



THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Strengthening Nonprofit Organizations – The Foundation Perspective

The survey should take approximately 20 minutes to complete.

Please complete this survey by **Friday, February 2, 2018**.

Introduction

Thank you for your participation in this research study conducted by the Center for Effective Philanthropy, funded in part by the David and Lucile Packard Foundation.

The purpose of this survey is to understand what support foundations are providing to grantees to help strengthen organizations and their leaders.

This support may come in the form of grants (such as capacity-building, organizational effectiveness, or general operating support grants), and/or assistance beyond the grant (provided by foundation staff or a third party paid by the foundation) to strengthen the infrastructure, professional development, and other needs at nonprofit organizations. Examples of assistance beyond the grant include assistance for a grantee's internal management and operations, assistance for external efforts such as collaborating and networking, and assistance developing skills of staff.

Your responses to this survey will be kept **completely confidential**. When results of this survey are shared:

- All numeric rating responses to this survey will be reported in aggregate.
- If we quote part of your response to an open-ended question, we will mask all identifying information in the quote to thoroughly protect your anonymity.

Instructions

- **Please do not use the forward and back buttons on your browser's navigation bar** to move forward and back in the survey. Instead, use the directional arrows at the bottom of each screen.
- **To stop and continue the survey at a future time**, close your browser and use the survey link found in your email to resume the survey.

SURVEY INSTRUMENT

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CONTACT VERIFICATION

We would like to survey the person who primarily oversees your foundation's programmatic work.

1. Are you the best person at your foundation to complete this survey? *(This is a forced response question.)*

- Yes
 No

2. *(Display only if No for Q1 is selected.)* Please provide the contact information of the person at your foundation we should survey instead:

Name: _____

Title: _____

Email: _____

Thank you for your response. *(End of survey)*

INITIAL THOUGHTS

3. Please indicate the extent to which you agree or disagree with each of the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	1	2	3	4	5
I believe my foundation cares about strengthening the overall health of our grantee organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe my foundation has a thorough understanding of the missions our grantees are working toward.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe my foundation is aware of the needs that our grantees have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe our grantees are comfortable raising with us the needs they have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe my foundation asks our grantees about their overall needs, beyond funding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Currently, to what percentage of your grantees do you provide the following types of support?

	None (0%)	A few (1-25%)	Some (26-50%)	Most (51-75%)	Almost all (76%-100%)
Capacity-building or organizational effectiveness grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Assistance beyond the grant (provided through our staff or third parties we hire)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General operating support grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants that combine both general operating and organizational strengthening support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YOUR FOUNDATION'S SUPPORT: GRANTS

5. *(Display only if >0% is selected for Q4 CB/OE or combination grants.)* Are the **capacity-building or organizational effectiveness grants** your foundation provides intended to strengthen any of the following?

	Yes	No
Grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Individual leaders of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of nonprofit leaders	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>(please specify: _____)</i>	<input type="checkbox"/>	<input type="checkbox"/>

6. *(Display only if >0% is selected for Q4 CB/OE or combination grants.)* Currently, of all the capacity-building or organizational effectiveness grants your foundation provides, approximately what percentage are **multi-year** capacity-building or organizational effectiveness grants?

- None (0%)
 A few (1-25%)
 Some (26-50%)
 Most (51-75%)
 Almost all (76-100%)

SURVEY INSTRUMENT

7. *(Display only if >0% is selected for Q4 GOS or combination grants.)* Currently, of all grants your foundation provides, approximately what percentage are **multi-year** general operating support grants that provide **\$100,000 or more** per year?

- None (0%)
- A few (1-25%)
- Some (26-50%)
- Most (51-75%)
- Almost all (76-100%)

8. *(Display only if >0% is selected for Q4 CB/OE or GOS or combination grants.)* Does your foundation currently provide grants to strengthen groups of grantee organizations, as opposed to individual grantee organizations?

- Yes
- No

9. Does your foundation currently pay **third-party providers** in order to strengthen any of the following?

	Yes	No
Grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Individual leaders of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of nonprofit leaders	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>(please specify: _____)</i>	<input type="checkbox"/>	<input type="checkbox"/>

10. Does your foundation currently participate in any **pooled funding or funding collaboratives** directed toward strengthening any of the following?

	Yes	No
Grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Individual leaders of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of nonprofit leaders	<input type="checkbox"/>	<input type="checkbox"/>
Groups or networks of grantee organizations	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>(please specify: _____)</i>	<input type="checkbox"/>	<input type="checkbox"/>

SURVEY INSTRUMENT

11. *(Display only if >0% is selected for Q4 CB/OE or combination grants.)* To what percentage of your foundation's grantees does your foundation provide support—through **capacity-building or organizational effectiveness grants**—to strengthen each of the following aspects of grantee organizations, their staff, or their work?

Internal Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership (including executive transitions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing (including salaries and retention)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-care (including resilience and work-life balance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity, equity, and inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance measurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent management/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Field-Related Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer management and engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mergers and acquisitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking with organizations/leaders in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movement-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Other <i>(please specify: _____)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SURVEY INSTRUMENT

12. In the past 12-18 months, has your foundation changed anything about its provision of capacity-building, organizational effectiveness, or general operating support grants?

- Yes
- No

13. *(Display only if Q12 Yes is selected.)* In the past 12-18 months, what change(s) has your foundation made in its provision of capacity-building, organizational effectiveness, or general operating support grants?

YOUR FOUNDATION'S SUPPORT: ASSISTANCE BEYOND THE GRANT

14. *(Display only if >0% is selected for Q4 assistance beyond the grant.)* How does your foundation currently provide assistance beyond the grant to strengthen grantees? *(Check all that apply.)*

- My organization's staff** directly provides assistance beyond the grant.
- My organization pays for **third-party organizations** to provide assistance beyond the grant.
- Other *(please specify: _____)*

15. *(Display only if Q14 foundation staff is selected.)* To what percentage of your foundation's grantees does your **foundation staff directly provide assistance beyond a grant** to strengthen each of the following aspects of grantee organizations, their staff, or their work?

Internal Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership (including executive transitions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing (including salaries and retention)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-care (including resilience and work-life balance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity, equity, and inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance measurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent management/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SURVEY INSTRUMENT

Field-Related Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer management and engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mergers and acquisitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking with organizations/leaders in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movement-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Aspects	To no grantees (0%)	To a few grantees (1-25%)	To some grantees (26-50%)	To most grantees (51-75%)	To almost all grantees (76%-100%)
Other (please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. *(Display only if Q14 third parties is selected.)* How are the third-party providers that work with the foundation's grantees selected? *(Select one.)*

- The foundation typically selects the third-party provider with which the grantee(s) will work.
- The grantee organization(s) receiving the assistance beyond the grant typically selects the third-party provider.
- Typically, the foundation and grantee(s) decide together which third-party provider will be selected.

17. *(Display only if Q14 third parties is selected.)* For what percentage of your foundation's grantees does your foundation use **third parties** to strengthen each of the following aspects of grantee organizations, their staff, or their work?

Internal Aspects	For no grantees (0%)	For a few grantees (1-25%)	For some grantees (26-50%)	For most grantees (51-75%)	For almost all grantees (76%-100%)
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership (including executive transitions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staffing (including salaries and retention)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SURVEY INSTRUMENT

Self-care (including resilience and work-life balance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity, equity, and inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance measurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent management/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Field-Related Aspects	For no grantees (0%)	For a few grantees (1-25%)	For some grantees (26-50%)	For most grantees (51-75%)	For almost all grantees (76%-100%)
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer management and engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mergers and acquisitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking with organizations/leaders in the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movement-building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Aspects	For no grantees (0%)	For a few grantees (1-25%)	For some grantees (26-50%)	For most grantees (51-75%)	For almost all grantees (76%-100%)
Other (please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. In the past 12-18 months, has your foundation changed anything about its provision of assistance beyond the grant?

- Yes
- No

19. *(Display only if Q18 Yes is selected.)* In the past 12-18 months, what change(s) has your foundation made in its provision of assistance beyond the grant?

SURVEY INSTRUMENT

YOUR FOUNDATION'S STRATEGIES AND PROCESSES

20. To what extent does your foundation's strategy focus on investing in grantees to help strengthen their organizations?

Not at all 1	To a small extent 2	To a moderate extent 3	To a large extent 4	Completely 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Does your foundation have a defined strategy to strengthen grantee organizations?

- Yes
 No

22. *(Display only if Q21 Yes is selected.)* Please explain your foundation's defined strategy to strengthen grantee organizations.

23. Currently, does your foundation provide support to strengthen networks (of organizations or leaders), movements, or fields?

- Yes, my foundation is providing support to do so.
 No, but my foundation is considering providing support to do so.
 No, my foundation is neither providing nor considering providing support to do so.

24. *(Display only if Q23 Yes or No, but considering is selected.)* How is your foundation providing or considering providing this support?

25. *(Display only if Q14 foundation staff is selected.)* Does your foundation provide training to any of its staff members to provide assistance beyond the grant to the foundation's grantees?

- Yes
 No

SURVEY INSTRUMENT

26. How much consideration does your foundation give to each of the following when determining whether to provide support to strengthen a grantee organization, or what support to provide?

	No consideration 1	Some consideration 2	A great deal of consideration 3	N/A or Don't Know
The grantee organization's request(s) for specific support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Readiness of the grantee organization to receive the support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developmental stage of the grantee organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results of an assessment of the grantee organization's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support the grantee organization is receiving from other funders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Importance of the grantee organization to achieving the foundation's programmatic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of the relationship with the main contact at the grantee organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program staff's knowledge and expertise to provide the support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program staff's workload relative to time needed to provide the support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program staff's perception of what would be most beneficial to the grantee organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GRANTEE NEEDS

27. What do you believe are the **top three aspects** of your foundation's grantee organizations that **most commonly** need strengthening?

1. _____
2. _____
3. _____

28. What are the **top three challenges** your foundation currently faces in providing support to strengthen grantee organizations?

1. _____
2. _____
3. _____

29. Currently, how responsible do you believe your foundation feels for strengthening its grantee organizations?

Not at all responsible 1	A little responsible 2	Somewhat responsible 3	Very responsible 4	Extremely responsible 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. When grantees request support from your foundation to strengthen their organizations, which of the following organizational aspects are they **most frequently** seeking to strengthen? Please select the **three most common** aspects. *(Select three.)*

Internal Aspects

- Governance
- Leadership (including executive transitions)
- Strategic planning
- Financial management
- Staffing (including salaries and retention)
- Self-care (including resilience and work-life balance)
- Diversity, equity, and inclusion
- Legal support
- Information technology
- Cybersecurity
- Performance measurement
- Talent management/development

Field-Related Aspects

- Fundraising
- Communications
- Volunteer management and engagement
- Collaboration
- Mergers and acquisitions
- Convening
- Networking with organizations/leaders in the field
- Advocacy
- Movement-building

Other Aspects

Other (please specify: _____)

31. Is your foundation concerned about a potential decrease in individual giving to grantee organizations as a result of the tax bill that takes effect this year? *(Select one.)*

- Yes
- No
- Not sure/Don't fully understand the legislation yet

32. *(Display only if Yes or Not sure are selected.)* What, if anything, might your foundation do to assist grantee organizations in responding to this possibility?

KNOWLEDGE ABOUT STRENGTHENING GRANTEES

33. *(Display only if >0% is selected for Q4 CB/OE grant.)* Does your foundation assess the results of the capacity-building or the organizational effectiveness grants that it provides?

- Yes
- No

34. *(Display only if Q33 Yes is selected.)* How does your foundation assess the results of the capacity-building or the organizational effectiveness grants that it provides?

35. *(Display only if Q14 third parties is selected.)* How does your foundation assess the quality of work performed by third-party providers?

36. *(Display only if >0% is selected for Q4 a grant or assistance beyond the grant.)* How often does your foundation follow up with grantees to understand the effects of the support it provided to strengthen their organizations?

Never 1	Rarely 2	Sometimes 3	Often 4	Always 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SURVEY INSTRUMENT

37. *(Display only if Sometimes, Often, or Always was selected in Q36.)* What is the most useful type of information your grantees provide to inform your foundation's understanding of the effects of the support provided?

38. What do you believe are the potential **benefits** of providing grants or assistance beyond the grant to strengthen grantee organizations?

39. What do you believe are the potential **risks or downsides** of providing grants or assistance beyond the grant to strengthen grantee organizations?

40. How many years have you been in your current role at your organization?

- Less than 1 year
- At least 1 year but fewer than 3 years
- At least 3 years but fewer than 6 years
- At least 6 years but fewer than 10 years
- 10 years or longer