

---

# Voice 2021 Grantee Perception Report

---

Generated on July 13, 2021



THE CENTER FOR  
EFFECTIVE PHILANTHROPY

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

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

[cep.org](https://cep.org)

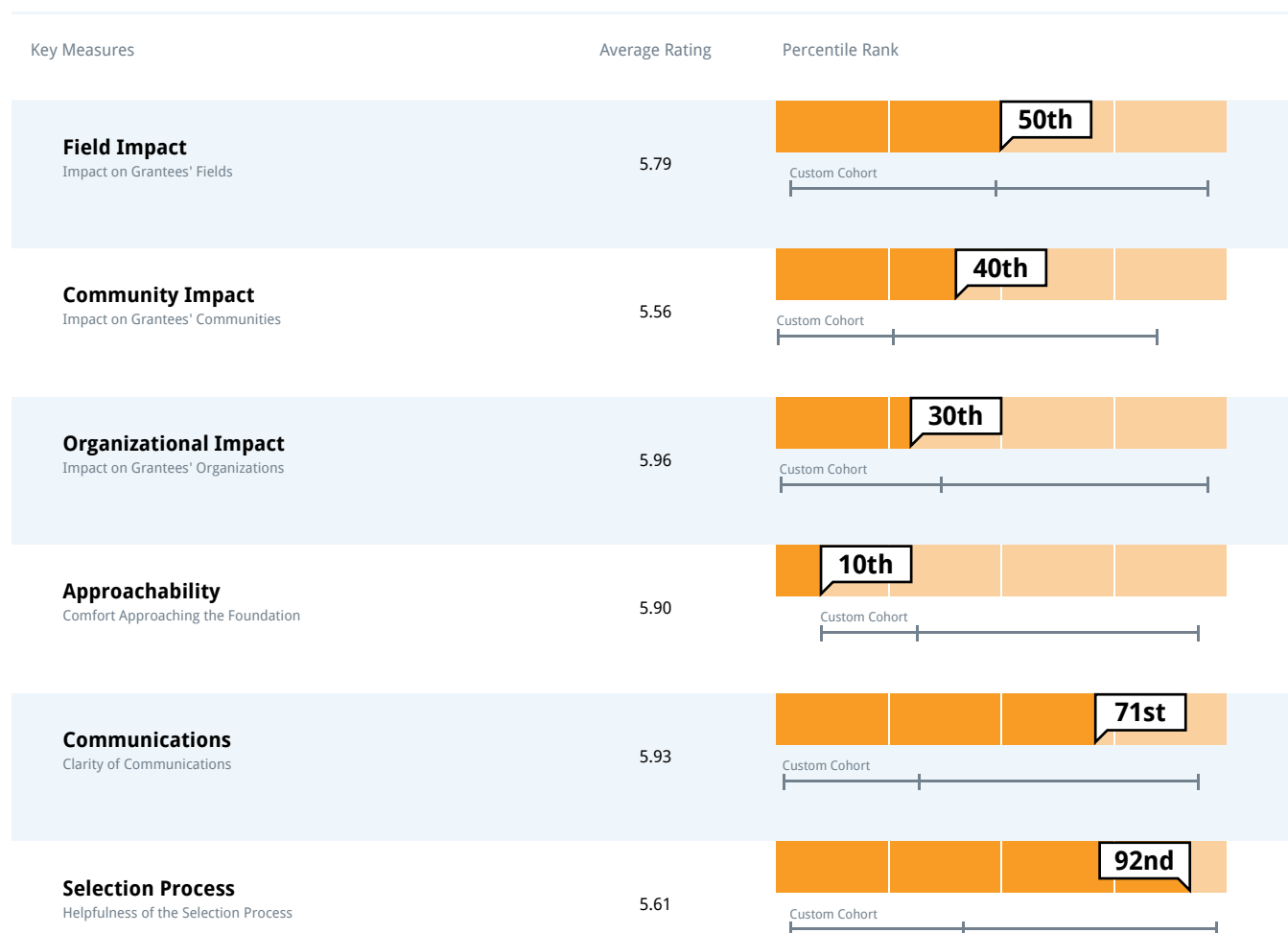
The online version of this report can be accessed at [cep.surveymresults.org](https://cep.surveymresults.org)

<b>Key Ratings Summary .....</b>	<b>1</b>
<b>Survey Population .....</b>	<b>3</b>
<b>Subgroup Methodology and Differences .....</b>	<b>5</b>
<b>Comparative Cohorts .....</b>	<b>6</b>
<b>Grantmaking Characteristics .....</b>	<b>8</b>
<b>Impact on and Understanding of Grantees' Fields.....</b>	<b>12</b>
<b>Advancing Knowledge and Public Policy.....</b>	<b>14</b>
<b>Impact on and Understanding of Grantees' Local Communities .....</b>	<b>16</b>
<b>Impact on and Understanding of Grantees' Organizations.....</b>	<b>18</b>
<b>Grantee Challenges.....</b>	<b>20</b>
<b>Funder-Grantee Relationships.....</b>	<b>21</b>
<b>Interaction Patterns .....</b>	<b>25</b>
<b>Communication.....</b>	<b>28</b>
<b>Openness.....</b>	<b>31</b>
<b>Top Predictors of Relationships .....</b>	<b>32</b>
<b>Funder Response to Current Challenges .....</b>	<b>34</b>
<b>Beneficiaries and Contextual Understanding .....</b>	<b>37</b>
<b>Diversity, Equity, Inclusion and Grantee Demographics.....</b>	<b>40</b>
<b>Primary Beneficiary of Grant.....</b>	<b>43</b>
<b>Respondent Demographics .....</b>	<b>48</b>
<b>Organization ED/CEO Demographics .....</b>	<b>51</b>
<b>Grant Processes .....</b>	<b>52</b>
<b>Selection Process .....</b>	<b>53</b>
<b>Time Between Submission and Clear Commitment .....</b>	<b>54</b>
<b>Reporting and Evaluation Process .....</b>	<b>55</b>
<b>Reporting Process .....</b>	<b>57</b>
<b>Evaluation Process.....</b>	<b>61</b>

<b>Dollar Return and Time Spent on Processes.....</b>	<b>64</b>
<b>Time Spent on Selection Process .....</b>	<b>66</b>
<b>Time Spent on Reporting and Evaluation Process .....</b>	<b>68</b>
<b>Non-Monetary Assistance .....</b>	<b>70</b>
<b>Customized Questions .....</b>	<b>75</b>
<b>Inclusive Grantmaking .....</b>	<b>79</b>
<b>Grantees' Open-Ended Comments.....</b>	<b>86</b>
<b>Quality of Processes, Interactions and Communications .....</b>	<b>87</b>
<b>Grantees' Suggestions .....</b>	<b>88</b>
<b>Selected Comments .....</b>	<b>89</b>
<b>Contextual Data .....</b>	<b>92</b>
<b>Grantee Characteristics.....</b>	<b>96</b>
<b>Funder Characteristics .....</b>	<b>98</b>
<b>Additional Survey Information .....</b>	<b>99</b>
<b>About CEP and Contact Information.....</b>	<b>101</b>

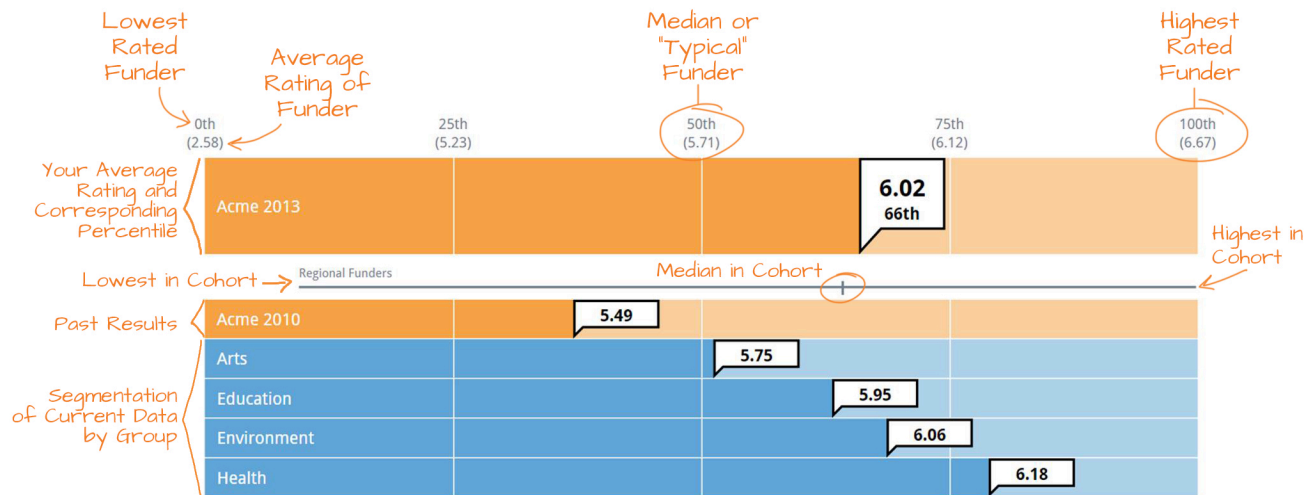
## Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.



## Interpreting Your Charts

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



Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than ten responses.

## Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Voice 2021	February and March 2021	374	257	69%

Survey Year	Year of Active Grants
Voice 2021	1 <sup>st</sup> January 2018 to 31 <sup>st</sup> December 2020

Throughout this report, Voice'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 Voice's overall ratings, this report shows ratings segmented by Country. The online version of this report also shows ratings segmented by Country, Target Group, Grant Type, and Respondent Gender.

Country	Number of Responses
Cambodia	26
Indonesia	28
Kenya	22
Laos	18
Mali	19
Multi-Country Global	25
Niger	19
Nigeria	23
Philippines	30
Tanzania	21
Uganda	26

Respondent Gender	Number of Responses
Identifies as a Man	120
Identifies as a Woman	98
Identifies as "gender non-conforming", "non-binary" or any combination of genders	16
Self-Identified Only	3
Prefer not to say	16

Target Group	Number of Responses
IGEM	48
LGBTI	22

Target Group	Number of Responses
PwD	74
WEAV	88
YE	87
Untagged	91

Grant Type	Number of Responses
Empowerment	85
Influencing	40
Innovate and Learn	43

## Subgroup Methodology and Differences

### Grantee Data

### Subgroup Methodology

**Respondent Gender:** Using data grantees provided in the survey, CEP tagged grantees based on their gender identity. Those segmented as "Identifies as a Man" selected "Man" only, and those segmented as "Identifies as a Woman" selected "Woman" only.

**Country:** Using the grantee list provided by Voice, CEP tagged grantees based on their Country.

**Target Group:** Using the grantee list provided by Voice, CEP tagged grantees based on the types groups of individuals served. If a grantee was tagged as serving multiple groups their responses were included in each target group. If the provided list did not include a target group these grantees are included in the "Untagged" category.

#### *Target Group Key*

- IGEM = Indigenous People and Ethnic Minorities
- LGBTI = Lesbian, Gay, Bisexual, Transexual, Intersexual
- PwD = People with Disabilities
- WEAV = Women Facing Exploitation Abuse and/or Violence
- YE = Vulnerable Youth and Elderly

**Grant Type:** Using data grantees provided in the survey, CEP tagged grantees based on the type of grant shown. If a the Foundation's list did not indicate a grant type, they were excluded from this breakout.

### Subgroup Differences

**Respondent Gender:** Respondents who identify as non-binary, gender non-conforming, or as multiple gender identities (including self-identifying), provide significantly higher ratings on most measures in the report than grantees who identify as either only a man or only a woman.

**Country Grantees:** Kenya grantees rate lower than other Voice grantees on many measures in the report, including the Foundation's understanding of their fields, organisations, and contextual factor effecting their work.

**Target Group:** No group of grantees consistently rates higher or lower than other types of grantees. However, grantees who serve WEAV and YE populations provide consistently lower ratings on nearly every measure in the the report.

**Grant Type:** No grantee consistently rates higher or lower than others when grantees are segmented by grant type.



## Comparative Cohorts

### Customized Cohort

Voice selected a set of 15 funders to create a smaller comparison group that more closely resembles Voice in scale and scope.

#### Custom Cohort

444S Foundation
Adessium Foundation
Alliance for a Green Revolution in Africa
Bader Philanthropies, Inc.
ClimateWorks Foundation
EMpower
Foundation for a Just Society
Human Dignity Foundation
Luminate
Mama Cash
Paul Hamlyn Foundation
Rockefeller Brothers Fund
Stichting Oxfam Novib (Voice)
Tinker Foundation Inc.
Unbound Philanthropy

### Standard Cohorts

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

### Strategy Cohorts

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

### Annual Giving Cohorts

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

## Foundation Type Cohorts

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

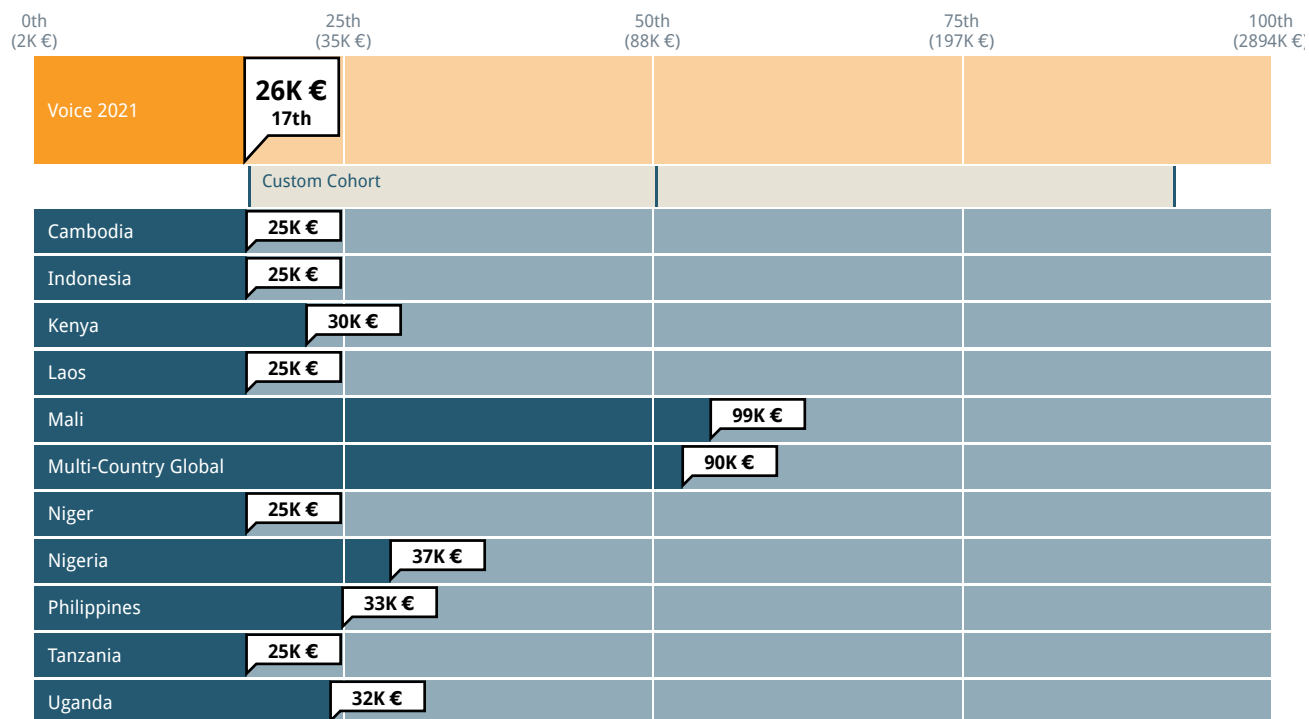
## Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	58	Funders who surveyed grantees during COVID-19 (GPR only)

## Grantmaking Characteristics

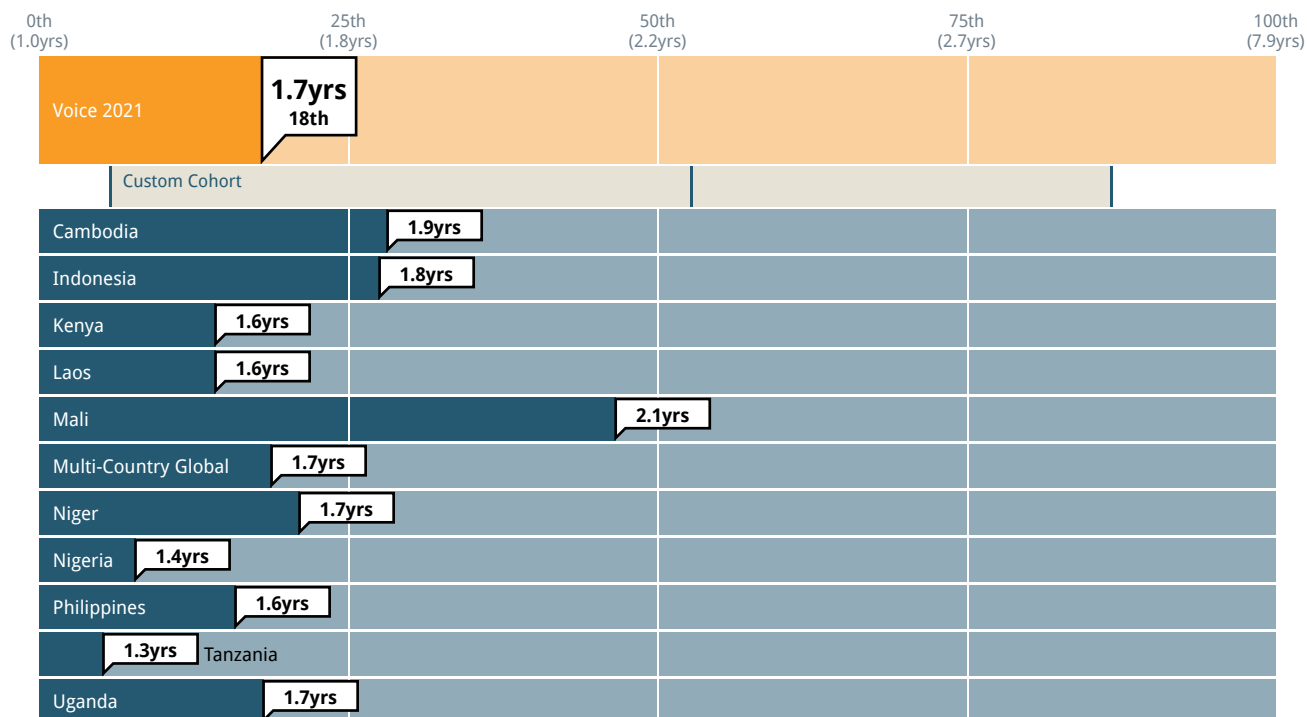
Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further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

### Median Grant Size



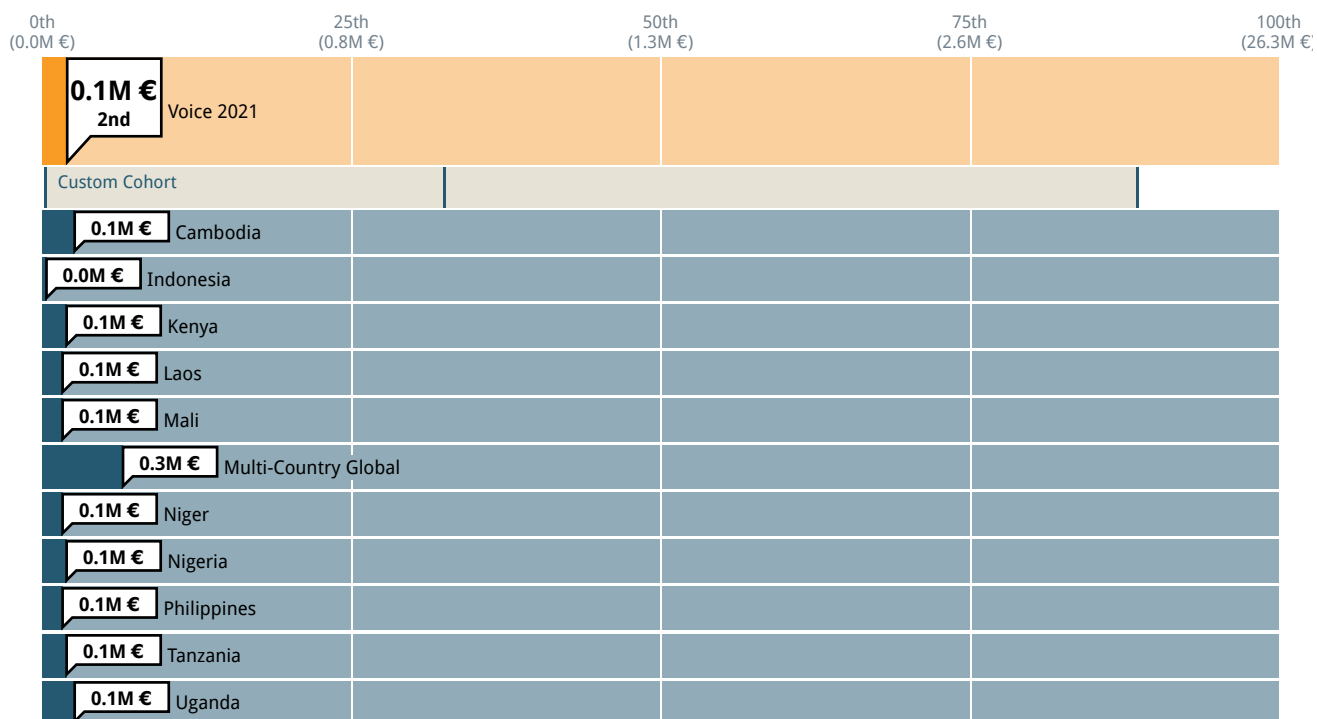
Cohort: Custom Cohort   Past results: on   Subgroup: Country

## Average Grant Length



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Median Organisational Budget



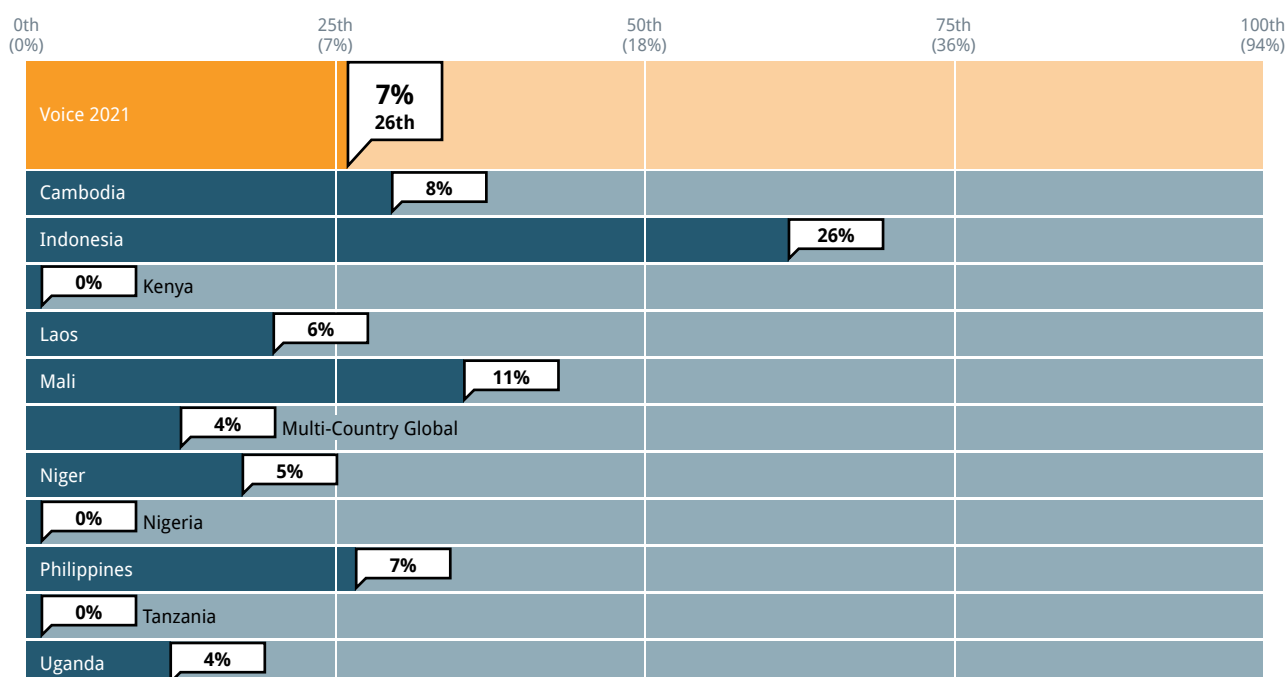
Cohort: Custom Cohort    Past results: on    Subgroup: Country

Selected Cohort: Custom Cohort			
Grant History	Voice 2021	Average Funder	Custom Cohort
Percentage of first-time grants	91%	29%	45%

Selected Cohort: Custom Cohort			
Program Staff Load	Voice 2021	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	1.7M €	2.4M €	1.8M €
Applications per program full-time employee	3	26	15
Active grants per program full-time employee	14	31	19

### Proportion of Unrestricted Funding

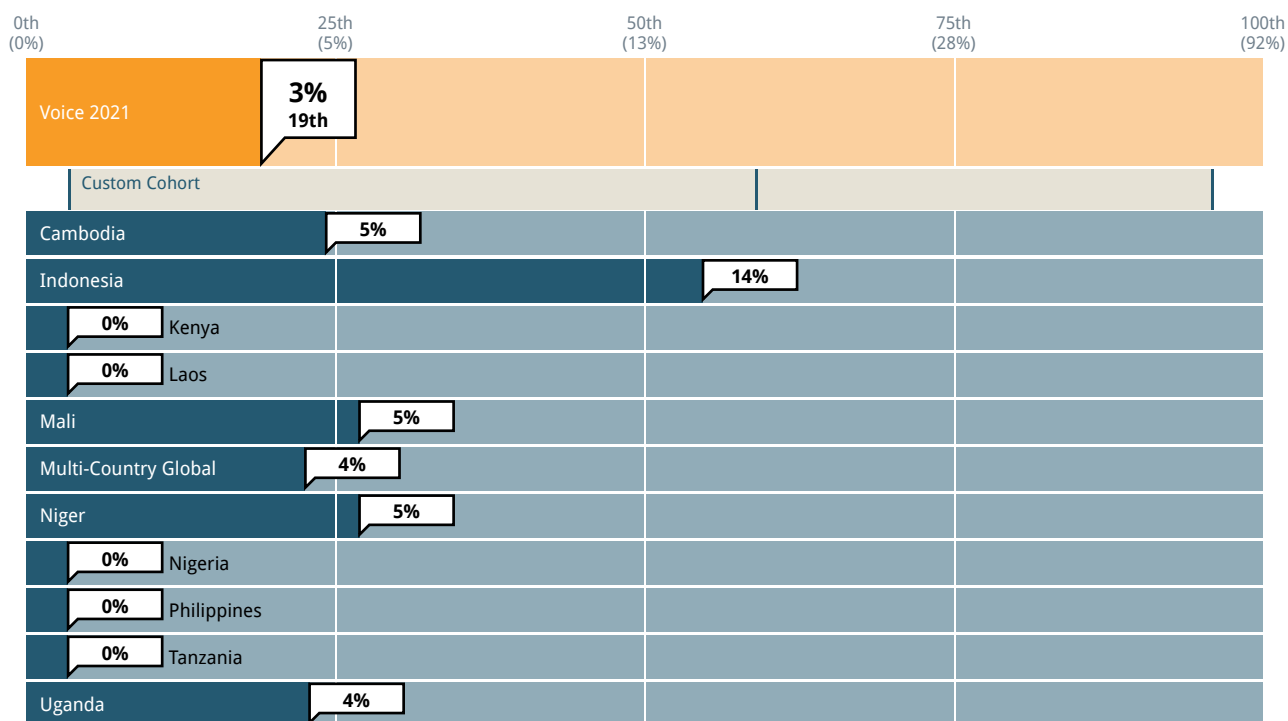
Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)'



Cohort: None Past results: on Subgroup: Country

## 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

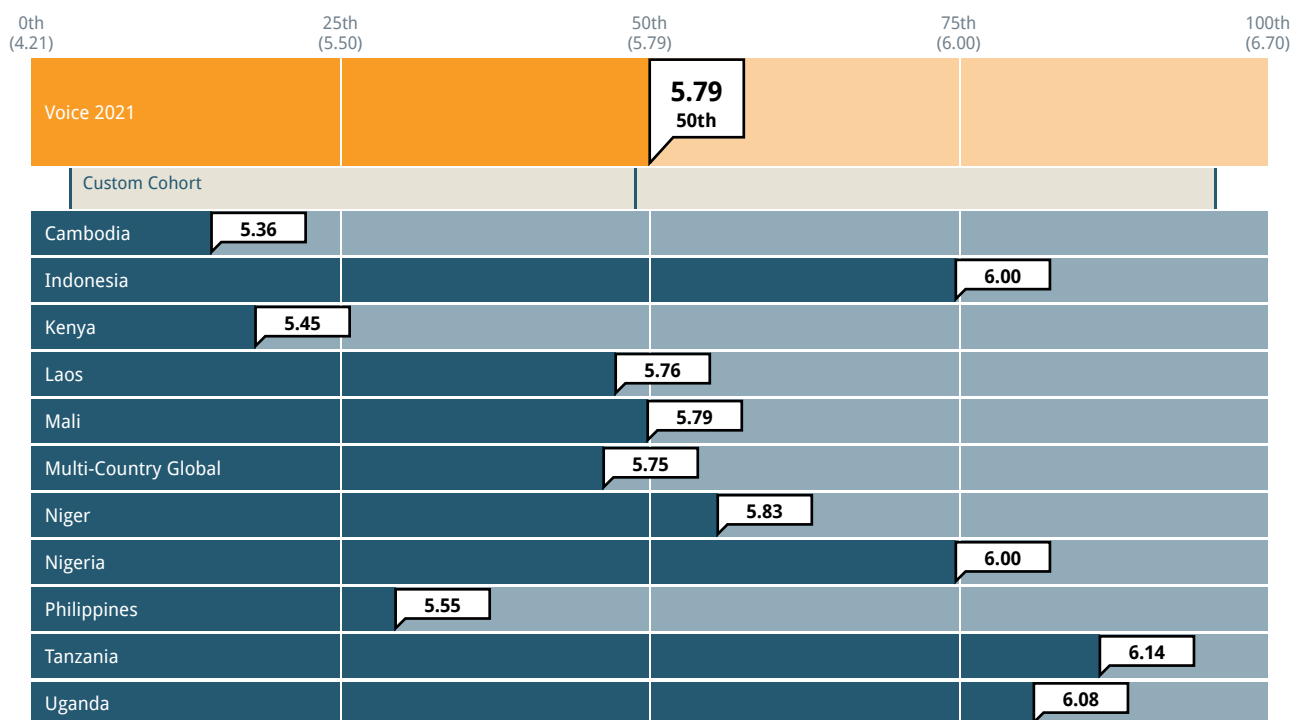


Cohort: Custom Cohort Past results: on Subgroup: Country

## Impact on and Understanding of Grantees' Fields

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

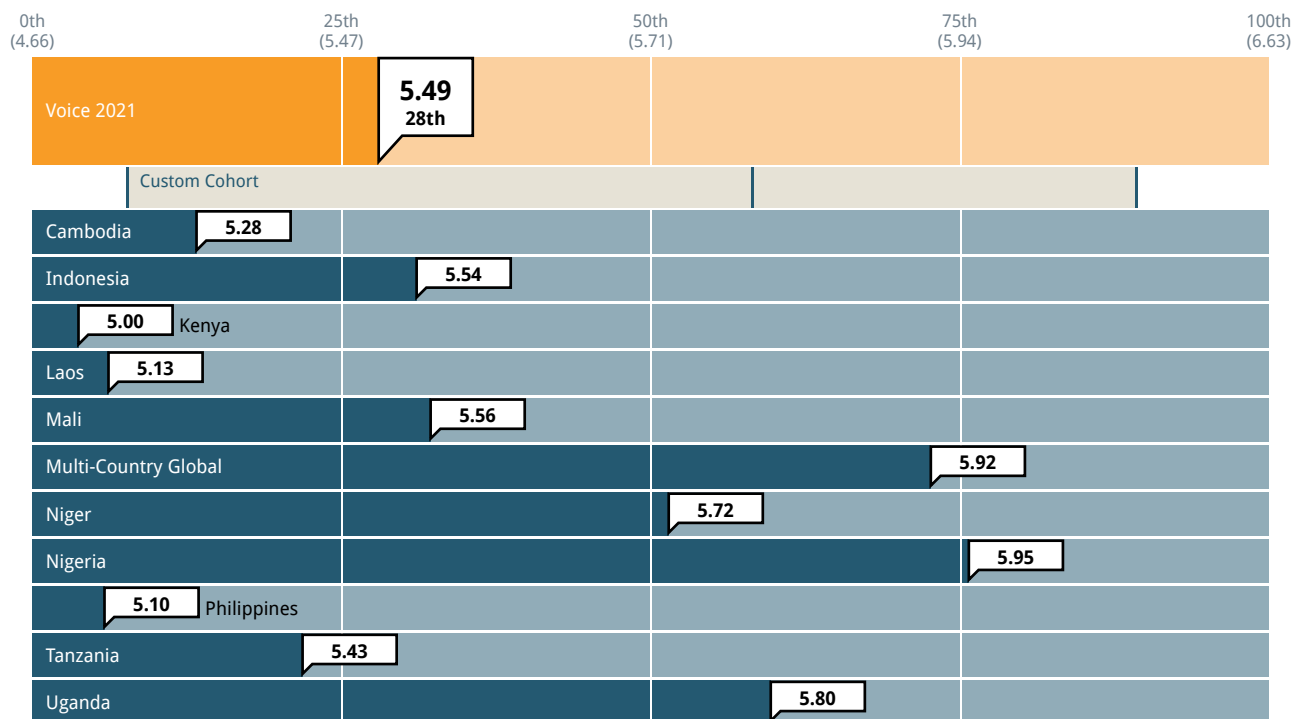
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## How well does Voice understand the field in which you work?

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



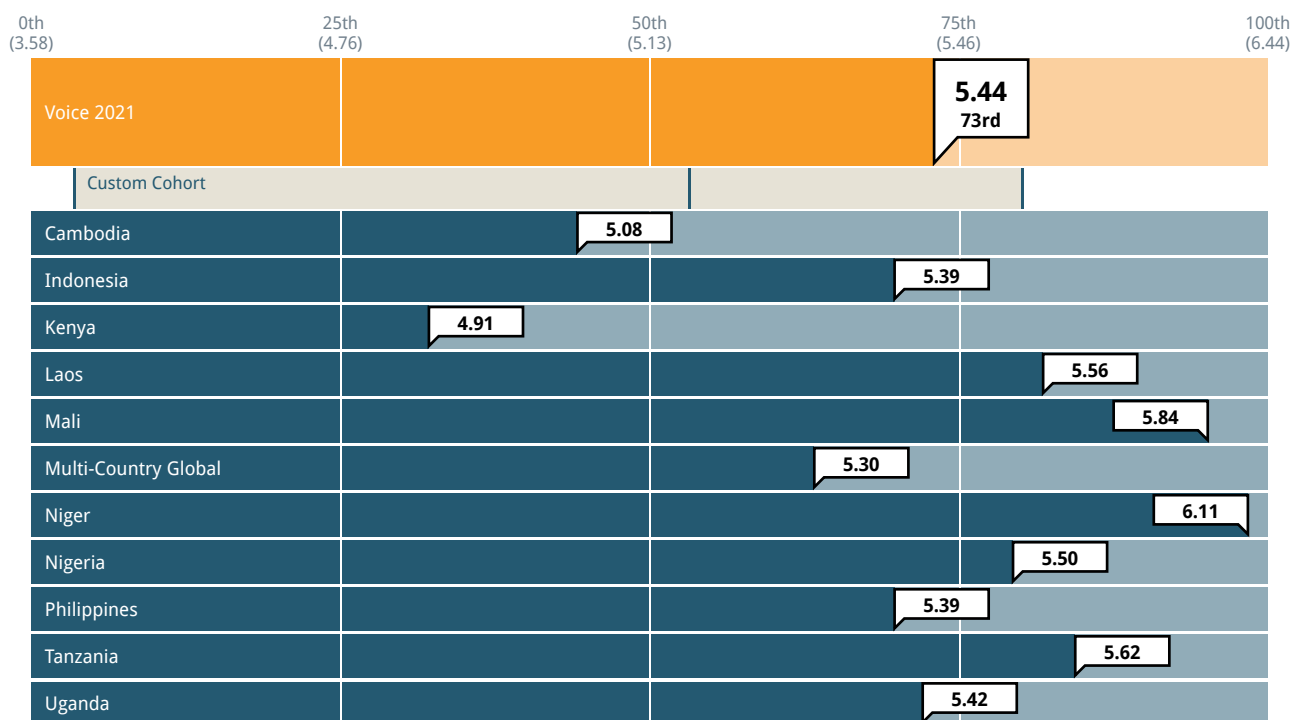
Cohort: Custom Cohort    Past results: on    Subgroup: Country



## Advancing Knowledge and Public Policy

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

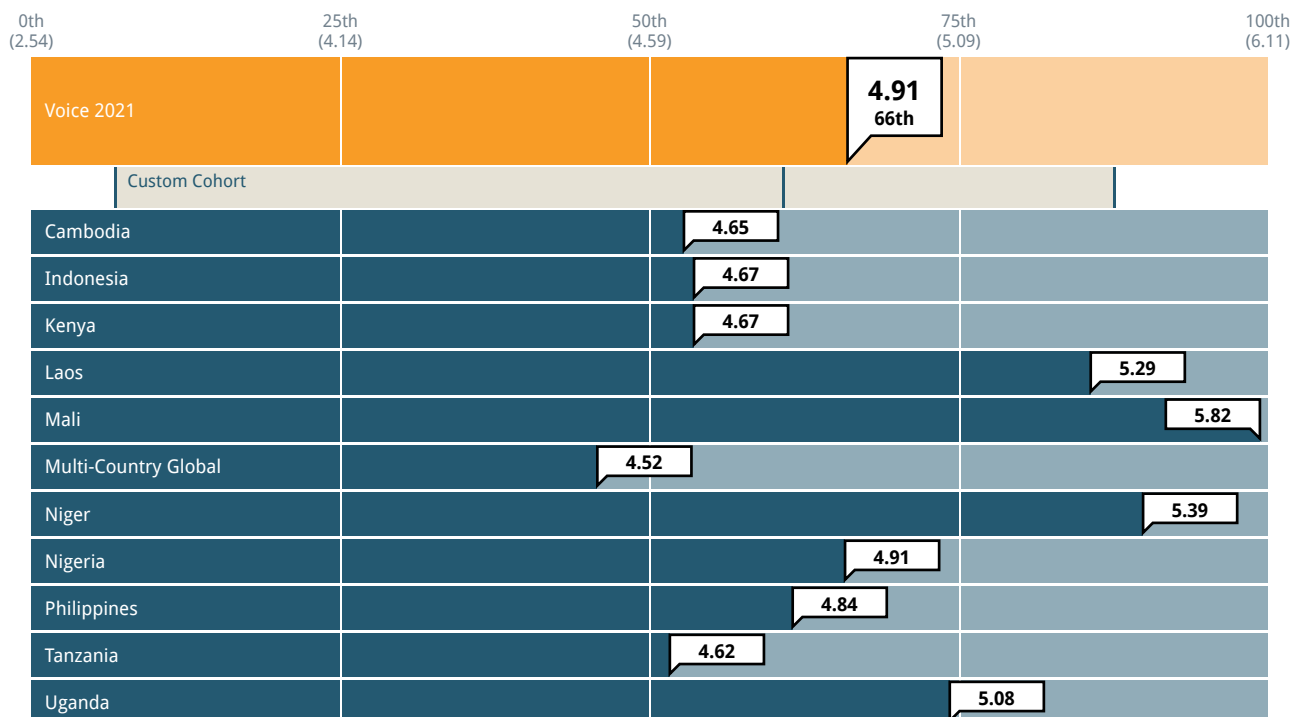
1 = Not at all    7 = Leads the field to new thinking and practice



Cohort: Custom Cohort    Past results: on    Subgroup: Country

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

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

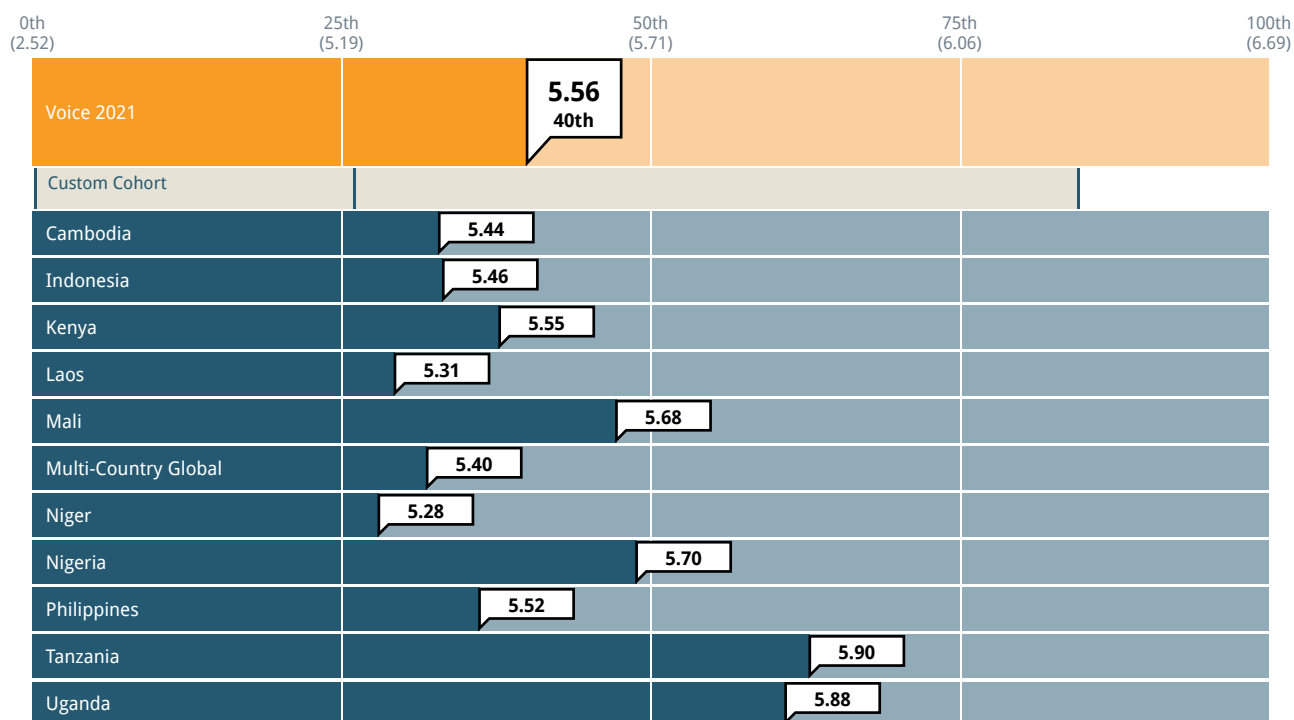


Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Impact on and Understanding of Grantees' Local Communities

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

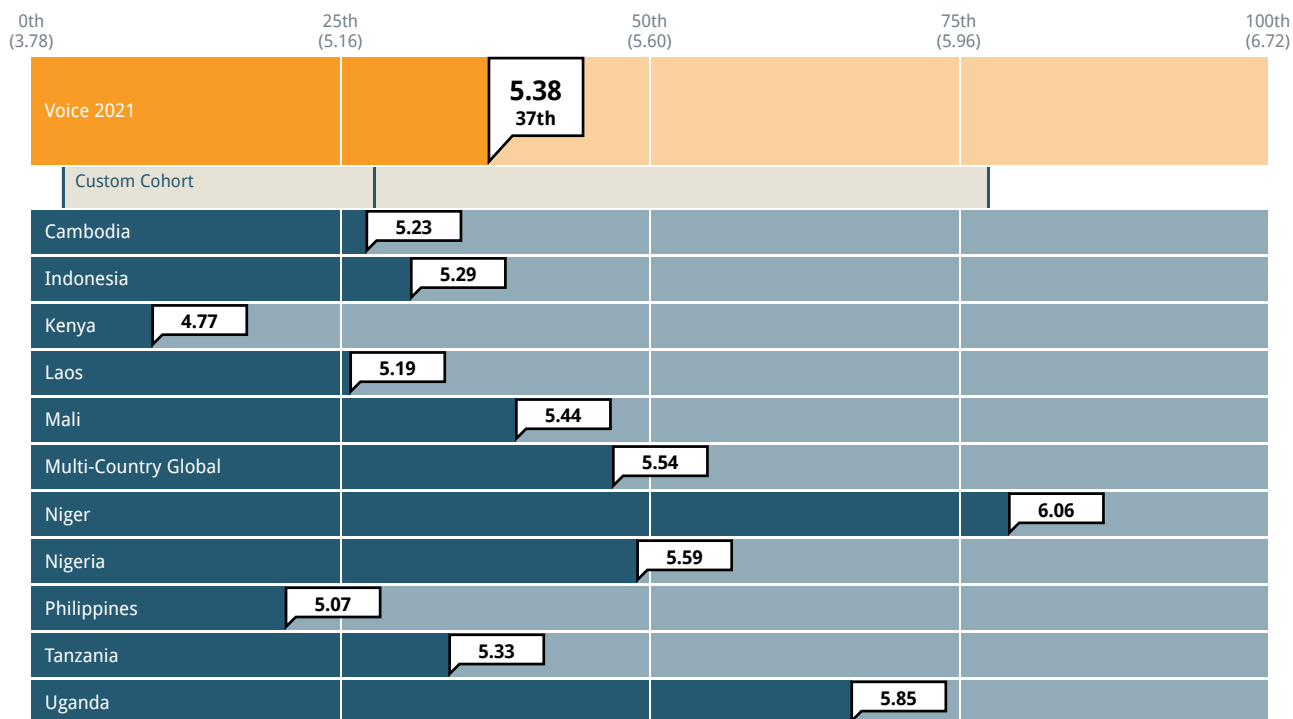
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## How well does Voice understand the local community with which you work?

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

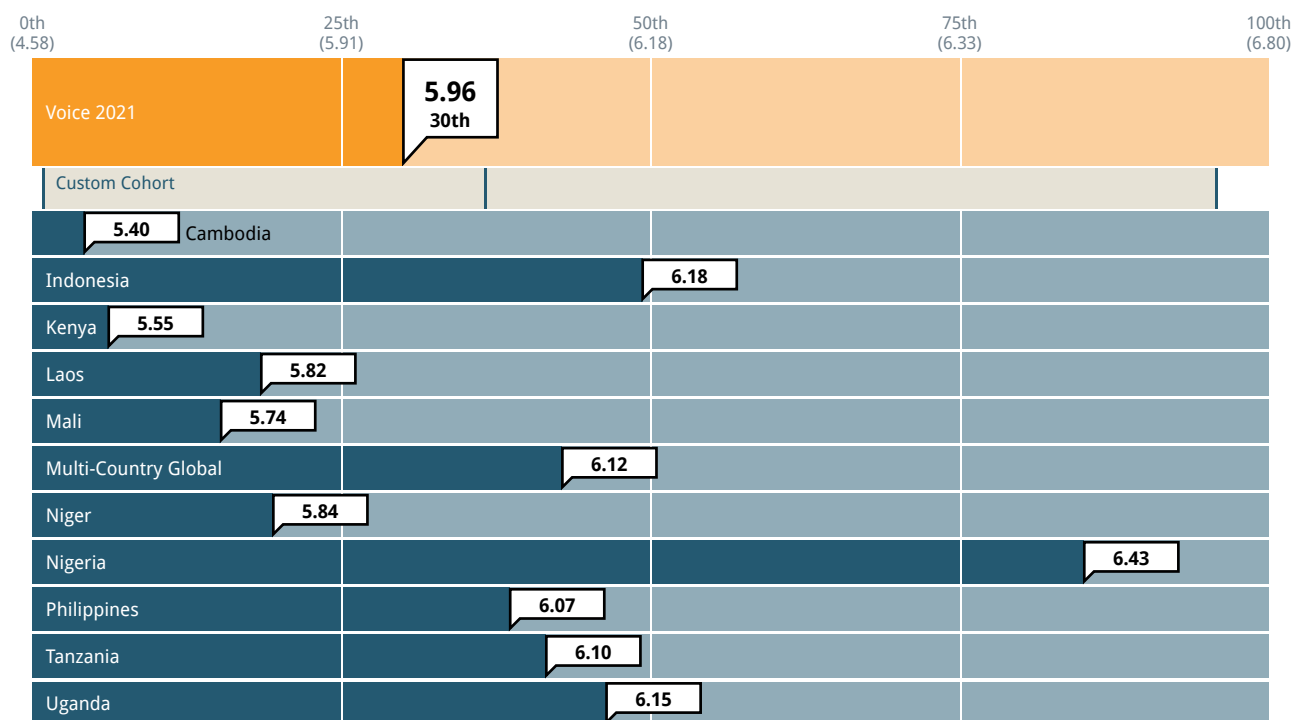


Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Impact on and Understanding of Grantees' Organizations

Overall, how would you rate Voice's impact on your organisation?

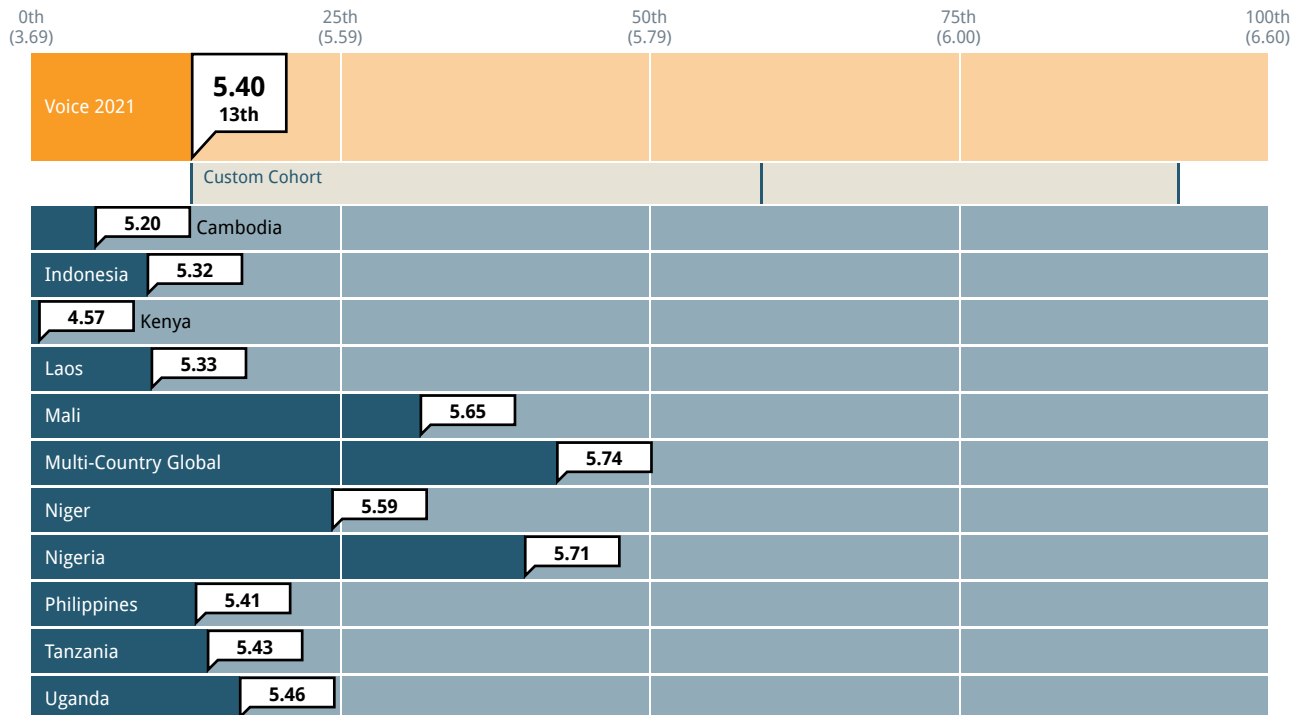
1 = No impact    7 = Significant positive impact



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## How well does Voice understand your organisation's strategy and goals?

1 = Limited understanding    7 = Thorough understanding

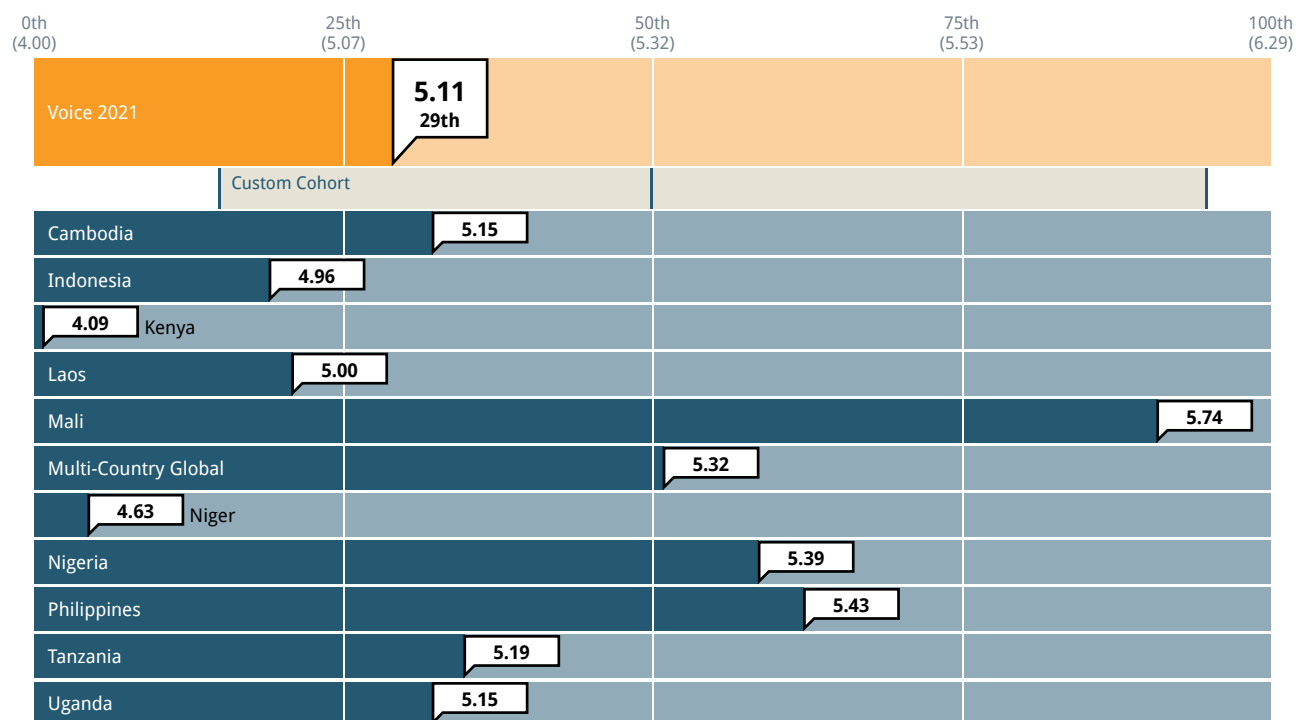


Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Grantee Challenges

How aware is Voice of the challenges that your organisation is facing?

1 = Not at all aware    7 = Extremely aware

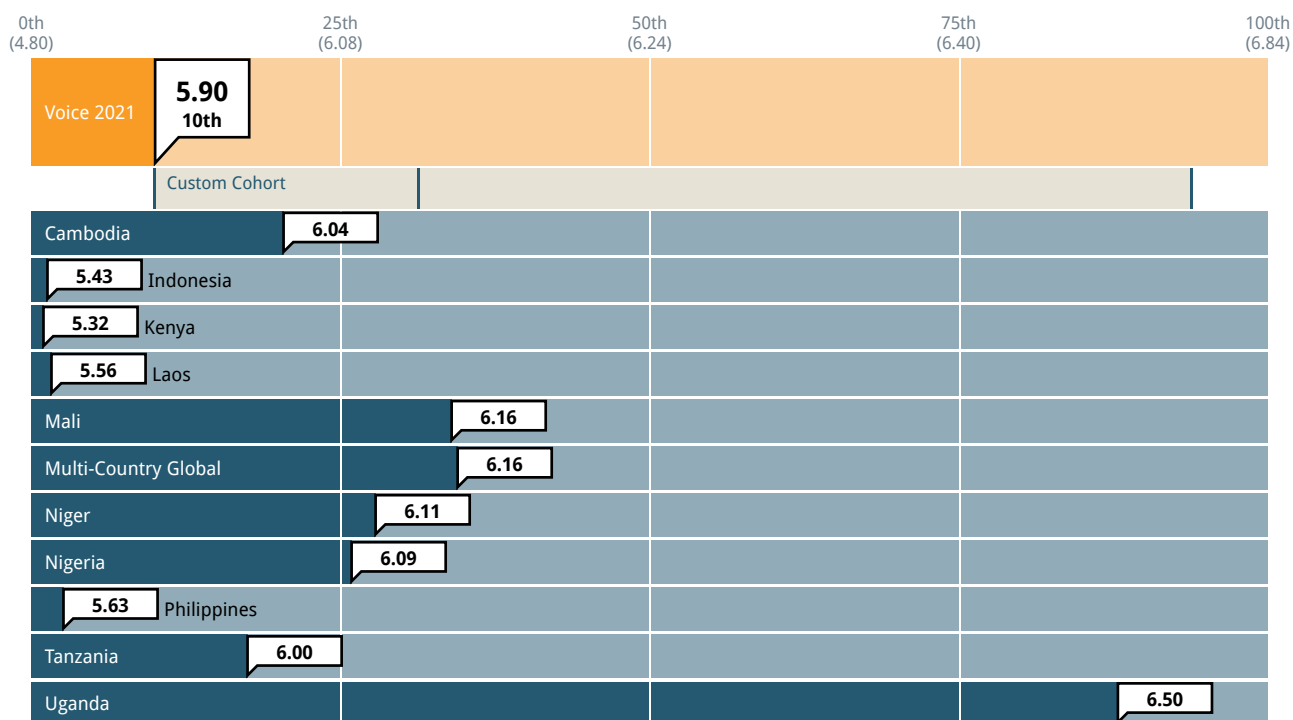


Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Funder-Grantee Relationships

How comfortable do you feel approaching Voice if a problem arises?

1 = Not at all comfortable    7 = Extremely comfortable

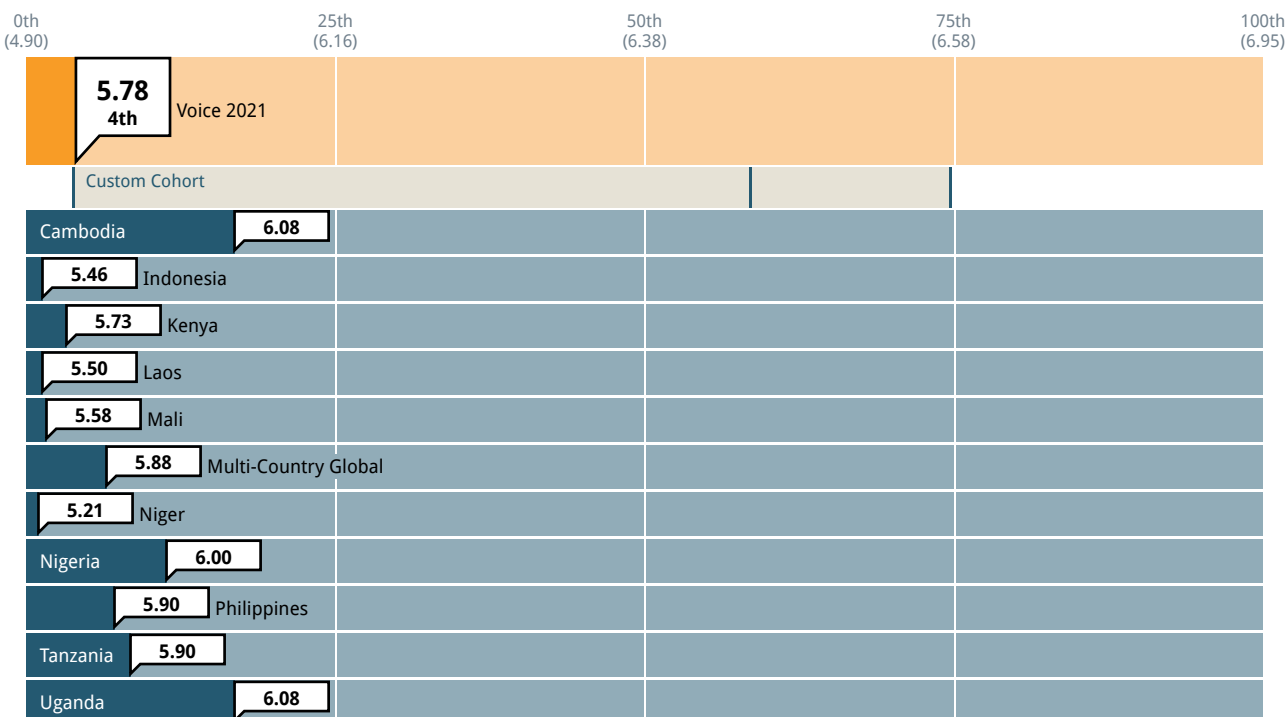


Cohort: Custom Cohort    Past results: on    Subgroup: Country



## Overall, how responsive was Voice staff?

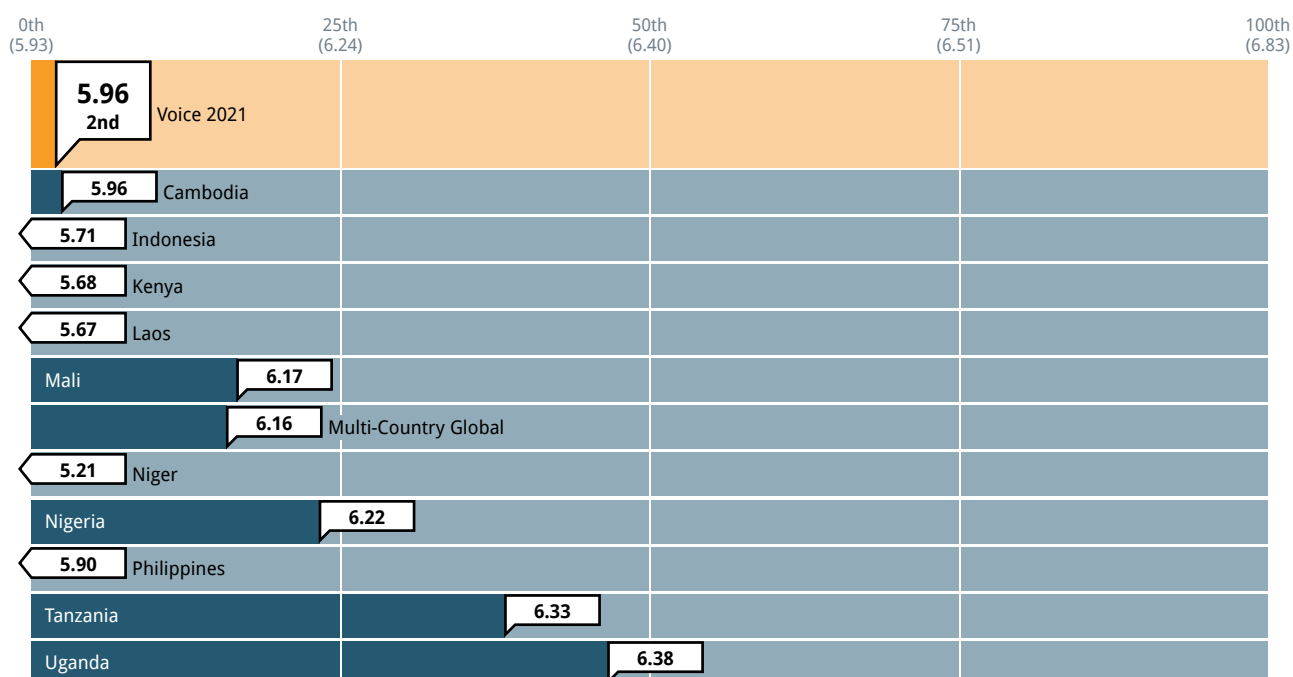
1 = Not at all responsive 7 = Extremely responsive



Cohort: Custom Cohort Past results: on Subgroup: Country

## To what extent did Voice exhibit trust in your organisation's staff during this grant?

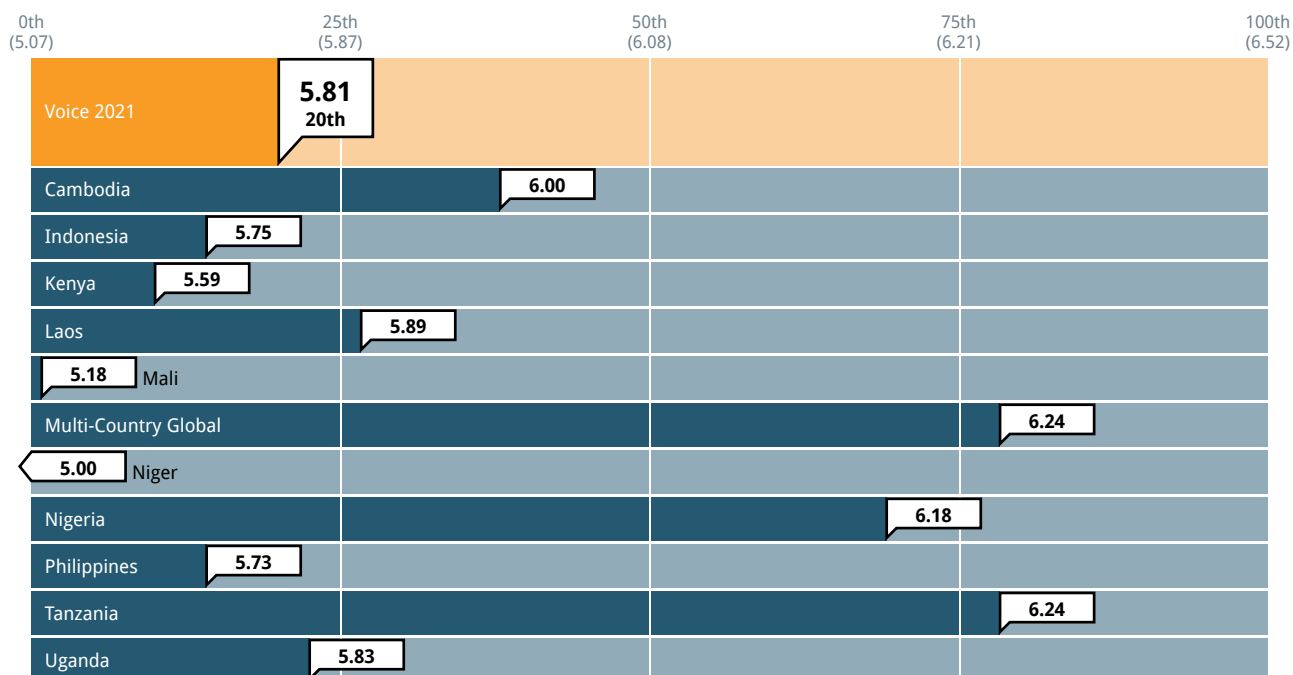
1 = Not at all 4 = Somewhat 7 = To a great extent



Cohort: None Past results: on Subgroup: Country

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

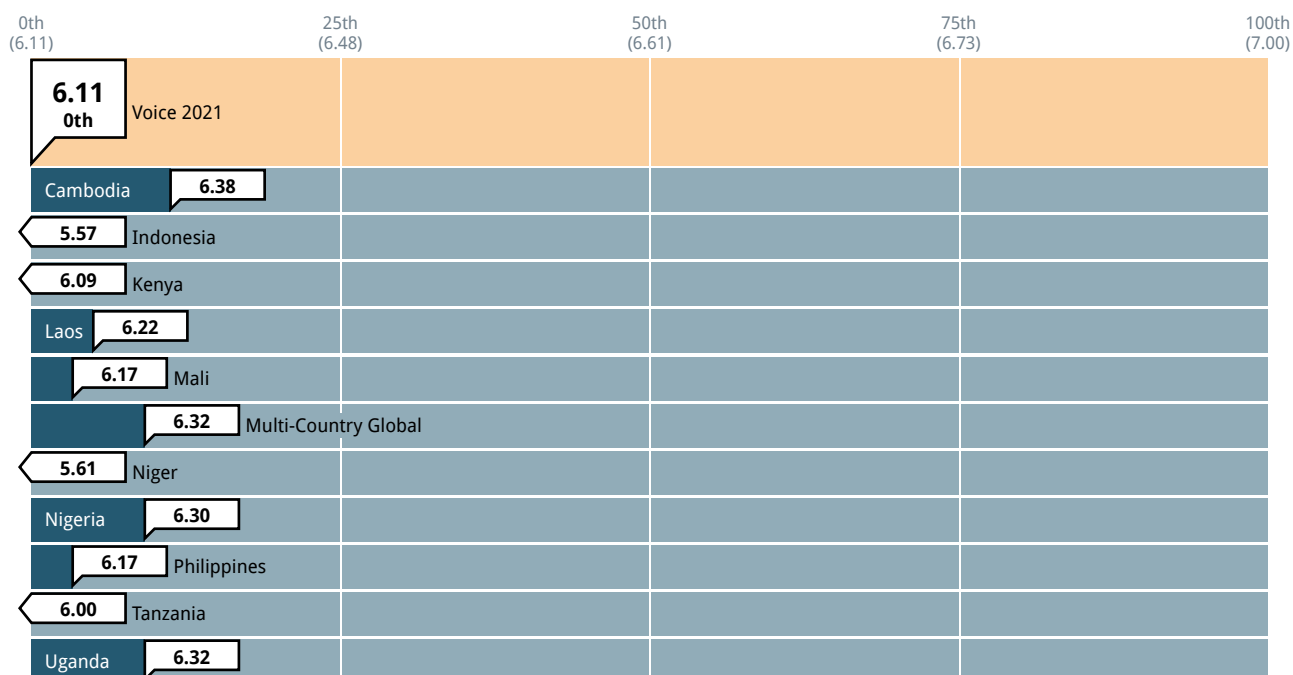
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Country

### To what extent did Voice exhibit respectful interaction during this grant?

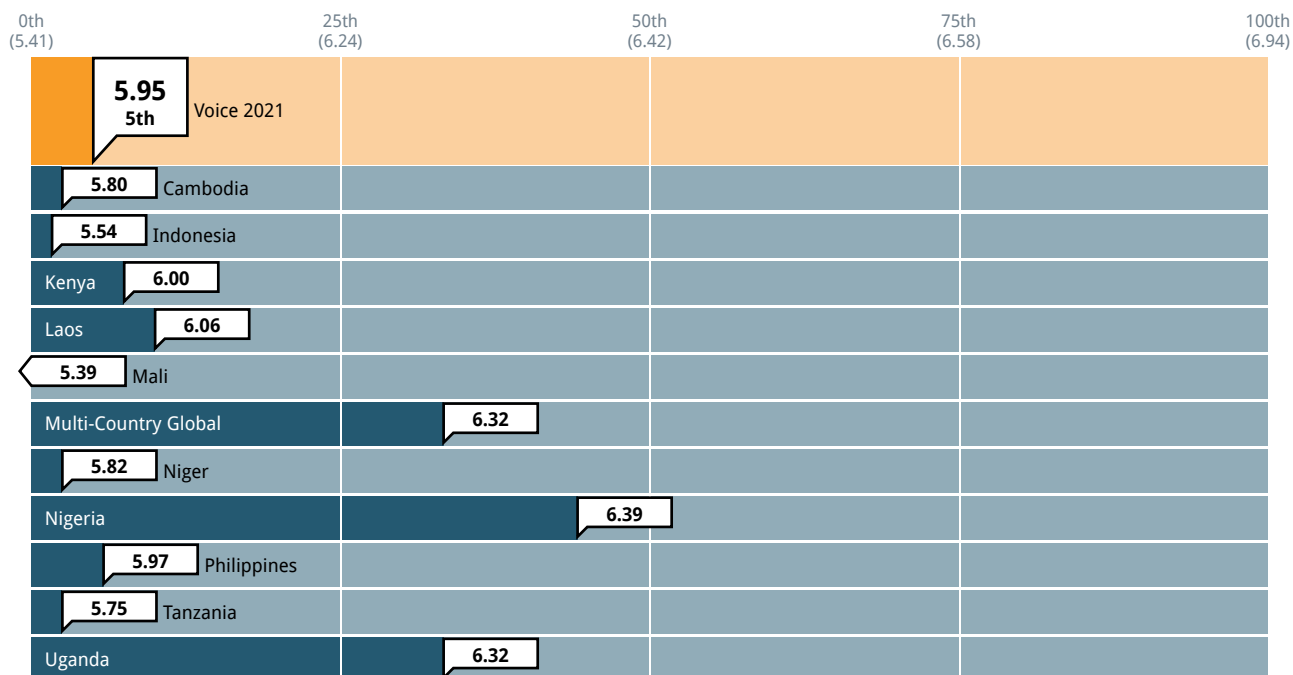
1 = Not at all    4 = Somewhat    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Country

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

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

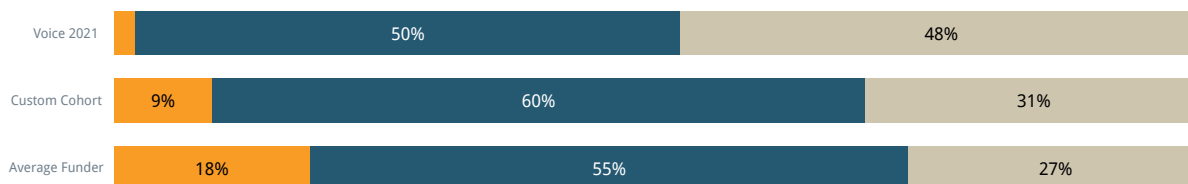


Cohort: None    Past results: on    Subgroup: Country

## Interaction Patterns

### How often do/did you have contact with Voice team during this grant?

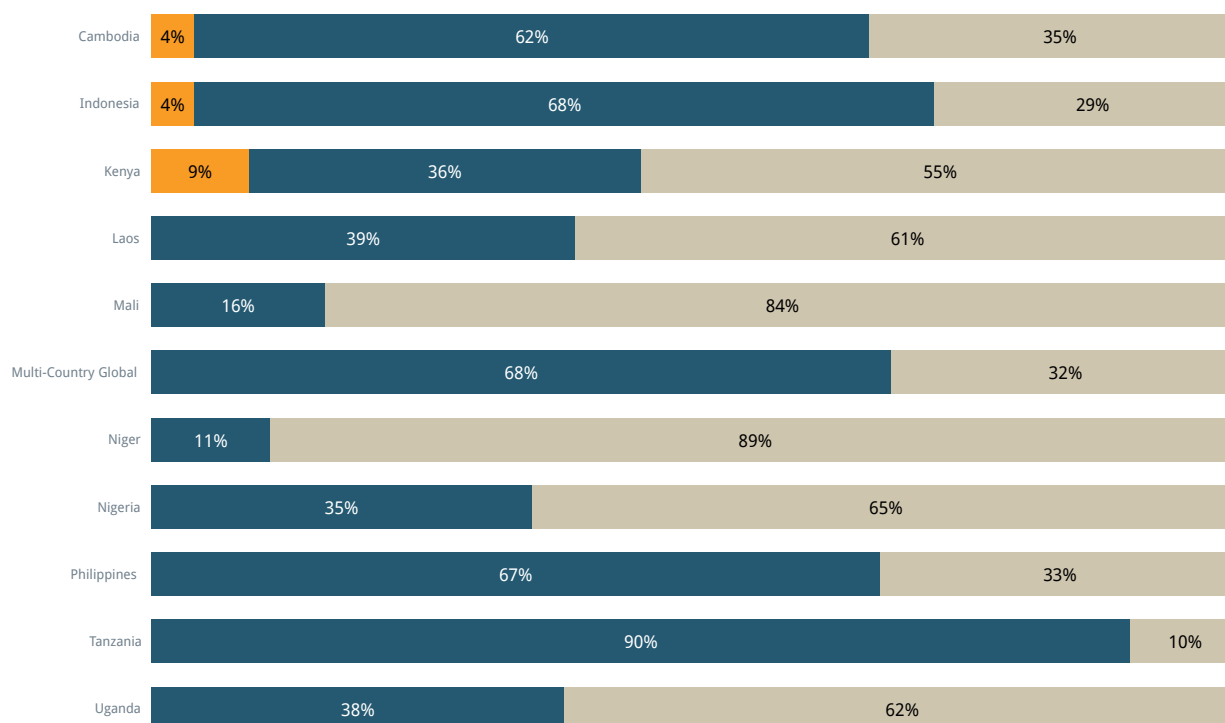
Yearly or less often Once every few months Monthly or more often



Cohort: Custom Cohort Past results: on

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

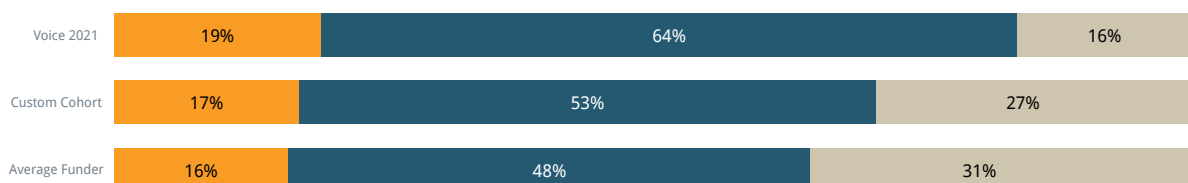
Yearly or less often Once every few months Monthly or more often



Subgroup: Country

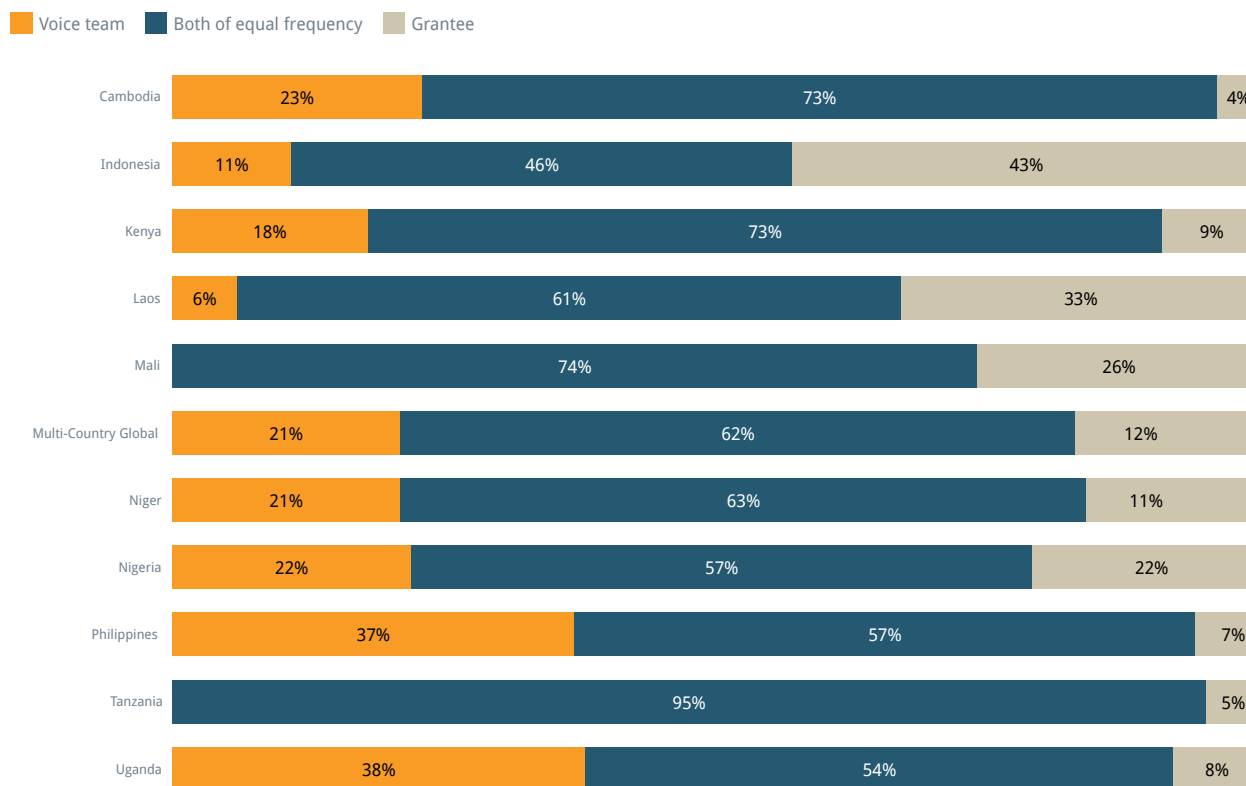
### Who most frequently initiated the contact you had with Voice team?

Voice team Both of equal frequency Grantee



Cohort: Custom Cohort Past results: on

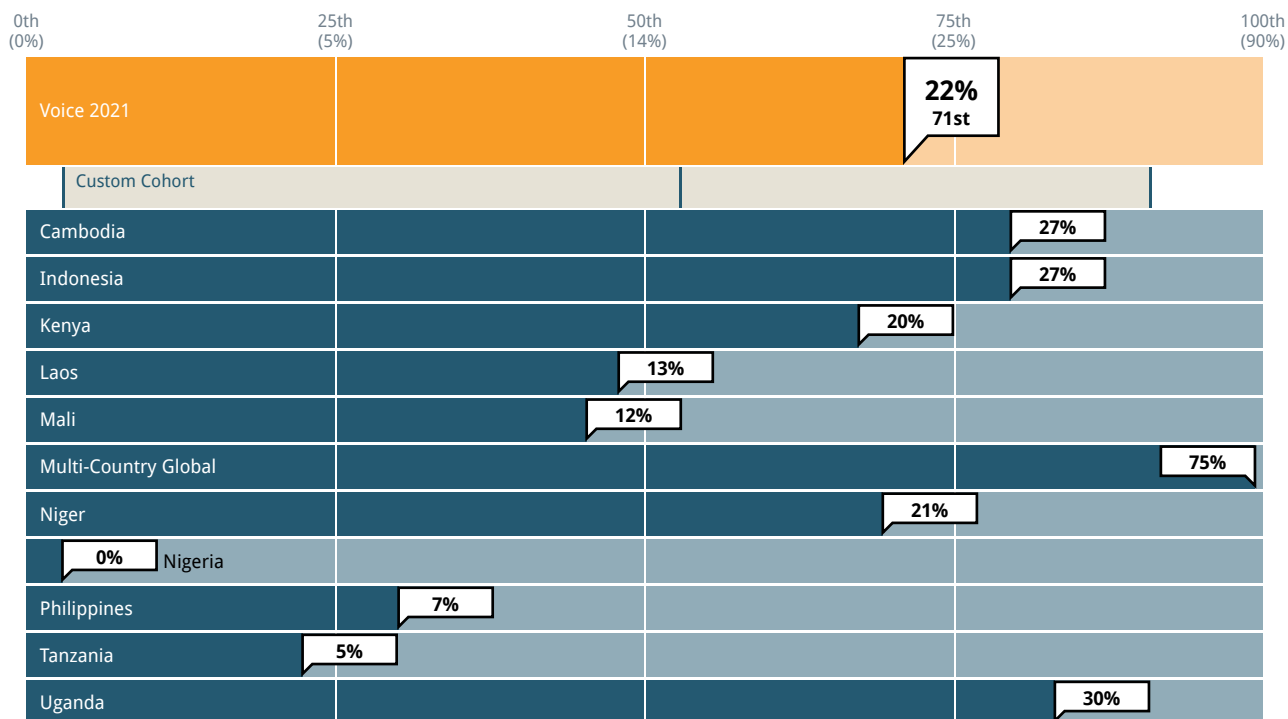
### Who most frequently initiated the contact you had with Voice team? - By Subgroup



Subgroup: Country

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

Proportion of grantees responding 'Yes'

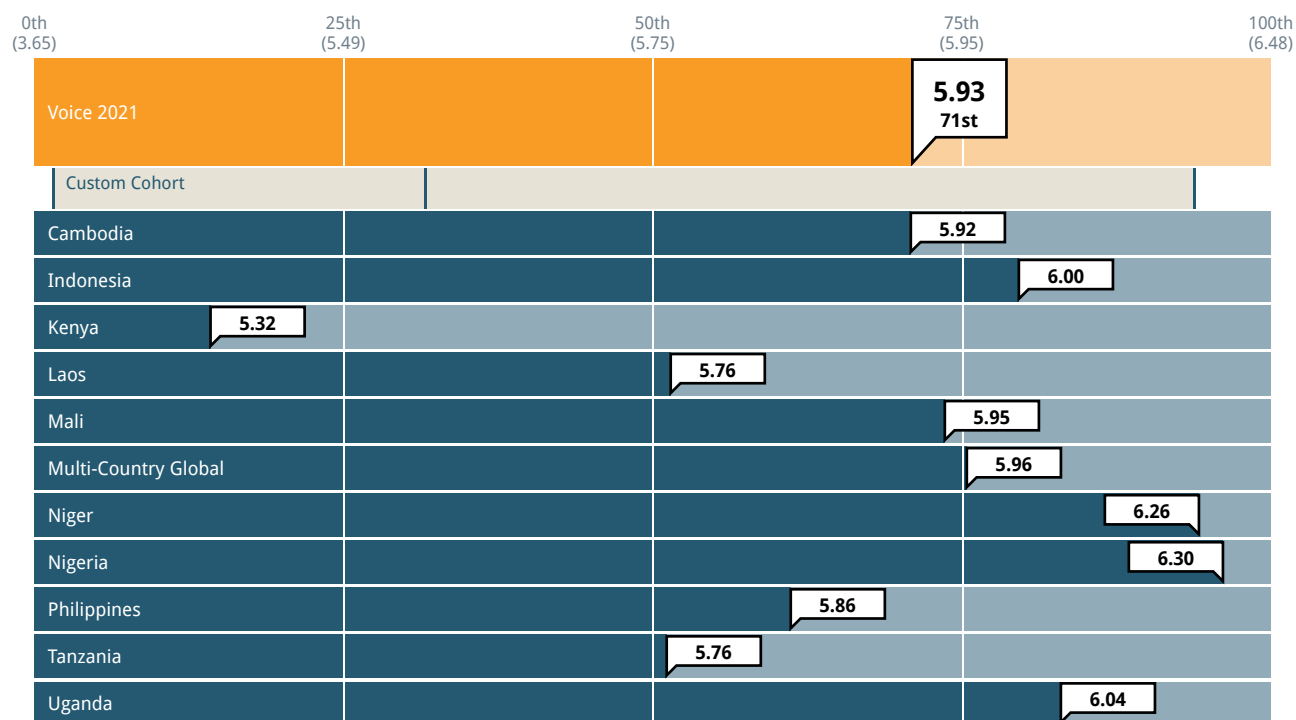


Cohort: Custom Cohort   Past results: on   Subgroup: Country

## Communication

How clearly has Voice communicated its goals and strategy to you?

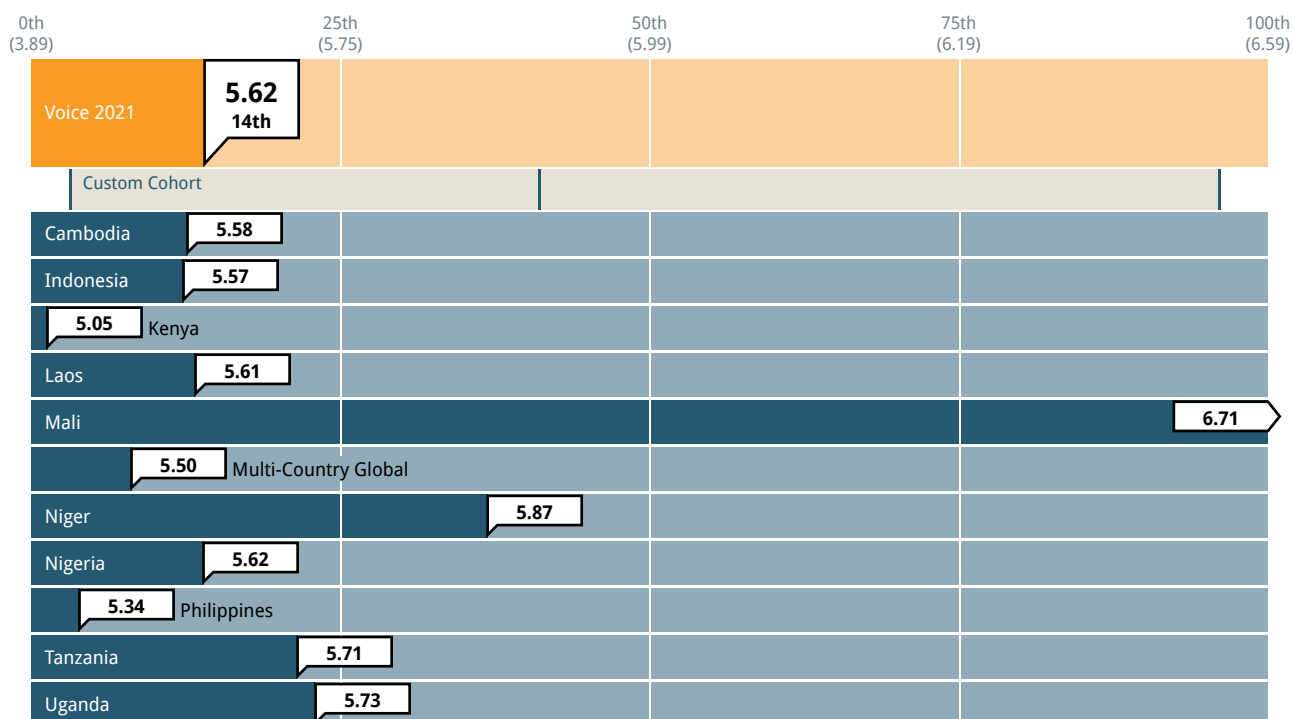
1 = Not at all clearly    7 = Extremely clearly



Cohort: Custom Cohort    Past results: on    Subgroup: Country

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

1 = Not at all consistent    7 = Completely consistent



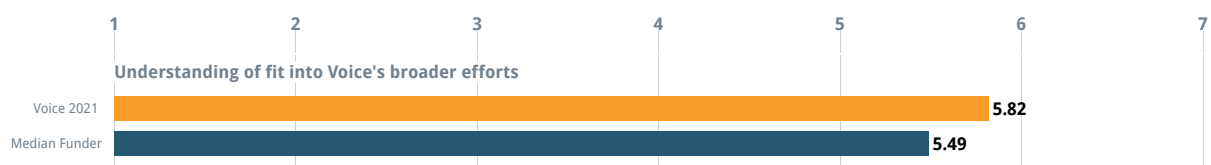
Cohort: Custom Cohort    Past results: on    Subgroup: Country

The following question was recently added to the grantee survey and depicts comparative data from 50-75 funders in the grantee dataset.

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

1 = Limited understanding    7 = Thorough understanding

Voice 2021    Median Funder



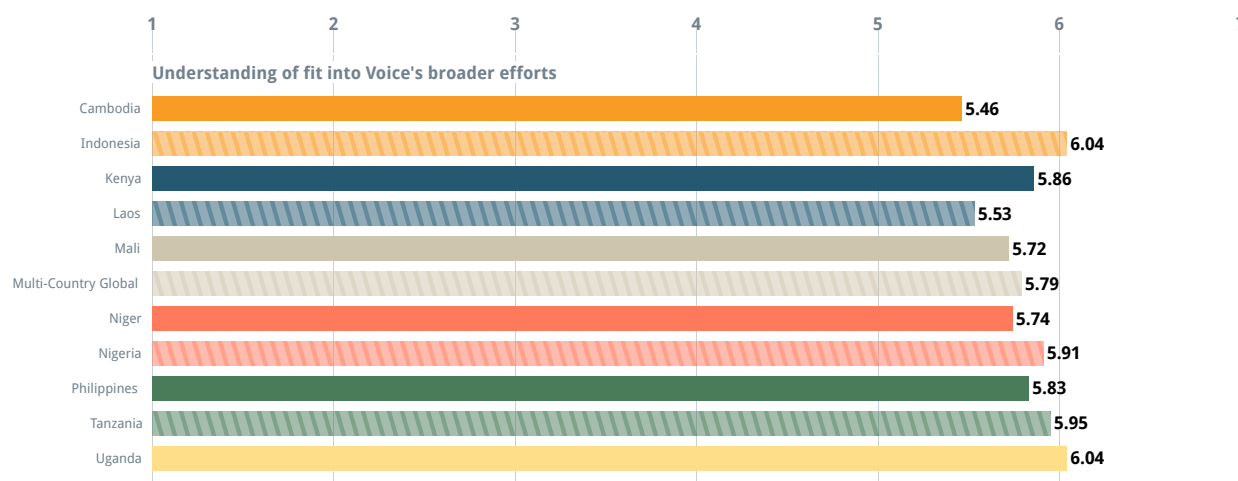
Cohort: None    Past results: on



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

1 = Limited understanding    7 = Thorough understanding

Cambodia   Indonesia   Kenya   Laos   Mali   Multi-Country Global   Niger   Nigeria   Philippines   Tanzania   Uganda

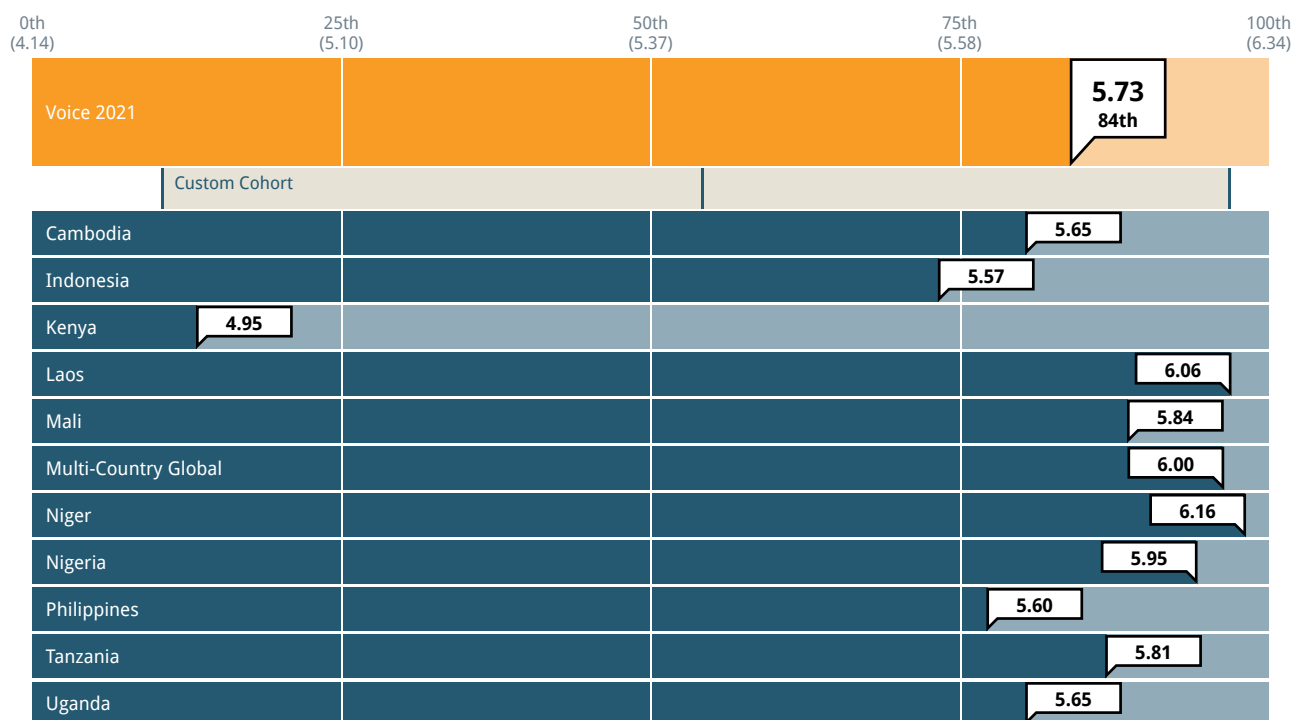


Subgroup: Country

## Openness

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

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



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Top Predictors of Relationships

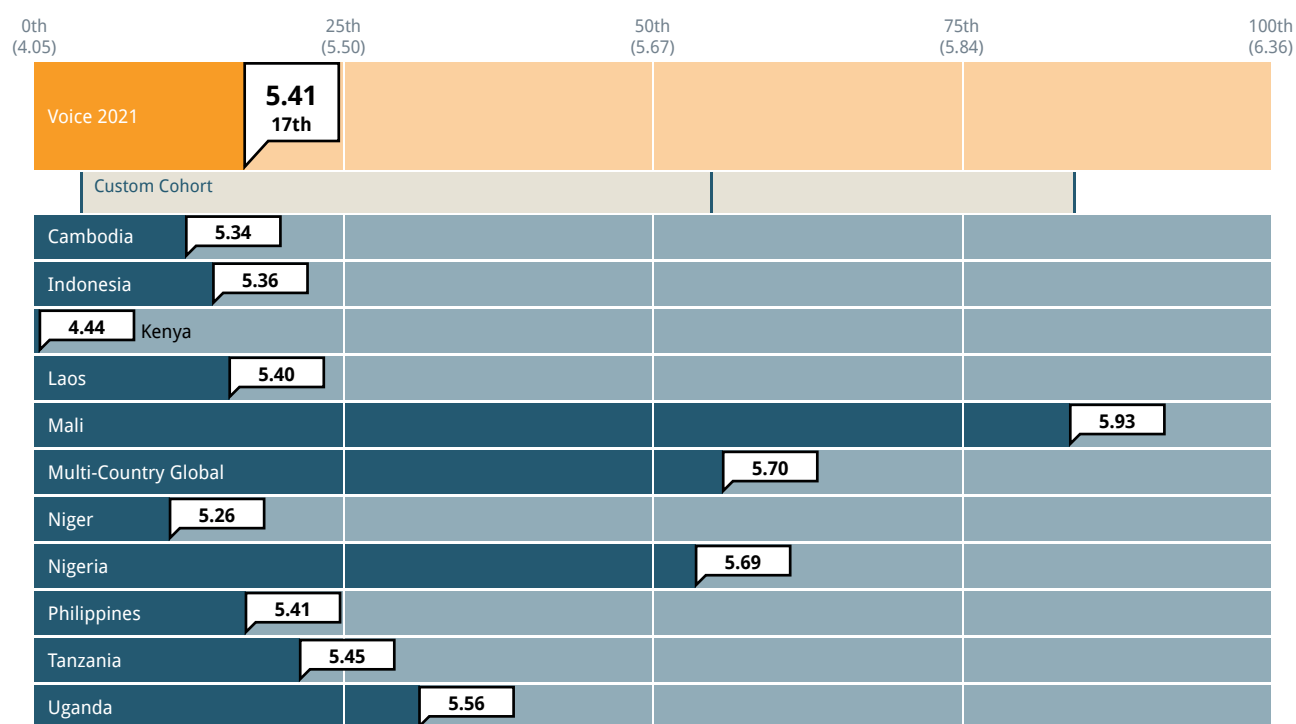
CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

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:

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

### Understanding Summary Measure

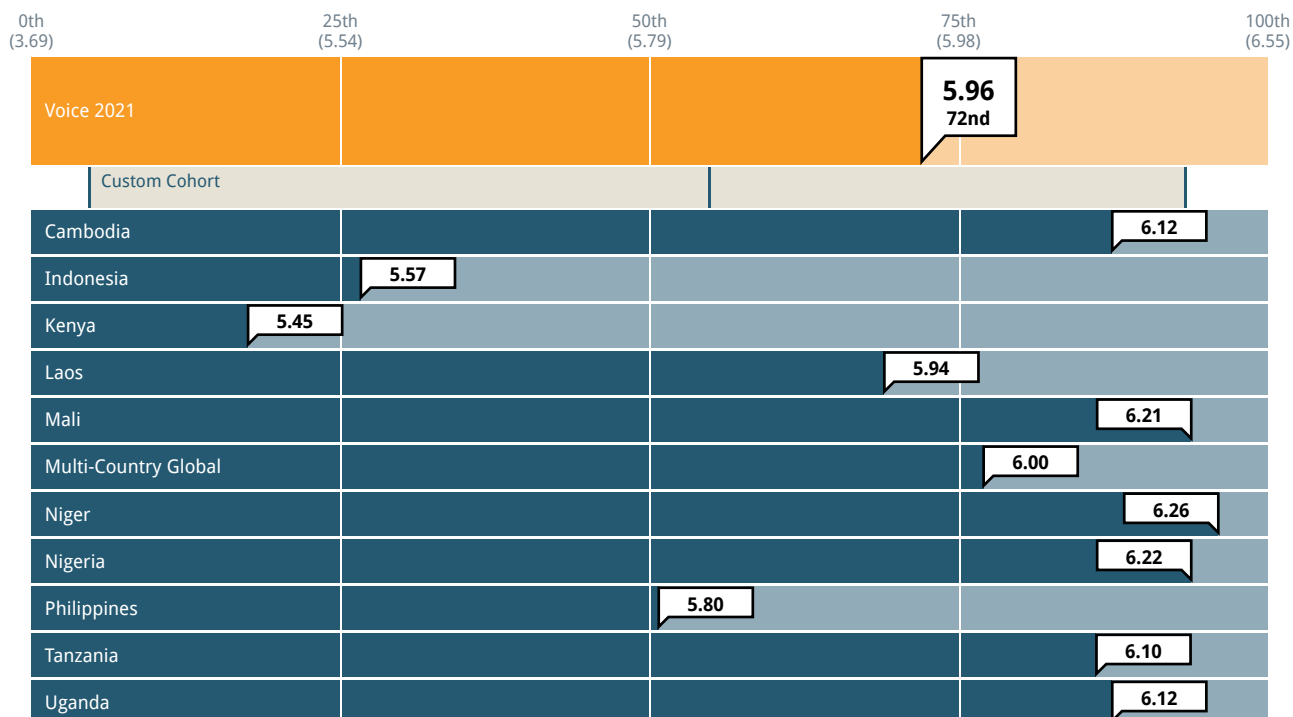
1 = Very negative    7 = Very positive



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Overall, how transparent is Voice with your organisation?

1 = Not at all transparent    7 = Extremely transparent



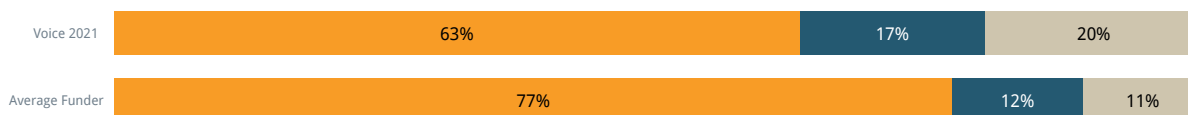
Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Funder Response to Current Challenges

The subsequent questions were recently added to the grantee survey and depict data from fewer than 25 funders in CEP's dataset.

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

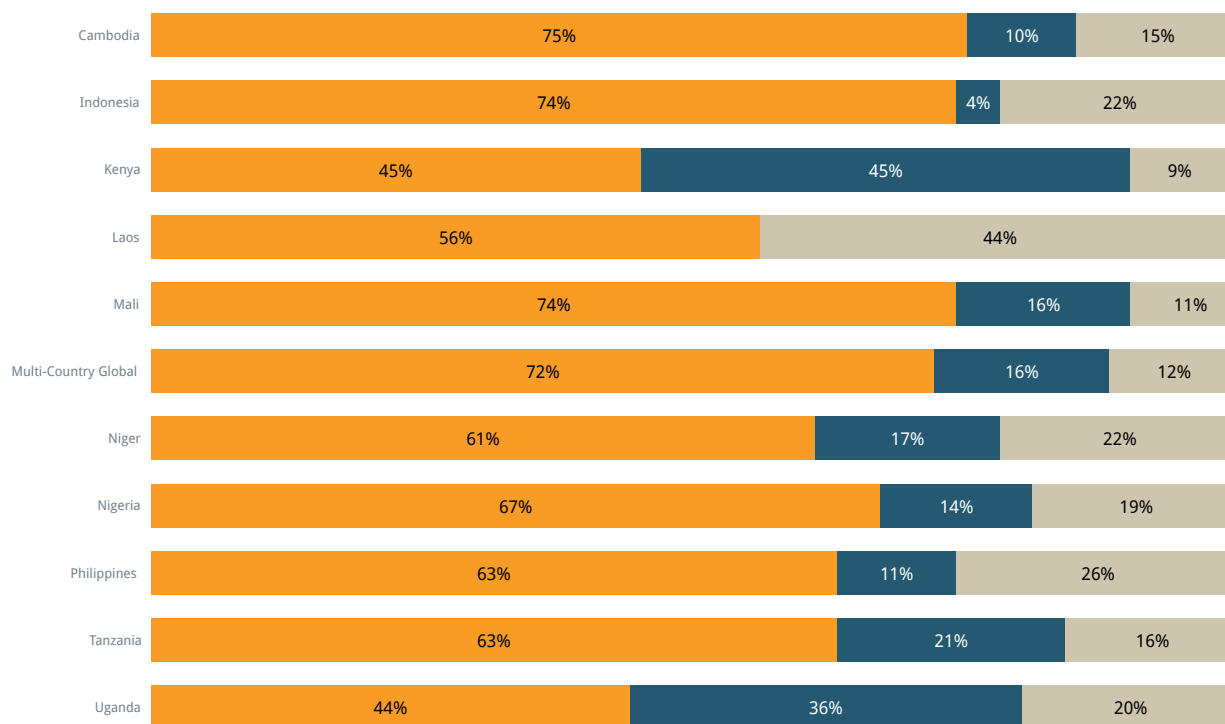
Yes No Don't know



Cohort: None Past results: on

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

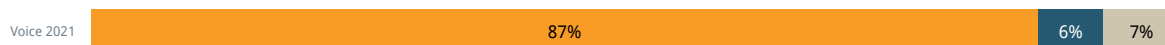
Yes No Don't know



Subgroup: Country

### Are you aware of any action Voice has taken in response to movements for greater equity for disadvantaged groups?

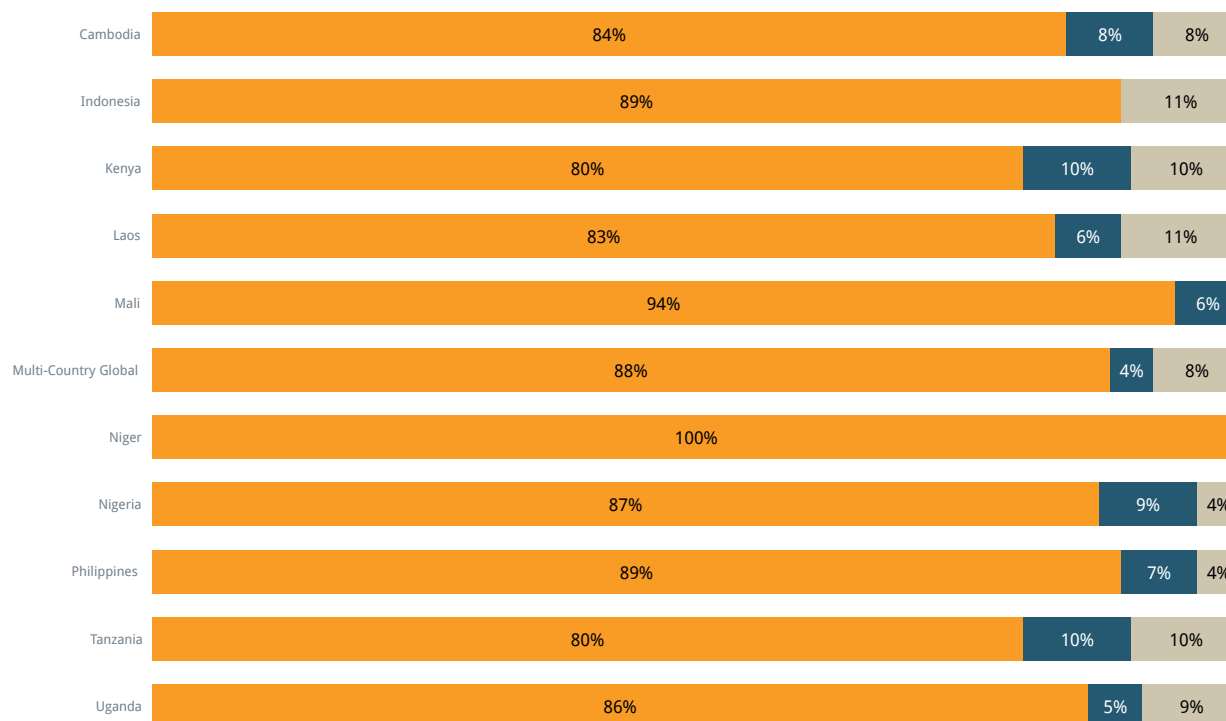
Yes No Don't know



Cohort: None Past results: on

## Are you aware of any action Voice has taken in response to movements for greater equity for disadvantaged groups? - By Subgroup

Yes No Don't know

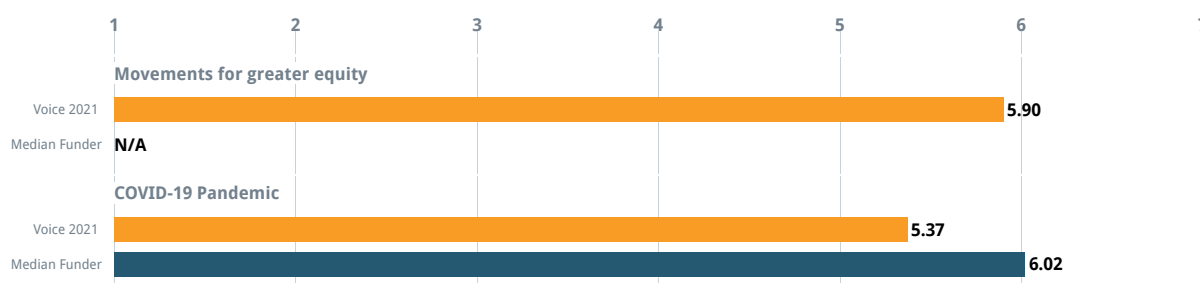


Subgroup: Country

## How would you rate the effectiveness of Voice's response to the following:

1 = Not at all effective 7 = Extremely effective

Voice 2021 Median Funder

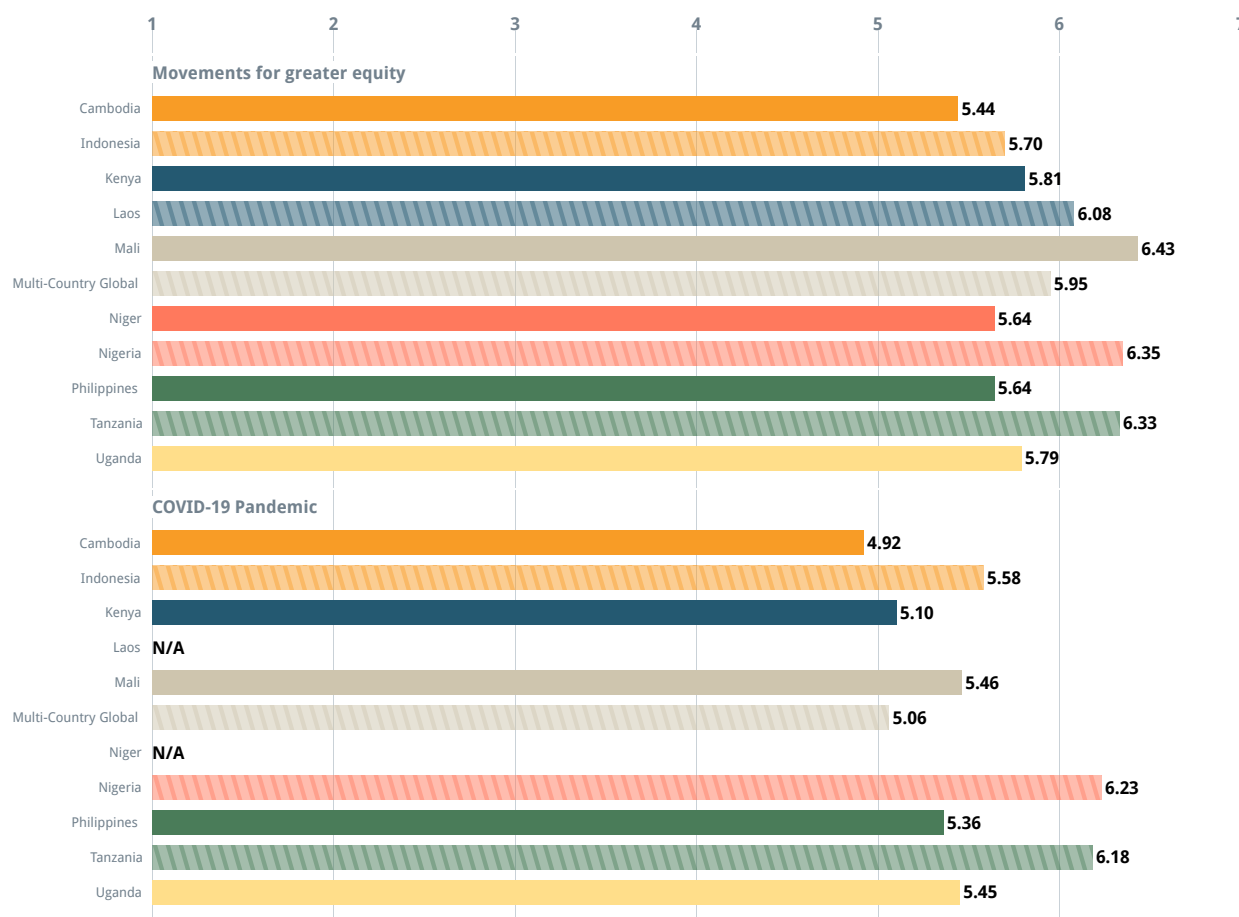


Cohort: None Past results: on

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

1 = Not at all effective    7 = Extremely effective

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda

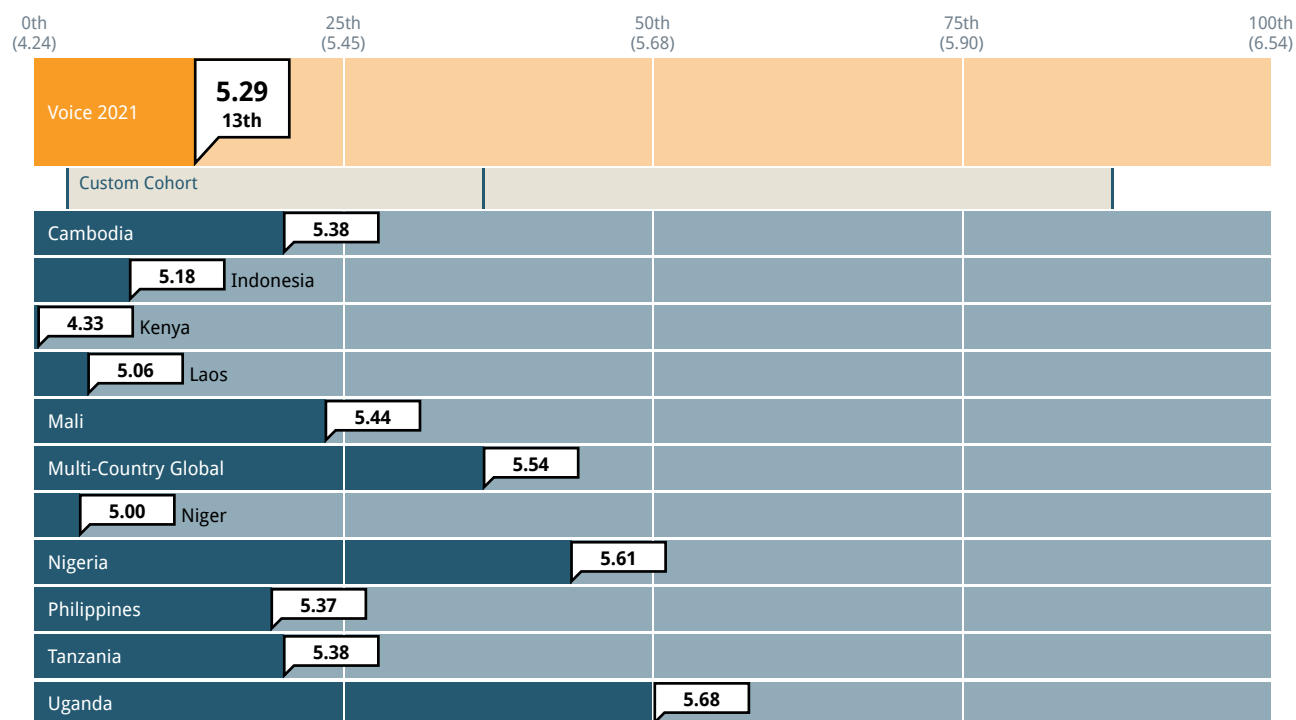


Subgroup: Country

## Beneficiaries and Contextual Understanding

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

1 = Limited understanding    7 = Thorough understanding



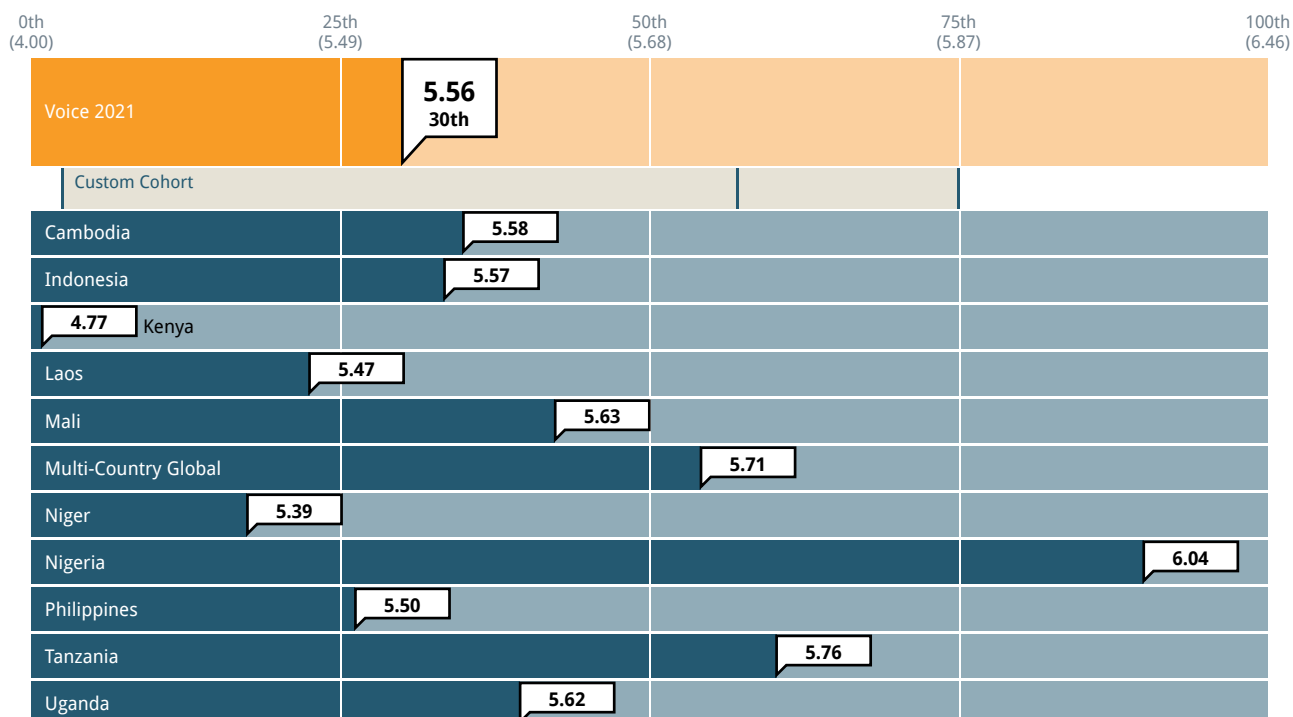
Cohort: Custom Cohort    Past results: on    Subgroup: Country



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 Voice understand your intended beneficiaries' needs?

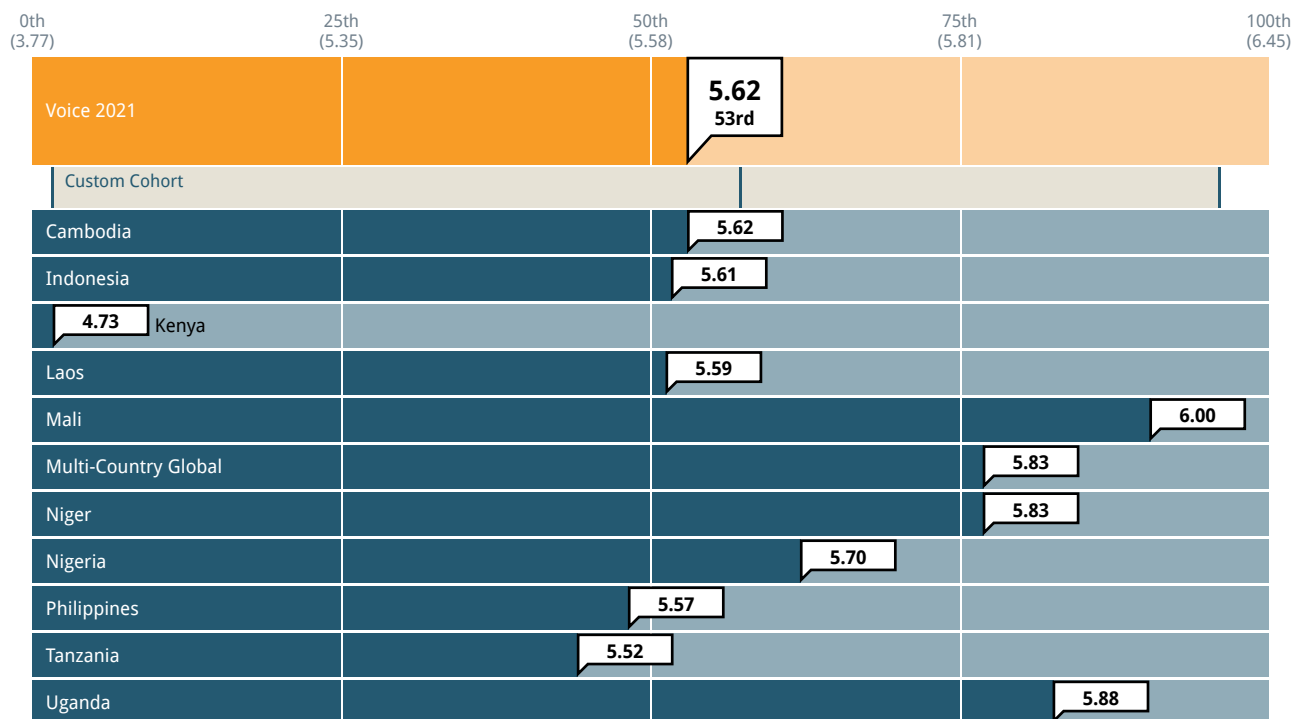
1 = Limited understanding    7 = Thorough understanding



Cohort: Custom Cohort    Past results: on    Subgroup: Country

## To what extent do Voice'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: Country

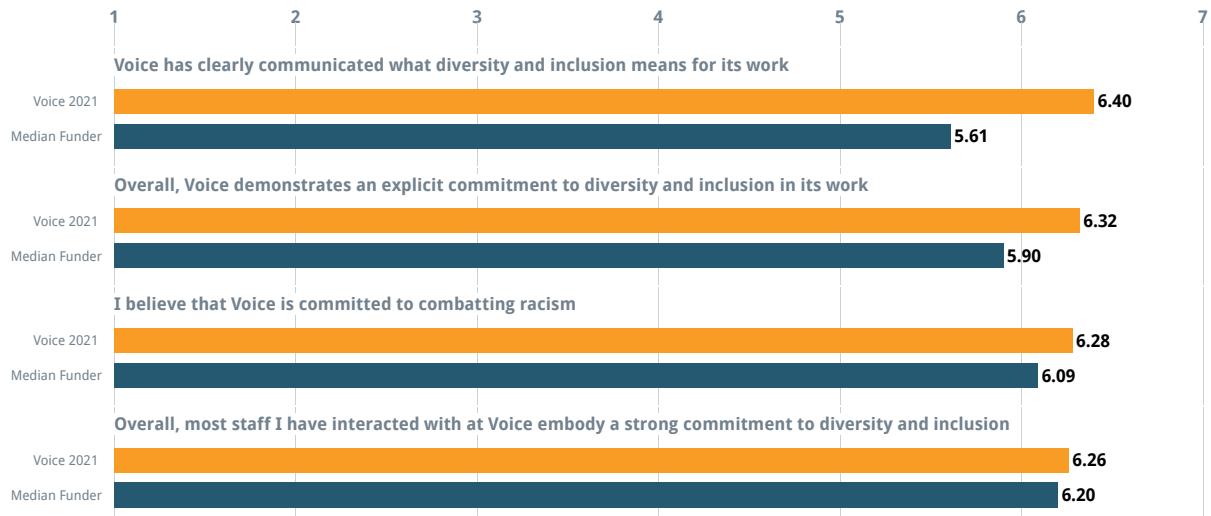
## Diversity, Equity, Inclusion and Grantee Demographics

The subsequent question was recently added to the grantee survey and depicts data from 25-50 funders in CEP's dataset.

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

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

Voice 2021    Median Funder

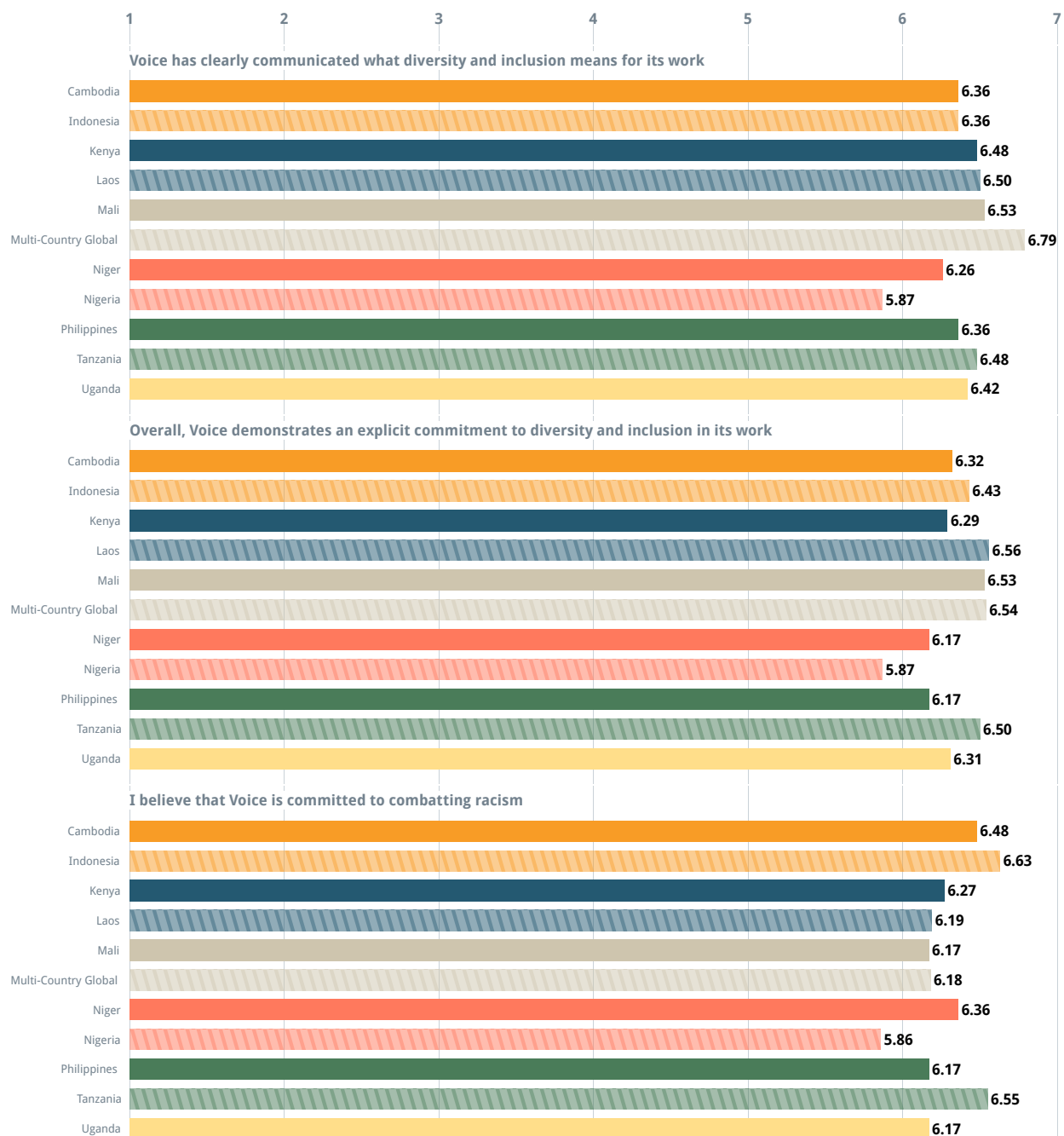


Cohort: None    Past results: on

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

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

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda

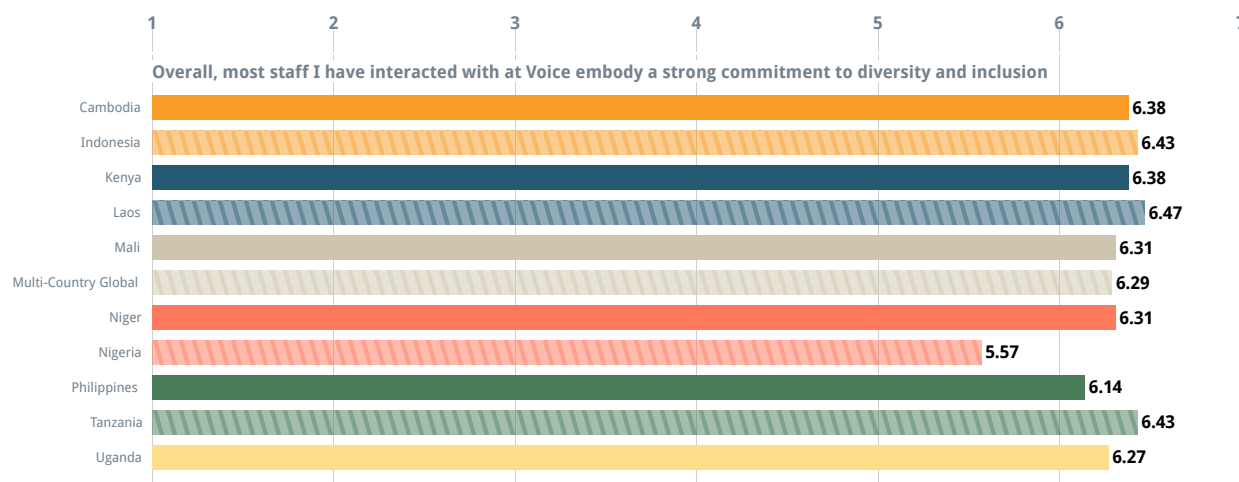


Subgroup: Country

**Please rate the extent to which you agree or disagree with the following statements about diversity and inclusion: - By Subgroup (cont.)**

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

Cambodia   Indonesia   Kenya   Laos   Mali   Multi-Country Global   Niger   Nigeria   Philippines   Tanzania   Uganda



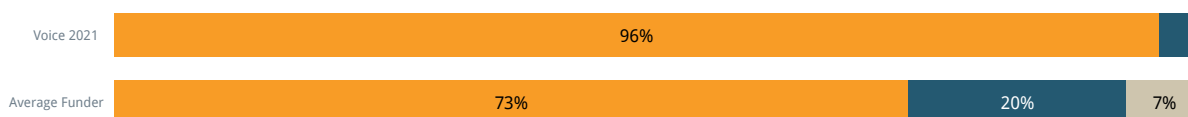
Subgroup: Country

## Primary Beneficiary of Grant

The subsequent question was recently added to the grantee survey and depicts data from 25-50 funders in CEP's dataset.

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

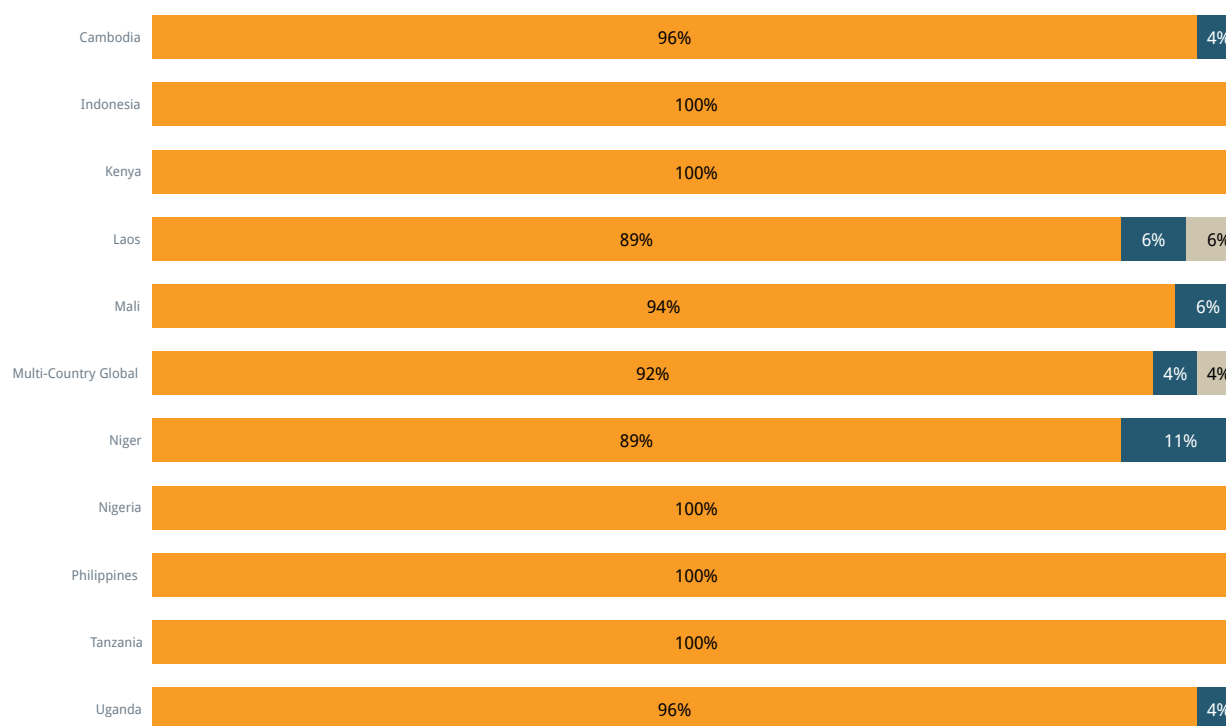
Yes No Don't know



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

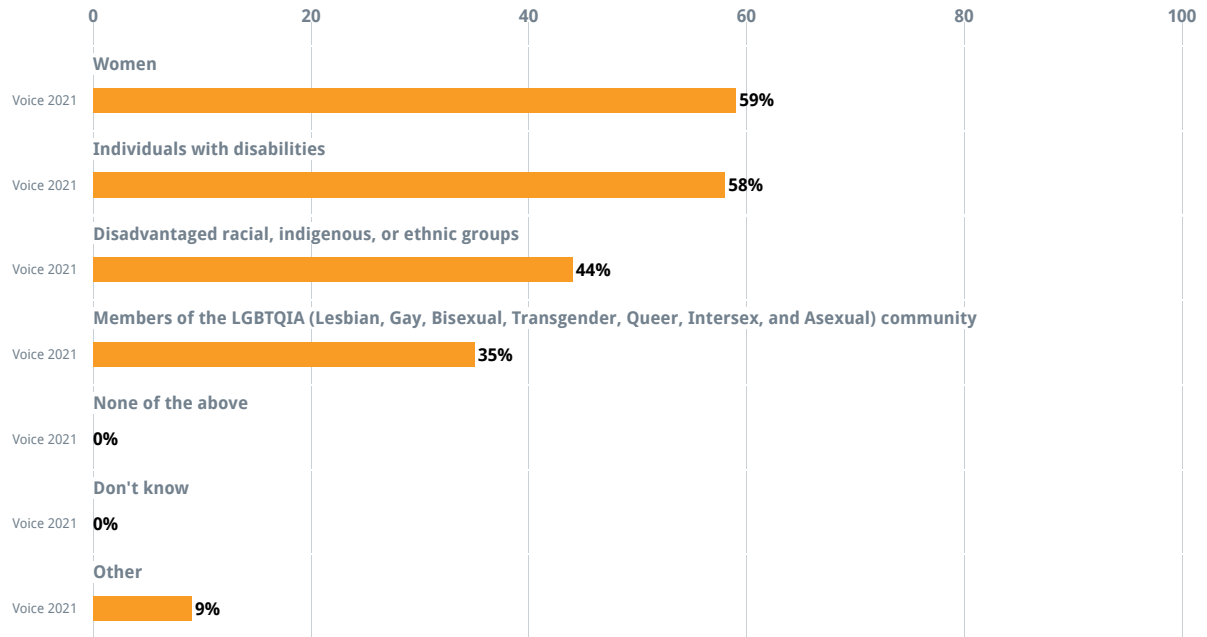


Subgroup: Country

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

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

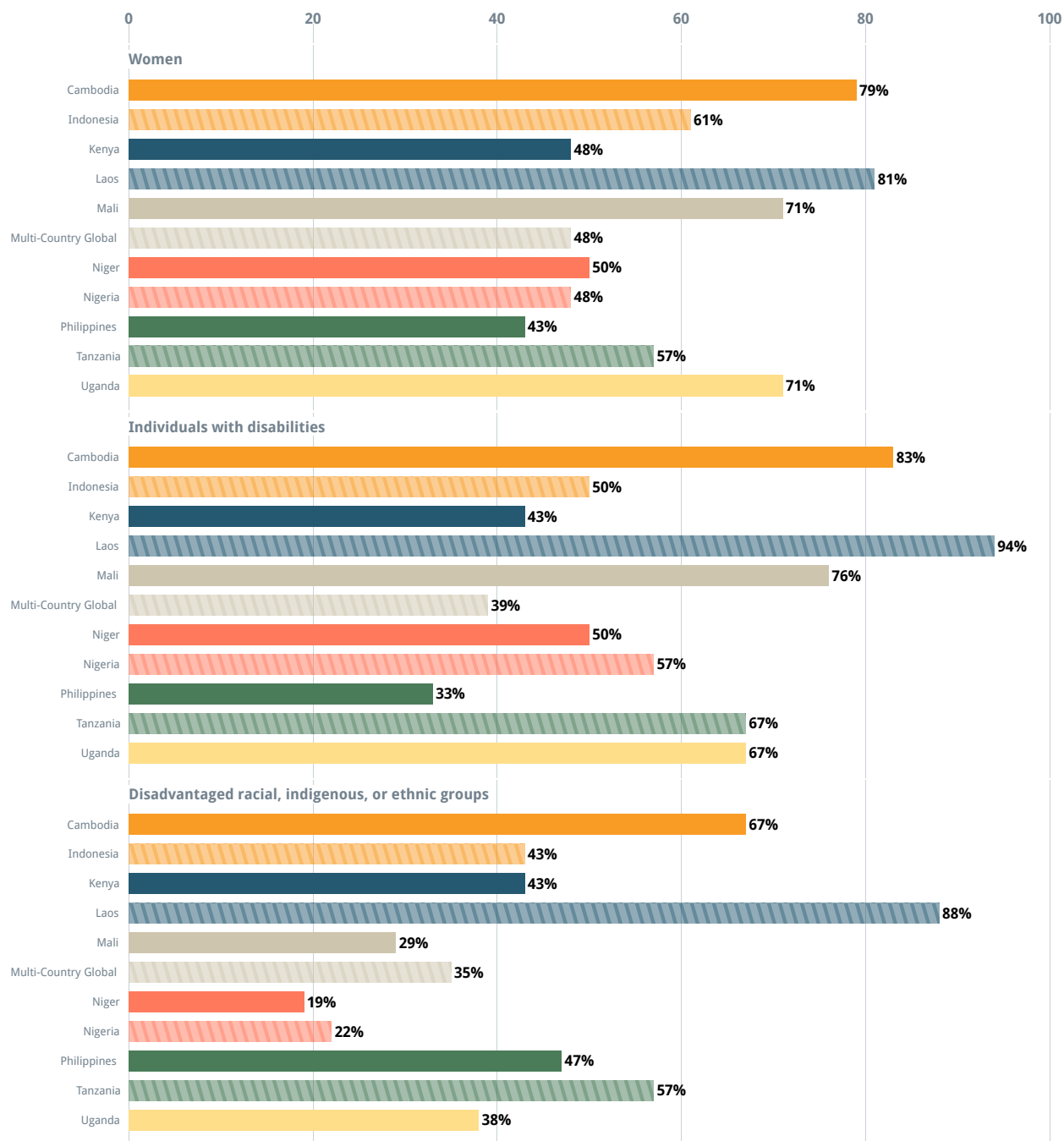
Voice 2021



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**

■ Cambodia 
 ▨ Indonesia 
 ■ Kenya 
 ▨ Laos 
 ■ Mali 
 ▨ Multi-Country Global 
 ■ Niger 
 ▨ Nigeria 
 ■ Philippines 
 ▨ Tanzania 
 ■ Uganda

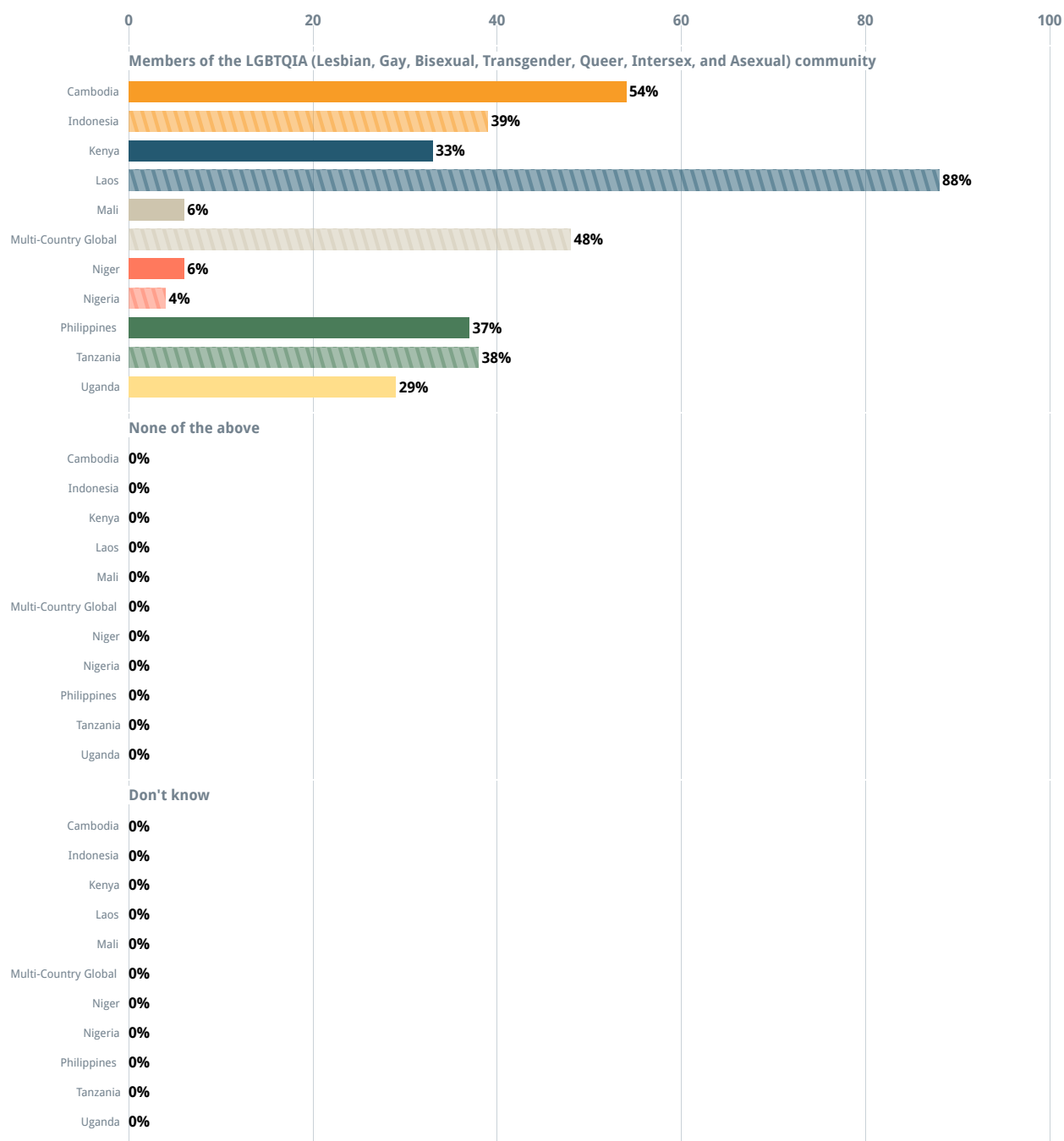


Subgroup: Country



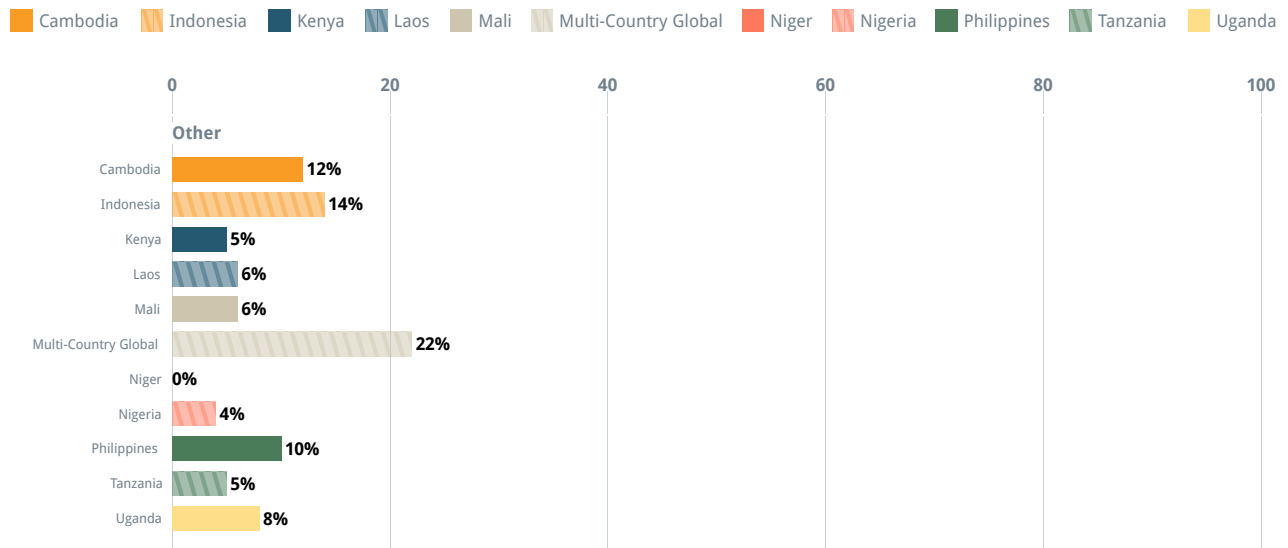
**Specifically, are any of the following populations the primary intended beneficiaries of the efforts funded by this grant? - By Subgroup (cont.)**

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda



Subgroup: Country

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



Subgroup: Country

## Respondent Demographics

Selected Cohort: Custom Cohort			
Job Title of Respondents	Voice 2021	Average Funder	Custom Cohort
Executive Director	56%	47%	44%
Other Senior Management	9%	17%	18%
Project Director	22%	13%	17%
Development Director	0%	8%	7%
Other Development Staff	7%	8%	9%
Volunteer	0%	1%	0%
Other	5%	5%	5%

Note: Survey questions about respondents' demographics were recently modified or added to match best practices. 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](#).

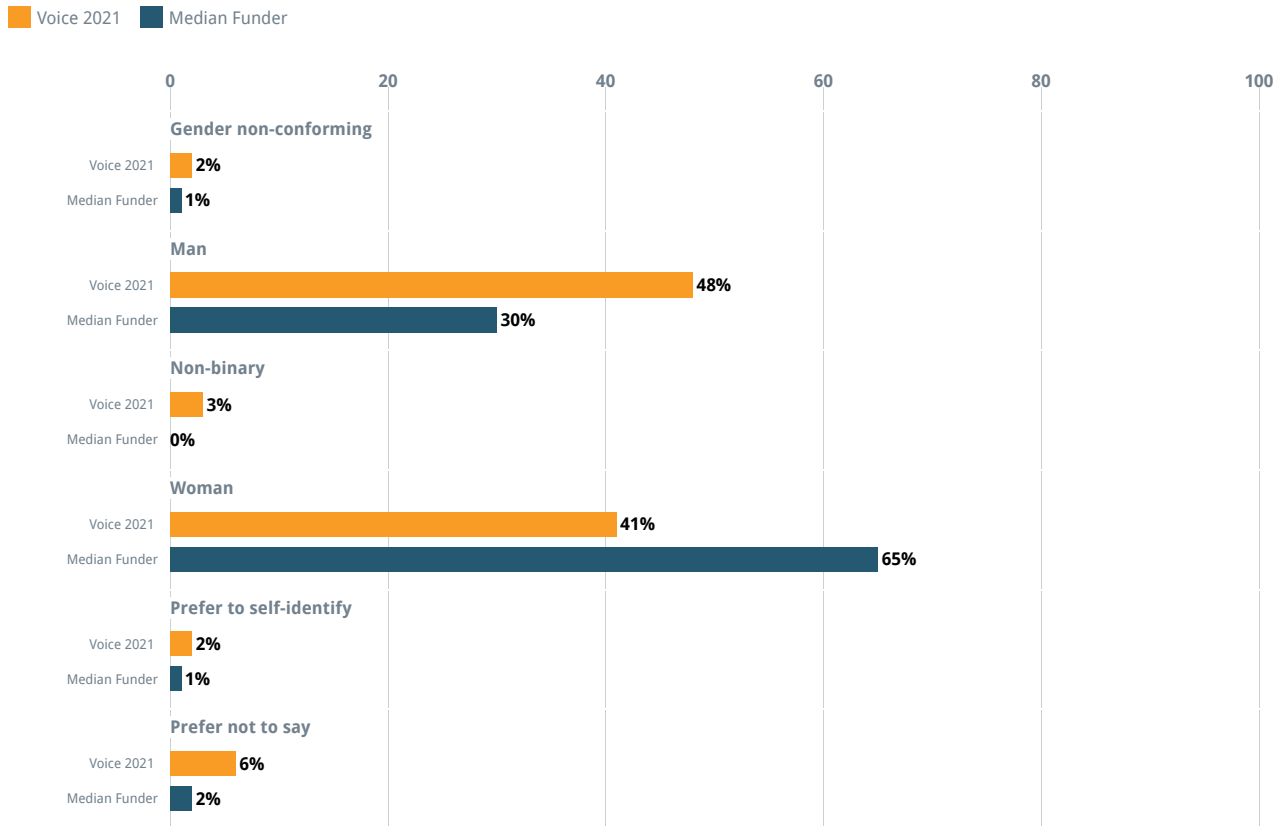
Survey language and response options for questions about gender and LGBTQIA identity are guided by best practices shared by [Funders For LGBTQ Issues](#), [HRC Foundation's Welcoming Schools](#), and the [Williams Institute of the University of California – Los Angeles School of Law](#).

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.

The subsequent questions depict comparative data from 25-50 funders in the dataset.

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

Please select the option that represents how you describe yourself:



Cohort: None Past results: on

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

Selected Cohort: None		
Are you transgender?	Voice 2021	Average Funder
Yes	4%	2%
No	89%	94%
Prefer not to say	7%	4%

Selected Cohort: None		
Do you identify as a member of the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual) community?	Voice 2021	Average Funder
Yes	13%	15%
No	83%	80%
Prefer not to say	5%	6%

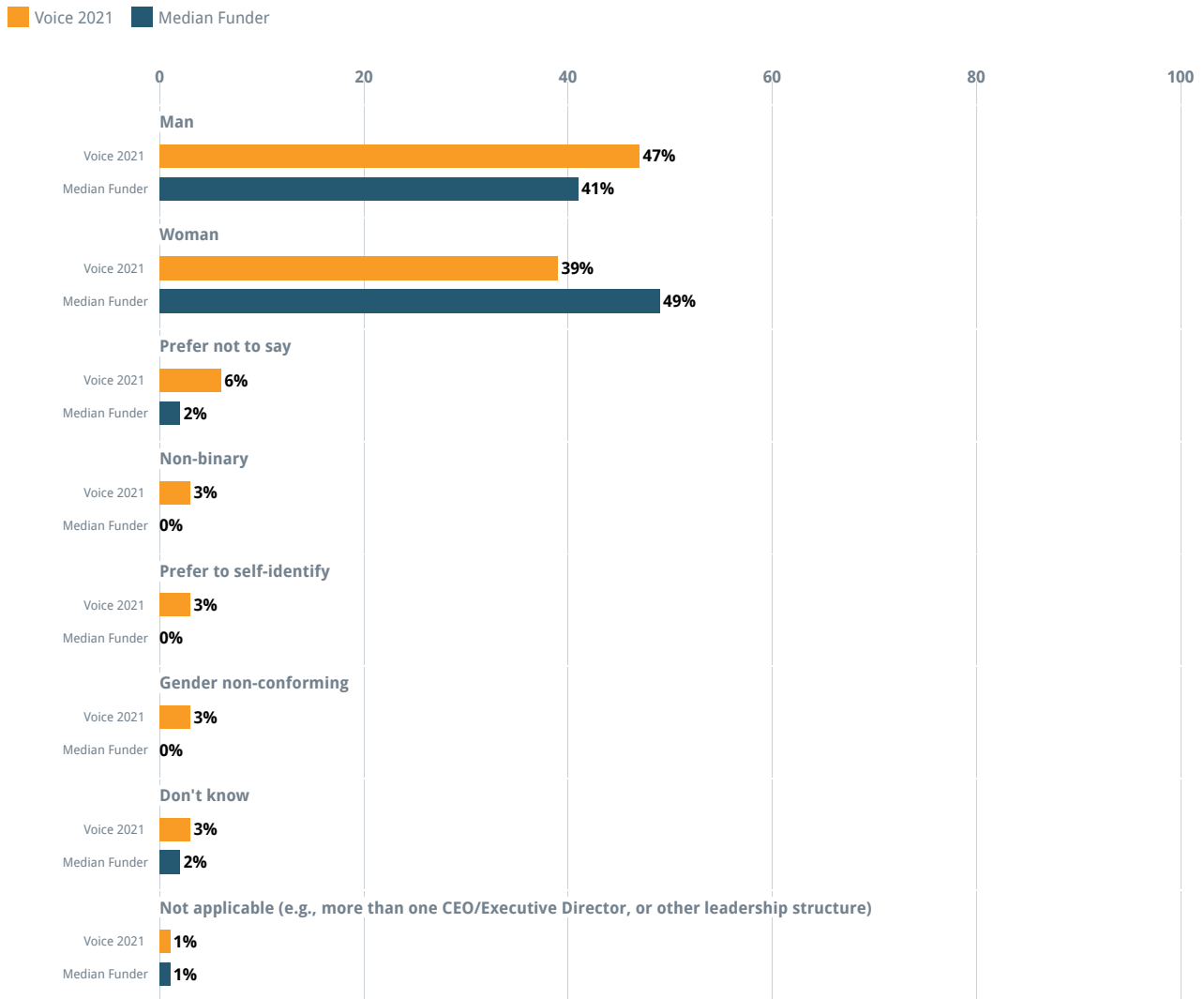
Selected Cohort: None		
Do you identify as an individual with a disability?	Voice 2021	Average Funder
Yes	16%	6%
No	80%	89%
Prefer not to say	4%	4%

## 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 25-50 funders in CEP's dataset.

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

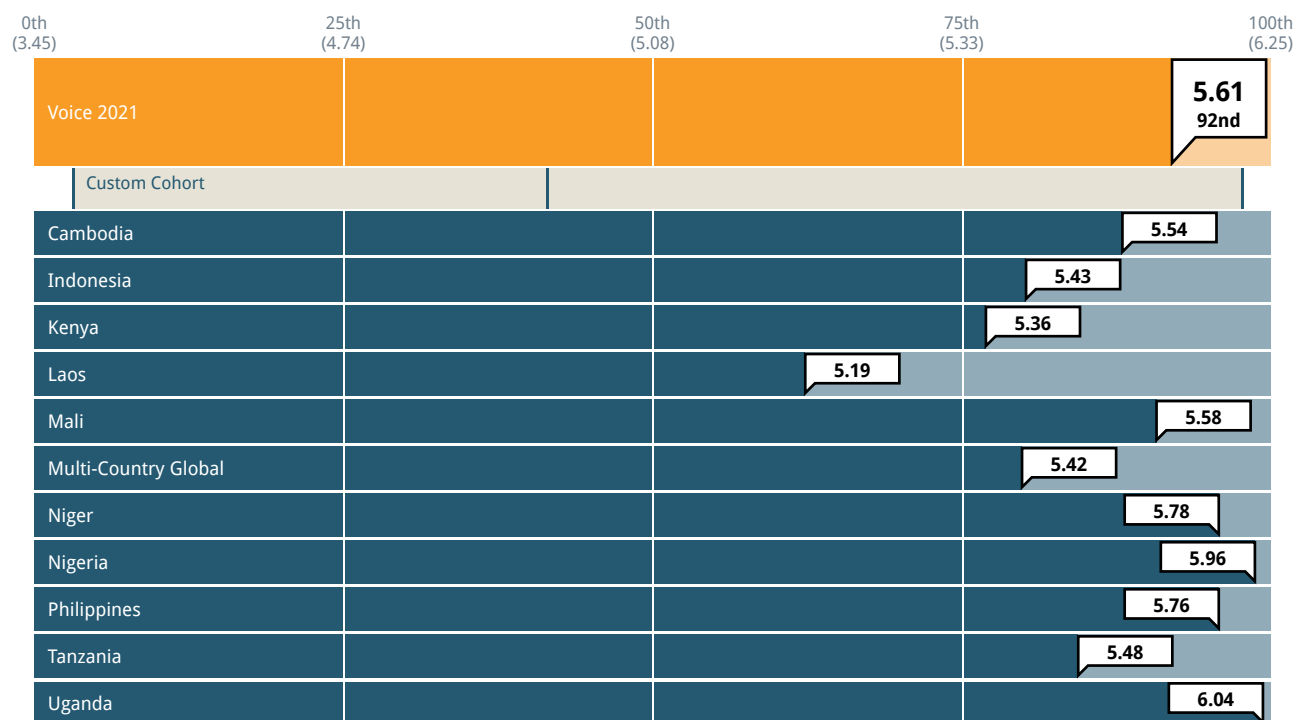


Cohort: None Past results: on

## Grant Processes

How helpful was participating in Voice's selection process in strengthening the organisation/programme funded by the grant?

1 = Not at all helpful    7 = Extremely helpful

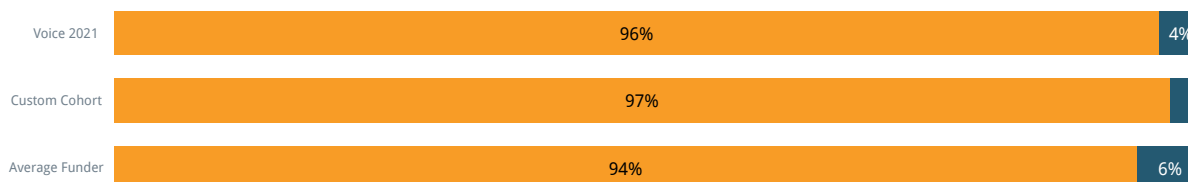


Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Selection Process

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

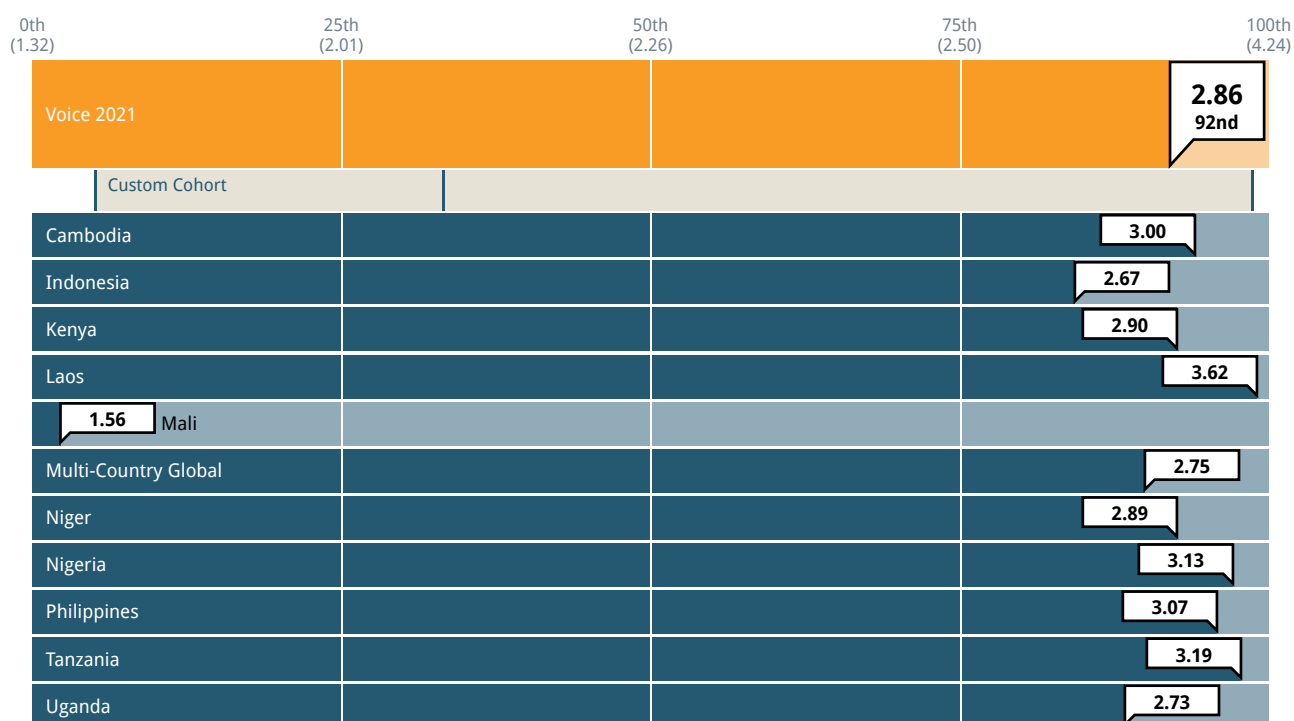
Submitted an application Did not submit an application



Cohort: Custom Cohort Past results: on

### As you developed your grant application, how much pressure did you feel to modify your organisation'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: Country



## Time Between Submission and Clear Commitment

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

Selected Cohort: Custom Cohort			
Time Elapsed from Submission of Proposal to Clear Commitment of Funding	Voice 2021	Average Funder	Custom Cohort
Less than 3 months	26%	62%	58%
4 - 6 months	59%	29%	30%
7 - 12 months	13%	7%	10%
More than 12 months	2%	2%	2%

Selected Subgroup: Country				
Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)				
	Less than 3 months	4 - 6 months	7 - 12 months	More than 12 months
Cambodia	36%	56%	4%	4%
Indonesia	44%	44%	8%	4%
Kenya	19%	67%	10%	5%
Laos	38%	62%	0%	0%
Mali	17%	61%	22%	0%
Multi-Country Global	17%	65%	17%	0%
Niger	21%	43%	21%	14%
Nigeria	16%	63%	21%	0%
Philippines	34%	59%	7%	0%
Tanzania	10%	60%	30%	0%
Uganda	23%	69%	8%	0%

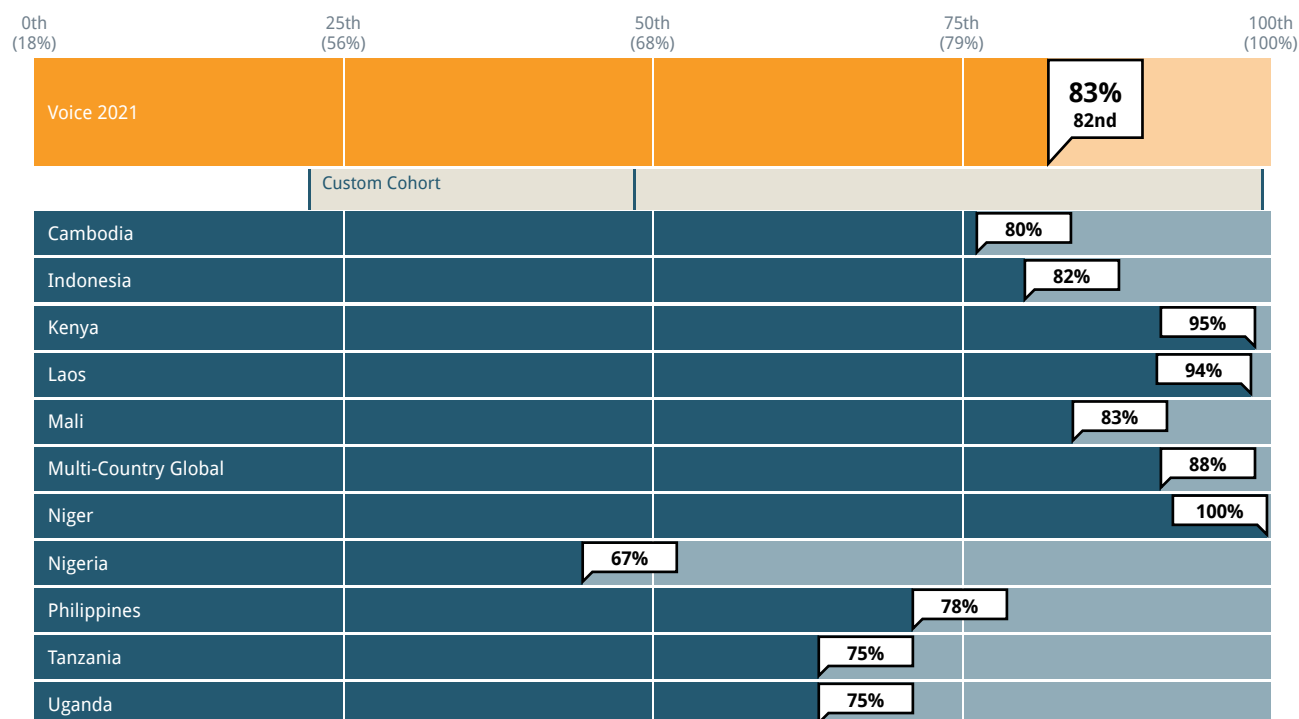
## Reporting and Evaluation Process

### Definition of Reporting and Evaluation

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

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

Proportion of grantees responding 'Yes'



Cohort: Custom Cohort Past results: on Subgroup: Country

### Participation in Reporting and/or Evaluation Processes

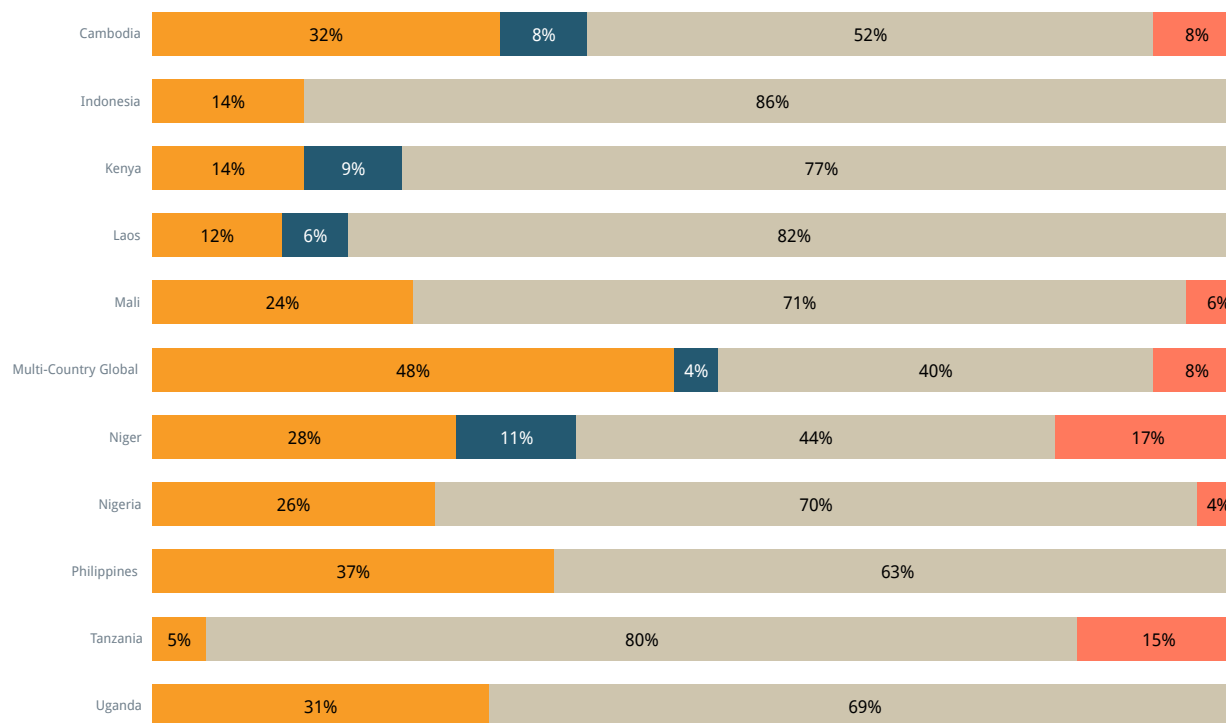
- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process



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



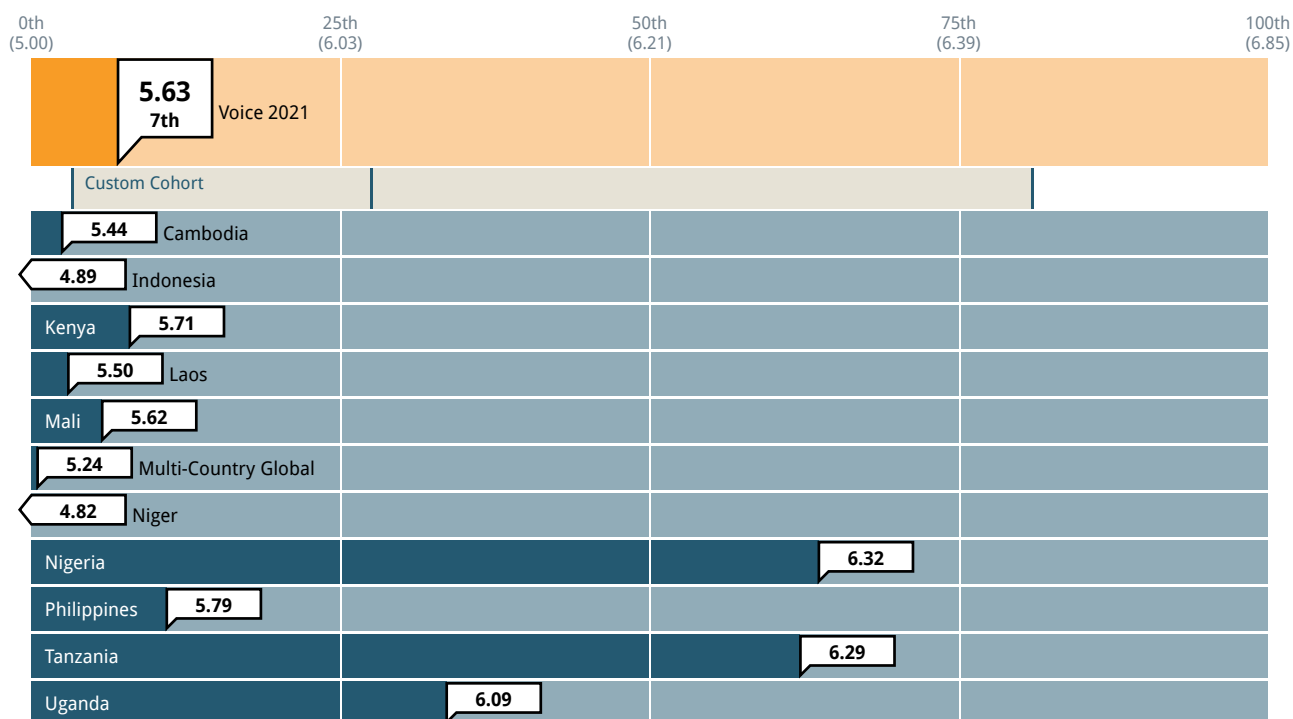
Subgroup: Country

## 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 Voice's reporting process straightforward?

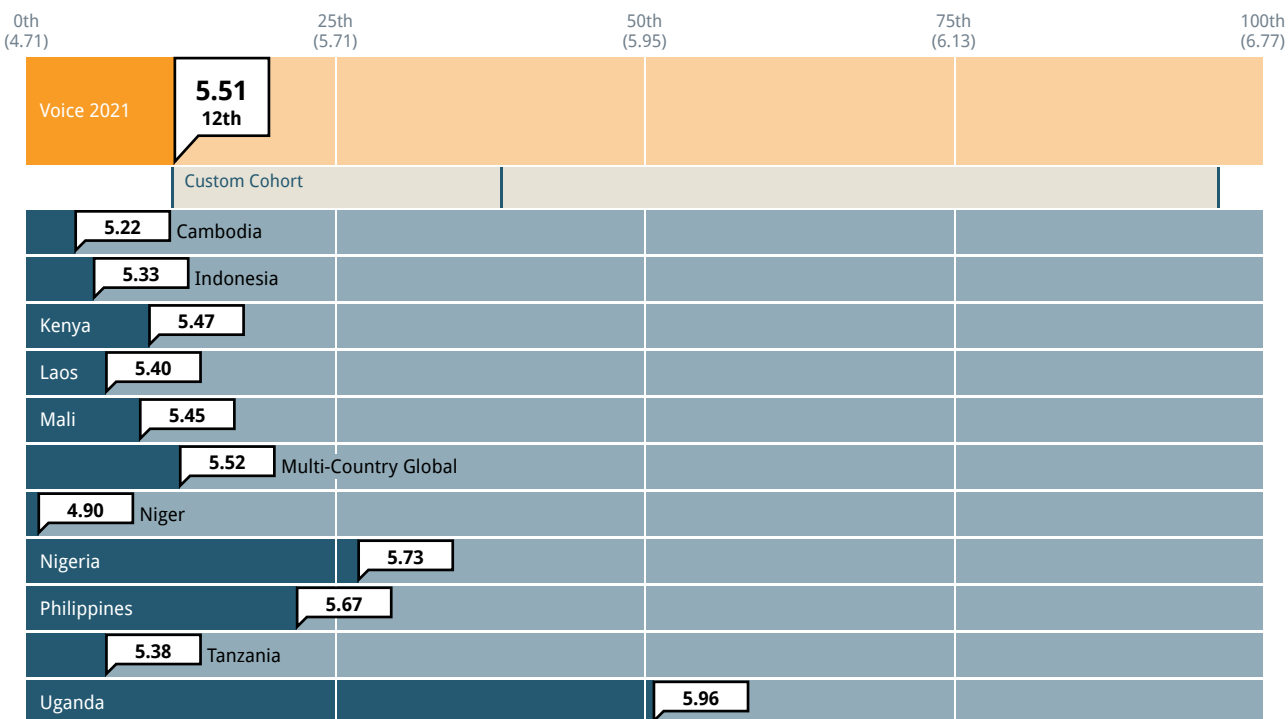
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Country

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

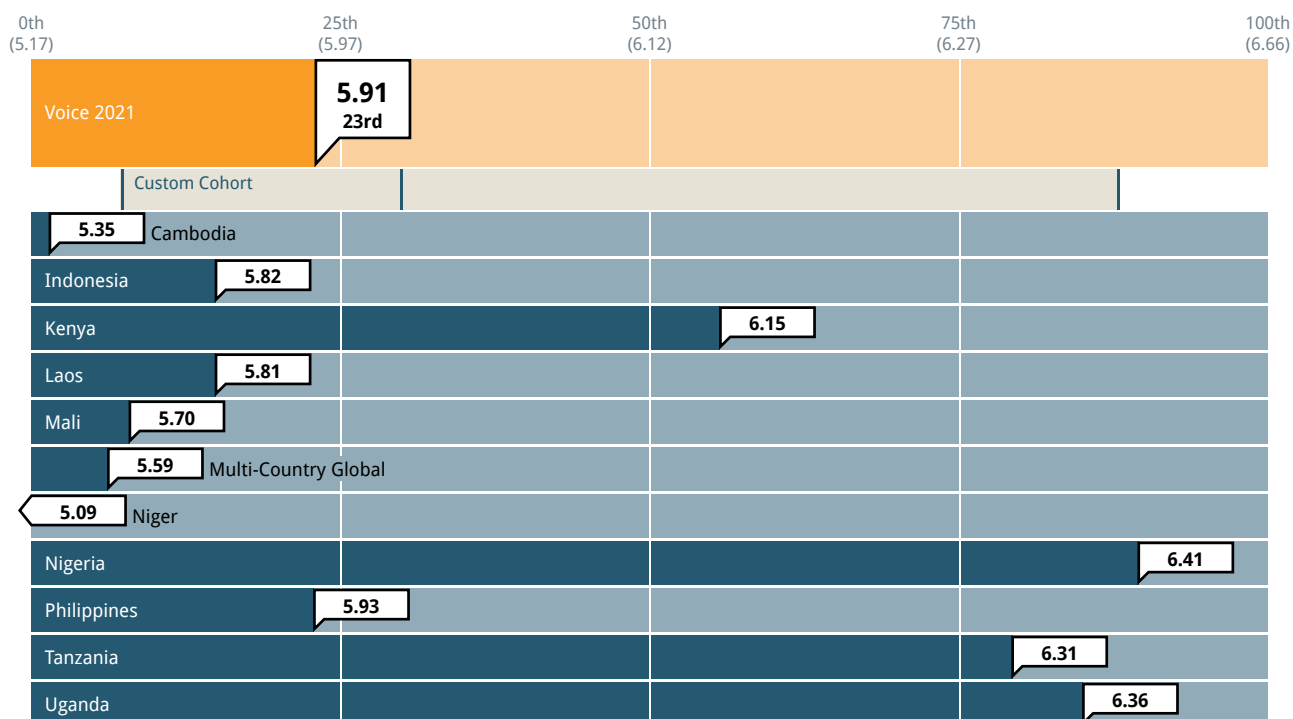
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Country

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

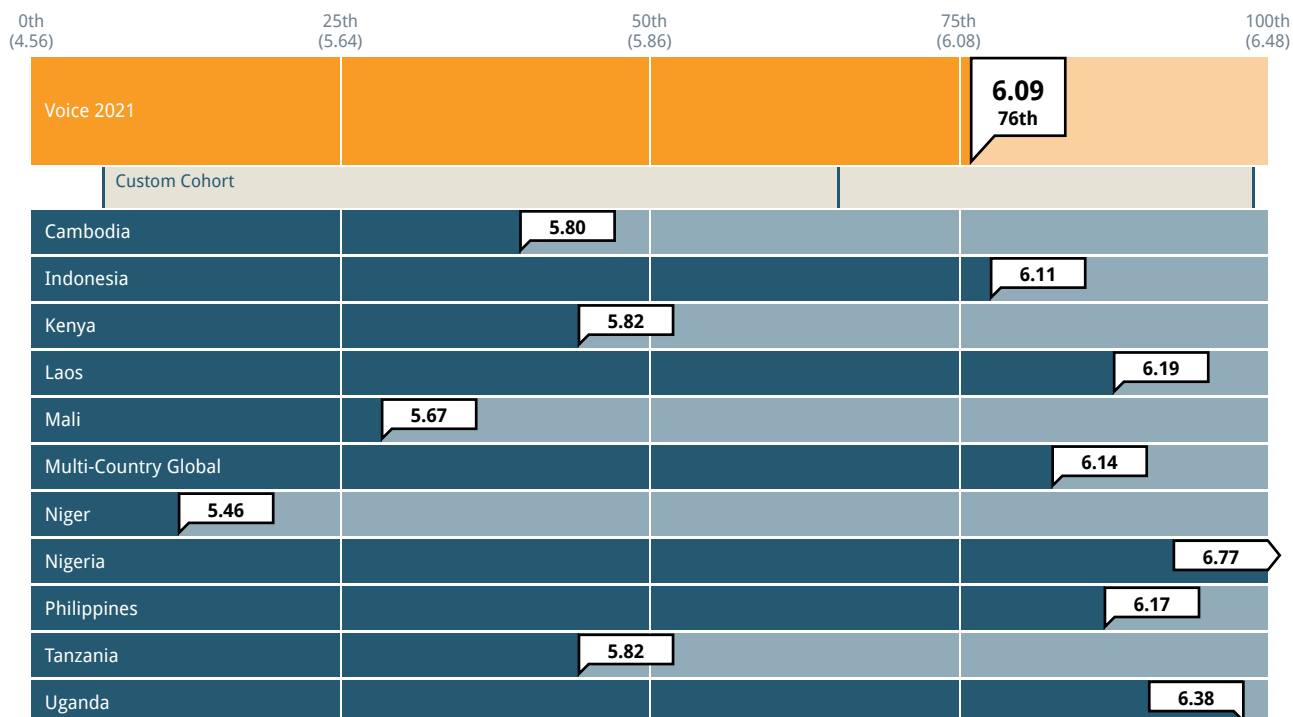
1 = Not at all    7 = To a great extent



Cohort: Custom Cohort    Past results: on    Subgroup: Country

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

1 = Not at all    7 = To a great extent



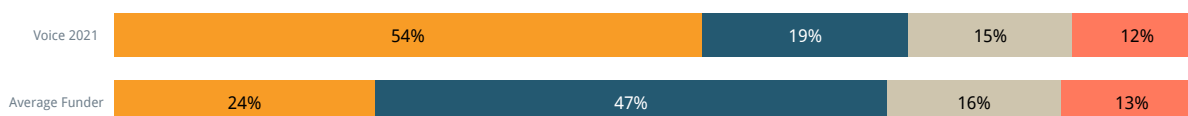
Cohort: Custom Cohort    Past results: on    Subgroup: Country

## Evaluation Process

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

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

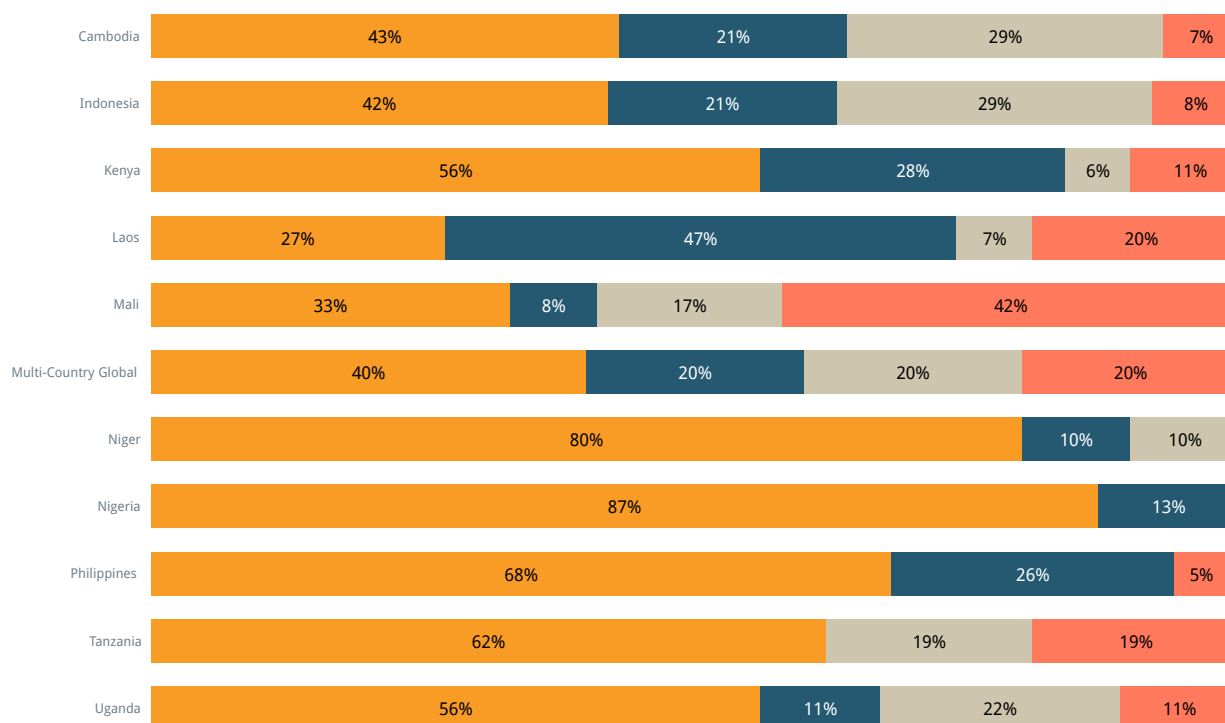
■ Evaluation staff at Voice 
 ■ Evaluation staff at your organisation 
 ■ External evaluator, chosen by Voice 
 ■ External evaluator, chosen by your organisation



Cohort: None Past results: on

### Who was primarily responsible for carrying out the evaluation? - By Subgroup

■ Evaluation staff at Voice 
 ■ Evaluation staff at your organisation 
 ■ External evaluator, chosen by Voice 
 ■ External evaluator, chosen by your organisation

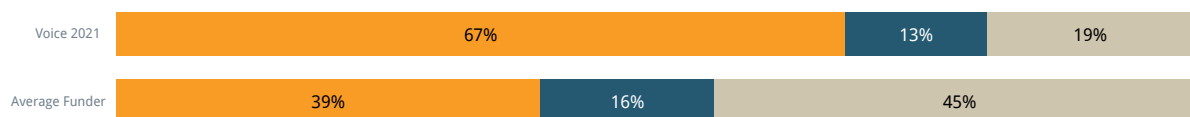


Subgroup: Country



### Did Voice provide financial support for the evaluation?

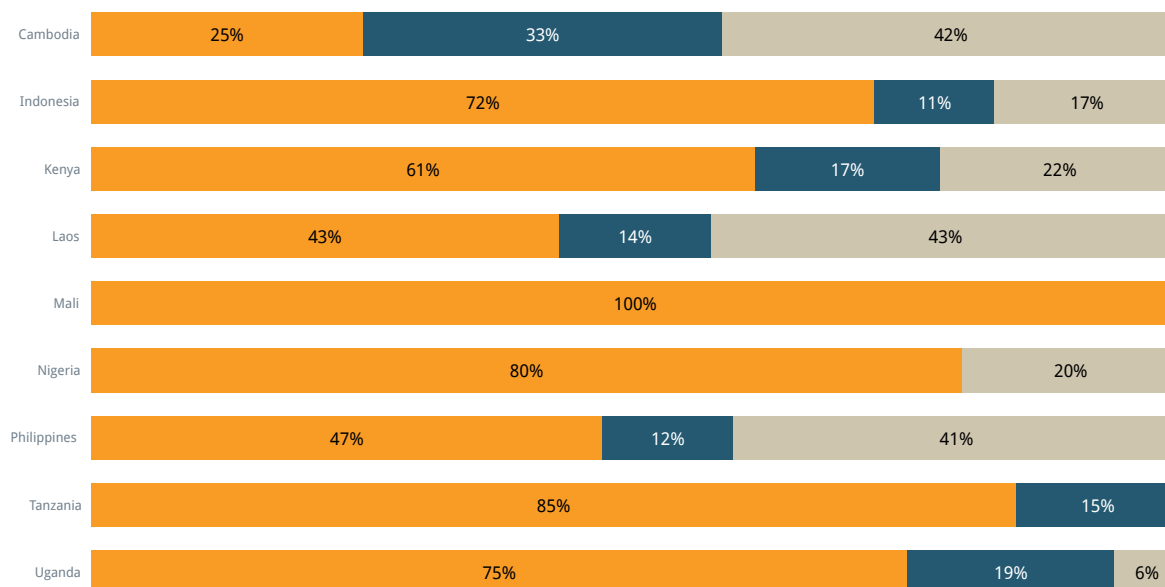
■ Yes, the evaluation's costs were fully funded by Voice
 ■ Yes, the evaluation's costs were partially funded by Voice
 ■ No, the evaluation's costs were not funded by Voice



Cohort: None Past results: on

### Did Voice provide financial support for the evaluation? - By Subgroup

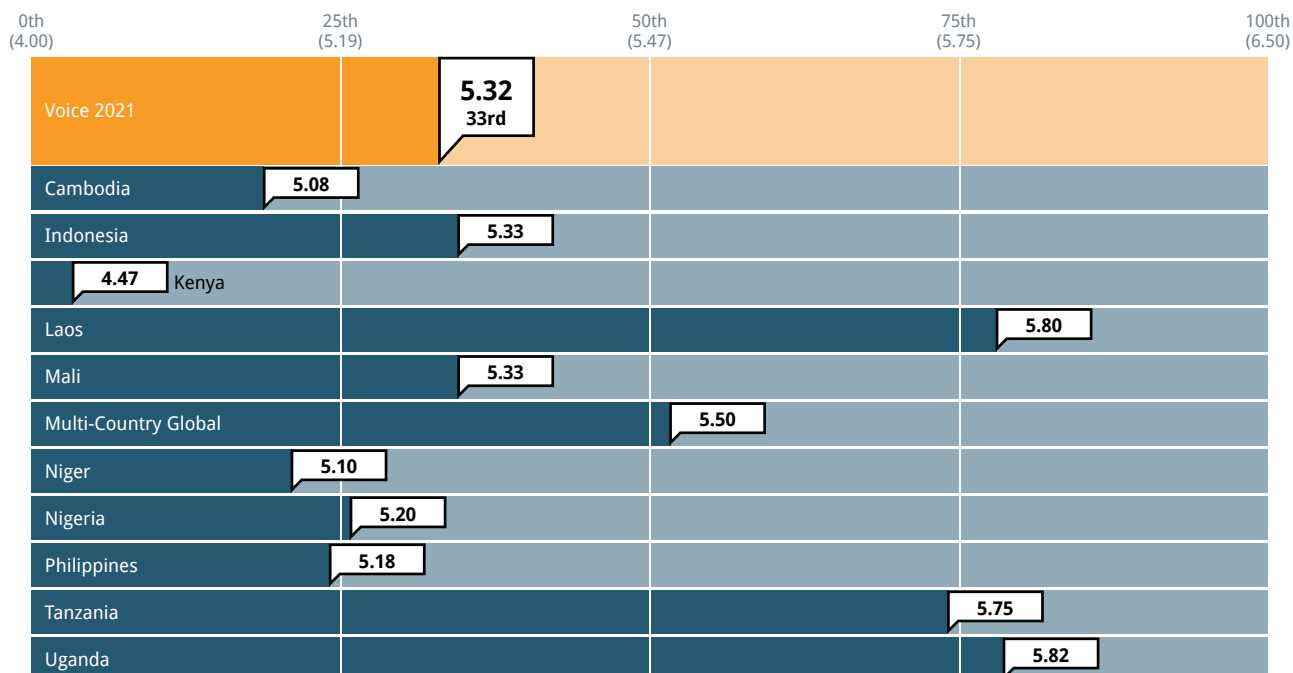
■ Yes, the evaluation's costs were fully funded by Voice
 ■ Yes, the evaluation's costs were partially funded by Voice
 ■ No, the evaluation's costs were not funded by Voice



Subgroup: Country

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

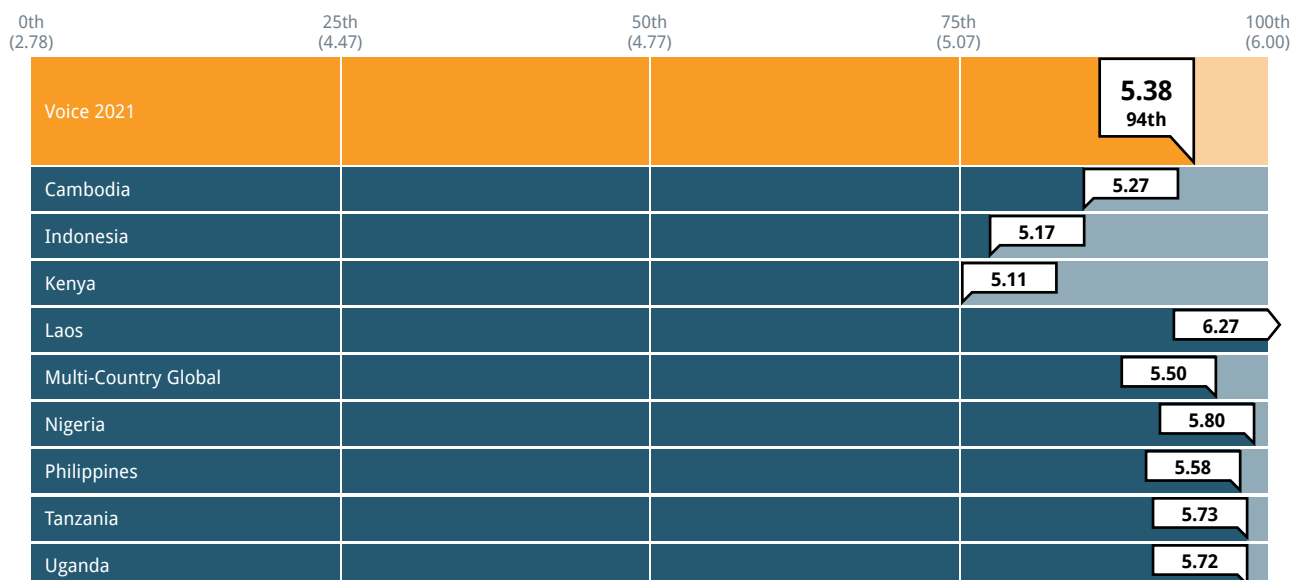
1 = Not at all    7 = To a great extent



Cohort: None    Past results: on    Subgroup: Country

### To what extent did the evaluation result in your organisation making changes to the work that was evaluated?

1 = Not at all    7 = To a great extent

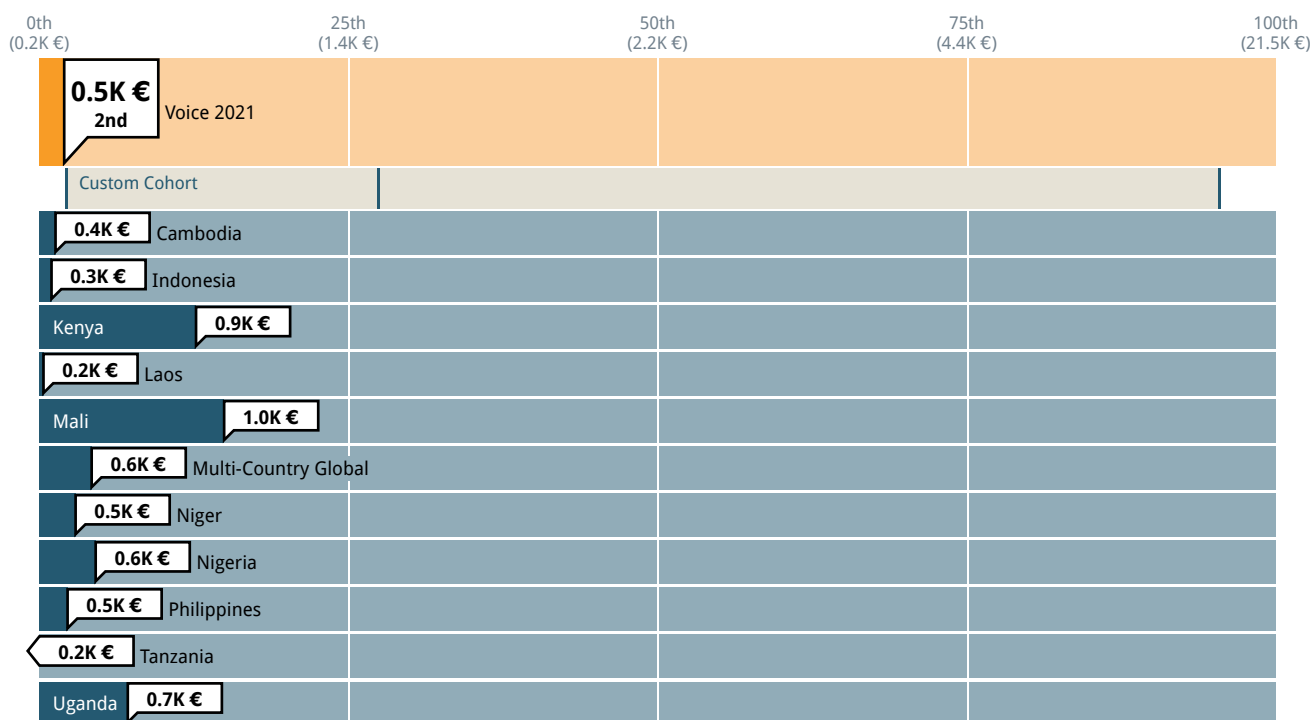


Cohort: None    Past results: on    Subgroup: Country

## Dollar Return and Time Spent on Processes

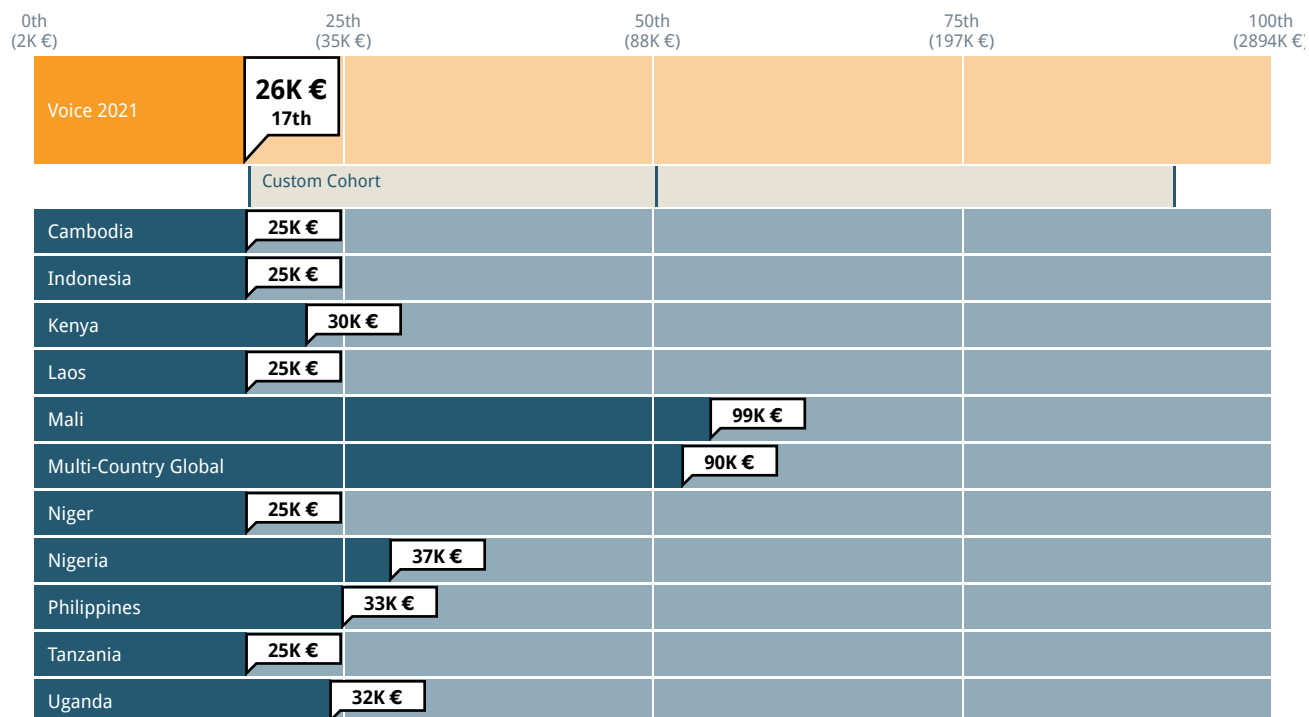
### Dollar Return: Median grant dollars awarded per process hour required

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



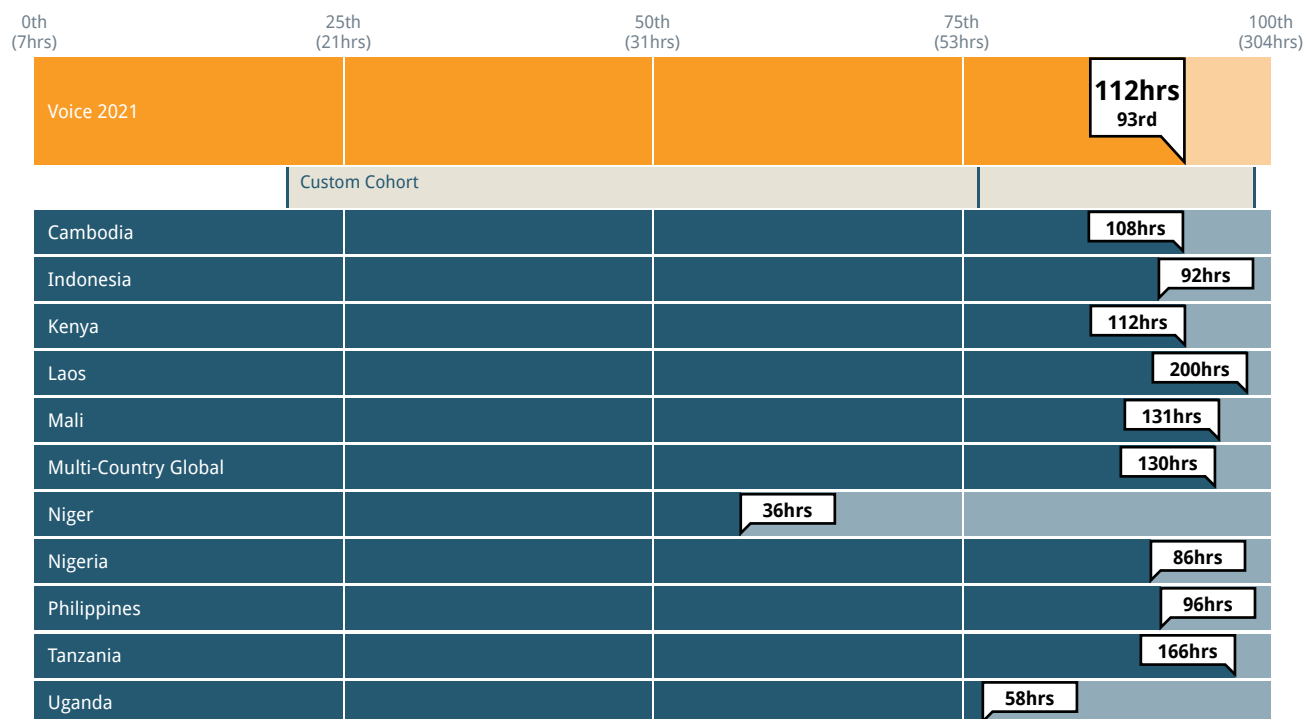
Cohort: Custom Cohort Past results: on Subgroup: Country

## Median Grant Size



Cohort: Custom Cohort Past results: on Subgroup: Country

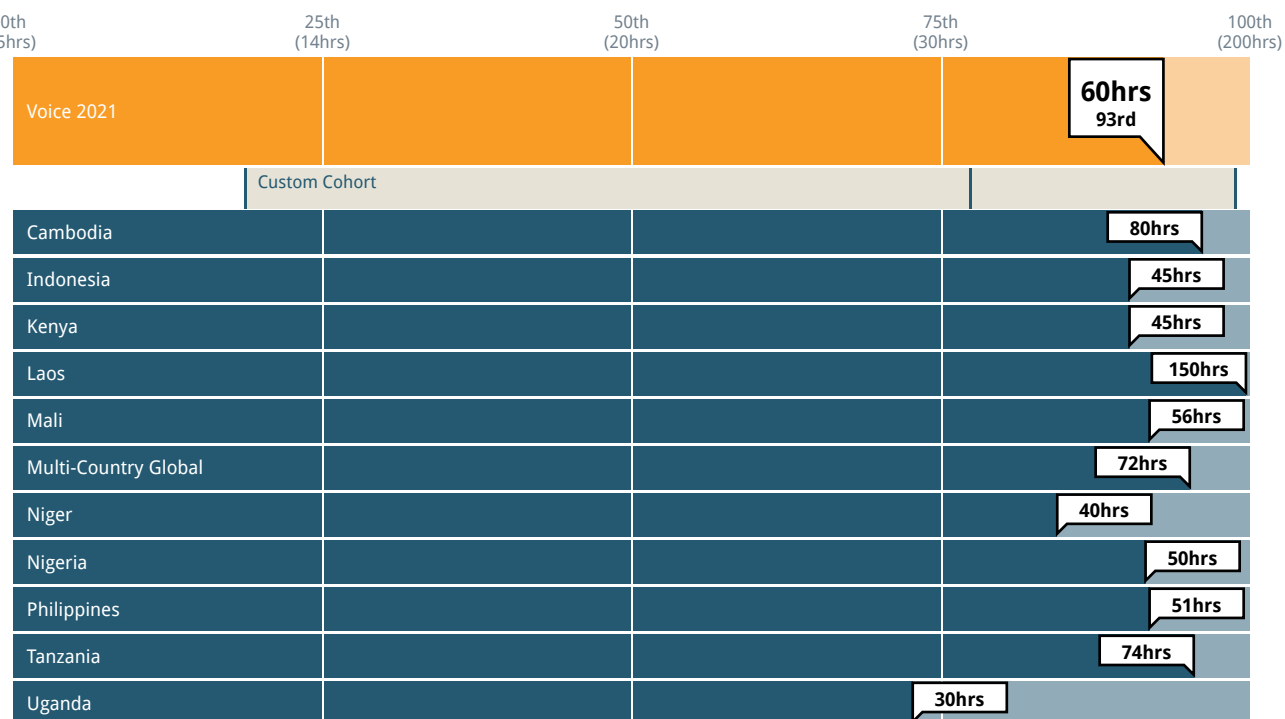
## Median hours spent by grantees on funder requirements over grant lifetime



Cohort: Custom Cohort Past results: on Subgroup: Country

## Time Spent on Selection Process

### Median Hours Spent on Proposal and Selection Process



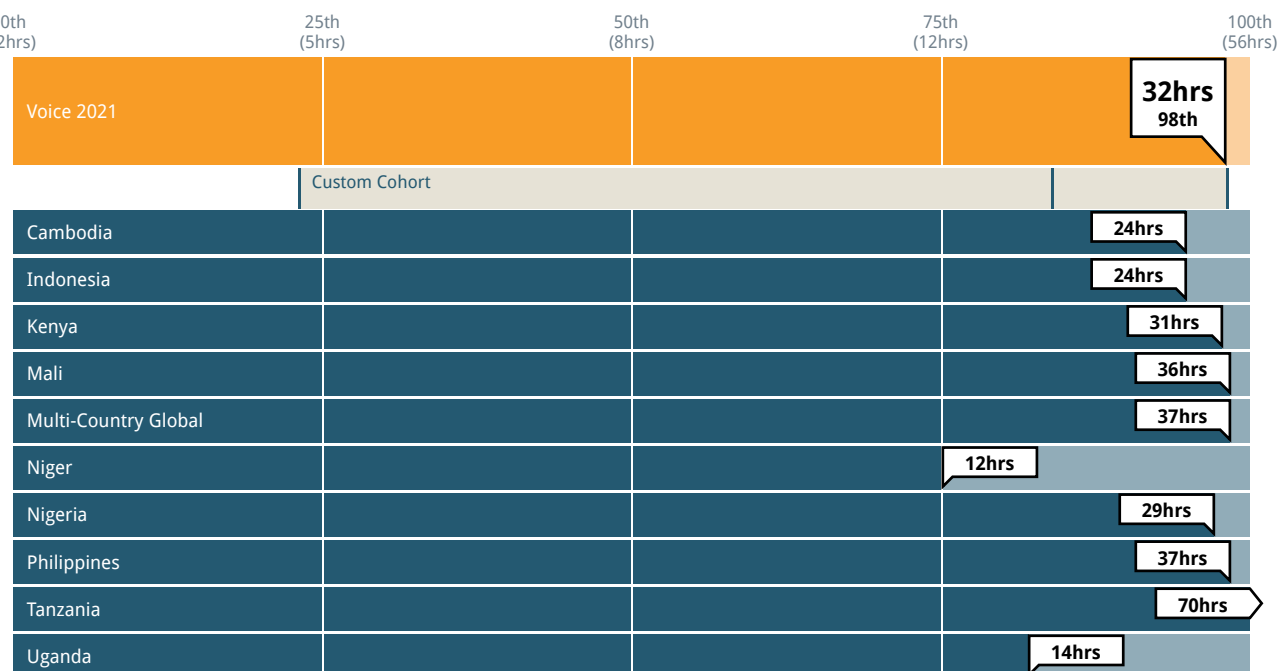
Cohort: Custom Cohort   Past results: on   Subgroup: Country

Selected Cohort: Custom Cohort			
Time Spent On Proposal And Selection Process	Voice 2021	Average Funder	Custom Cohort
1 to 9 hours	19%	22%	14%
10 to 19 hours	5%	21%	16%
20 to 29 hours	3%	18%	16%
30 to 39 hours	5%	8%	8%
40 to 49 hours	13%	12%	12%
50 to 99 hours	20%	11%	15%
100 to 199 hours	16%	6%	10%
200+ hours	19%	4%	8%

Selected Subgroup: Country								
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
Cambodia	10%	10%	0%	0%	14%	29%	14%	24%
Indonesia	21%	0%	4%	8%	25%	21%	8%	12%
Kenya	29%	0%	0%	10%	19%	24%	10%	10%
Laos	23%	0%	0%	0%	8%	8%	23%	38%
Mali	8%	25%	0%	8%	8%	8%	17%	25%
Multi-Country Global	0%	9%	0%	9%	14%	32%	23%	14%
Niger	36%	9%	0%	0%	9%	9%	18%	18%
Nigeria	26%	5%	0%	11%	5%	26%	11%	16%
Philippines	19%	4%	8%	4%	15%	8%	27%	15%
Tanzania	6%	0%	6%	0%	12%	41%	6%	29%
Uganda	32%	5%	11%	5%	0%	11%	21%	16%

## 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: Country

Selected Cohort: Custom Cohort			
Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Voice 2021	Average Funder	Custom Cohort
1 to 9 hours	24%	53%	38%
10 to 19 hours	12%	20%	21%
20 to 29 hours	12%	10%	13%
30 to 39 hours	8%	4%	5%
40 to 49 hours	10%	4%	5%
50 to 99 hours	14%	5%	8%
100+ hours	20%	5%	10%

Selected Subgroup: Country							
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
Cambodia	24%	6%	29%	18%	0%	12%	12%
Indonesia	14%	33%	10%	5%	10%	10%	19%
Kenya	32%	5%	11%	5%	11%	21%	16%
Laos	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mali	23%	15%	8%	15%	15%	8%	15%
Multi-Country Global	5%	5%	25%	15%	10%	15%	25%
Niger	45%	18%	9%	0%	9%	9%	9%
Nigeria	33%	11%	6%	11%	17%	6%	17%
Philippines	31%	4%	12%	8%	12%	12%	23%
Tanzania	0%	18%	6%	0%	18%	18%	41%
Uganda	45%	15%	0%	10%	0%	20%	10%



## Non-Monetary Assistance

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

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

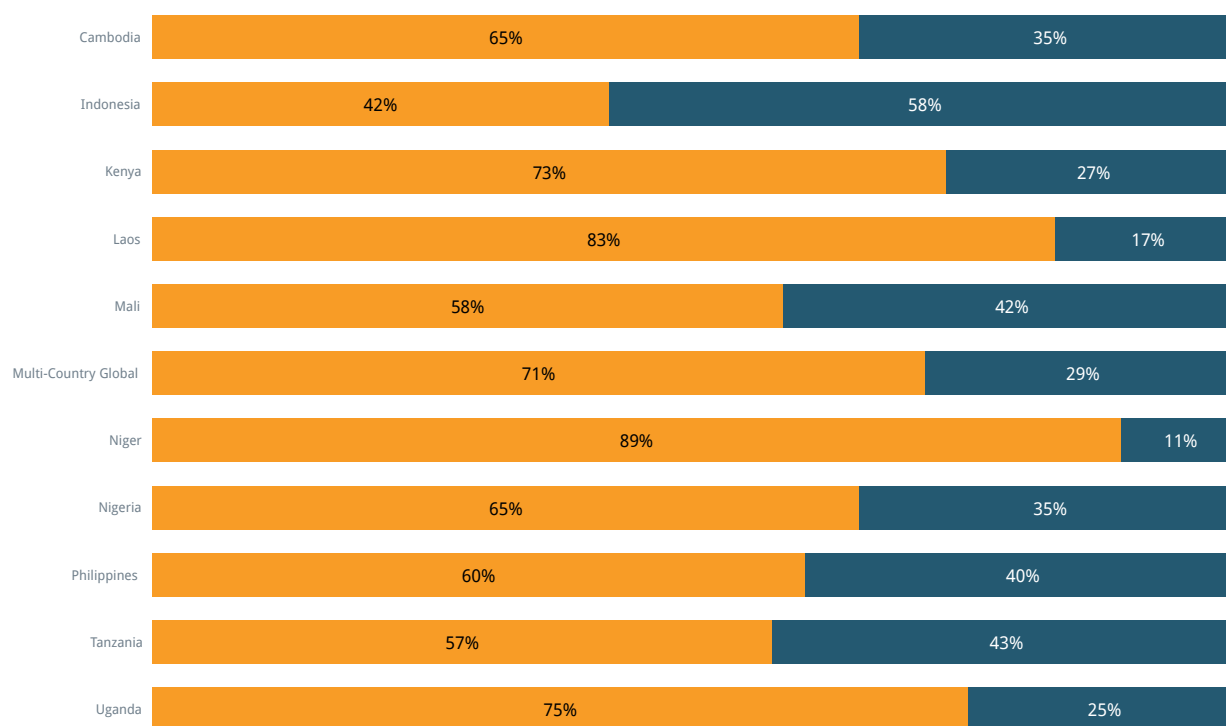
Yes No



Cohort: None Past results: on

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

Yes No



Subgroup: Country

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

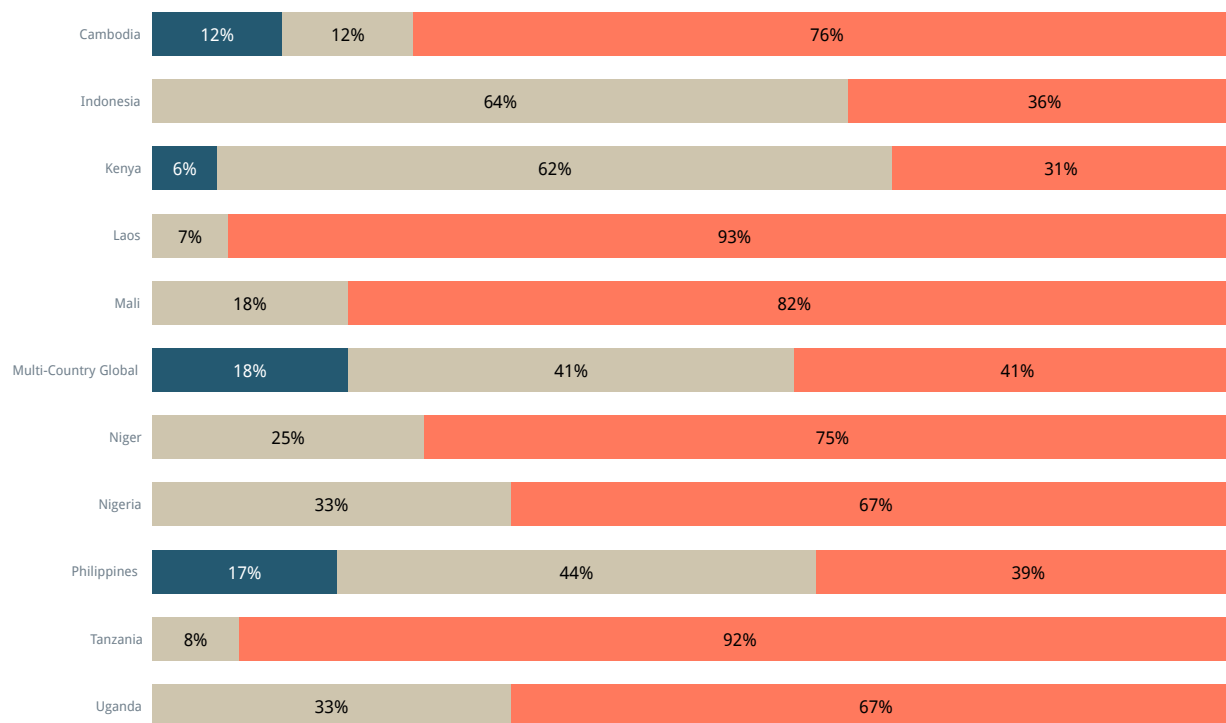
No benefit A minor benefit A moderate benefit A major benefit



Cohort: None Past results: on

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

■ No benefit 
 ■ A minor benefit 
 ■ A moderate benefit 
 ■ A major benefit

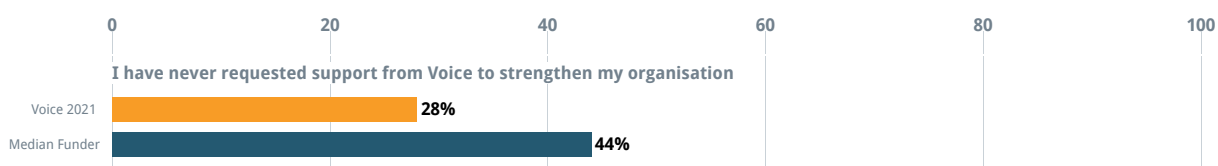


Subgroup: Country

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

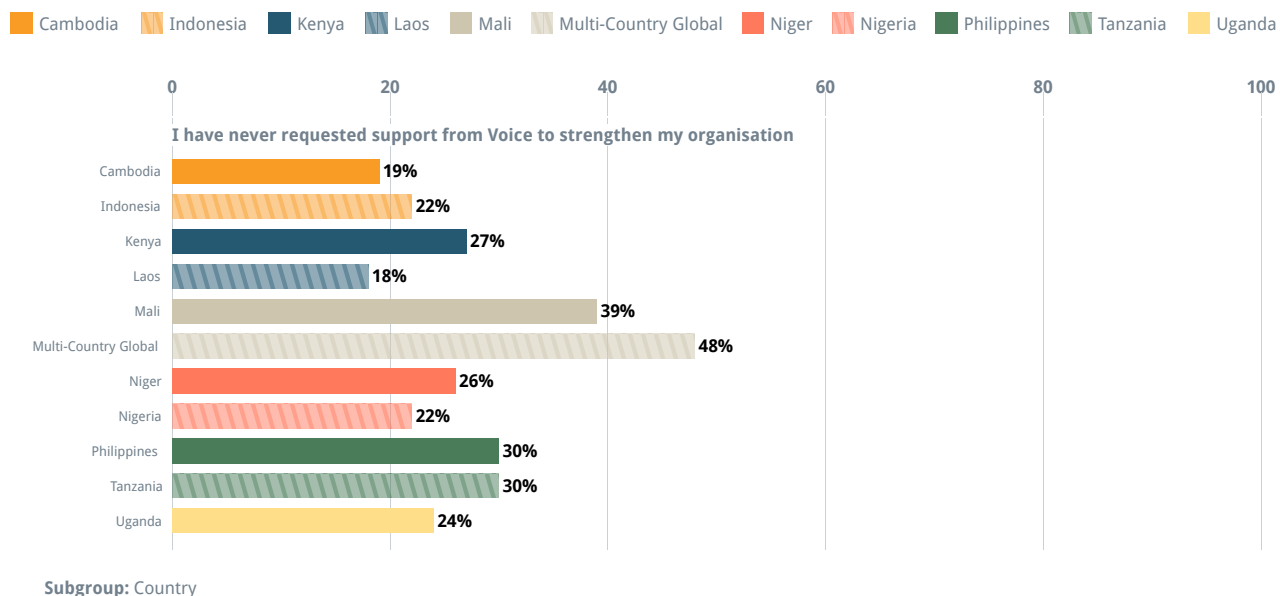
## Have you ever requested support from Voice to help strengthen your organisation?

■ Voice 2021 
 ■ Median Funder

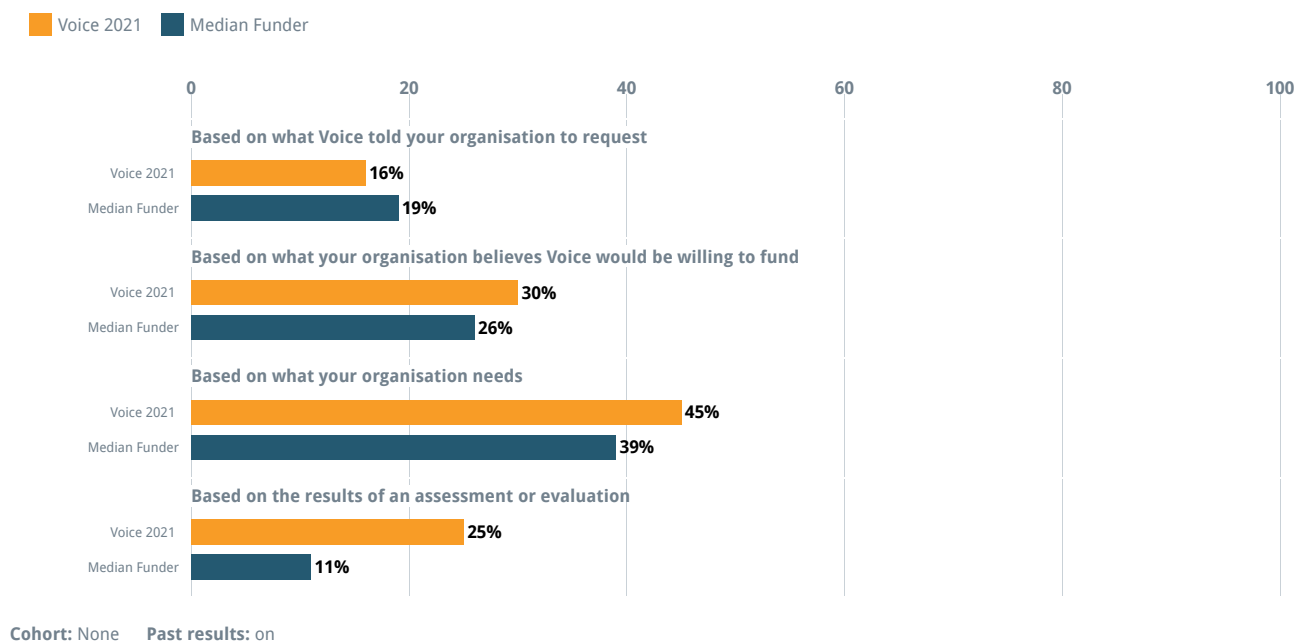


Cohort: None Past results: on

## Have you ever requested support from Voice to help strengthen your organisation? - By Subgroup

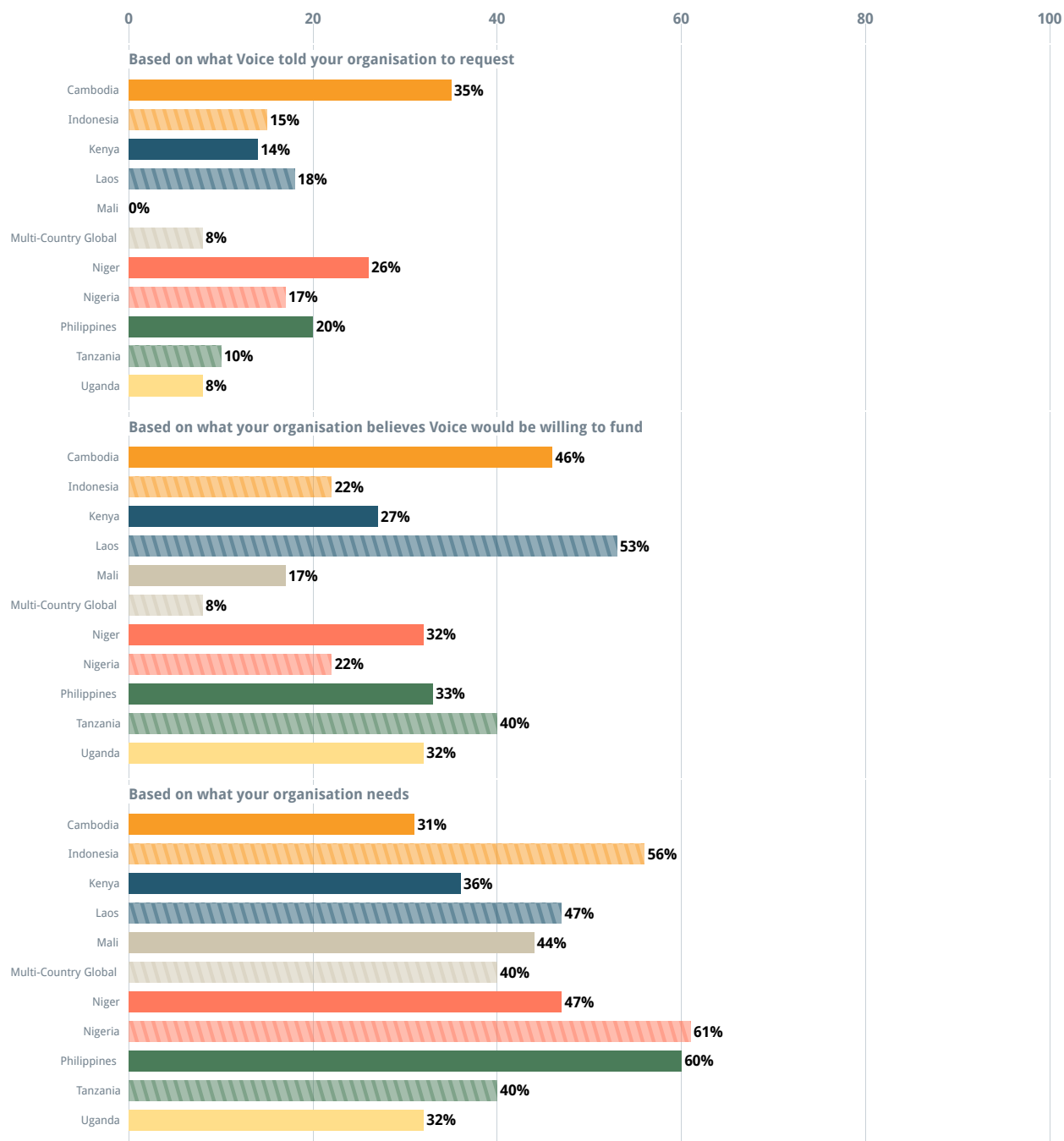


## If you have ever requested support from Voice to help strengthen your organisation, how did you determine what specific support to ask for?



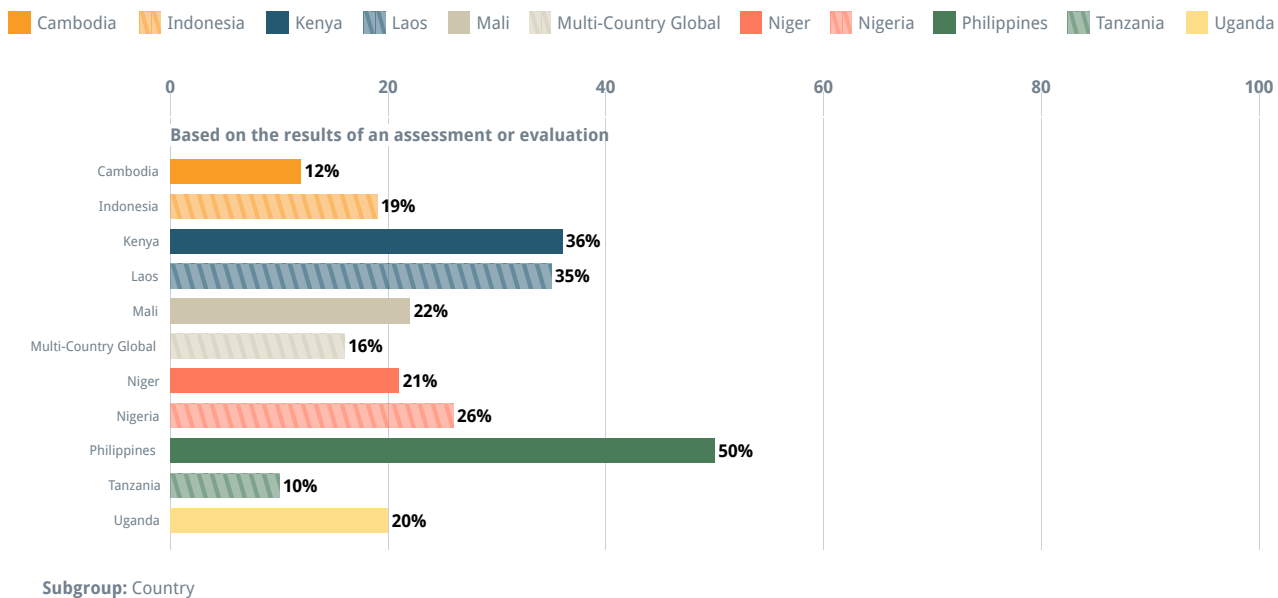
## If you have ever requested support from Voice to help strengthen your organisation, how did you determine what specific support to ask for? - By Subgroup

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda



Subgroup: Country

**If you have ever requested support from Voice to help strengthen your organisation, how did you determine what specific support to ask for? - By Subgroup (cont.)**



## Customized Questions

The following question was asked only of grantees who indicated that their funding was restricted to a specific use.

Selected Cohort: None	
Which best describes the process used to set an indirect cost rate for this project? (By Subgroup)	Voice 2021
We provided an indirect rate, which Voice accepted	29%
Voice provided an indirect rate, without opportunity for discussion	31%
We settled on an indirect rate in discussion with Voice staff	27%
In determining grant amount, we did not specifically address indirect costs	14%

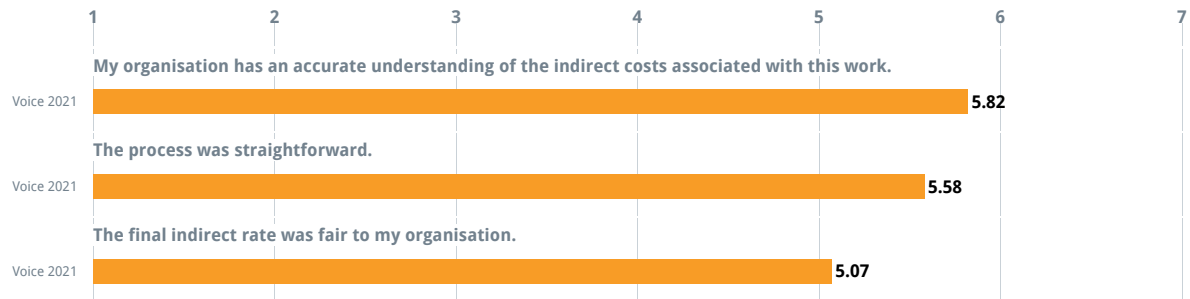
Selected Subgroup: Country				
Which best describes the process used to set an indirect cost rate for this project? (By Subgroup)				
	We provided an indirect rate, which Voice accepted	Voice provided an indirect rate, without opportunity for discussion	We settled on an indirect rate in discussion with Voice staff	In determining grant amount, we did not specifically address indirect costs
Cambodia	45%	15%	40%	0%
Indonesia	61%	6%	17%	17%
Kenya	14%	48%	24%	14%
Laos	19%	12%	62%	6%
Mali	0%	38%	12%	50%
Multi-Country Global	48%	29%	14%	10%
Niger	27%	27%	27%	20%
Nigeria	16%	47%	21%	16%
Philippines	46%	17%	21%	17%
Tanzania	29%	38%	33%	0%
Uganda	9%	57%	26%	9%

The following question was asked only of grantees who indicated that their funding was restricted to a specific use.

How strongly do you agree or disagree with the following statements about how indirect and direct costs were set?

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

Voice 2021

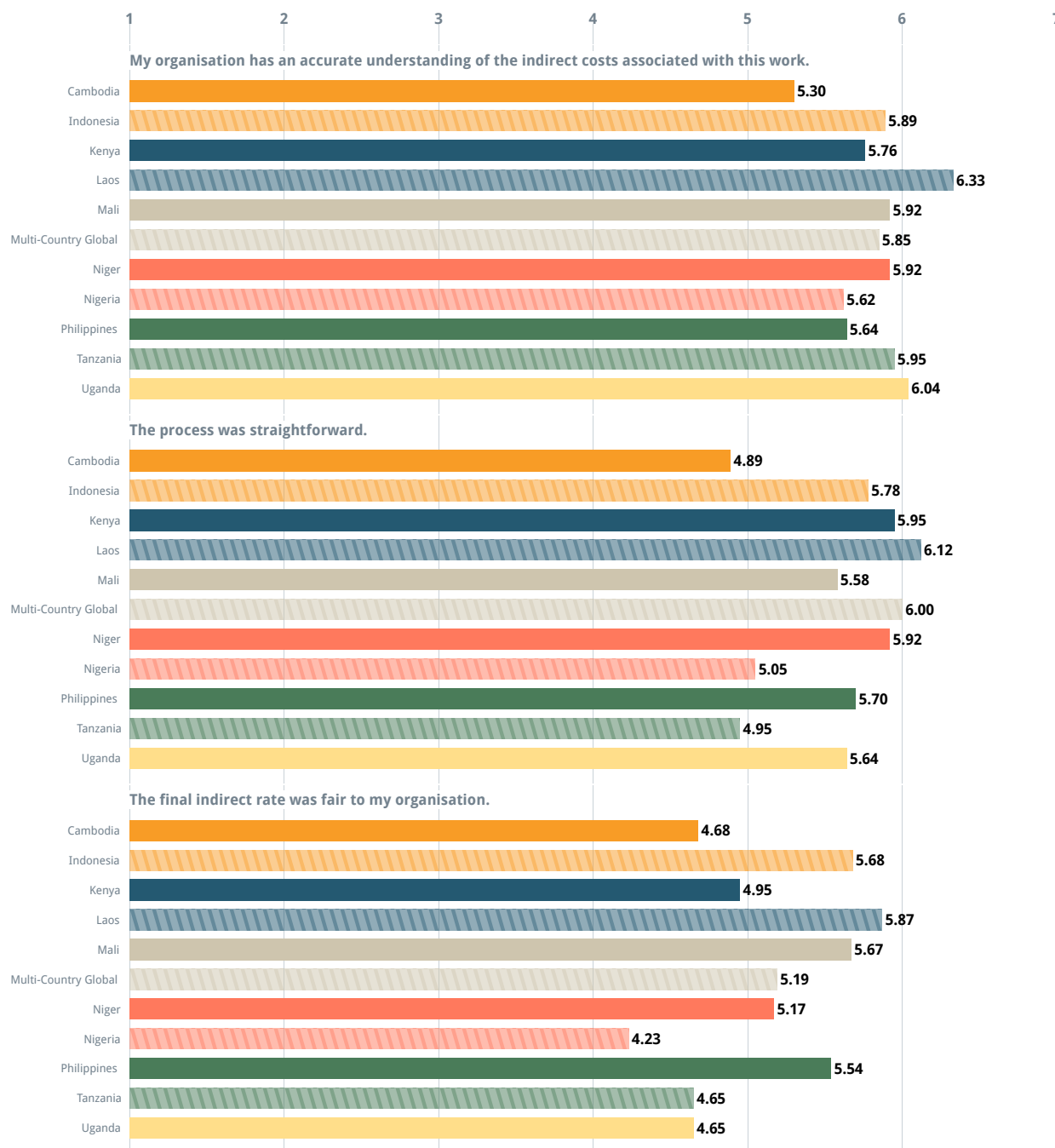


Cohort: None    Past results: on

## How strongly do you agree or disagree with the following statements about how indirect and direct costs were set? - By Subgroup

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

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda



Subgroup: Country

The following question was asked only of grantees who indicated that their funding was restricted to a specific use.



Selected Cohort: None	
To what extent did the grant cover the full costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)?	Voice 2021
The grant covered its direct and indirect costs plus extra that allows the organisation to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.)	17%
The grant covered direct and indirect costs, but no more	46%
The grant covered the direct costs of the work, but not all indirect costs	34%
This grant did not cover even the direct costs of the work	2%
Not Applicable : This multi-funder project was ultimately not fully funded, so a question of what costs this grant covered is not applicable	1%

Selected Subgroup: Country					
To what extent did the grant cover the full costs of the work it was meant to fund (or the costs of its share of work in a multi-funder project)? (By Subgroup)					
	The grant covered its direct and indirect costs plus extra that allows the organisation to thrive over the long term (e.g., additions to reserves, assets, working capital, etc.)	The grant covered direct and indirect costs, but no more	The grant covered the direct costs of the work, but not all indirect costs	This grant did not cover even the direct costs of the work	Not Applicable : This multi-funder project was ultimately not fully funded, so a question of what costs this grant covered is not applicable
Cambodia	29%	33%	38%	0%	0%
Indonesia	10%	40%	45%	0%	5%
Kenya	14%	14%	71%	0%	0%
Laos	24%	59%	12%	6%	0%
Mali	8%	38%	46%	8%	0%
Multi-Country Global	10%	67%	24%	0%	0%
Niger	33%	53%	7%	7%	0%
Nigeria	24%	48%	24%	0%	5%
Philippines	8%	56%	36%	0%	0%
Tanzania	10%	62%	24%	5%	0%
Uganda	22%	39%	39%	0%	0%

## Inclusive Grantmaking

In your overall experience with Voice, to what extent did you find Voice's efforts to be inclusive in its grantmaking?

1 = Not at all inclusive    7 = Very inclusive

Voice 2021

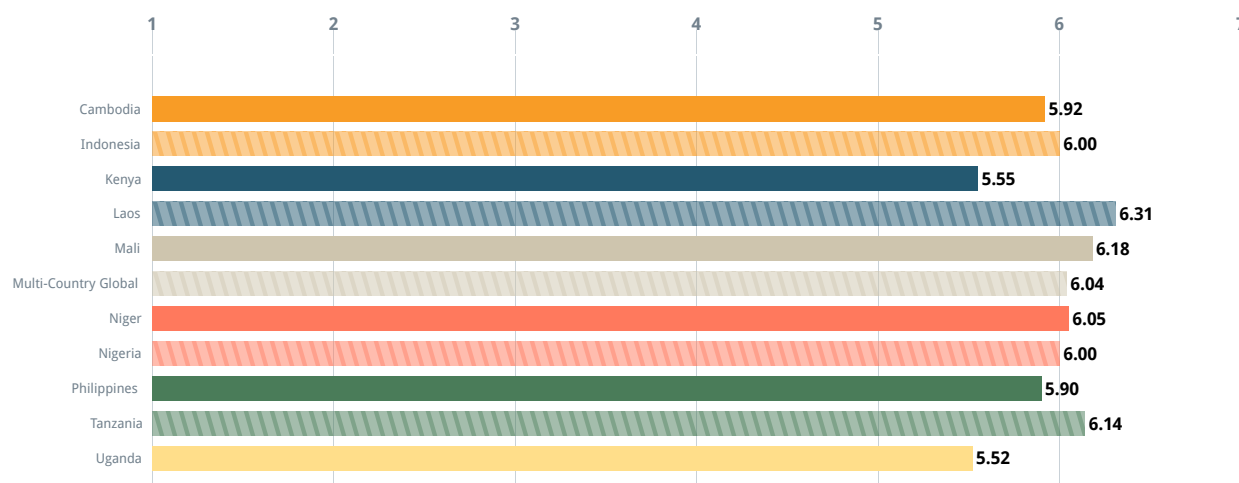


Cohort: None    Past results: on

In your overall experience with Voice, to what extent did you find Voice's efforts to be inclusive in its grantmaking? - By Subgroup

1 = Not at all inclusive    7 = Very inclusive

Cambodia    Indonesia    Kenya    Laos    Mali    Multi-Country Global    Niger    Nigeria    Philippines    Tanzania    Uganda

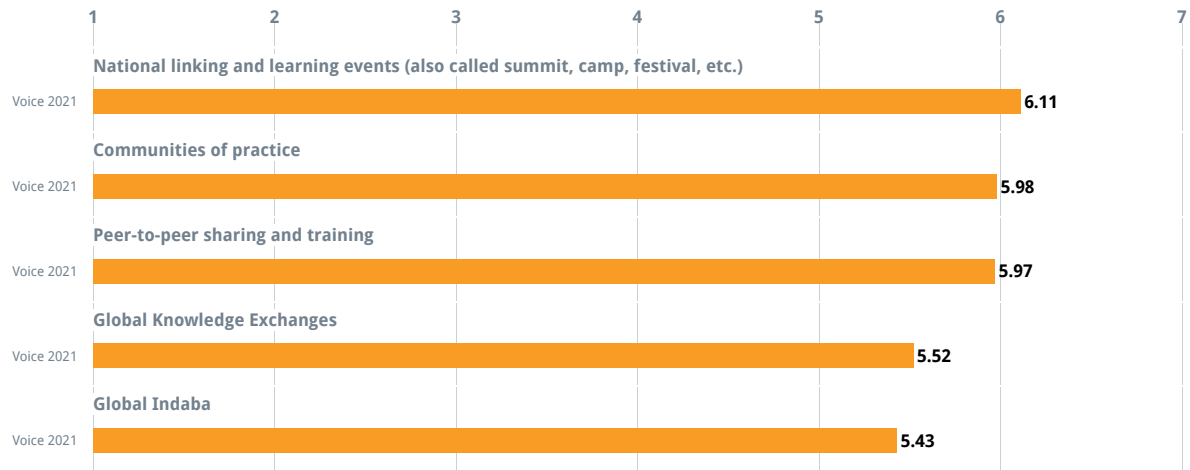


Subgroup: Country

Please indicate the extent to which you felt Voice was inclusive in the following Linking and Learning opportunities:

1 = Not at all inclusive    4 = Neither inclusive nor exclusive    7 = Very inclusive

Voice 2021

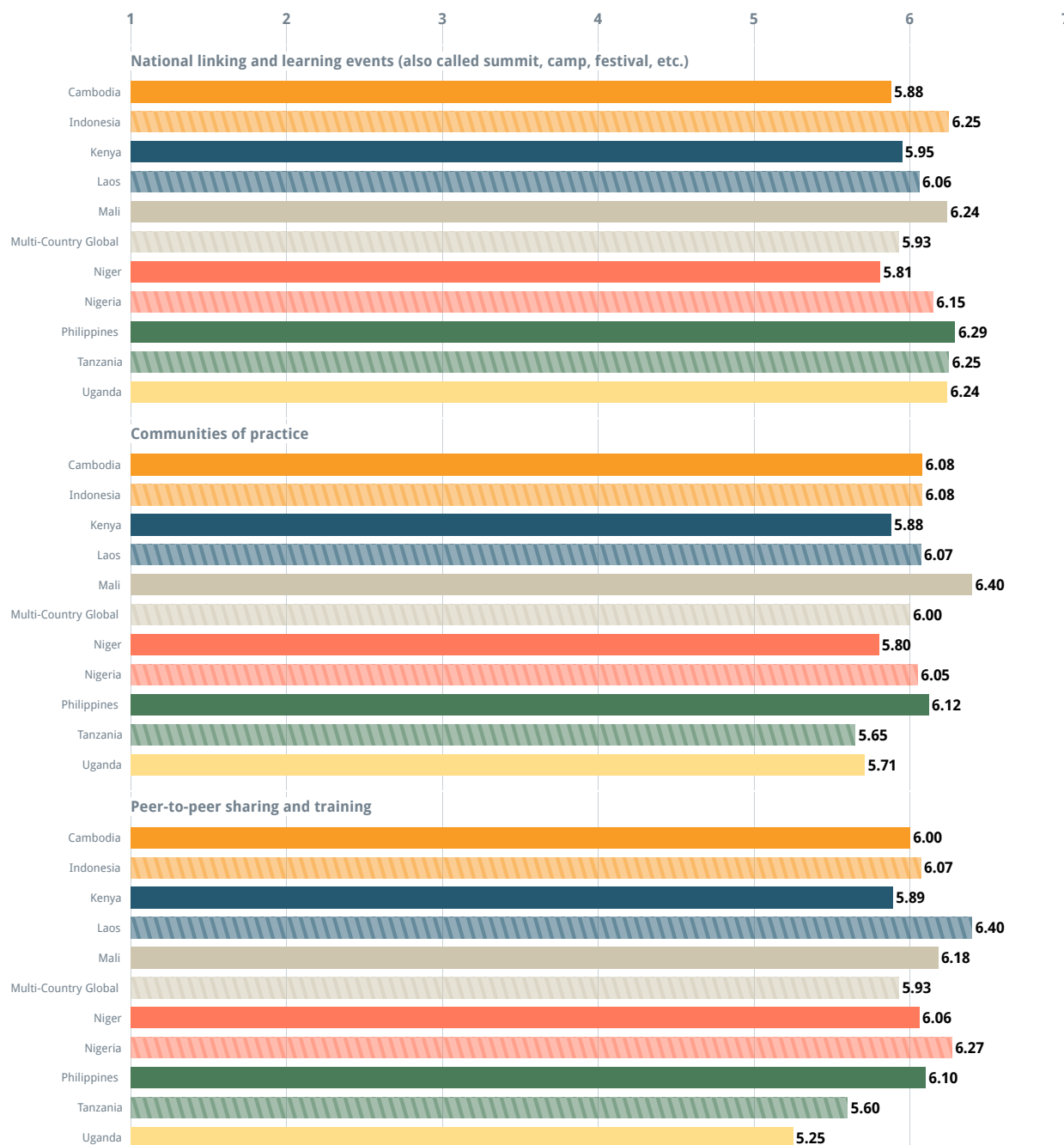


Cohort: None    Past results: on

**Please indicate the extent to which you felt Voice was inclusive in the following Linking and Learning opportunities: - By Subgroup**

1 = Not at all inclusive    4 = Neither inclusive nor exclusive    7 = Very inclusive

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda

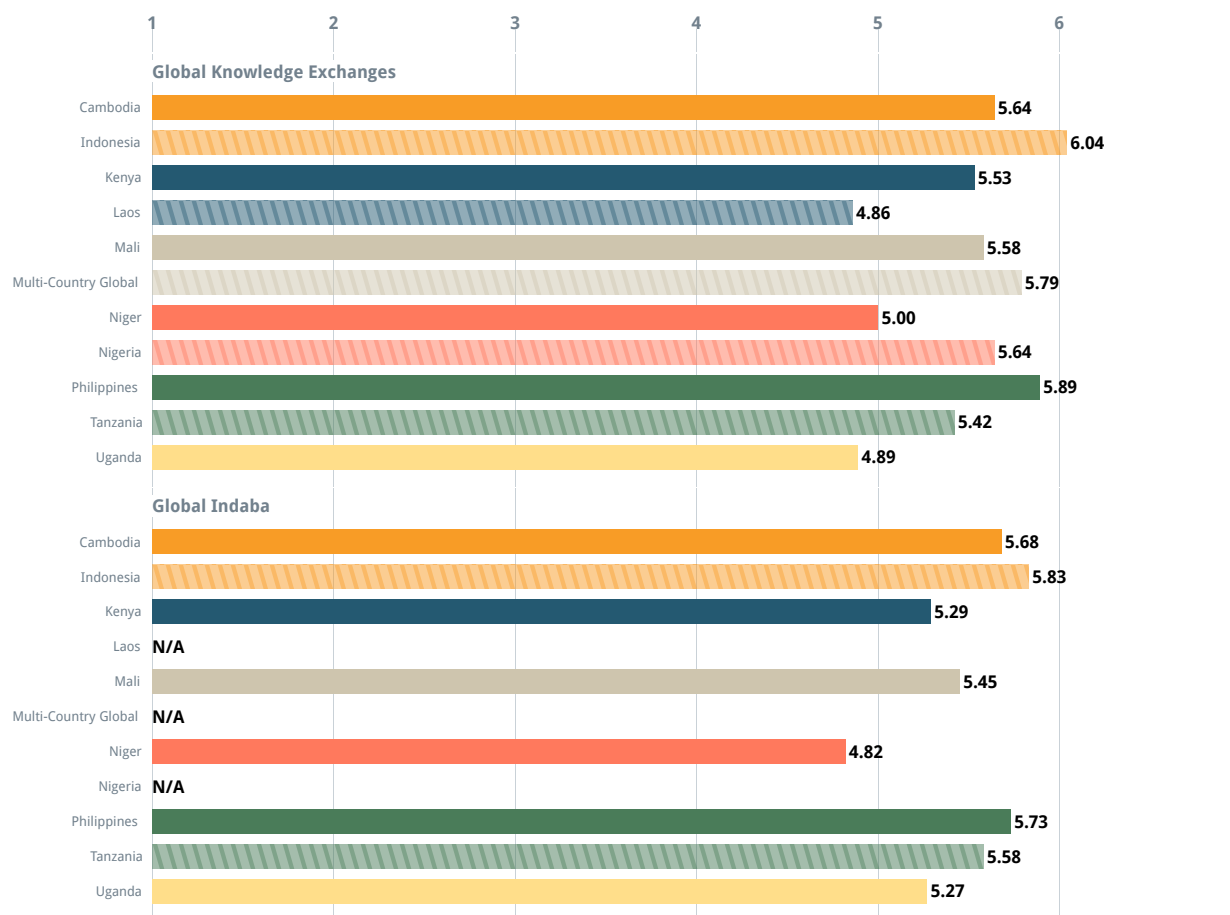


Subgroup: Country

**Please indicate the extent to which you felt Voice was inclusive in the following Linking and Learning opportunities: - By Subgroup (cont.)**

1 = Not at all inclusive    4 = Neither inclusive nor exclusive    7 = Very inclusive

Cambodia   Indonesia   Kenya   Laos   Mali   Multi-Country Global   Niger   Nigeria   Philippines   Tanzania   Uganda

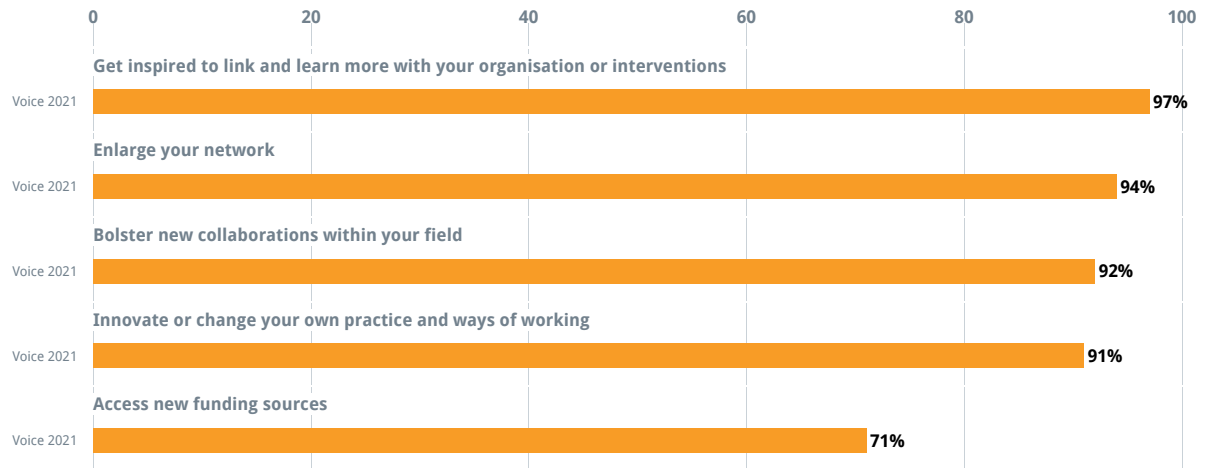


Subgroup: Country

Please indicate whether partnering with Voice has helped you to do the following:

Proportion responding 'Yes'

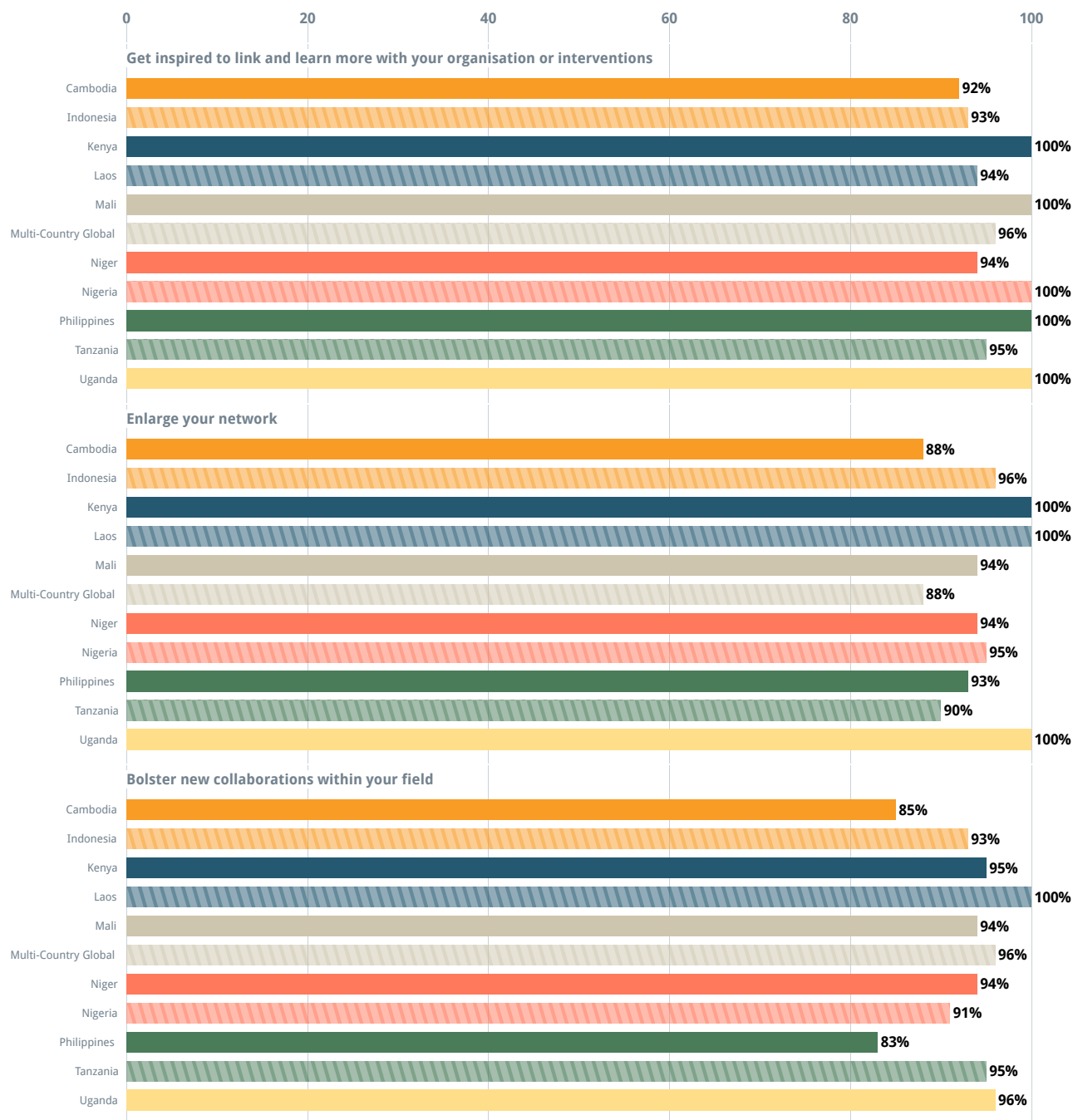
Voice 2021



Cohort: None Past results: on

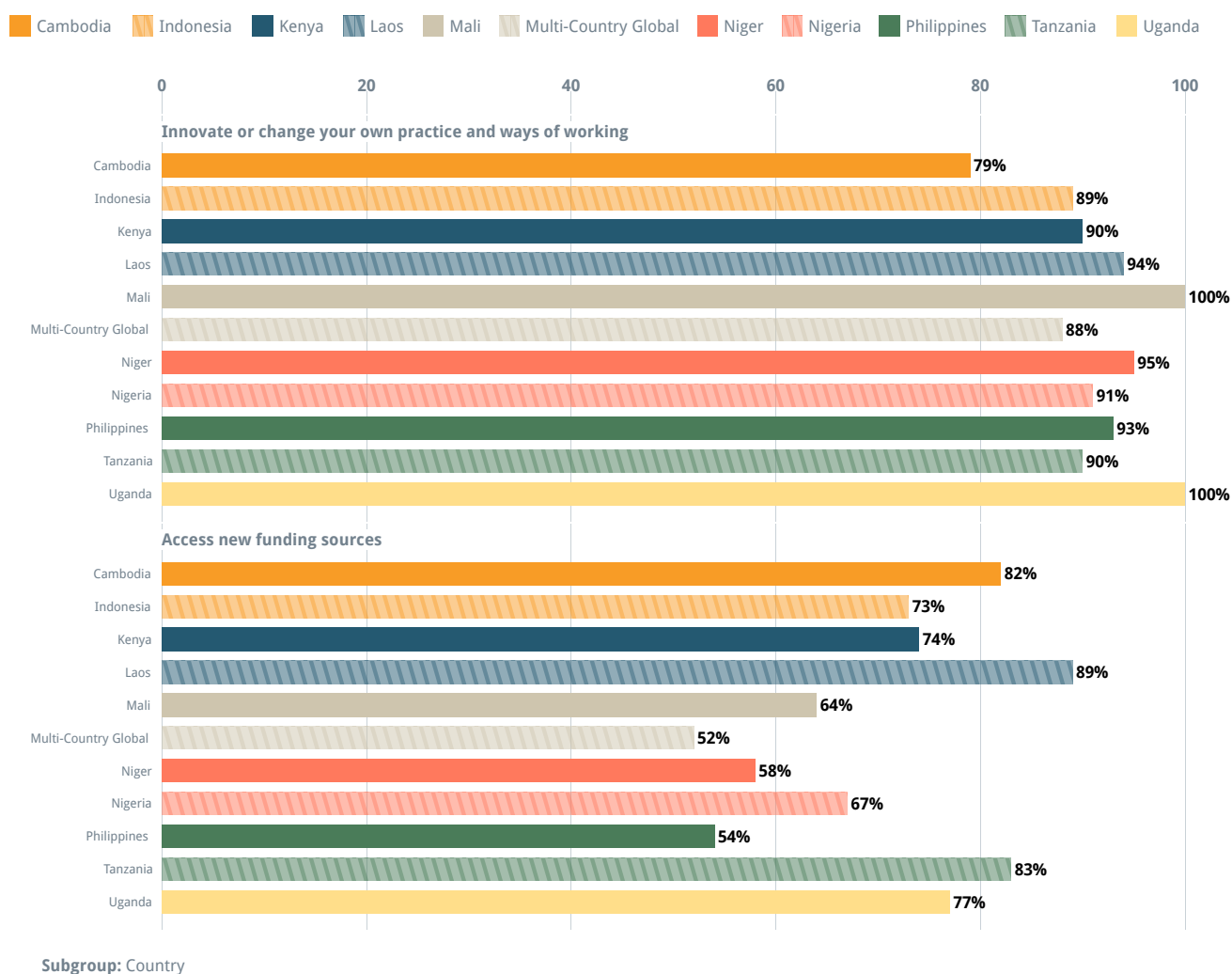
## Proportion responding 'Yes' - By Subgroup

Cambodia Indonesia Kenya Laos Mali Multi-Country Global Niger Nigeria Philippines Tanzania Uganda



Subgroup: Country

## Proportion responding 'Yes' - By Subgroup (cont.)





## Grantees' Open-Ended Comments

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

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

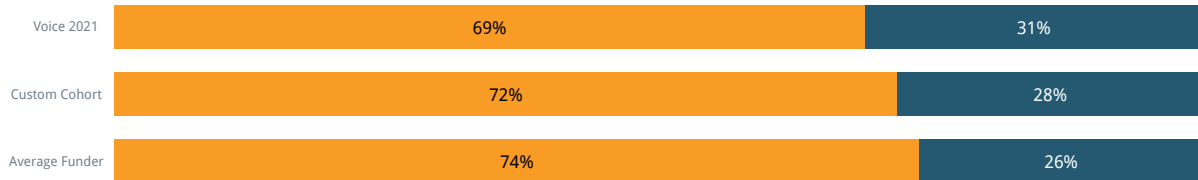
## Quality of Processes, Interactions and Communications

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

Positive comment    Comment with at least one constructive theme



Cohort: Custom Cohort    Past results: on

## Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The 257 grantees that responded to the survey provided 289 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Proportion of Grantee Suggestions by Topic

Topic of Suggestion	Proportion
Grantmaking Characteristics	29%
Voice Processes	18%
Non-Monetary Assistance	18%
Quality of Interactions with Voice	15%
Community Impact and Understanding	9%
Field Impact and Understanding	6%
Impact on and Understanding of Grantees' Organizations	3%
Diversity, Equity, & Inclusion	3%

## Selected Comments

Grantees were asked to provide any suggestions for how Voice could improve. The 257 grantees that responded to the survey provided a total of 289 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

### Grantmaking Characteristics (29% N=83)

- Grant Length (N = 33)
  - "...I would suggest that Voice should work for a longer time with their partner to ensure that the funded project activities can be sustained."
  - "We would suggest that Voice should launch long-term projects, ideally 3 to 5 years so that long-term impacts can be significant and obvious"
  - "Longer project time periods to be able to capture the outcomes of the project"
  - "...Funding relationship should be longer term, not a one off, but should provide opportunity for follow on not only through competitive bidding."
- Grant Type (N = 33)
  - "...set aside grants for institutional capacity building to organisations that receive their grants..."
  - "Voice should give more unrestricted and multi year funds. Voice should be open to discussions around general and administrative costs related to implementation of a project."
  - "...additional budget for certain activities that were not foreseen but that emerge during the implementation of the projects and that become unavoidable..."
  - "...More flexibility for the grant to respond to the unforeseen issues such as COVID-19 and changes in government procedure."
- Grant Size (N = 17)
  - "There should be an increase of the grant size especially the empowerment grants like in other grants..."
  - "...that more funds can be accessed and more funding opportunities..."
  - "increase amount of grant per grant"
  - "...increase funding to grantees by changing the funding illegibility formula (from 50 to 75% of institutional income)."

### Voice Processes (18% N=53)

- Disbursement of Funds (N = 20)
  - "...The funds should also be disbursed on time to enable quick implementation of the project as we have found ourselves in many occasions waiting for the funds to hit our accounts to continue with our implementation."
  - "Grants have been delayed from the start of the project as well as following quarters after completing the first quarter, I therefore urge VOICE to increase the urgency of providing grants as agreed in the contracts to avoid projects prolonging"
  - "...review the methods of transferring funds to carry out the activities. Improve the transfer system."
  - "Faster turn-around time: there seems to be delays from the time grants are approved to when grantees actually receive the grant."
- Reporting and Evaluation Process (N = 16)
  - "...I would propose they provide both a project and finance consultant to help small organizations with Voice reporting guidelines. Someone who can do on-site visits..."
  - "...establishing reporting and evaluation parameters at the start of the project and assist partner orgs to accomplish their project objectives"
  - "...less stringent reporting requirements, more focus on quality of results."
  - "...the feedback from end of semester reports must be interactive and engaging for further clarification on specific activity implementation."
- Proposal and Selection Process (N = 11)
  - "Be more flexible and simplify the grant application process. The intersectional model makes defining projects very complicated and reduces the impact that can be made..."
  - "Voice should quicken the application and selection processes..."
  - "The time consumed in grant application processes should be reduced..."
  - "...Relax some strict conditions of application requirements..."
- General Feedback on Processes (N = 6)
  - "...be more flexible in the procedures for carrying out activities..."
  - "More realistic administrative demands, that are not onerous on the limited human resources of the grantees...Administrative teams/organisations that understand are responsive to the needs of the grantees and the goals of the grant (i.e. that are interested in making sure the goals are met, not simply that spending fits the planned budget exactly)..."

### Non-Monetary Assistance (18% N=51)

- Capacity Building (N = 25)
  - "...assistance in the form of workshops on managerial development, finance, organizational methods and matters regarding the use of social media as an effective means of communication and campaign."
  - "To help those community-based organizations who cannot express the need of the community well in writing but had a significant community"

- involvement and want to express and voice out what the community wants."
- "...strengthen capacity building opportunities for grantees such as in monitoring and evaluation, finance and logistics, oversight and compliance strategic, strategic planning and project cycle management and security and risk monitoring."
- "...I will also suggest that Voice provides specific tailor-made training and workshops for all its grantees regardless of grants types and locations..."
- Collaboration with Voice and Other Organizations (N = 18)
  - "...I find that there is some gap in the relationship with other VOICE grantees. We have met regularly in person or online but it would be better to have strategic plan with all grantees: what is the next & clear step after the meeting, how can we support and build a strong network with all grantees?..."
  - "...Voice should also facilitate the participation of beneficiaries in international fora where they can directly engage with global duty bearers, build synergies with like minded community delegates, create networks and learn about international advocacy..."
  - "...perhaps also they can connect us with other funders who might be interested in our work."
  - "...Voice should also organise linking and learning events for grantees from different countries to come together to share, reflect and learn."
- Technical Support (N = 8)
  - "... [grantees experience] Communication limitations due to weak communication channels in remote communities."
  - "Provide more technical support to implement activities with target groups"
  - "Voice needs to provide a lot of technical support to partners, especially small organizations."

#### Quality of Interactions with Voice (15% N=42)

- Responsiveness of Voice Staff (N = 14)
  - "We suggest more reactivity in our exchanges and interactivity, this will prevent long delays in the validation process. New information about Voice, staff changes, new funding could be communicated more regularly to grant recipients..."
  - "To improve the service for fast processing because it sometimes more than a month goes by before receiving an answer to our letters or e-mails, which causes delays in the execution of the project that we are carrying out with VOICE."
  - "More flexible communication not only via email, but also through other platforms such as WhatsApp for matters which require prompt response."
  - "voice should try to answer the phone or messages rather than just remain silent..."
- Size and Bandwidth of Voice Staff (N = 13)
  - "...Voice needs to think about more program officers, and they should be suitable with the distribution of issues in VOICE. For example, one officer specifically handles programs which are related to the access to resources, one officer handles programs for access to public services, and so on."
  - "...Recently, we noticed that the Voice team we have been interacting with is leaving. We hope the spirit and good work of the ex-Voice team will be transferred and continue with the new ones..."
  - "...Voice should recruit more staff to attend more swiftly to the demands of its grantees..."
  - "...Perhaps larger administrative teams -- some of the delays felt like it was because the funding officers simply had too much to do, and it would take weeks for them to get back to us on simple questions..."
- Partnership with Voice Staff (N = 12)
  - "...If surprises occur during the implementation of a project, the partner must help in the search for a solution, otherwise the results may not be achieved."
  - "Constant interaction, more physical to build a long lasting bond. Voice should not leave behind grantees, rather they should grow together to ensure organisations are well capacitated and capable of reaching the advocacy stage from the empowerment stage."
  - "Be collaborator, partner, helper instead of commentator, auditor."
  - "...be more sensitive, compassionate to grantees and treat them as partners, not just mere project implementers"
- Clarity of Communications (N = 3)
  - "I would suggest to give further orientation to grantees, especially to new grantees an orientation relative to policies and guidelines for better coordination and on time clarifications. Do not rely on just the written policies and guidelines provided. A conference meeting for project staff is very helpful for common understanding and coordination."

#### Community Impact and Understanding (9% N=25)

- Orientation (N = 18)
  - "Responding to Covid-19 is a priority. Do whatever possible to have financial support to give vaccines to vulnerable people and provide intervention. M-health, E-health & friendly service to key population and people left behind."
  - "Explore how to expand to more countries in our region. There are countries with serious human rights violations against LGBTIQ persons yet they are outside the priority countries."
  - "...In [the] Covid-19 period Voice should increase education to community as much as possible pertaining to prevention of this disease and distribute hygienic material to [the] poor community."
  - "...More support in Asia as inequality and lack of justices are stronger in Asia."
- Understanding of Grantees' Communities (N = 7)
  - "Visit the communities and listen to the issues raised by your partners. Do not focus on the technicalities of grantmaking."
  - "Continuous engagement of different local partners who have understanding of the needs of their people"

#### Field Impact and Understanding (6% N=16)

- Orientation (N = 11)
  - "More support or resources be given to projects catering or addressing the needs of persons with disabilities. This is to ensure that reasonable accommodation, accessibility support and other disability related cost are provided for meaningful and active participation of persons with disabilities."
  - "...we will recommend to provide more support to disadvantaged groups like sex workers as well as other key populations..."
  - "Increase funding on empowerment to women-led organizations, and also get funds for agro-inputs, and look at health matters more, maternal matters, also elders who [are] vulnerable are still not catered for completely"
  - "The Voice program would be even better if the grants were also focused on humanitarian issues"
- Advocacy (N = 5)
  - "Voice could have a bigger impact beyond the traditional scope of rights based advocacy, given that legal rights don't truly exist in practice for those in poor communities...A change in the law only tends to reflect a change for the middle class and upper, as they have the networks to make use of that. More community-based advocacy from the ground up would be good to see..."
  - "Voice should engage the government to get involved in its projects of supporting disadvantaged women, less privileged, orphans, disabled etc."

#### **Impact on and Understanding of Grantees' Organizations (3% N=10)**

- Understanding of Grantees' Organizations (N = 10)
  - "Small organizations supported by Voice have great needs and sometimes, this is not factored in the grantmaking yet they have potential of delivering support..."
  - "To fund organizations like [our organization] at institutional level...look at its strategic plan and choose an aspect to fund from them based on those priorities"
  - "Consider limitations of applicant organizations that have difficulties following the grant requirements but are doing important work"
  - "Knowing and understanding the needs of the partner organizations and giving funds to address the needs."

#### **Diversity, Equity, & Inclusion (3% N=9)**

- Diversifying the Voice Team (N = 7)
  - "Add more diverse people to your selection committee"
  - "Voice should endeavour to have officers from marginalised sections of society to make its work more effective..."
- Capacity Building to Advance DEI (N = 2)
  - "I think Voice can support grantees organisational structure (office and staff) to reflect more around diversity and inclusion, as a means of reflecting the bigger picture."

## 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	Voice 2021	Median Funder	Custom Cohort
Average grant length	1.7 years	2.2 years	2.2 years

Selected Cohort: Custom Cohort			
Length of Grant Awarded	Voice 2021	Average Funder	Custom Cohort
0 - 1.99 years	65%	47%	39%
2 - 2.99 years	27%	22%	29%
3 - 3.99 years	8%	19%	24%
4 - 4.99 years	0%	4%	3%
5 - 50 years	0%	8%	5%

Selected Cohort: None		
Proportion of Unrestricted Funding	Voice 2021	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	7%	24%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	93%	76%

## Grantmaking Characteristics - By Subgroup

Selected Subgroup: Country	
Length of Grant Awarded (By Subgroup)	
Average grant length	
Cambodia	1.9 years
Indonesia	1.8 years
Kenya	1.6 years
Laos	1.6 years
Mali	2.1 years
Multi-Country Global	1.7 years
Niger	1.7 years
Nigeria	1.4 years
Philippines	1.6 years
Tanzania	1.3 years
Uganda	1.7 years

Selected Subgroup: Country					
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
Cambodia	59%	23%	18%	0%	0%
Indonesia	55%	36%	9%	0%	0%
Kenya	68%	32%	0%	0%	0%
Laos	77%	23%	0%	0%	0%
Mali	42%	37%	21%	0%	0%
Multi-Country Global	60%	16%	24%	0%	0%
Niger	68%	26%	5%	0%	0%
Nigeria	83%	17%	0%	0%	0%
Philippines	62%	34%	3%	0%	0%
Tanzania	86%	14%	0%	0%	0%
Uganda	58%	38%	4%	0%	0%



Selected Subgroup: Country		
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.)
Cambodia	8%	92%
Indonesia	26%	74%
Kenya	0%	100%
Laos	6%	94%
Mali	11%	89%
Multi-Country Global	4%	96%
Niger	5%	95%
Nigeria	0%	100%
Philippines	7%	93%
Tanzania	0%	100%
Uganda	4%	96%

## Grant Size

Selected Cohort: Custom Cohort			
Median Percent of Budget Funded by Grant (Annualized)	Voice 2021	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	34%	4%	8%

## Grant Size - By Subgroup

Selected Subgroup: Country	
Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	
Size of grant relative to size of grantee budget	
Cambodia	27%
Indonesia	37%
Kenya	28%
Laos	36%
Mali	35%
Multi-Country Global	33%
Niger	55%
Nigeria	52%
Philippines	59%
Tanzania	26%
Uganda	28%

## Grantee Characteristics

### Funding Relationship

Selected Cohort: Custom Cohort			
Funding Status	Voice 2021	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from Voice	44%	82%	83%

Selected Cohort: Custom Cohort			
Pattern of Grantees' Funding Relationship with Voice	Voice 2021	Average Funder	Custom Cohort
First grant received from Voice	91%	29%	45%
Consistent funding in the past	6%	53%	45%
Inconsistent funding in the past	3%	18%	11%

## Funding Relationship - by Subgroup

Selected Subgroup: Country	
Funding Status (By Subgroup)	
Percent of grantees currently receiving funding from Voice	
Cambodia	43%
Indonesia	39%
Kenya	19%
Laos	18%
Mali	32%
Multi-Country Global	88%
Niger	47%
Nigeria	74%
Philippines	41%
Tanzania	61%
Uganda	23%

Selected Subgroup: Country			
Pattern of Grantees' Funding Relationship with Voice (By Subgroup)			
	First grant received from Voice	Consistent funding in the past	Inconsistent funding in the past
Cambodia	88%	8%	4%
Indonesia	93%	0%	7%
Kenya	95%	0%	5%
Laos	94%	6%	0%
Mali	89%	11%	0%
Multi-Country Global	76%	12%	12%
Niger	100%	0%	0%
Nigeria	78%	17%	4%
Philippines	100%	0%	0%
Tanzania	100%	0%	0%
Uganda	88%	12%	0%

## Funder Characteristics

Selected Cohort: Custom Cohort			
Financial Information	Voice 2021	Median Funder	Custom Cohort
Total assets	50M €	209.4M €	65.8M €
Total giving	32.8M €	15.8M €	21.4M €

Selected Cohort: Custom Cohort			
Funder Staffing	Voice 2021	Median Funder	Custom Cohort
Total staff (FTEs)	35	17	26
Percent of staff who are program staff	57%	43%	35%

Selected Cohort: Custom Cohort			
Grantmaking Processes	Voice 2021	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	0%	40%	83%
Proportion of grantmaking dollars that are invitation-only	0%	56%	68%

## 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 Voice’s grantee survey was 257.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	251
How well does the Foundation understand the field in which you work?	247
To what extent has the Foundation advanced the state of knowledge in your field?	246
To what extent has the Foundation affected public policy in your field?	237
Overall, how would you rate the Foundation's impact on your local community?	250
How well does the Foundation understand the local community in which you work?	251
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	250
How well does the Foundation understand your organization's strategy and goals?	243
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	247
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	254
How often do/did you have contact with your program officer during this grant?	257
Who most frequently initiated the contact you had with your program officer during this grant?	256
Has your main contact at the Foundation changed in the past six months?	242
Did you receive any non-monetary support from the Foundation during this grant period?	251
Did you submit a proposal to the Foundation for this grant?	255
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	246
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	233
Are you currently receiving funding from the Foundation?	245
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	253
How well does the Foundation understand your intended beneficiaries' needs?	254
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	252
Have you participated in a reporting or evaluation process?	251
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	214
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	222
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	219
To what extent was the Foundation's reporting process...Straightforward?	214
Did the Foundation provide financial support for the evaluation?	149
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	163
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	168
Understanding Summary Measure	233
To what extent did the Foundation exhibit the following during this grant...Trust in your organization's staff	254
To what extent did the Foundation exhibit the following during this grant...Candor about the Foundation's perspectives on your work	249
To what extent did the Foundation exhibit the following during this grant...Respectful interaction	253

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant...Compassion for those affected by your work	250
Was the funding you received restricted to a specific use?	254
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	252
Based on what your organization believes the Foundation would be willing to fund	252
Based on what your organization needs	252
Based on the results of an assessment or evaluation	252
Not applicable - I have never requested support from the Foundation to strengthen my organization	252
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	250
Overall, the Foundation demonstrates an explicit commitment to Diversity, Equity and Inclusion in its work	248
Overall, most staff I have interacted with at the Foundation embody a strong commitment to Diversity, Equity and Inclusion	244
I believe that the Foundation is committed to combatting racism	221
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	253
COVID-19	
How would you rate the effectiveness of the Foundation's response to the COVID-19 pandemic?	138
How would you rate the effectiveness of the Foundation's response to the movement for racial justice?	0
How would you rate the effectiveness of the Foundation's response to movements for greater equity for historically disadvantaged groups?	192

## About CEP and Contact Information

### Mission:

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

### Vision:

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

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

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

### About the GPR

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

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

### Contact Information

Charlotte Brugman, Global Lead - Assessment and Advisory Services  
[charlotteb@cep.org](mailto:charlotteb@cep.org)

Hayden Couvillion, Manager - Assessment and Advisory Services  
[haydenc@cep.org](mailto:haydenc@cep.org)