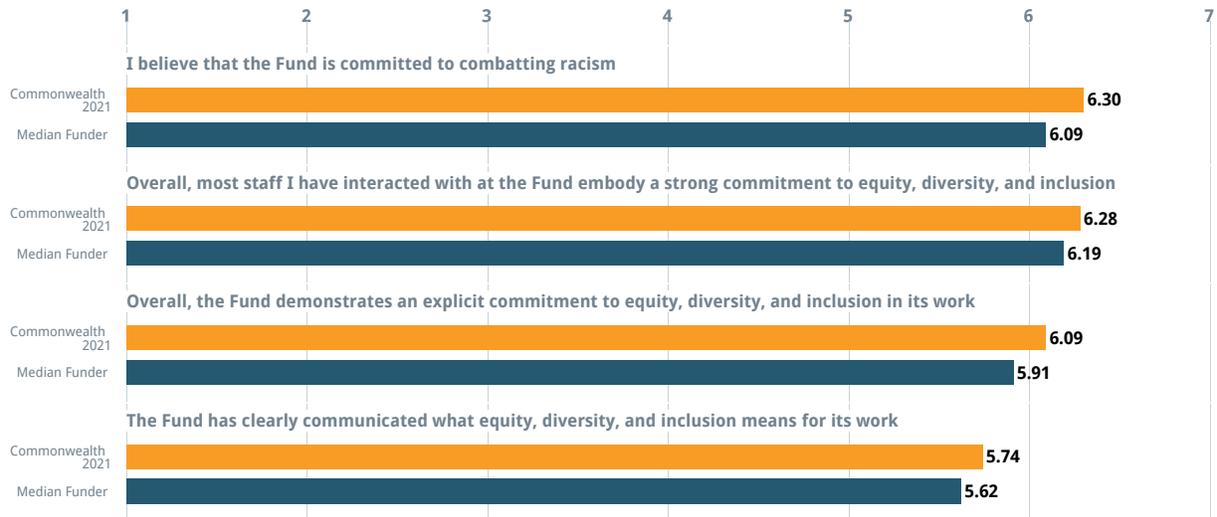
## Diversity, Equity, Inclusion and Grantee Demographics

The subsequent question was recently added to the grantee survey and depicts data from 50-75 funders in CEP's dataset.

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

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

Commonwealth 2021    Median Funder

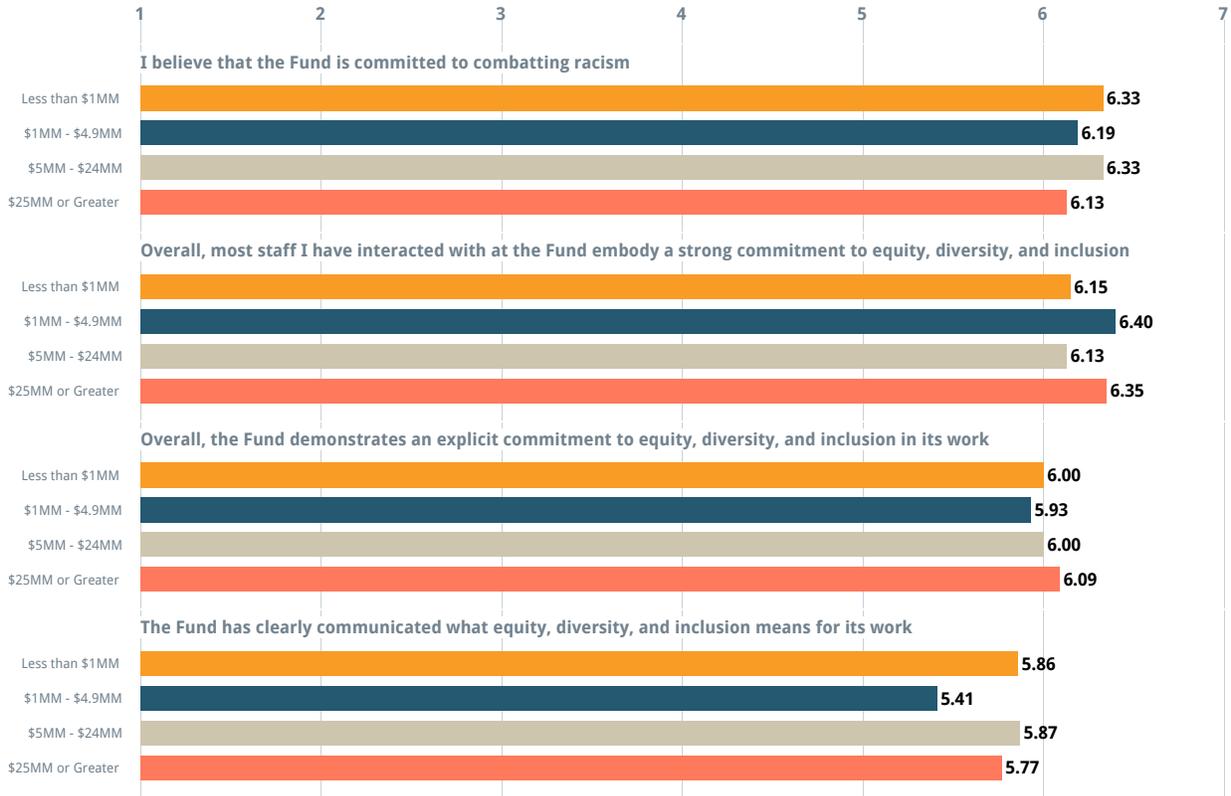


Cohort: None    Past results: on

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

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

Less than \$1MM    \$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater



Subgroup: Organizational Budget

## Primary Beneficiary of Grant

The subsequent question was recently added to the grantee survey and depicts data from 50-75 funders in CEP's dataset.

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

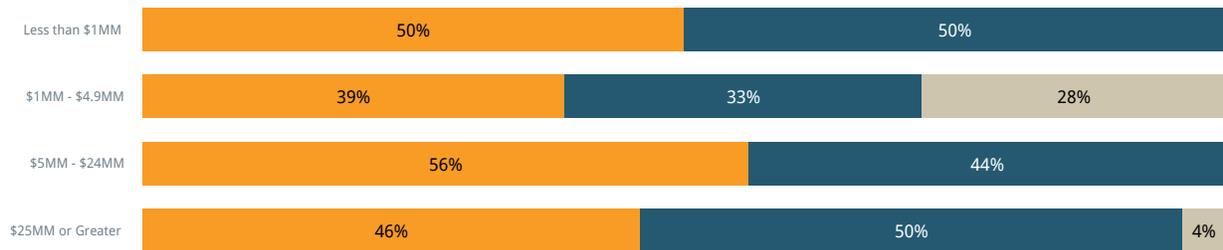
Yes No Don't know



Cohort: None Past results: on

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

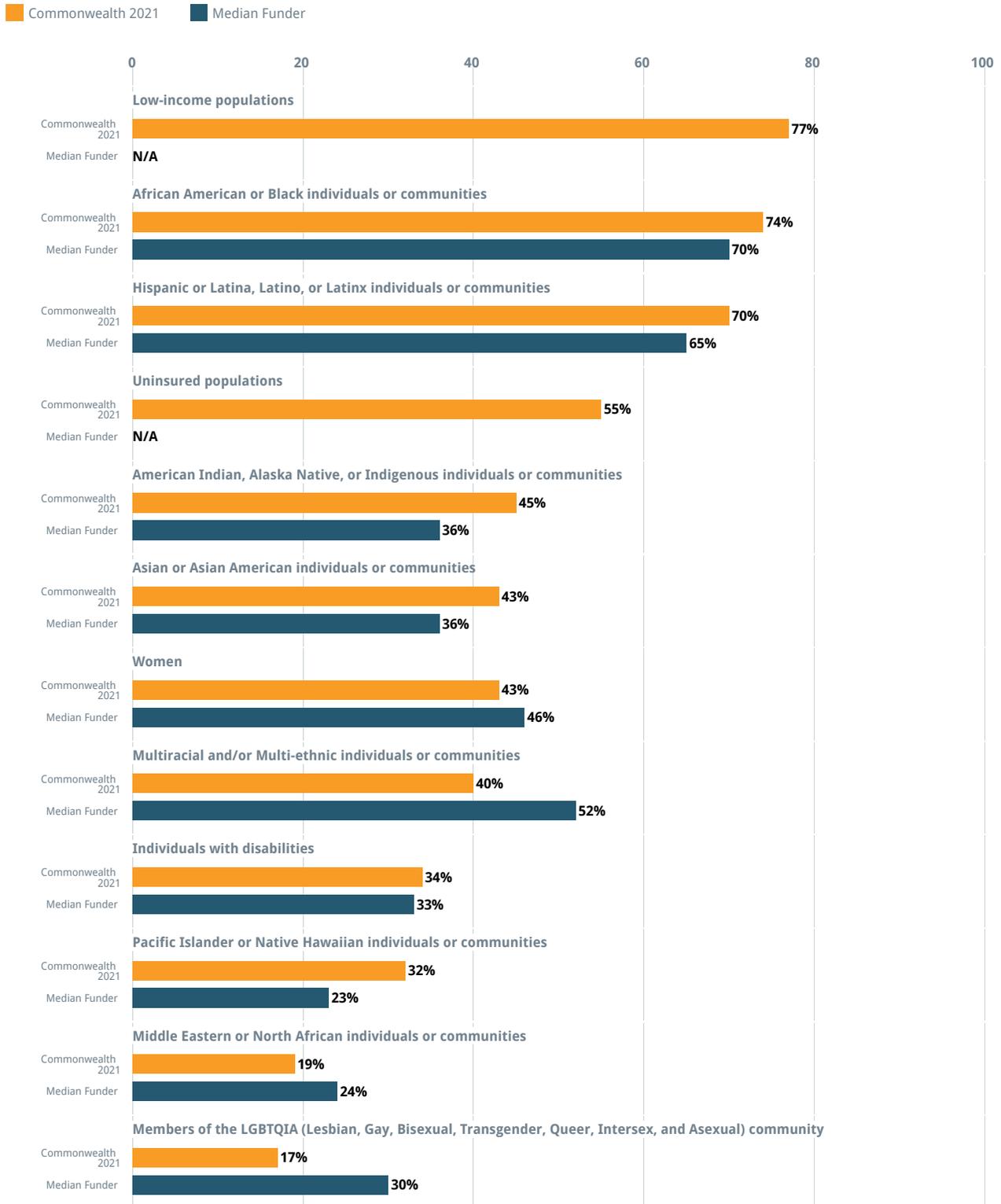
Yes No Don't know



Subgroup: Organizational Budget

The following question is asked only of domestic grantees who answer "yes" to the question above. It was recently added to the grantee survey and depicts data from approximately 25-50 funders in CEP's dataset

**Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant?**



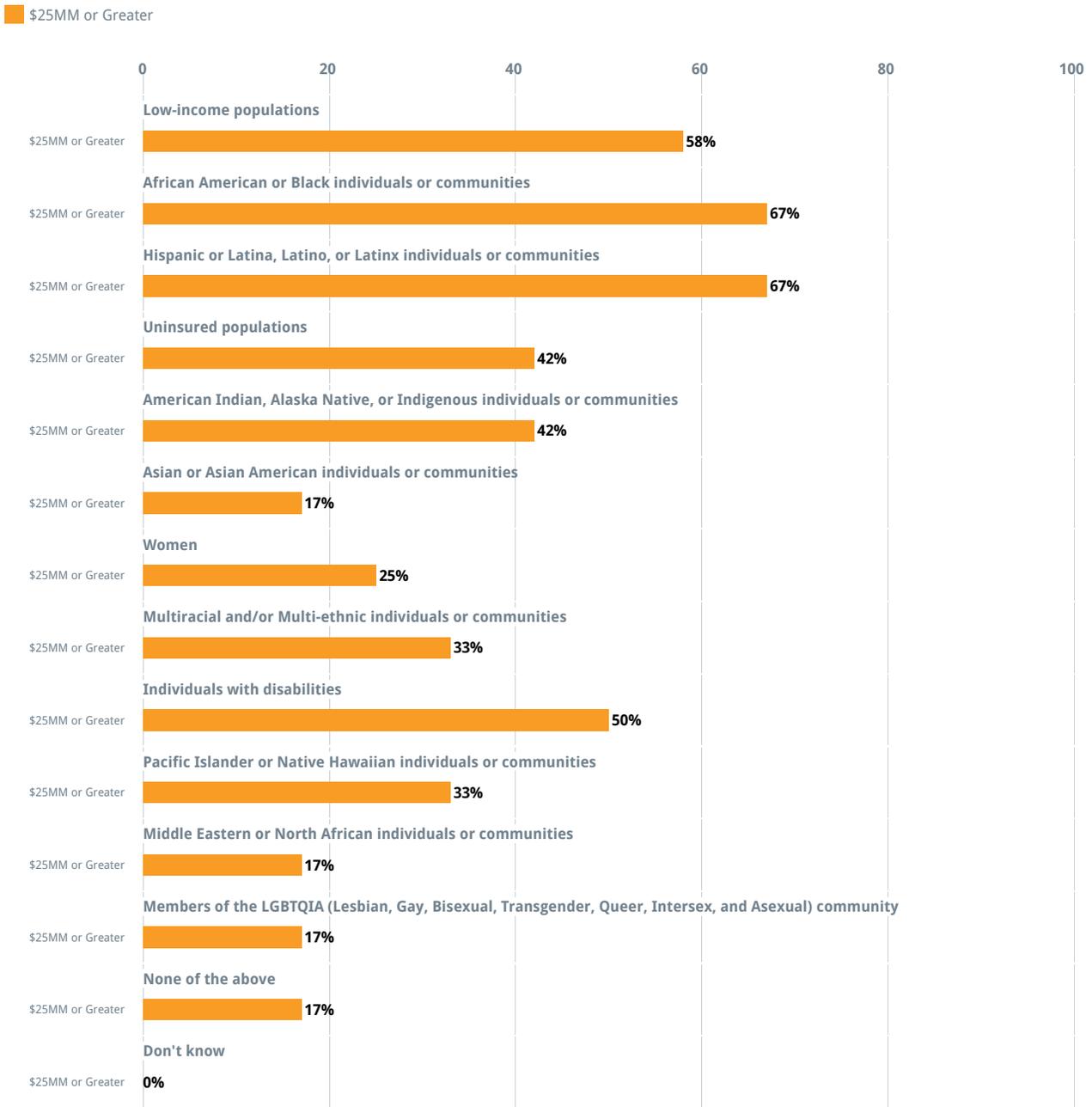
Cohort: None Past results: on

Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant?  
(cont.)



Cohort: None Past results: on

**Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup**



Subgroup: Organizational Budget

## Respondent Demographics

### Differences in Ratings by Respondent Demographics

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

There are no consistent, significant differences across respondent Gender Identity.

**Respondent Person of Color (US Grantees Only):** Respondents who identify as people of color rate significantly lower than respondents who do not identify as people of color for the Fund's understanding of their socio-cultural work factors, intended beneficiaries' needs, organizational goals and strategy, and organizational challenges, as well as the extents to which they believe the Fund's priorities reflect their intended beneficiaries' needs and that the Fund is transparent about its anti-racism vision and goals.

They report experiencing more pressure to monitor their organizational priorities during the selection process.

**Respondent Intersectional Identities (US Grantees Only):** Grantees who identify as women of color rate significantly lower than other grantees for the Fund's impact on public policy and the Fund's understanding of their socio-cultural work factors, intended beneficiaries' needs, and organizational challenges. Though, they rate significantly higher for the Fund's demonstration of respectful interaction. They are significantly more likely to indicate receiving non-monetary support.

Selected Cohort: Custom Cohort			
Job Title of Respondents	Commonwealth 2021	Average Funder	Custom Cohort
Executive Director	28%	47%	32%
Other Senior Management	20%	17%	24%
Project Director	36%	13%	22%
Development Director	4%	9%	8%
Other Development Staff	0%	8%	8%
Volunteer	0%	2%	0%
Other	12%	5%	6%

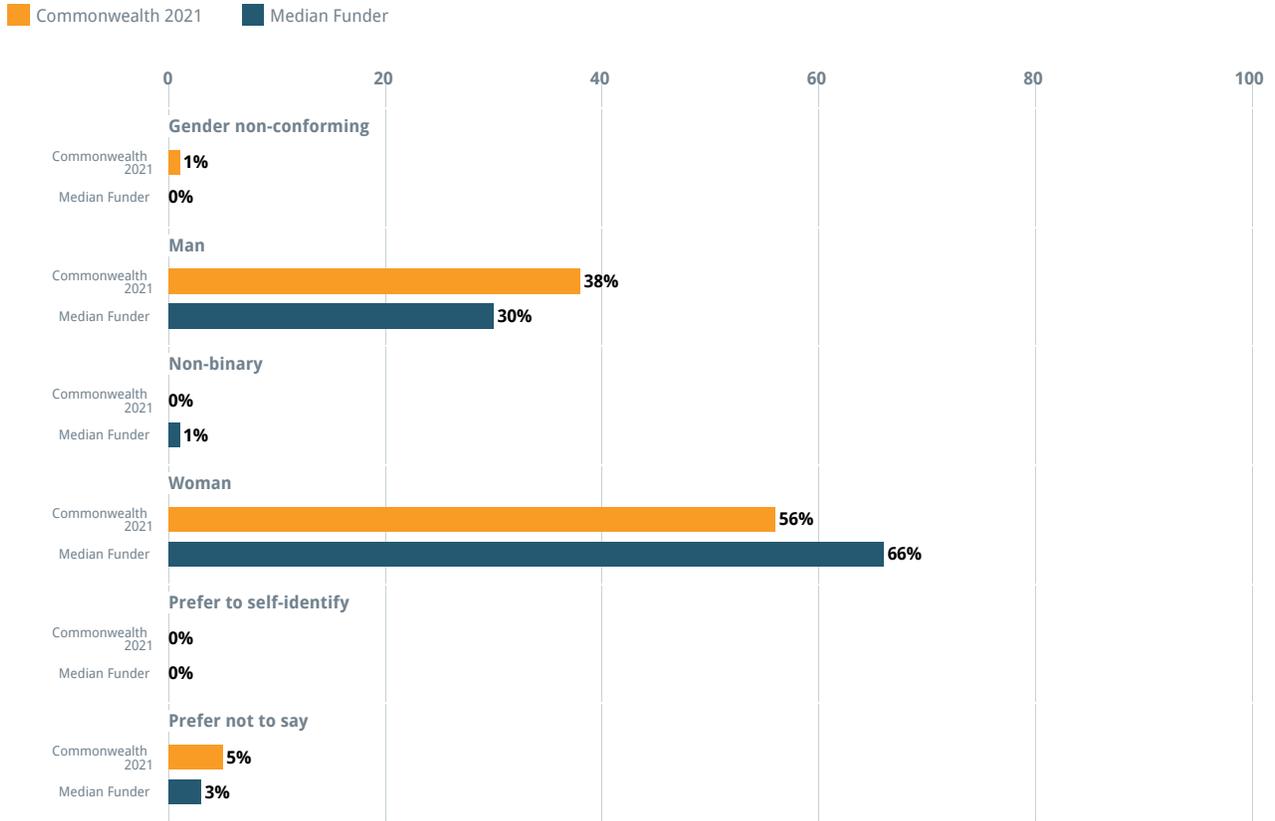
Note: Survey questions about respondents' demographics were recently modified or added to match best practices, and depict comparative data from 50-75 funders in the dataset. Demographic questions related to grantees' POC and racial/ethnic identity are only asked of respondents in the United States.

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 LGBTQIA 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](#).

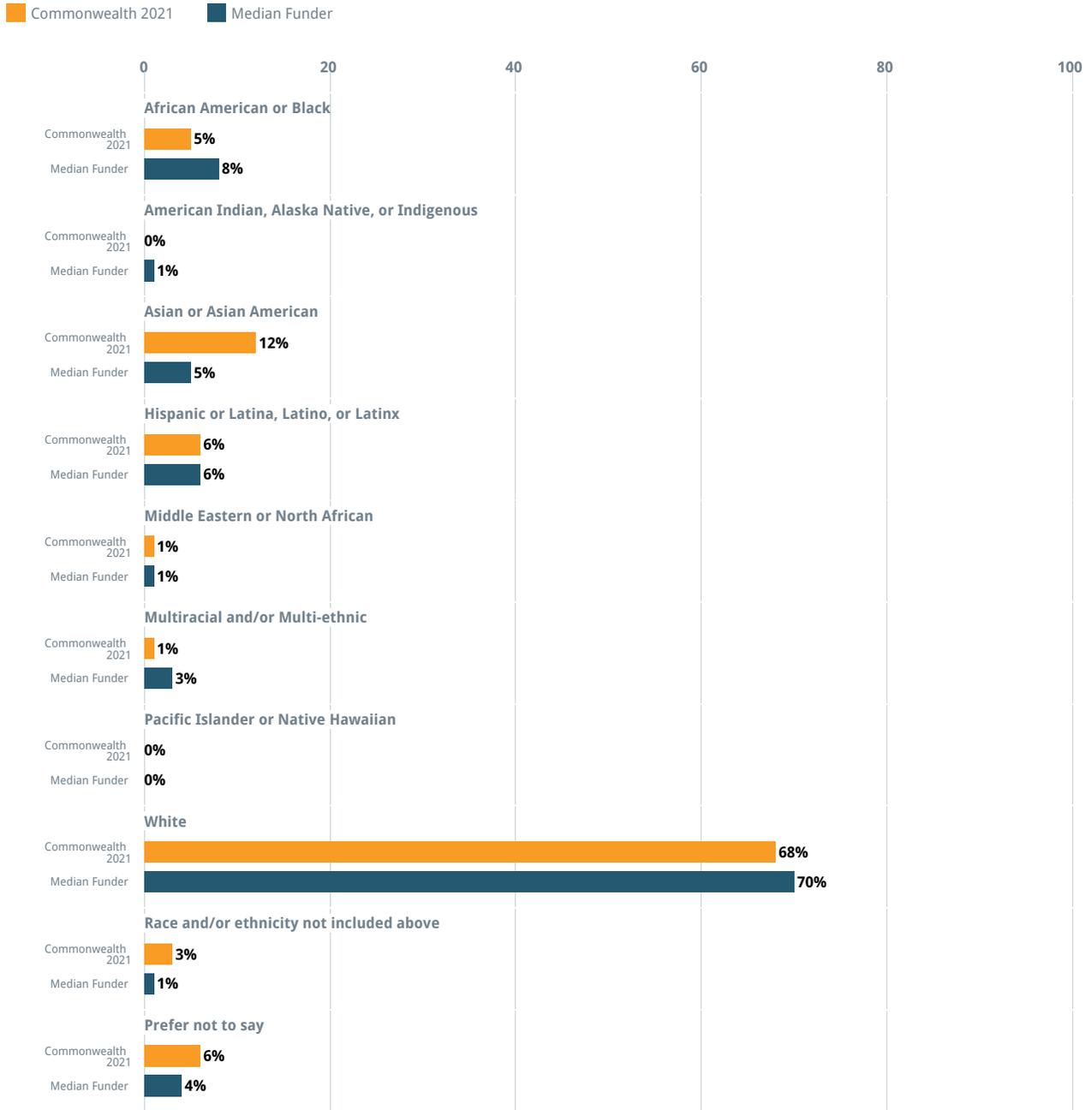
Survey respondents are asked to share their gender identities in a check-all-that-apply question. Each chart has the option of showing the average ratings of respondents who selected only "man," only "woman," multiple gender identities, "non-binary," "gender non-conforming," "prefer to self-identify,"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

Please select the option that represents how you describe yourself:



Cohort: None Past results: on

## How would you describe your race and/or ethnicity?



Cohort: None Past results: on

The following question was recently added to the grantee survey and depicts comparative data from over 100 funders in the dataset.

Selected Cohort: None		
Do you identify as a person of color?	Commonwealth 2021	Average Funder
Yes	23%	22%
No	70%	73%
Prefer not to say	6%	5%

The following questions were recently added to the grantee survey and depict comparative data from 50-75 funders in the dataset.

Selected Cohort: None		
Are you transgender?	Commonwealth 2021	Average Funder
Yes	0%	1%
No	96%	95%
Prefer not to say	4%	4%

Selected Cohort: None		
Do you identify as a member of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community?	Commonwealth 2021	Average Funder
Yes	6%	12%
No	89%	84%
Prefer not to say	5%	5%

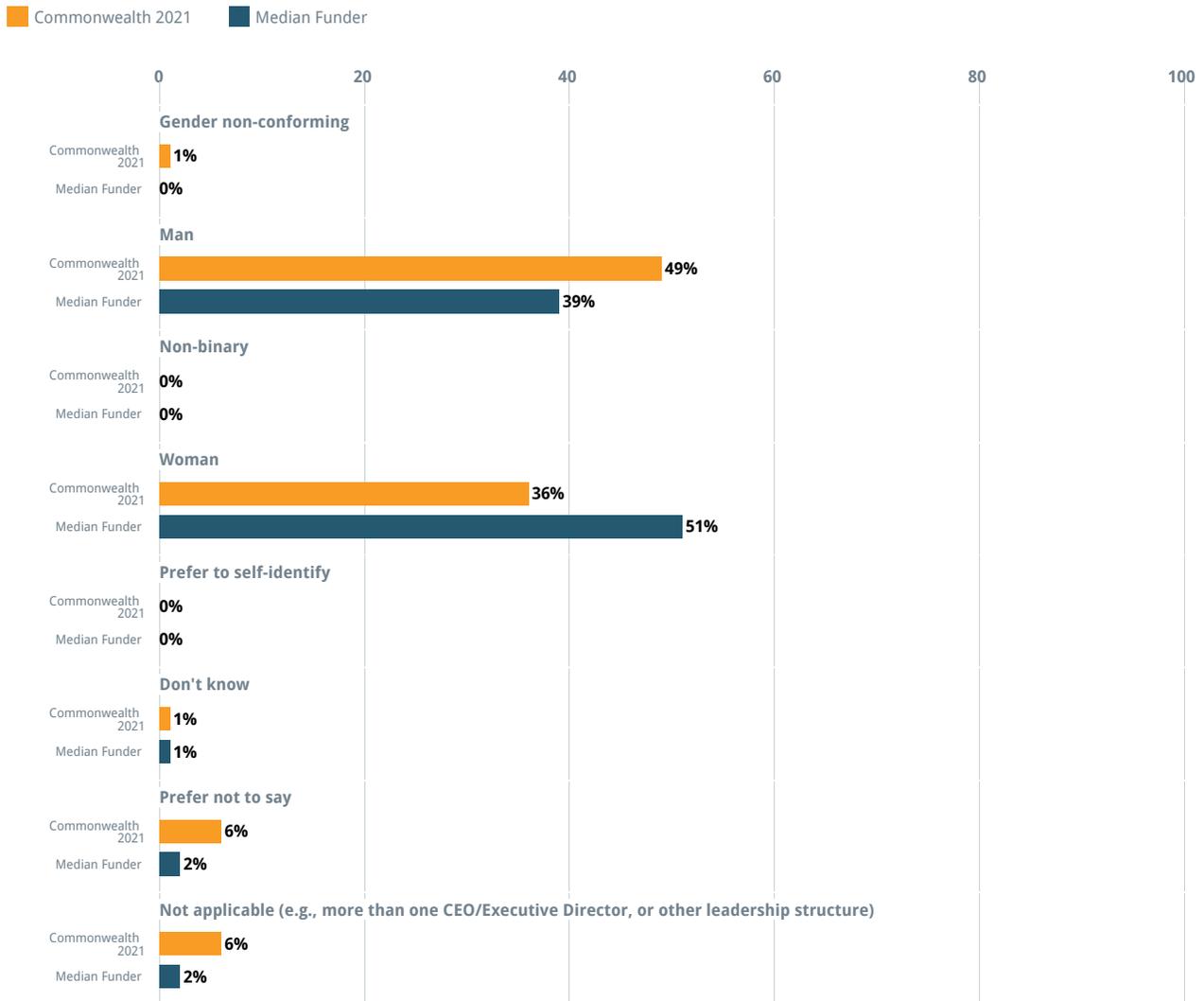
Selected Cohort: None		
Do you identify as an individual with a disability?	Commonwealth 2021	Average Funder
Yes	1%	5%
No	95%	91%
Prefer not to say	4%	4%

## Organization ED/CEO Demographics

Note: Survey questions about CEO/Executive Director demographics were recently modified or added to match best practices. Demographic questions related to POC and racial/ethnic identity are only asked of organizations based in the United States.

The subsequent question depicts comparative data from 50-75 funders in CEP's dataset.

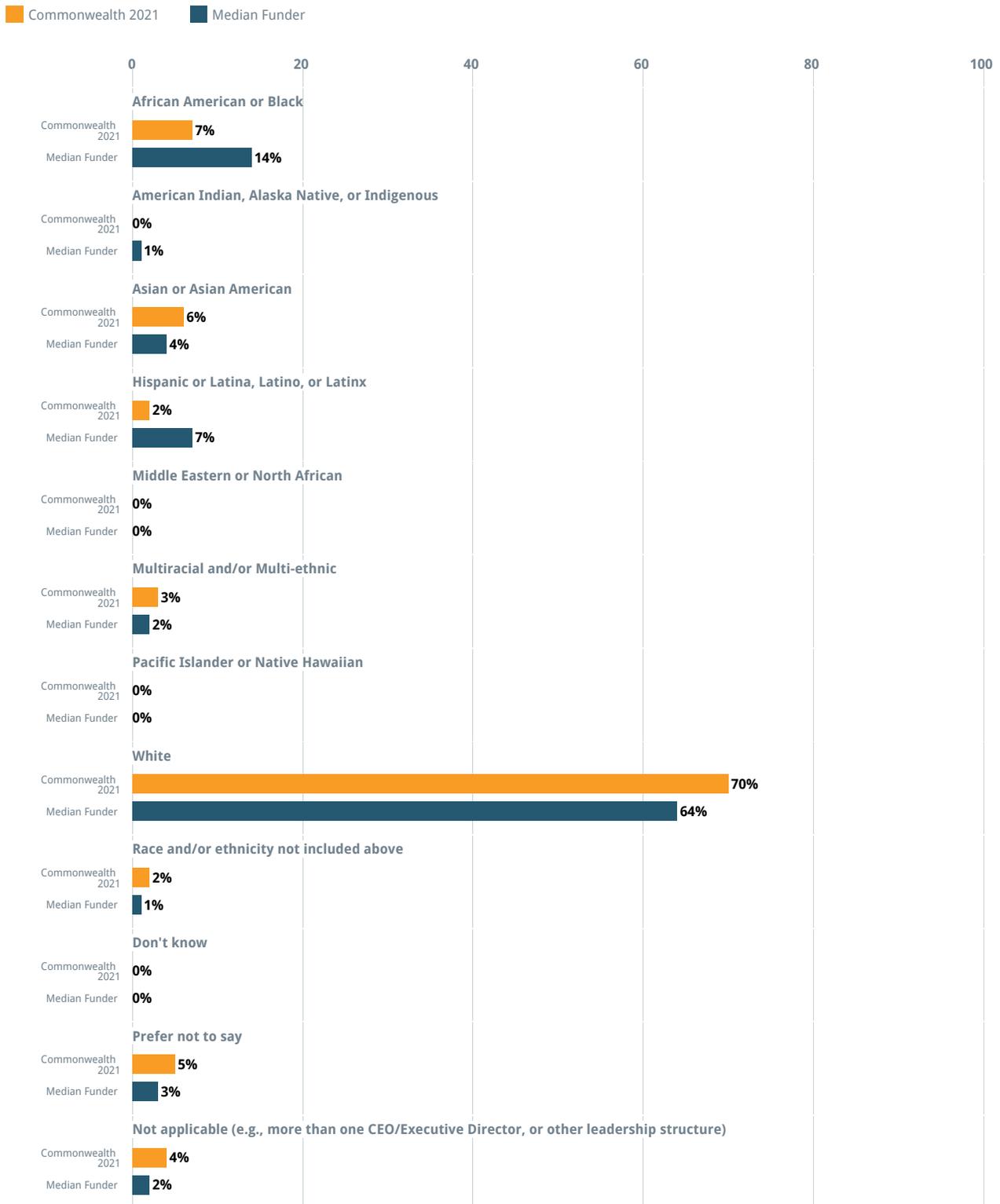
Please select the option that represents how the CEO/Executive Director of your organization describes themselves:



Cohort: None Past results: on

The subsequent questions were only asked of US-based grantees. They were recently added to the grantee survey and depicts data from approximately 50-75 funders in CEP's dataset.

### How would you describe the race and/or ethnicity of the CEO/Executive Director of your organization?



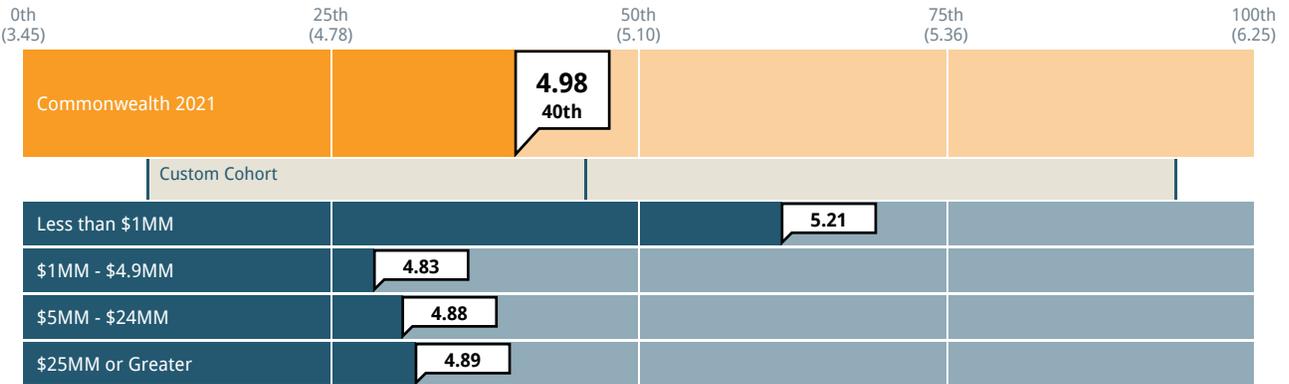
Cohort: None Past results: on

Selected Cohort: None		
Does the CEO/Executive Director of your organization identify as a person of color?	Commonwealth 2021	Average Funder
Yes	21%	28%
No	71%	65%
Don't know	2%	5%
Prefer not to say	7%	2%

## Grant Processes

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

1 = Not at all helpful    7 = Extremely helpful

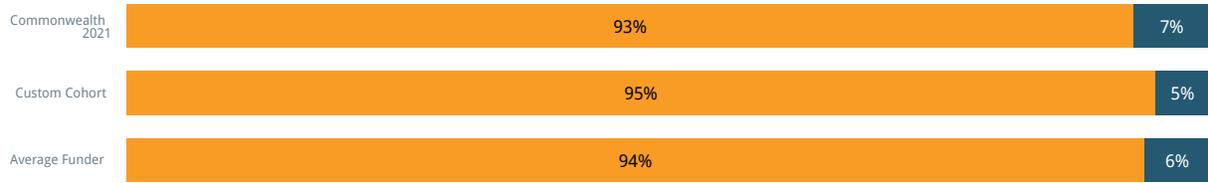


Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

## Selection Process

### Did you submit an application for this grant?

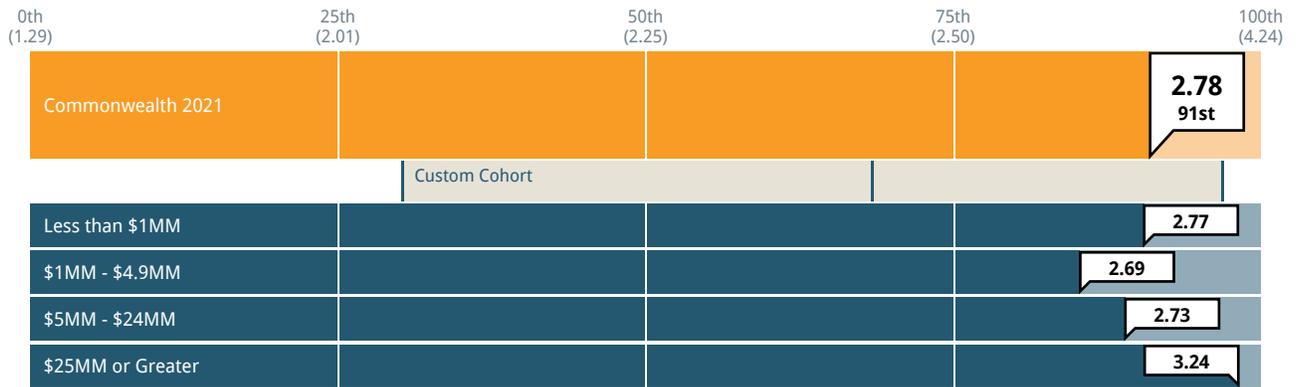
Submitted an application    Did not submit an application



Cohort: Custom Cohort    Past results: on

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

1 = No pressure    7 = Significant pressure



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

## Time Between Submission and Clear Commitment

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

Selected Cohort: None	
Time Elapsed from Submission of Application to Clear Commitment of Funding	Commonwealth 2021
Less than 3 months	49%
4 - 6 months	43%
7 - 12 months	6%
More than 12 months	1%

Selected Subgroup: Organizational Budget				
Time Elapsed from Submission of Application to Clear Commitment of Funding (By Subgroup)	Less than \$1MM	\$1MM - \$4.9MM	\$5MM - \$24MM	\$25MM or Greater
Less than 3 months	46%	67%	46%	44%
4 - 6 months	38%	33%	46%	44%
7 - 12 months	8%	0%	8%	12%
More than 12 months	8%	0%	0%	0%

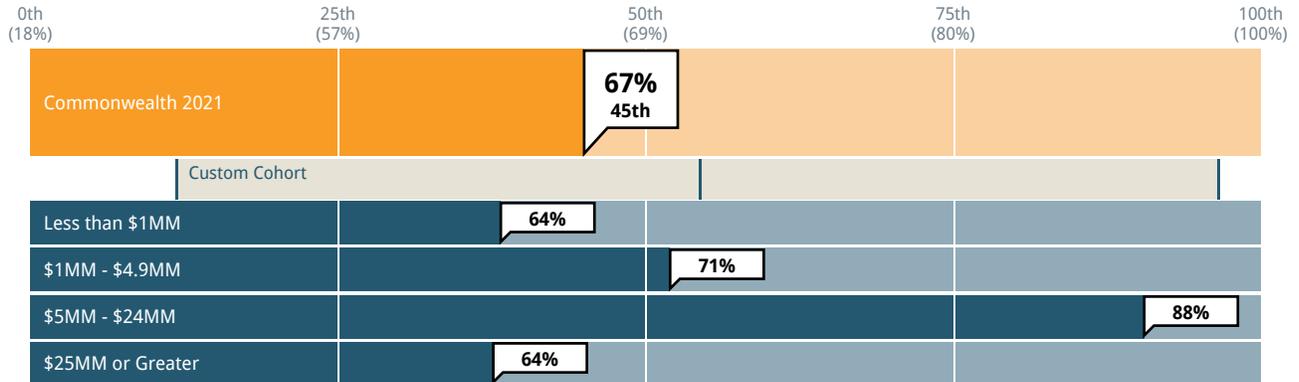
## Reporting and Evaluation Process

### Definition of Reporting and Evaluation

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

**At any point during the application 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?**

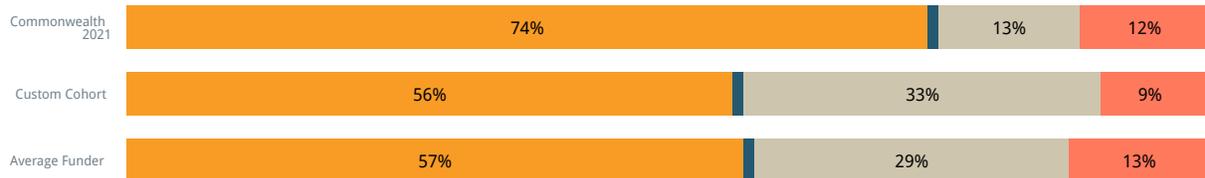
Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

### Participation in Reporting and/or Evaluation Processes

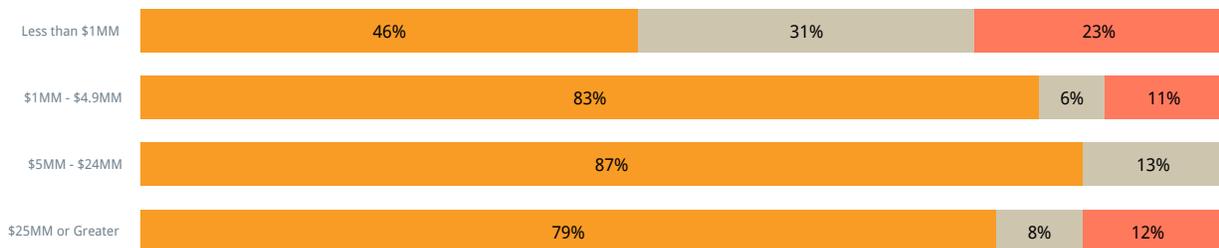
- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process



Cohort: Custom Cohort Past results: on

### Participation in Reporting and/or Evaluation Processes - By Subgroup

- 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



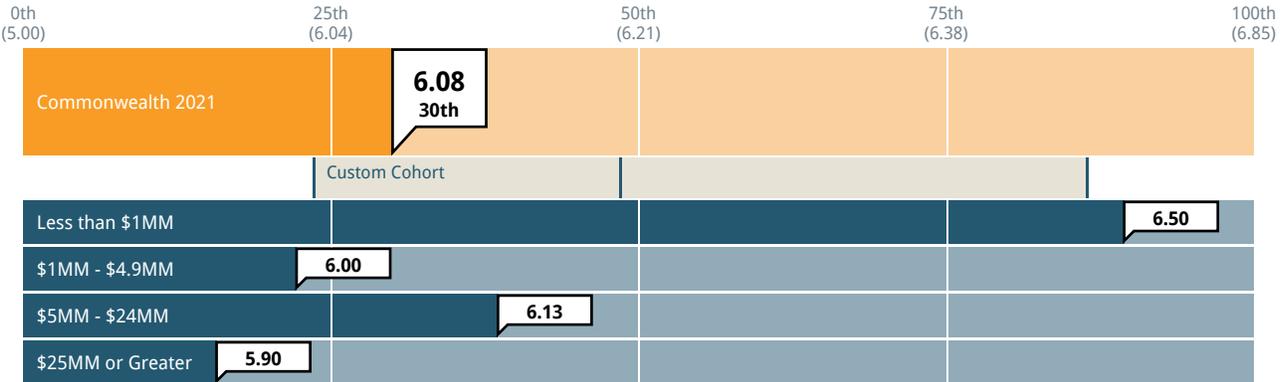
Subgroup: Organizational Budget

## 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?

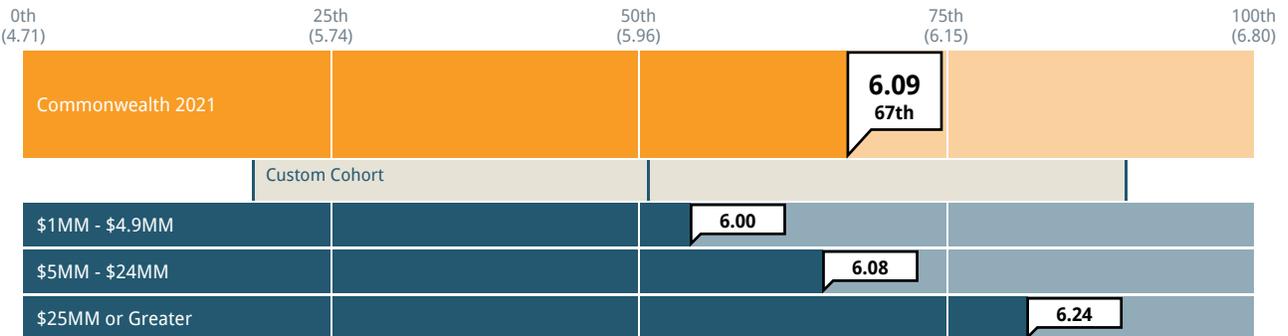
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

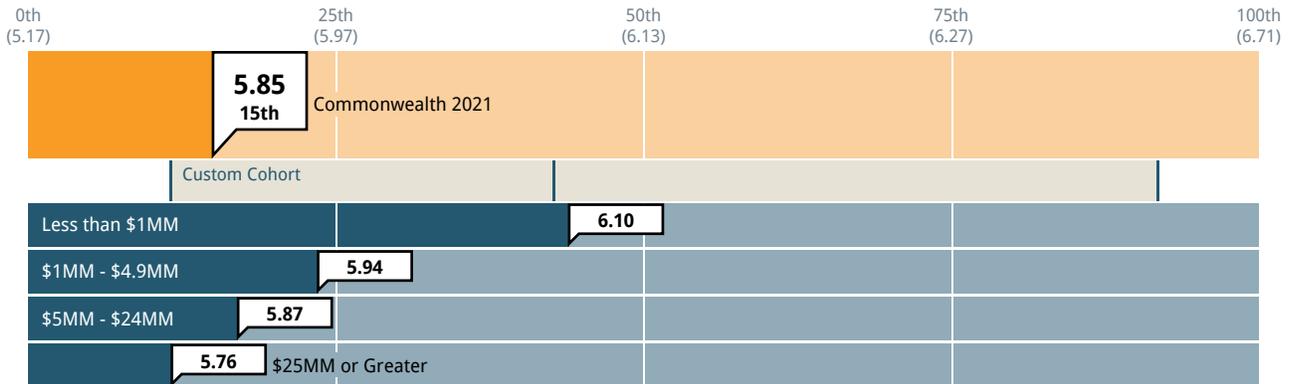
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

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

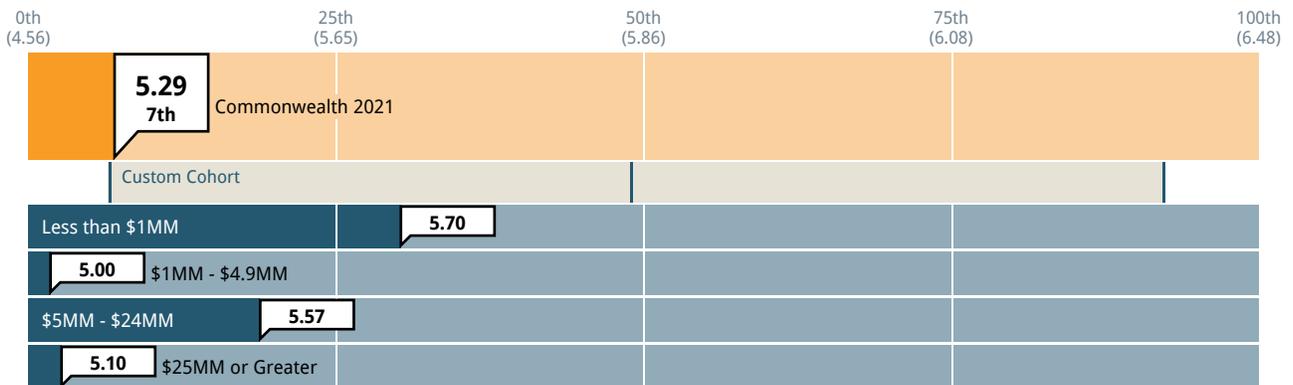
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Organizational Budget

**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: Organizational Budget

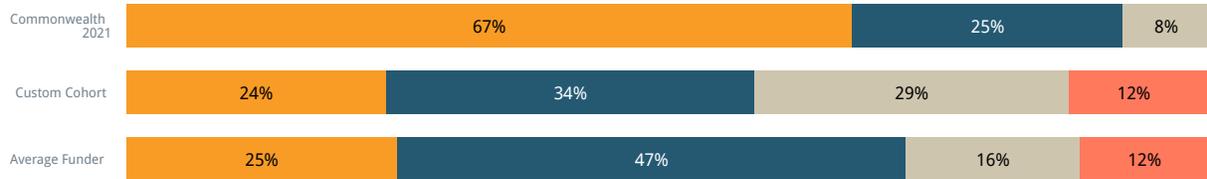
## Evaluation Process

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. Due to small group size, ratings by subgroup are not available.

Too few grantees responded to the questions "To what extent did the evaluation result in your organization making changes to the work that was evaluated?" and "Did the Fund provide financial support for the evaluation?" to show overall ratings or ratings by subgroup.

### Who was primarily responsible for carrying out the evaluation?

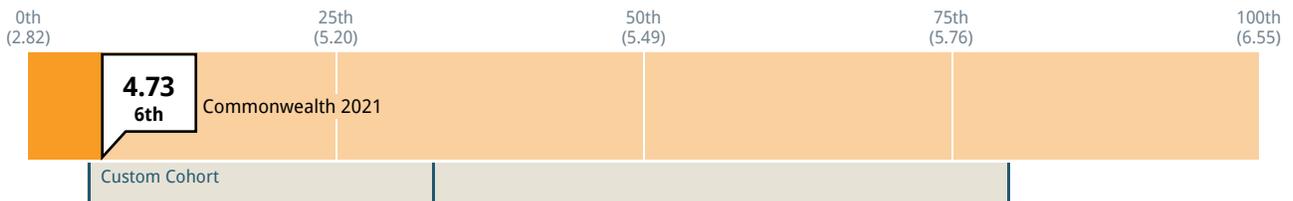
- Evaluation staff at the Fund
- Evaluation staff at your organization
- External evaluator, chosen by the Fund
- External evaluator, chosen by your organization



Cohort: Custom Cohort Past results: on

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

1 = Not at all 7 = To a great extent

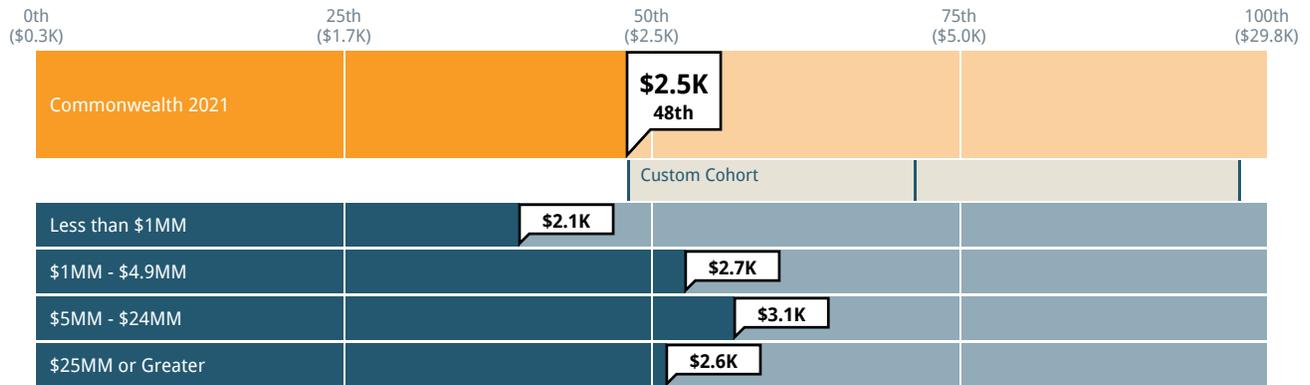


Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Dollar Return and Time Spent on Processes

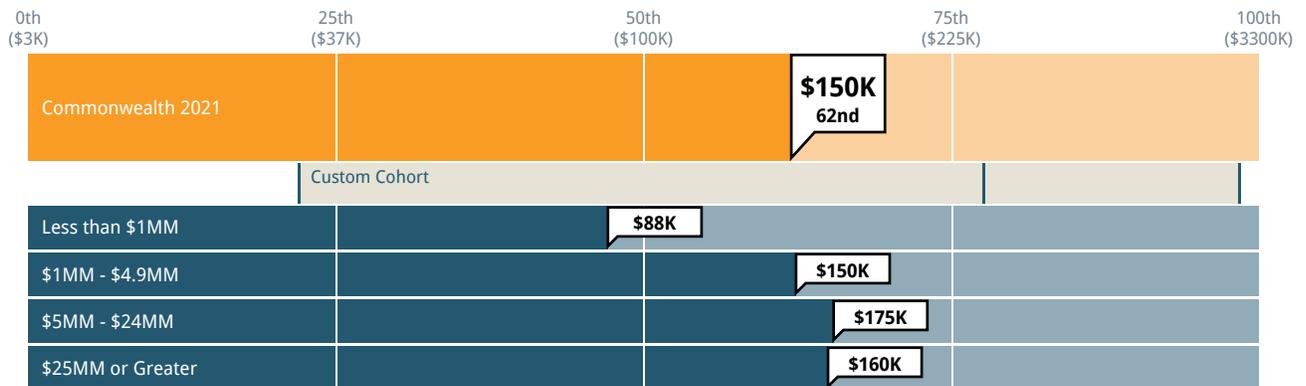
### Dollar Return: Median grant dollars awarded per process hour required

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



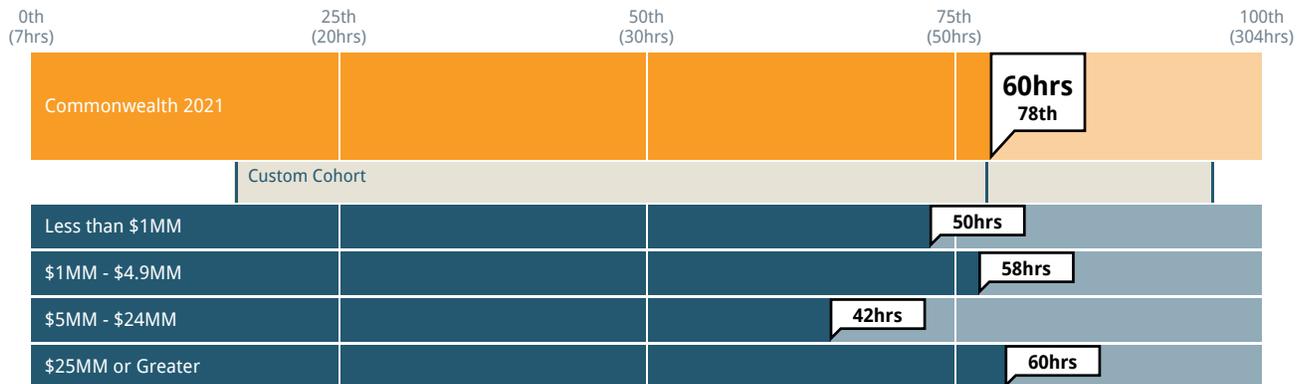
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

### Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

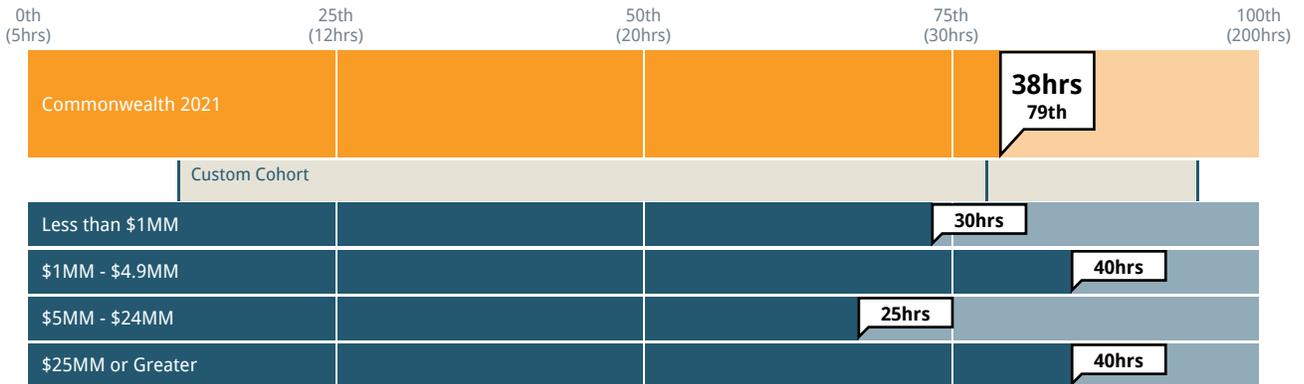
### Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

## Time Spent on Selection Process

### Median Hours Spent on Proposal and Selection Process



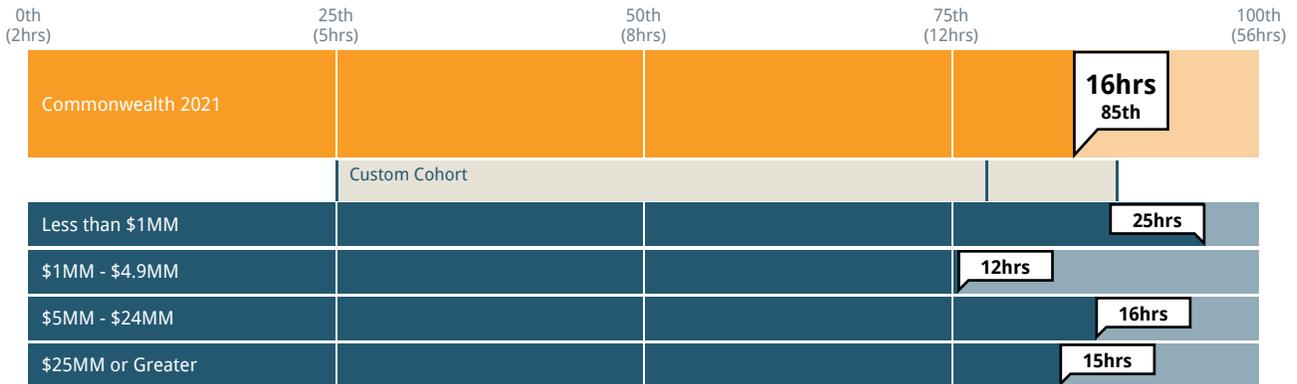
Cohort: Custom Cohort Past results: on Subgroup: Organizational Budget

Selected Cohort: Custom Cohort			
Time Spent On Application And Selection Process	Commonwealth 2021	Average Funder	Custom Cohort
1 to 9 hours	8%	23%	12%
10 to 19 hours	12%	21%	15%
20 to 29 hours	18%	17%	16%
30 to 39 hours	11%	7%	10%
40 to 49 hours	11%	11%	18%
50 to 99 hours	24%	11%	15%
100 to 199 hours	15%	6%	11%
200+ hours	0%	3%	3%

Selected Subgroup: Organizational Budget				
Time Spent On Application And Selection Process (By Subgroup)	Less than \$1MM	\$1MM - \$4.9MM	\$5MM - \$24MM	\$25MM or Greater
1 to 9 hours	8%	17%	13%	0%
10 to 19 hours	8%	6%	13%	23%
20 to 29 hours	31%	22%	27%	8%
30 to 39 hours	15%	6%	27%	12%
40 to 49 hours	8%	0%	7%	15%
50 to 99 hours	15%	39%	13%	23%
100 to 199 hours	15%	11%	0%	19%
200+ hours	0%	0%	0%	0%

## 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: Organizational Budget

Selected Cohort: Custom Cohort			
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Commonwealth 2021	Average Funder	Custom Cohort
1 to 9 hours	26%	54%	44%
10 to 19 hours	29%	19%	22%
20 to 29 hours	18%	10%	14%
30 to 39 hours	6%	4%	5%
40 to 49 hours	6%	4%	3%
50 to 99 hours	14%	5%	7%
100+ hours	1%	5%	5%

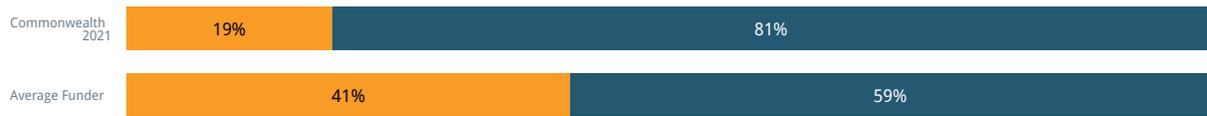
Selected Subgroup: Organizational Budget				
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Less than \$1MM	\$1MM - \$4.9MM	\$5MM - \$24MM	\$25MM or Greater
1 to 9 hours	9%	33%	33%	30%
10 to 19 hours	9%	27%	20%	35%
20 to 29 hours	36%	20%	20%	4%
30 to 39 hours	9%	7%	7%	9%
40 to 49 hours	9%	0%	7%	13%
50 to 99 hours	27%	7%	13%	9%
100+ hours	0%	7%	0%	0%

## Non-Monetary Assistance

The following questions were recently added to the grantee survey and depict comparative data from 50-75 funders in the dataset.

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

Yes No



Cohort: None Past results: on

### Did you receive any non-monetary support from the Fund during this grant period? - By Subgroup

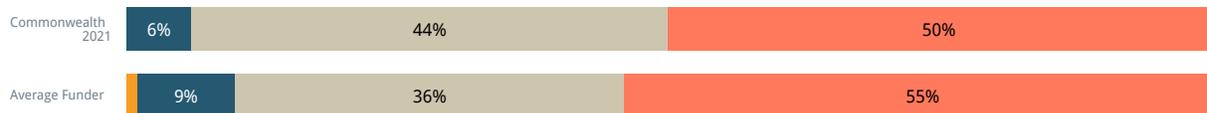
Yes No



Subgroup: Organizational Budget

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

No benefit A minor benefit A moderate benefit A major benefit



Cohort: None Past results: on

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

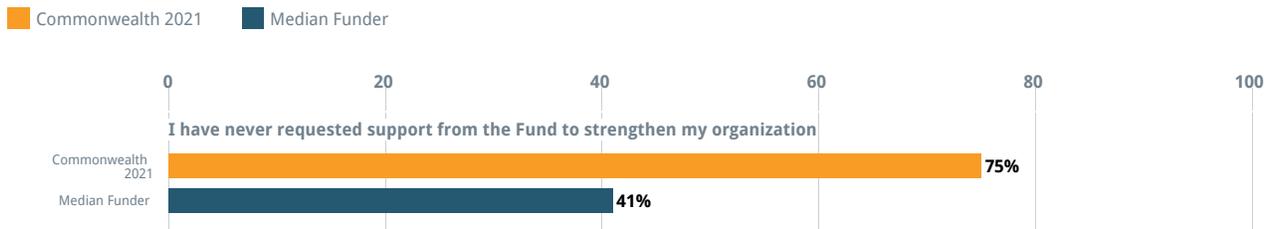
No benefit A minor benefit A moderate benefit A major benefit



Subgroup: Respondent Gender

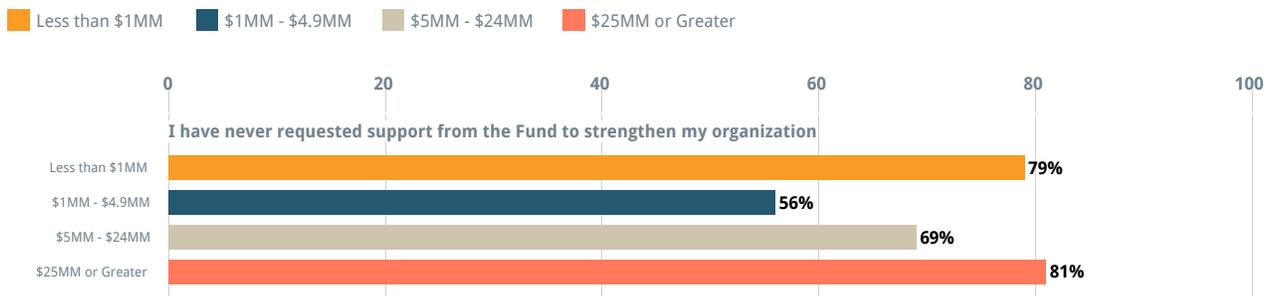
The following question was recently added to the grantee survey and depicts comparative data from over 100 funders in the dataset.

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



Cohort: None Past results: on

### Have you ever requested support from the Fund to help strengthen your organization? - By Subgroup



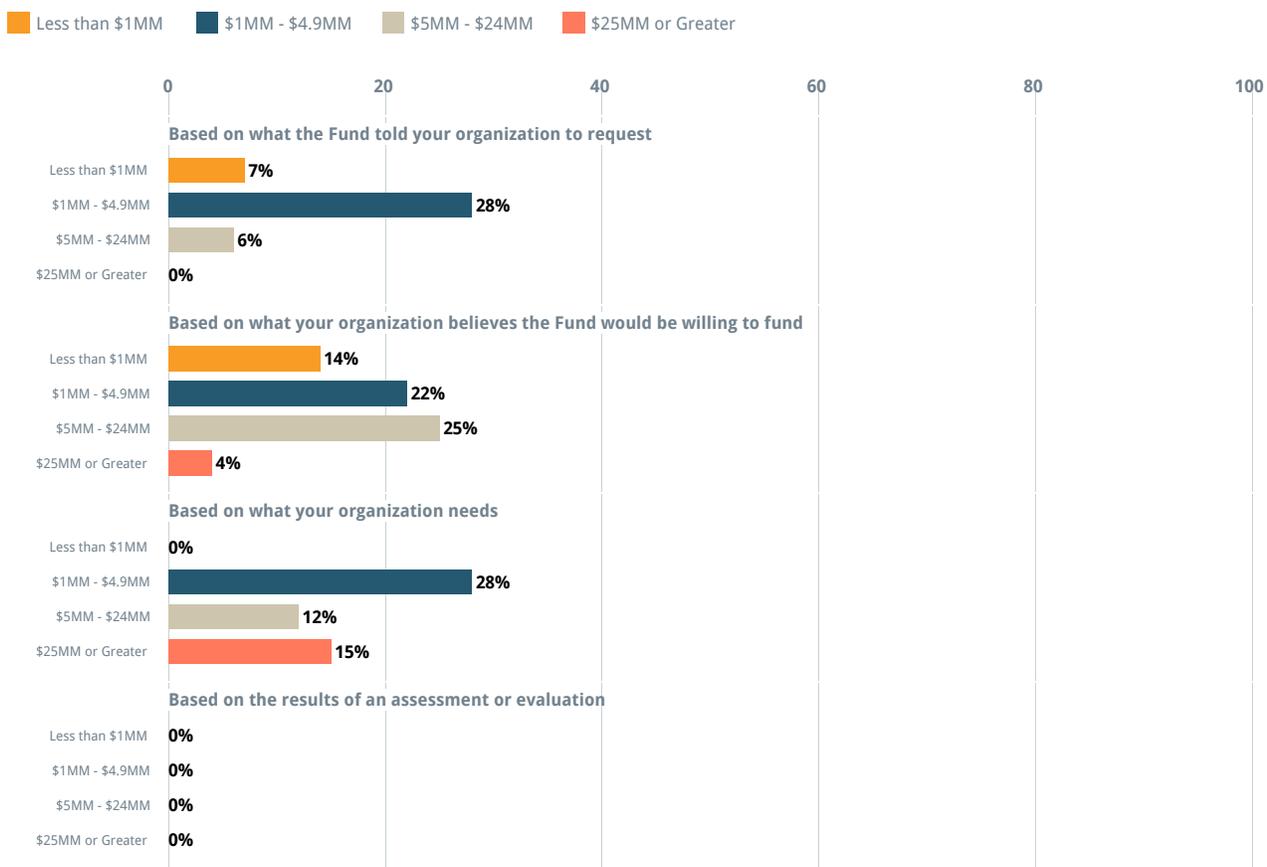
Subgroup: Organizational Budget

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



Cohort: None Past results: on

**If you have ever requested support from the Fund to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup**



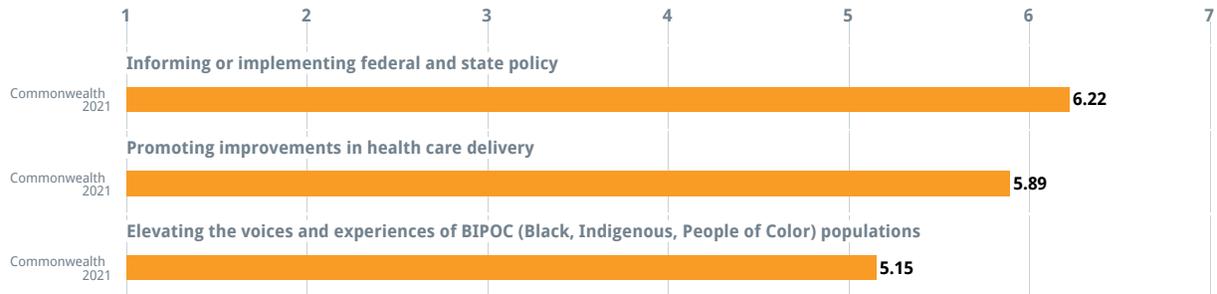
Subgroup: Organizational Budget

## Customized Questions

To what extent do you believe your Fund-supported work has contributed to the following:

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

Commonwealth 2021



Cohort: None    Past results: on

To what extent do you believe your Fund-supported work has contributed to the following: - By Subgroup

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

Less than \$1MM    \$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater



Subgroup: Organizational Budget

**Please rate your level of agreement or disagreement with each of the following statements regarding the Fund's anti-racism Pledge.**

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

Commonwealth 2021



Cohort: None    Past results: on

**Please rate your level of agreement or disagreement with each of the following statements regarding the Fund's anti-racism Pledge.- By subgroup**

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

Less than \$1MM    \$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater



Subgroup: Organizational Budget

## Grantee Meetings During Application Process

"Some applicants take part in a grantee meeting as a component of the Fund's application process - an in-person or virtual meeting with Fund staff to present information about the potentially funded work, followed by a question & answer session."

Selected Cohort: None	
Has your team ever participated in one of these grantee meetings during the application process?	Commonwealth 2021
Yes	65%
No	35%

Selected Subgroup: Organizational Budget				
Has your team ever participated in one of these grantee meetings during the application process? (By Subgroup)	Less than \$1MM	\$1MM - \$4.9MM	\$5MM - \$24MM	\$25MM or Greater
Yes	67%	72%	69%	55%
No	33%	28%	31%	45%

The following question was only shown to grantees who responded "Yes" when asked if their team had ever participated in a grantee meeting with Fund staff to present information about the potentially funded work during the application process

**Please rate the extent to which you agree or disagree with the following statements about the Fund's grantee meetings. (If you've participated in more than one grantee meeting, please think about the most recent one.)**

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

Commonwealth 2021

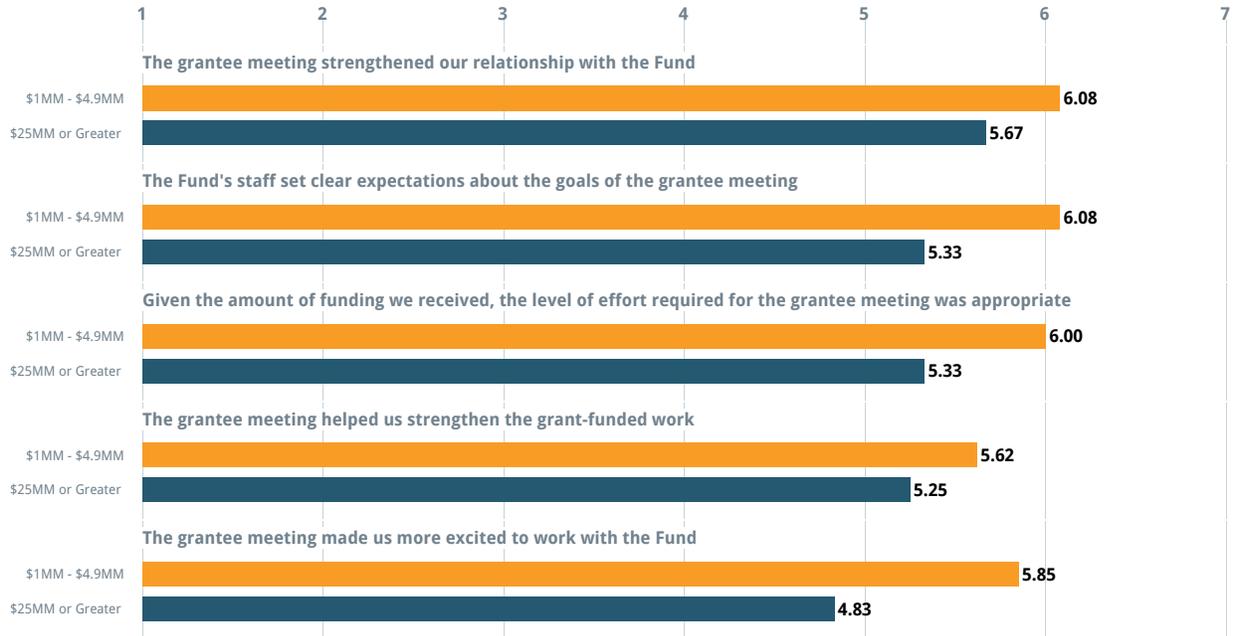


Cohort: None    Past results: on

**Please rate the extent to which you agree or disagree with the following statements about the Fund's grantee meetings. (If you've participated in more than one grantee meeting, please think about the most recent one.) - By Subgroup**

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

■ \$1MM - \$4.9MM    ■ \$25MM or Greater

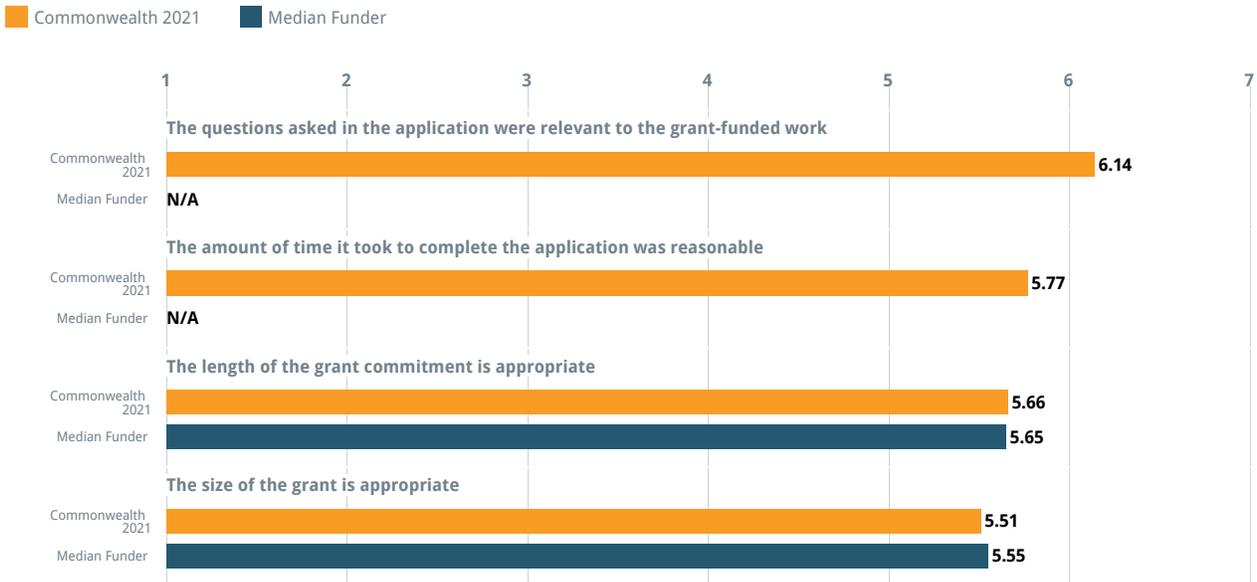


Subgroup: Organizational Budget

## Process Requirements

How strongly do you agree or disagree with the following statements: In order to achieve the results, the Fund expects to achieve through this grant...

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



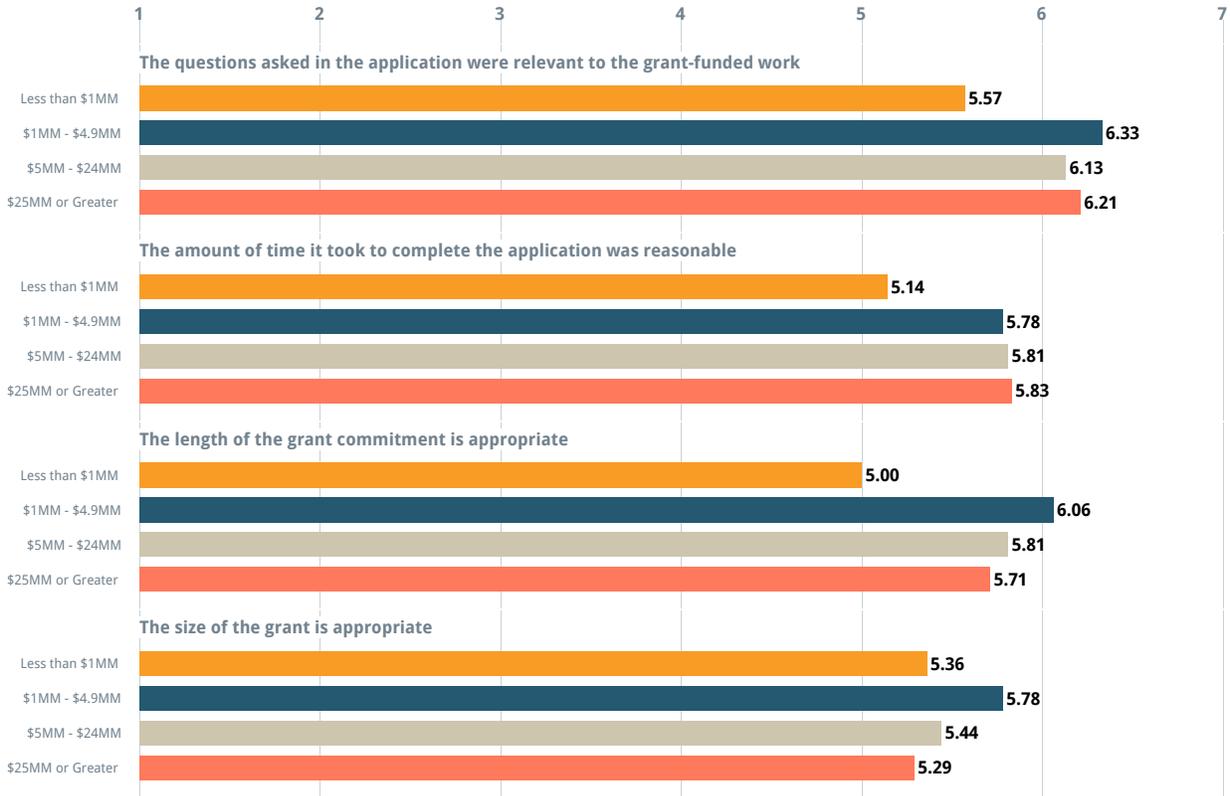
Cohort: None    Past results: on

The options "The length of the grant commitment is appropriate" and "The size of the grant is appropriate" have comparative data from 13 other funders in CEP's dataset.

**How strongly do you agree or disagree with the following statements: In order to achieve the results, the Fund expects to achieve through this grant... - By Subgroup**

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

Less than \$1MM    \$1MM - \$4.9MM    \$5MM - \$24MM    \$25MM or Greater



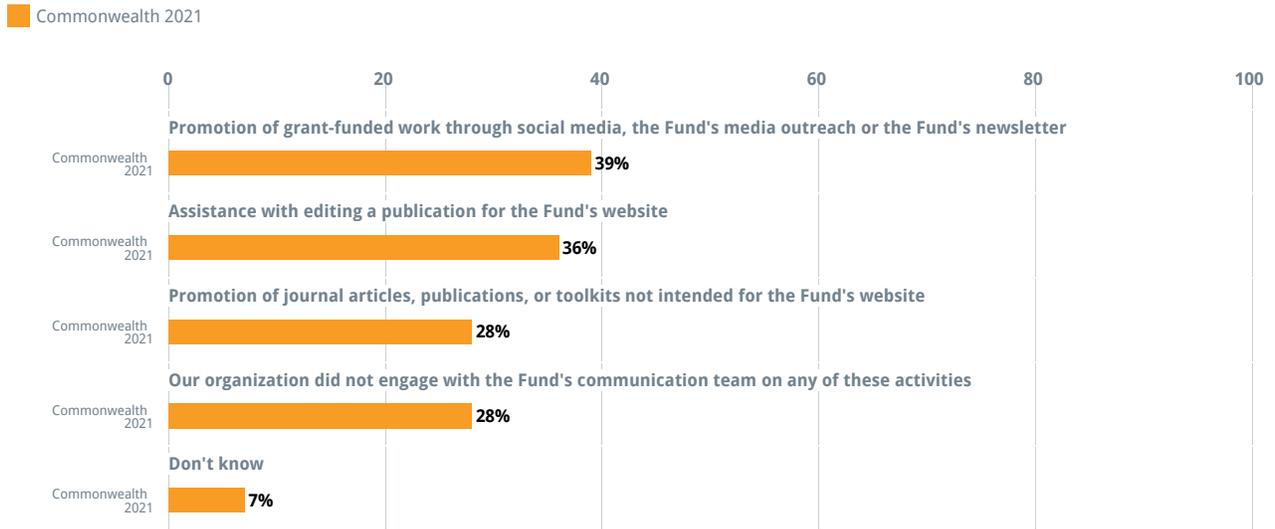
Subgroup: Organizational Budget

Selected Cohort: None	
<b>How does the amount of information requested in the Fund's application and reporting requirements compare to the amount requested by your other funders?</b>	<b>Commonwealth 2021</b>
The Fund requests more information	27%
The Fund requests the same amount of information	60%
The Fund requests less information	12%

Selected Subgroup: Organizational Budget				
How does the amount of information requested in the Fund's application and reporting requirements compare to the amount requested by your other funders? (By Subgroup)				
	Less than \$1MM	\$1MM - \$4.9MM	\$5MM - \$24MM	\$25MM or Greater
The Fund requests more information	36%	47%	38%	17%
The Fund requests the same amount of information	57%	47%	62%	54%
The Fund requests less information	7%	6%	0%	29%

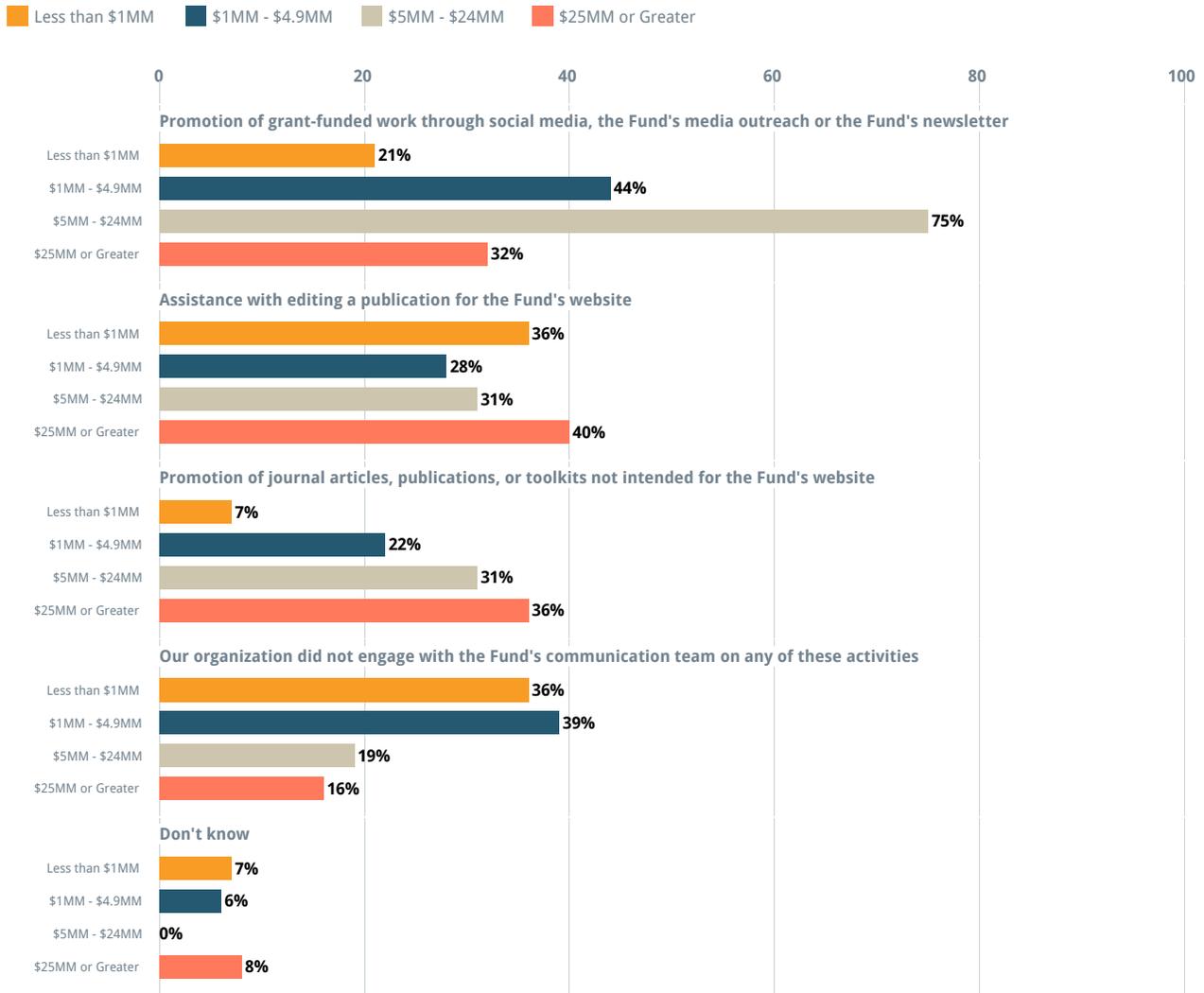
## Engagement with the Fund's Communications Department

Did you engage with the Fund's communications department on any of the following activities?



Cohort: None Past results: on

**Did you engage with the Fund's communications department on any of the following activities? - By Subgroup**

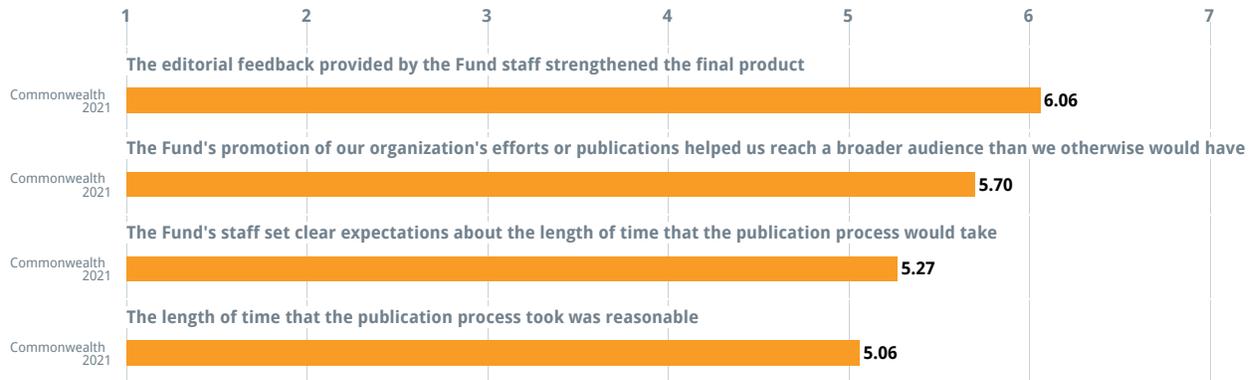


Subgroup: Organizational Budget

**Please rate your level of agreement or disagreement with each of the following statements below regarding the assistance you received from the Fund's communication team.**

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

Commonwealth 2021



Cohort: None    Past results: on

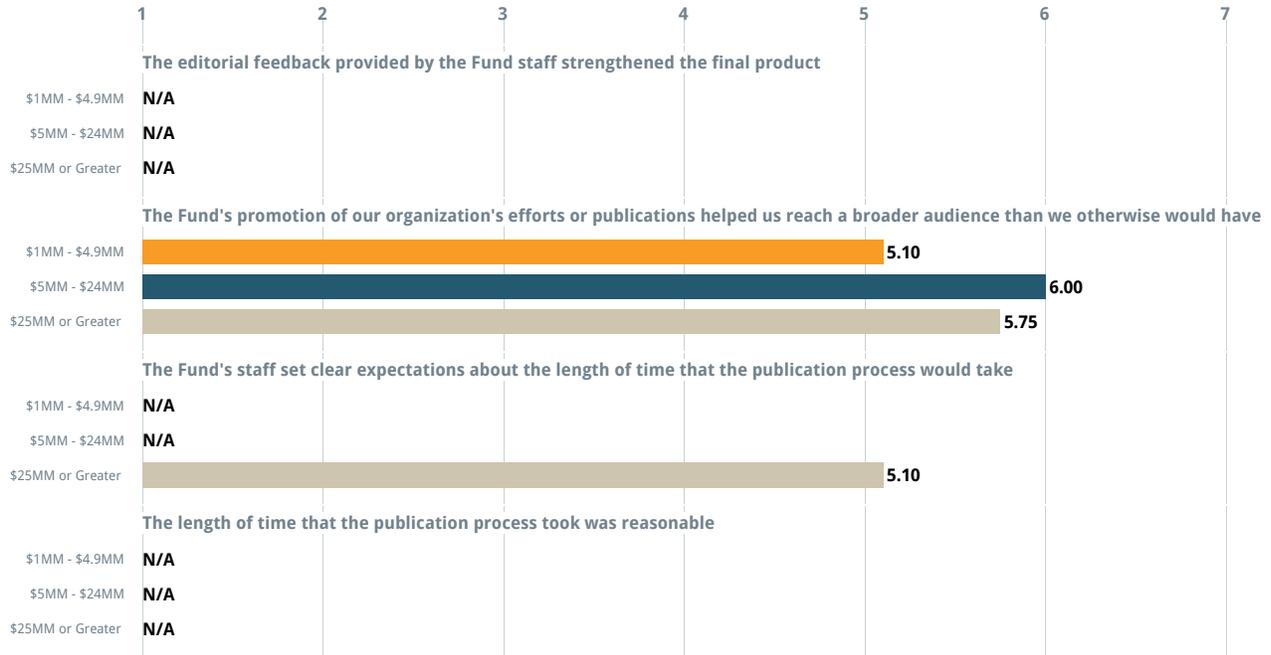
**Note:**

- The statements below were only shown to grantees who indicated the Fund's communications department had assisted them with editing a publication for the Fund's website:
  - "The Fund's staff set clear expectations about the length of time that the publication process would take."
  - "The length of time that the publication process took was reasonable."
  - "The editorial feedback provided by the Fund staff strengthened the final product."
- The statement below was only shown to grantees who indicated the Fund's communications department had assisted them with editing a publication for the Fund's website or who indicated the Fund's communication department had promoted the grant-funded work through social media, media outreach, or its newsletter:
  - "The Fund's promotion of our organization's efforts or publications helped us reach a broader audience than we otherwise would have."

**Please rate your level of agreement or disagreement with each of the following statements below regarding the assistance you received from the Fund's communication team. - By Subgroup**

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

■ \$1MM - \$4.9MM    
 ■ \$5MM - \$24MM    
 ■ \$25MM or Greater



**Subgroup:** Organizational Budget

## Grantees' Open-Ended Comments

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

1. "Please comment on what you think Commonwealth could do to make even more of a difference in responding to the pandemic, the movement for racial justice, or other related issues - for your beneficiaries, your organization, or your fields or communities."
2. "Please comment on the quality of Commonwealth's processes, interactions, and communications."
3. "Thinking beyond the grant you received, please comment on how Commonwealth influences your field, community, or organization."
4. "What specific improvements would you suggest that would make Commonwealth a better funder?"

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

### CEP's Qualitative Analysis

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

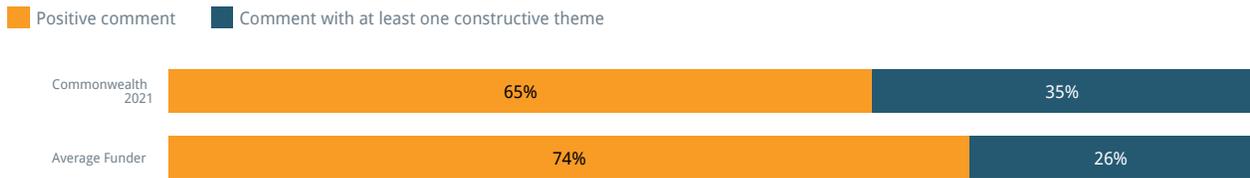
The following pages outline the results of CEP's analyses.

## Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of Commonwealth'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.

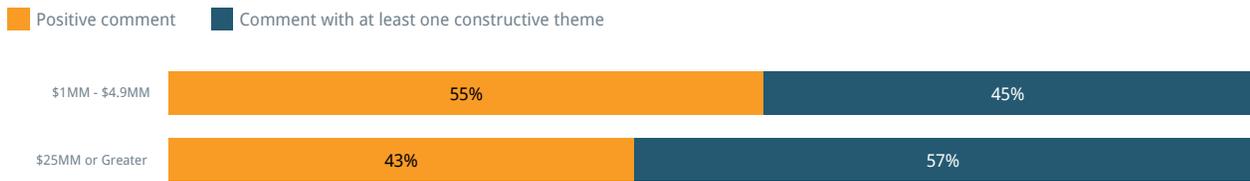
For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

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



Cohort: None Past results: on

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



Subgroup: Organizational Budget

## Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. Of the 104 grantees that responded to the survey, 33 provided 28 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
The Fund's Strategy	25%
Interactions and Communications	21%
Grantmaking Characteristics	18%
Administrative Processes	11%
Impact on Grantees' Fields	11%
Non-Monetary Assistance	11%
Other Suggestions	4%

## Grantee Comments

Grantees were asked to provide any suggestions for how the Fund could improve. Of the 104 grantees that responded to the survey, 33 provided a total of 28 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### The Fund's Strategy (25% N=7)

- Embed DEI Focus Throughout Strategy, Types of Organizations Funded, and Supports Provided (N = 5)
  - "An increased focus on intersectionality."
  - "Continue to grow its investment in diverse partners that have keep knowledge and relationships with underserved communities."
  - "Elevate the visibility of more people of color with policymakers, the press, and the health policy community writ large by sponsoring briefings, putting people on panels/recommending them as keynote speakers, opening up your networks, and paying grantees for their time."
  - "Support women of color leaders of nonprofits."
  - "Support a number of programs aimed at developing minority health policy researchers including efforts to attract more minority colleges students to be interested in these fields."
- Give Grantees More Opportunity to Inform Fund Strategy (N = 2)
  - "Create more accessible mechanisms and opportunities for current and also potential grantees to help vet, and suggest strategic priorities and interventions."
  - "I have really appreciated...when the Fund brought grantees with related projects together to....discuss...how Fund could invest strategically in th[eir shared priorities].... Would love to see that happen again."

### Interactions and Communications (21% N=6)

- Improve Quality of Interactions, Including Through Greater Demonstration of Trust in Grantees (N = 3)
  - "Being even more open to suggestions from grantees."
  - "The Fund is consistently more difficult to work with than our other funders. Having worked with a number of individuals within the organization, the Fund staff are consistently heavy-handed in trying to influence the scope of a project grant and the outcome."
  - "Trust grantees to deliver."
- More Communications about Future Funding Opportunities (N = 2)
  - "More research idea exchange[s]...not just what the next grant might be about but how to strengthen and extend the current work."
  - "More specific guidance on funding opportunities to address Fund priorities. More consistent follow-up."
- Other Suggestions (N = 1)
  - "More organized communication, based on understanding of power dynamics (e.g., those in application stages do not want to have to follow up multiple times b/c don't want to hurt their chances of receiving funding, etc.)"

### Grantmaking Characteristics (18% N=5)

- Provide General Operating Grants, Particularly Multi-Year General Operating Grants (N = 4)
  - "Funding general operational support with clear metrics for success."
  - "Give bigger, more unrestricted, multi year grants rather than project-specific, time-bound grants."
  - "Most funders prefer to fund specific projects. The real struggle for grantee organizations, however, is to obtain general funding. It is difficult to maintain the reputation that makes a grantee a good funding opportunity without support for basic operations."
  - "Multi-year grants for more reliable funding and a willingness to provide core support as well as project support."
- Other (N = 1)
  - "Many organizations working with equity initiatives are underfunded and underresourced.... Consistent funding would equalize the table."

### Administrative Processes (11% N=3)

- Reduce Process Requirements and Streamline Processes (N = 2)
  - "Be slightly more sensitive to how many products and outcomes they request given the amount they fund. My work with the Fund has required much more in terms of products/outcomes compared to other grants for how much money is granted."
  - "Relative to other grantors, the Fund has a more bureaucratic process."
- Other (N = 1)
  - "The evaluation website is hard to navigate and the instructions could be simpler."

### Impact on Grantees' Fields (11% N=3)

- Deepen Thought Leadership Role (N = 2)

- "Because the policy discussion around in our space in moving so quickly, increasing the speed in which the Fund brings new research to publication."
- "Leverage the Fund's reputation and standing in the field to provide in-kind support to advance difficult conversations and issues."
- Other (N = 1)
  - "Collaborating with other funders in areas where funding is in short supply."

**Non-Monetary Assistance (11% N=3)**

- Host More Grantee Convenings (N = 2)
  - "[Bring] grantees with related projects together."
  - "Convene grantees doing related work."
- Other (N = 1)
  - "Supports...could be offered for publishing [and] evaluation."

**Other Suggestions (4% N=1)**

- Other (N = 1)
  - "I have not historically experienced the Fund as an investor in organizations or leaders. Some of the questions in the surveys suggest that the Fund is interested in making such investments. I would encourage that direction."

## Contextual Data

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

### Grantmaking Characteristics

Selected Cohort: Custom Cohort			
Length of Grant Awarded	Commonwealth 2021	Median Funder	Custom Cohort
Average grant length	1.4 years	2.1 years	2.6 years

Selected Cohort: Custom Cohort			
Length of Grant Awarded	Commonwealth 2021	Average Funder	Custom Cohort
0 - 1.99 years	77%	48%	32%
2 - 2.99 years	16%	22%	29%
3 - 3.99 years	4%	19%	27%
4 - 4.99 years	1%	4%	5%
5 - 50 years	3%	8%	7%

Selected Cohort: None		
Proportion of Unrestricted Funding	Commonwealth 2021	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	0%	26%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	100%	74%

## Grant Size

Selected Cohort: Custom Cohort			
Grant Amount Awarded	Commonwealth 2021	Median Funder	Custom Cohort
Median grant size	\$150K	\$100K	\$249.6K

Selected Cohort: Custom Cohort			
Grant Amount Awarded	Commonwealth 2021	Average Funder	Custom Cohort
Less than \$10K	0%	9%	1%
\$10K - \$24K	3%	12%	5%
\$25K - \$49K	10%	13%	4%
\$50K - \$99K	19%	14%	8%
\$100K - \$149K	9%	9%	10%
\$150K - \$299K	40%	16%	32%
\$300K - \$499K	12%	9%	16%
\$500K - \$999K	5%	8%	11%
\$1MM and above	1%	9%	13%

Selected Cohort: Custom Cohort			
Median Percent of Budget Funded by Grant (Annualized)	Commonwealth 2021	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	2%	4%	3%

## Grantee Characteristics

Selected Cohort: Custom Cohort			
Operating Budget of Grantee Organization	Commonwealth 2021	Median Funder	Custom Cohort
Median Budget	\$10M	\$1.5M	\$4M

Selected Cohort: Custom Cohort			
Operating Budget of Grantee Organization	Commonwealth 2021	Average Funder	Custom Cohort
<\$100K	4%	8%	2%
\$100K - \$499K	9%	19%	10%
\$500K - \$999K	5%	13%	10%
\$1MM - \$4.9MM	24%	30%	29%
\$5MM - \$24MM	21%	18%	23%
>=\$25MM	36%	12%	26%

## Funding Relationship

Selected Cohort: Custom Cohort			
Funding Status	Commonwealth 2021	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from the Fund	69%	82%	87%

Selected Cohort: Custom Cohort			
Pattern of Grantees' Funding Relationship with the Fund	Commonwealth 2021	Average Funder	Custom Cohort
First grant received from the Fund	23%	29%	35%
Consistent funding in the past	40%	54%	43%
Inconsistent funding in the past	37%	18%	22%

## Funder Characteristics

Selected Cohort: Custom Cohort			
Financial Information	Commonwealth 2021	Median Funder	Custom Cohort
Total assets	\$754.9M	\$243M	\$870.2M
Total giving	\$21.2M	\$18.6M	\$38.8M

Selected Cohort: Custom Cohort			
Funder Staffing	Commonwealth 2021	Median Funder	Custom Cohort
Total staff (FTEs)	45	17	36
Percent of staff who are program staff	49%	43%	42%

Selected Cohort: None		
Grantmaking Processes	Commonwealth 2021	Median Funder
Proportion of grants that are invitation-only	75%	49%
Proportion of grantmaking dollars that are invitation-only	80%	63%

## About CEP and Contact Information

### Mission:

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

### Vision:

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

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

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

### About the GPR

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

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

### Contact Information

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