

More than Money: Making a Difference with Assistance Beyond the Grant

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Types of Assistance Beyond the Grant



- **General management advice**
- **Strategic planning advice**
- **Financial planning/accounting**
- **Development of performance measures**
- **Encouraged/facilitated collaboration**
- **Insight and advice on your field**
- **Introductions to leaders in field**
- **Provided research or best practices**
- **Provided seminars/forums/convenings**
- **Board development/governance assistance**
- **Information technology assistance**
- **Communications/marketing/publicity assistance**
- **Use of Foundation facilities**
- **Staff/management training**



Mission

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness and impact.

CEP Funders



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Foundation



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Clark FOUNDATION**

the **James Irvine** foundation
Expanding Opportunity for the People of California

Background



- Foundations have devoted increased attention and resources to providing assistance beyond the grant
 - Grantmakers for Effective Organizations (GEO) was founded in 1997 to help grantmakers share knowledge and practices to promote grantee effectiveness
 - Foundation Center 2007 survey indicates an increase in these activities provided by foundations over the last five years
- But little is known about:
 - What is currently done in terms of assistance beyond the grant
 - The impact of these efforts
 - The grantee perspective

Research Questions

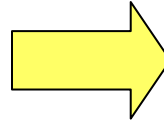


- What are the attitudes and behaviors of foundation CEOs and program staff regarding the provision of this assistance?
- What types of assistance are grantees receiving?
- How do grantees view this assistance – and under what conditions do they report that their organizations or programs have been strengthened?
- How can foundations most effectively approach assistance beyond the grant?

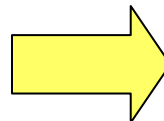


Data Sources

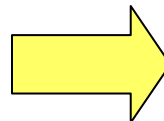
Surveys of program staff and CEOs from foundations with \$100 million or more in assets



CEP database of grantee surveys



Interviews of foundation staff and grantees



Sample Size

**103 program staff responses
(52% response rate)
98 CEO responses
(49% response rate)**

**18,488 grantee survey responses about 148 foundations
(68% avg response rate)**

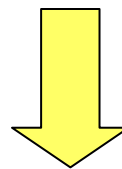
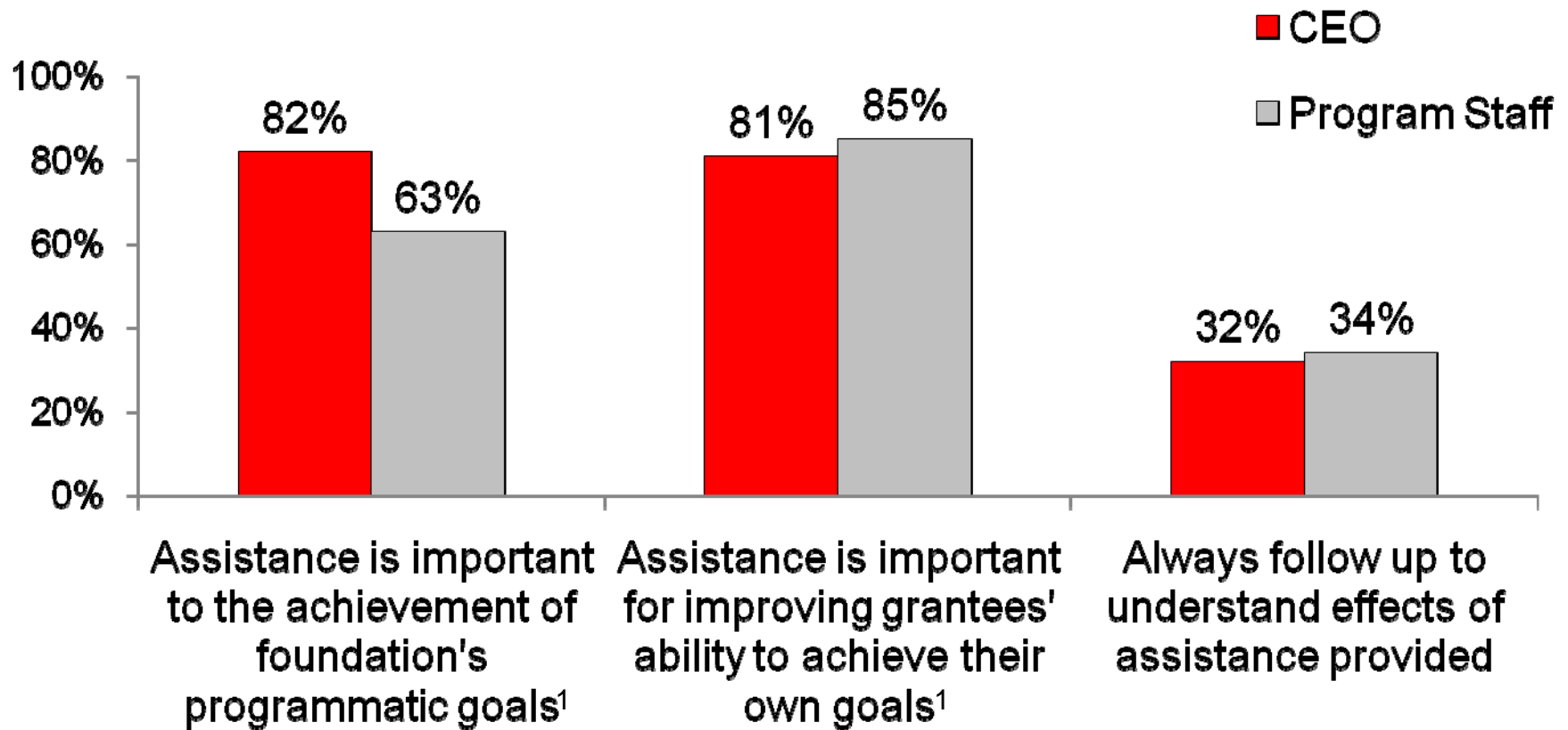
1 key staff member at each of 3 foundations selected for how they provide assistance, and 3 of their grantees each

Finding



- Foundation staff believe assistance beyond the grant is important for creating impact but they know little about actual results of the assistance they provide

Achieving Goals



Assistance beyond the grant seen as key to creating impact, but little is known about actual results

¹ % of respondents who rated 5-7 on a scale where 1=not important and 7=extremely important

Achieving Goals, cont.



“The check may get the community to the table, but technical assistance **sustains and supports their ability to finish at the table and get to their goals.**”

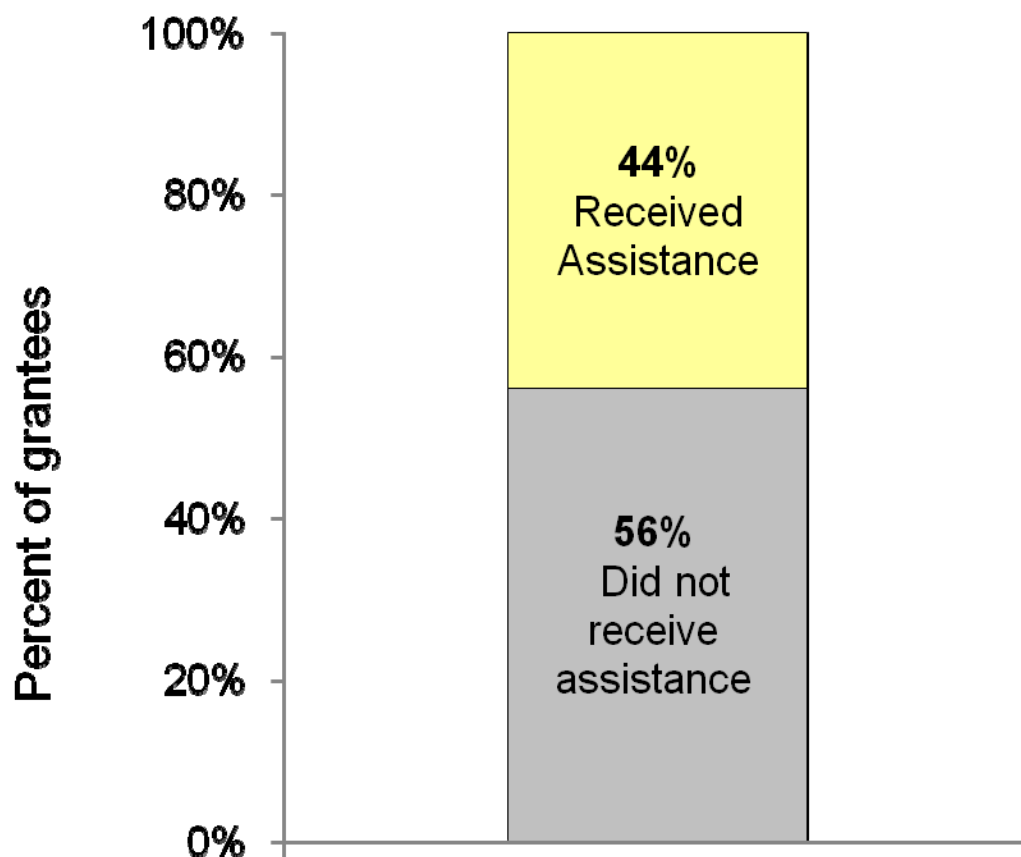
– CEO

“Grantees really appreciate this type of assistance. **It can often mean the difference between making a grant and making an impact.**”

– Program Staff

Finding

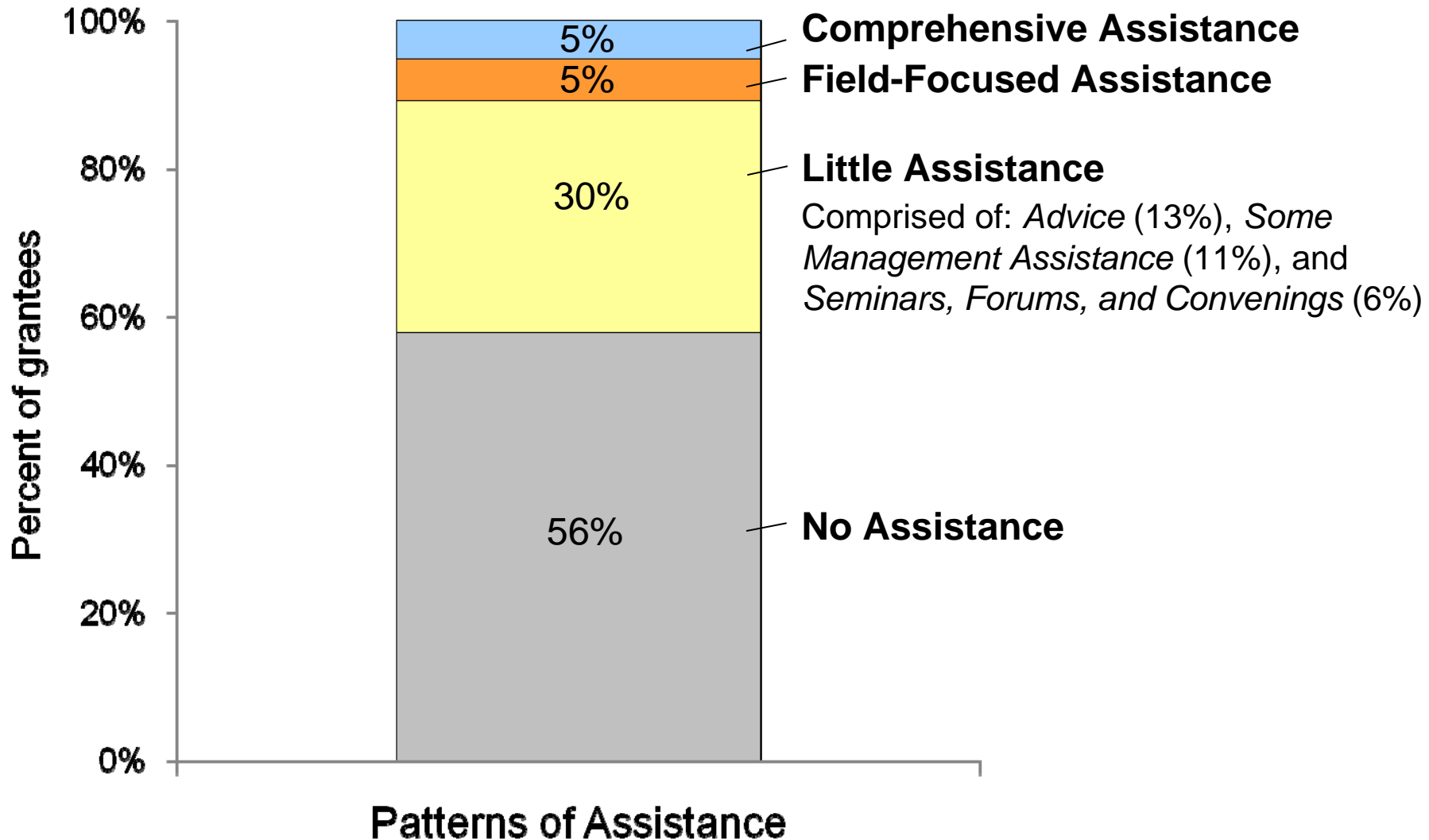
- The majority of grantees of a typical large foundation receive no assistance beyond the grant, and the 44 percent that do receive assistance generally receive just two or three types



What Grantees Receive Beyond the Grant (out of all grantees surveyed)



Percent of Respondents in Each Pattern of Assistance



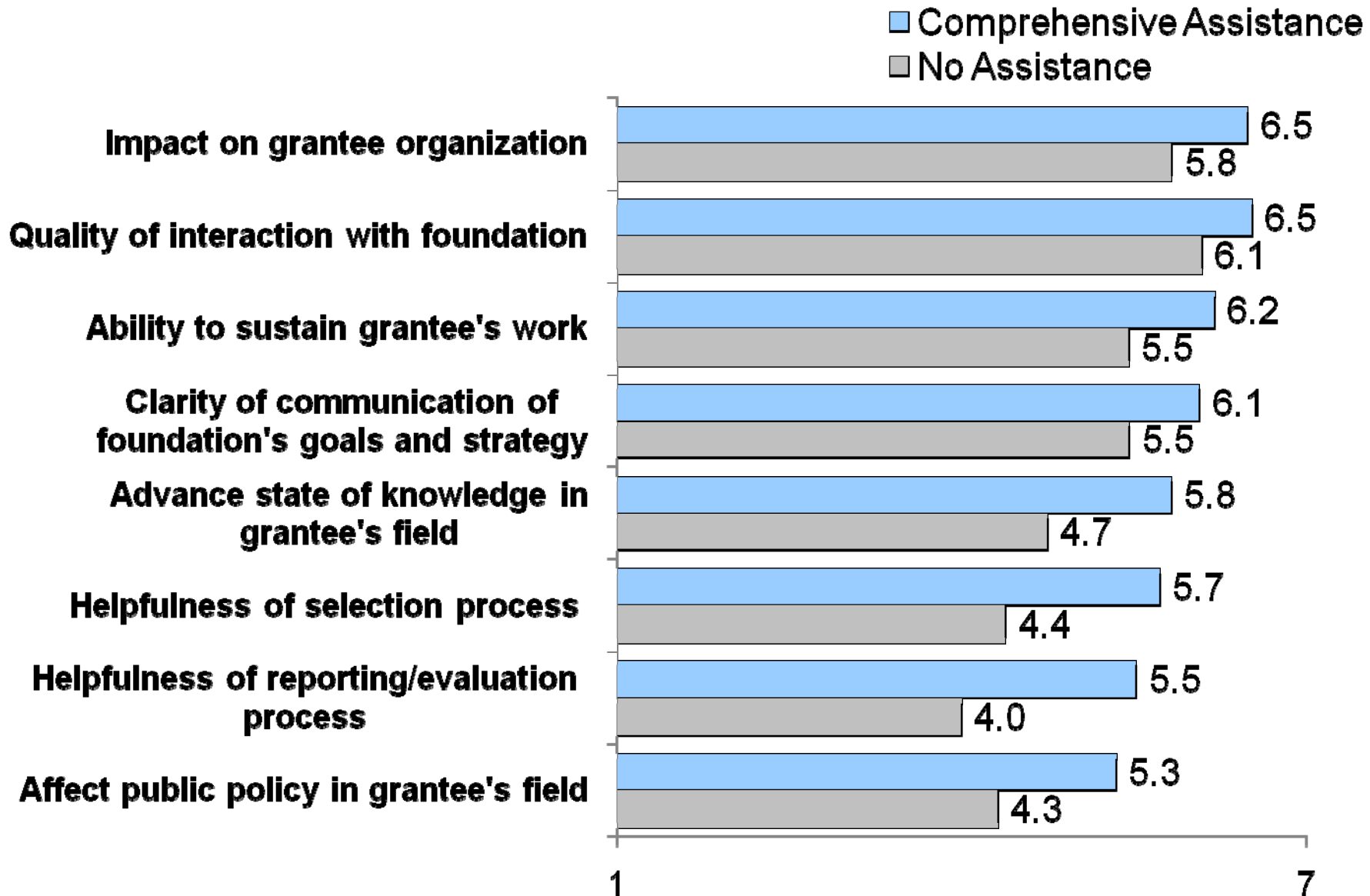
¹ 4% of grantees do not fall into a pattern of receipt and are not included

Finding



- Providing just two or three types of assistance appears to be ineffective; it is only in the minority of cases when grantees receive either 1) a comprehensive or 2) mainly field-focused set of activities that they have a substantially more positive and productive experience with their foundation funders than grantees receiving no assistance

Comprehensive Assistance Grantees Report Substantially Greater Impact Than Those Receiving No Assistance

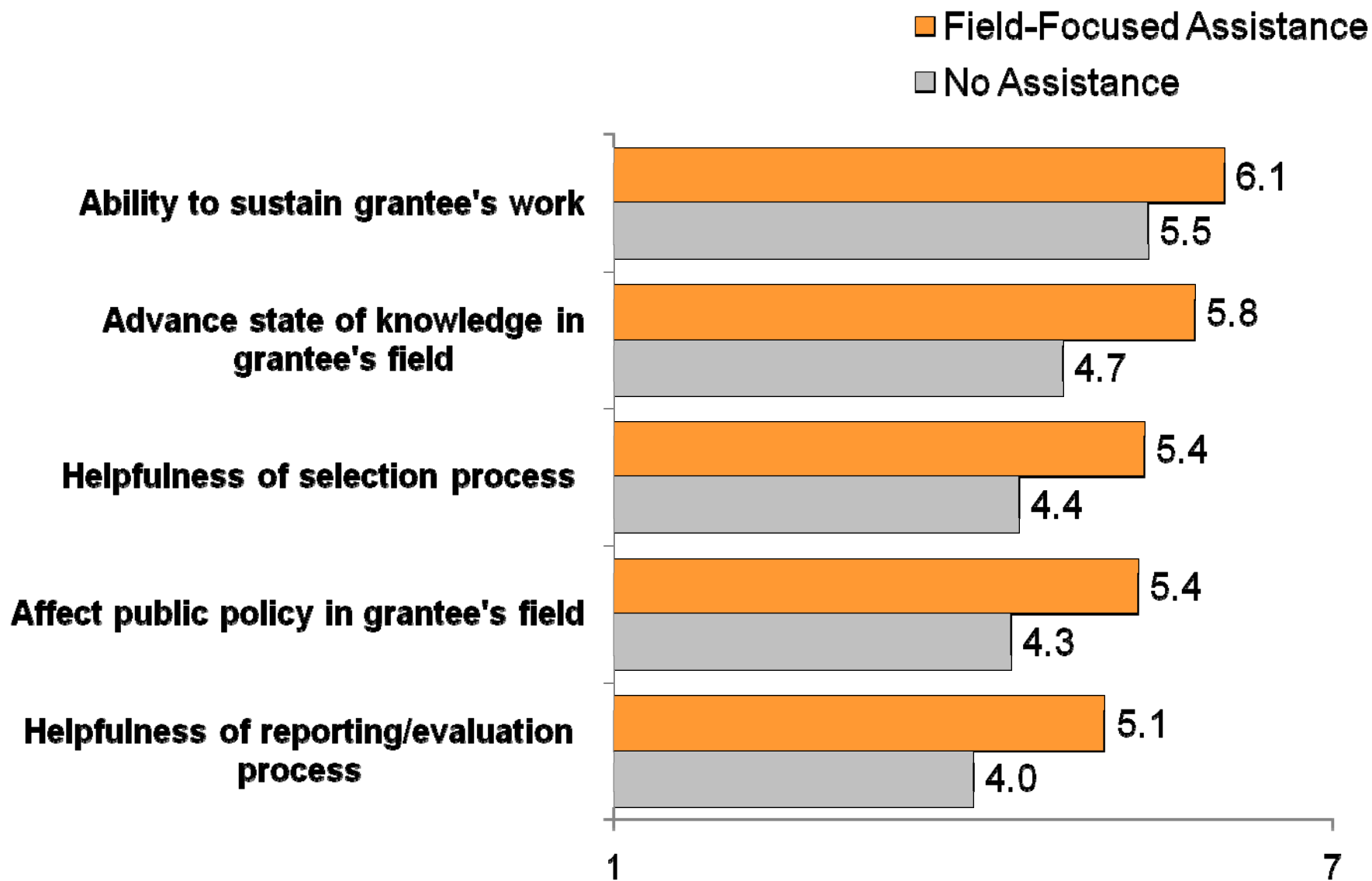


Comprehensive Assistance: *What Grantees Said*



- “[The Foundation] has consistently **nurtured and guided the growth of our organization** by providing strategic planning advice, program support and guidance, staff training, and technology improvements.”
- Grantee
- “While the monetary assistance is extremely helpful, **the non-monetary assistance has been equally useful and needed.** It has allowed us to think broader and in very creative ways.” - Grantee

Grantees Receiving Field-Focused Assistance Also Rate More Positively Than Those Receiving No Assistance

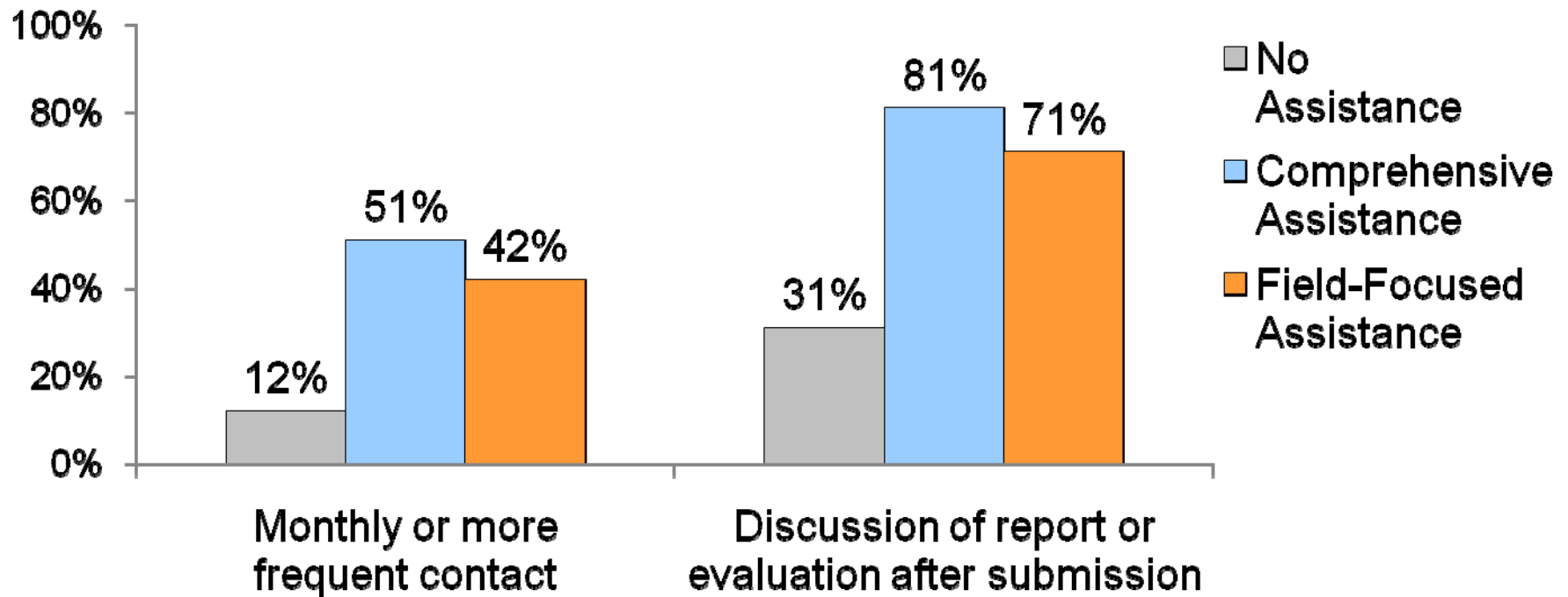


Field-Focused Assistance: *What Grantees Said*



- “The [Foundation] **strengthened our ... likelihood of future sustainability beyond the grant period.**” - Grantee
- “The feedback from the foundation validates our work and reminds us that we are making an impact and changing how things get done. **People creating change need support because it can be exhausting and exhilarating at the same time.**” - Grantee

A Different Kind of Relationship



- “The Foundation is always there for us. Whatever need arises, they have been wonderful in lending their support and assistance and in helping us to network throughout the community.” - Grantee

Finding



- Providing assistance beyond the grant in ways that make a positive and productive difference to grantees calls for significant investment: Program staff at foundations that provide assistance in these ways to more of their grantees tend to manage fewer active grants and give larger grants

Grant Size and Staff Loads



- Providing comprehensive or field-focused assistance beyond the grant requires intentional investment on the part of the Foundation
 - Program staff at foundations that provide the most comprehensive or field-focused assistance manage fewer than 30 active grants and a median grant size of over \$100K
 - Program staff at foundations that provide assistance to the fewest grantees manage over 80 active grants and median grant size of less than \$25K

Summary of Findings



- Foundation staff believe assistance beyond the grant is important for creating impact but they know little about actual results of the assistance they provide
- The majority of grantees of a typical large foundation receive no assistance beyond the grant, and the 44 percent that do receive assistance generally receive just two or three types
- Providing just two or three types of assistance appears to be ineffective; it is only in the cases when grantees receive either 1) a comprehensive or 2) mainly field-focused set of activities that they have a substantially more positive experience than grantees receiving no assistance
- Providing assistance in ways that make a positive and productive difference to grantees calls for significant investment: Program staff at foundations that provide assistance in these ways to more of their grantees tend to manage fewer active grants and give larger grants

Implications



- Consider the provision of assistance beyond the grant in terms of your programmatic goals and strategies
- If you are going to provide assistance beyond the grant, use your foundation's limited resources wisely by concentrating efforts rather than providing a few types of assistance to many grantees
- Assess the impact of your assistance beyond the grant