

## Appendices

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- Appendix B. Frequencies for the Hewlett Foundation Organizational Effectiveness Grantee Survey Responses
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- Appendix I. Crosstabs of Program Area by Organization Annual Budget Size

## Appendix A | Frequencies for the Hewlett Foundation Program Staff Survey Responses

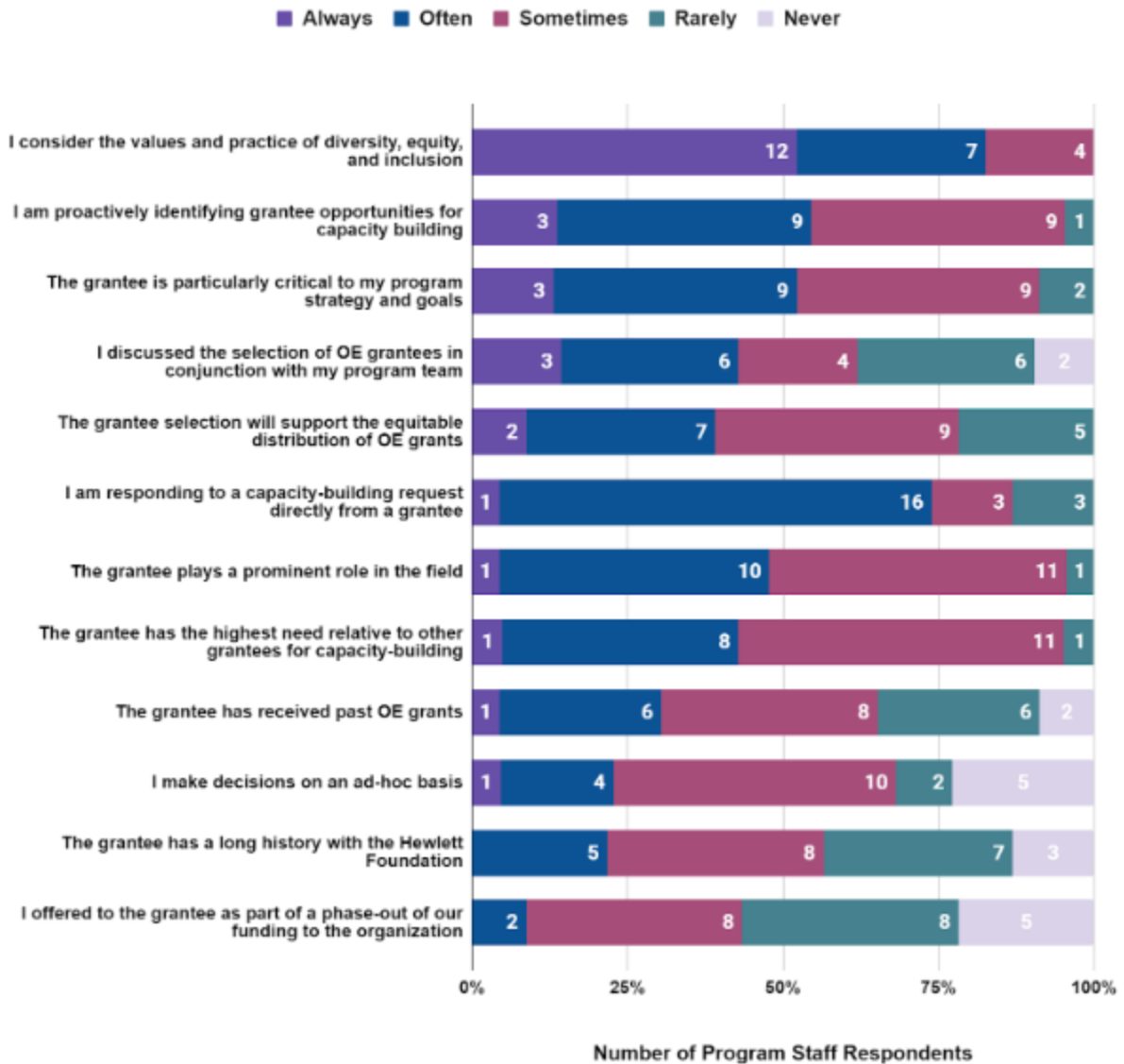
A.1 | Table for Hewlett Foundation Staff Survey Respondent Demographics

Hewlett Foundation Staff Survey Respondent Demographics		N = 24 n (%)
Program Area	Gender Equity and Governance	8 (33.3)
	Environment	4 (16.7)
	Performing Arts	4 (16.7)
	Education	3 (12.5)
	Initiatives – Cyber	2 (8.3)
	Effective Philanthropy	2 (8.3)
	U.S. Democracy	1 (4.2)
Role	Program Officer	13 (54.2)
	Program Director	4 (16.7)
	Program Associate	4 (16.7)
	Fellow	2 (8.3)
	Other	1 (4.2)
Years at the Foundation	2 < 3 years	8 (33.3)
	6 to 10 years	8 (33.3)
	3 to 5 years	4 (16.7)
	Less than 2 years	2 (8.3)
	5 < 6 years	1 (4.2)
	More than 10 years	1 (4.2)
Race/Ethnicity**	White	12 (50.0)
	Asian or Asian-American	4 (16.7)
	Black or African American	3 (12.5)
	Hispanic or Latino/a/x	2 (8.3)
	Prefer not to say	2 (8.3)
	American Indian, Native American, or Indigenous	1 (4.2)

	Multi-racial or Multi-ethnic	1 (4.2)
Gender	Female/Woman	21 (87.5)
	Male/Man	3 (12.5)

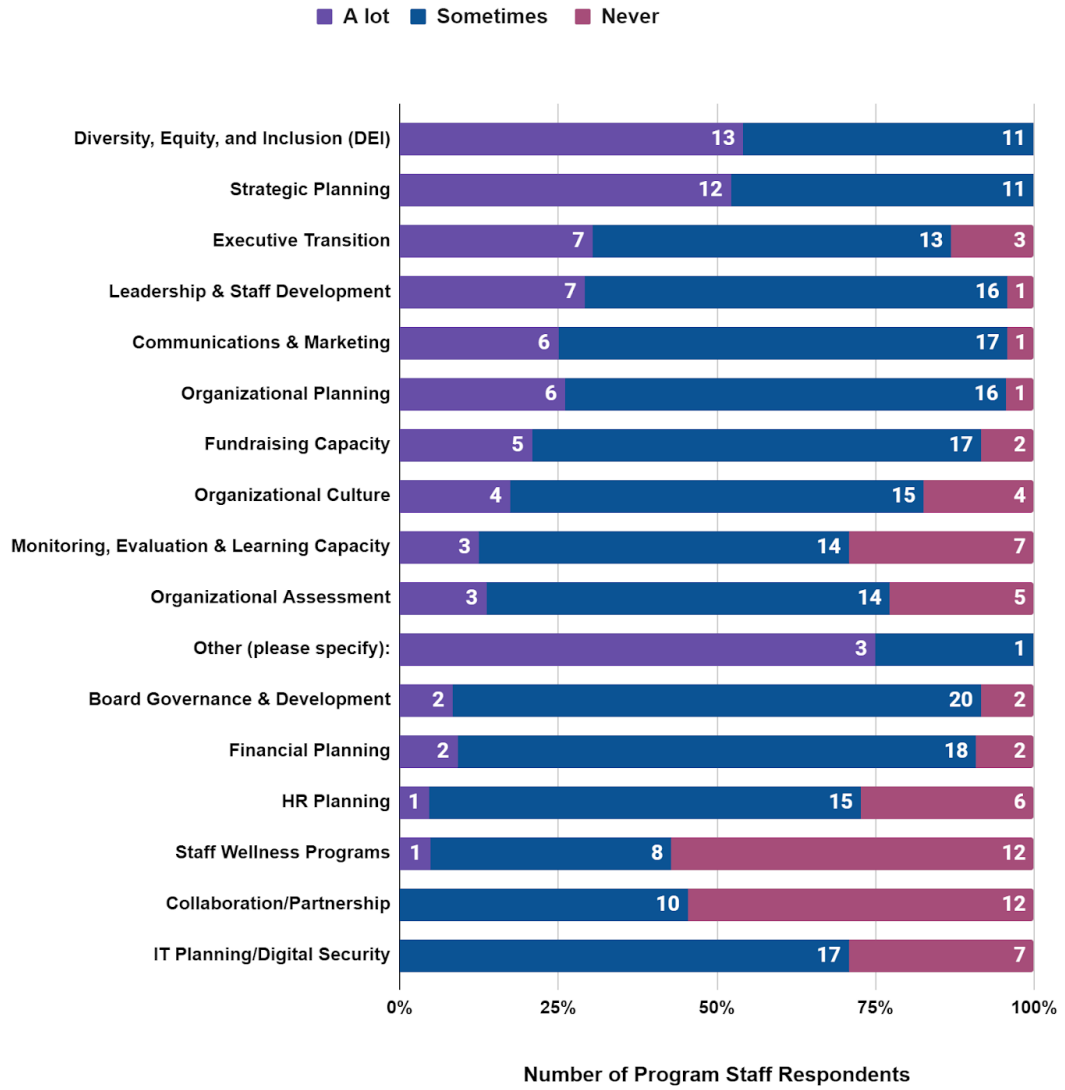
\*\*For Race/Ethnicity, respondents could select more than one option.

**A.2 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 1: Please indicate how often these reasons inform how you make decisions about which grantees will receive OE grants. Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey.**



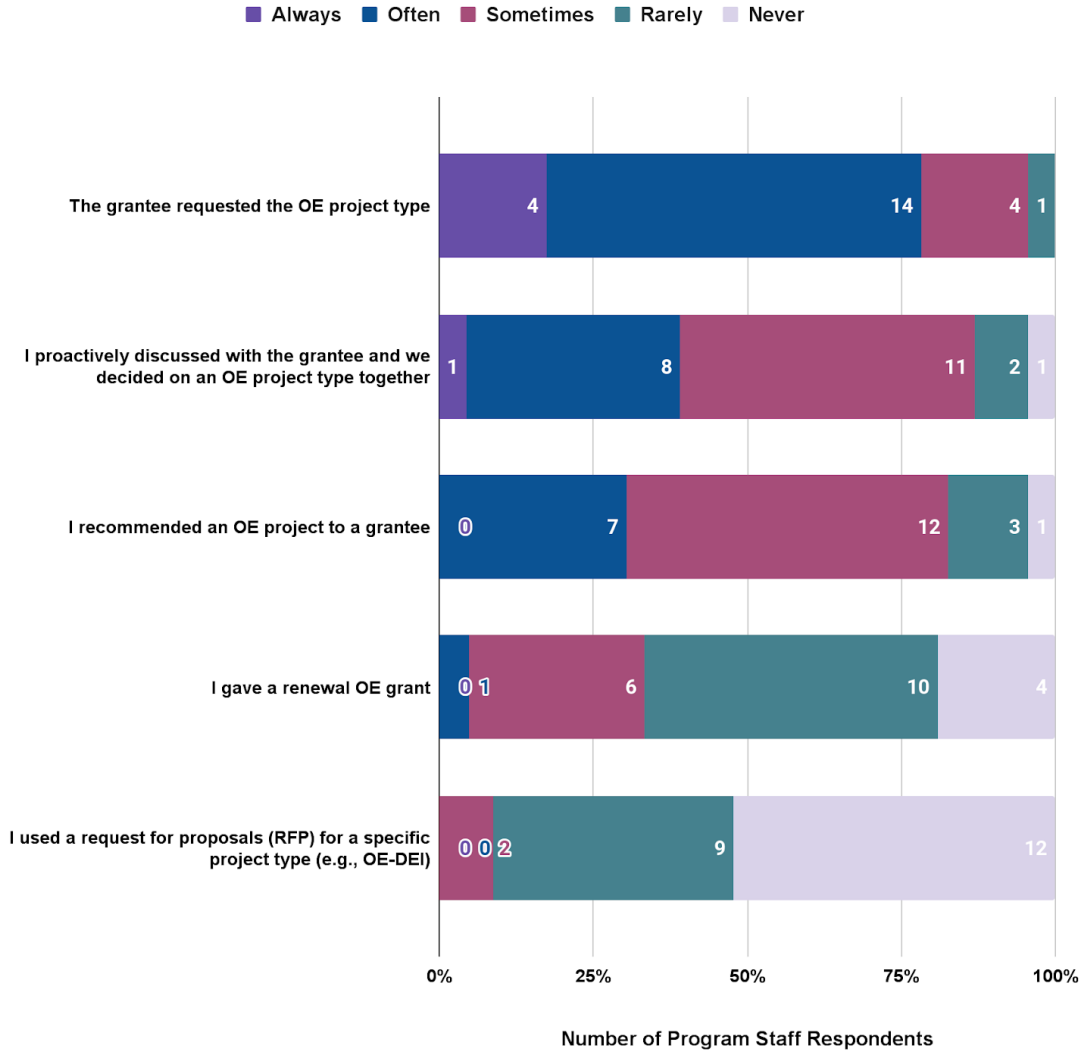
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**A.3 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 2: *Please indicate how often you support OE grants in each category listed:***



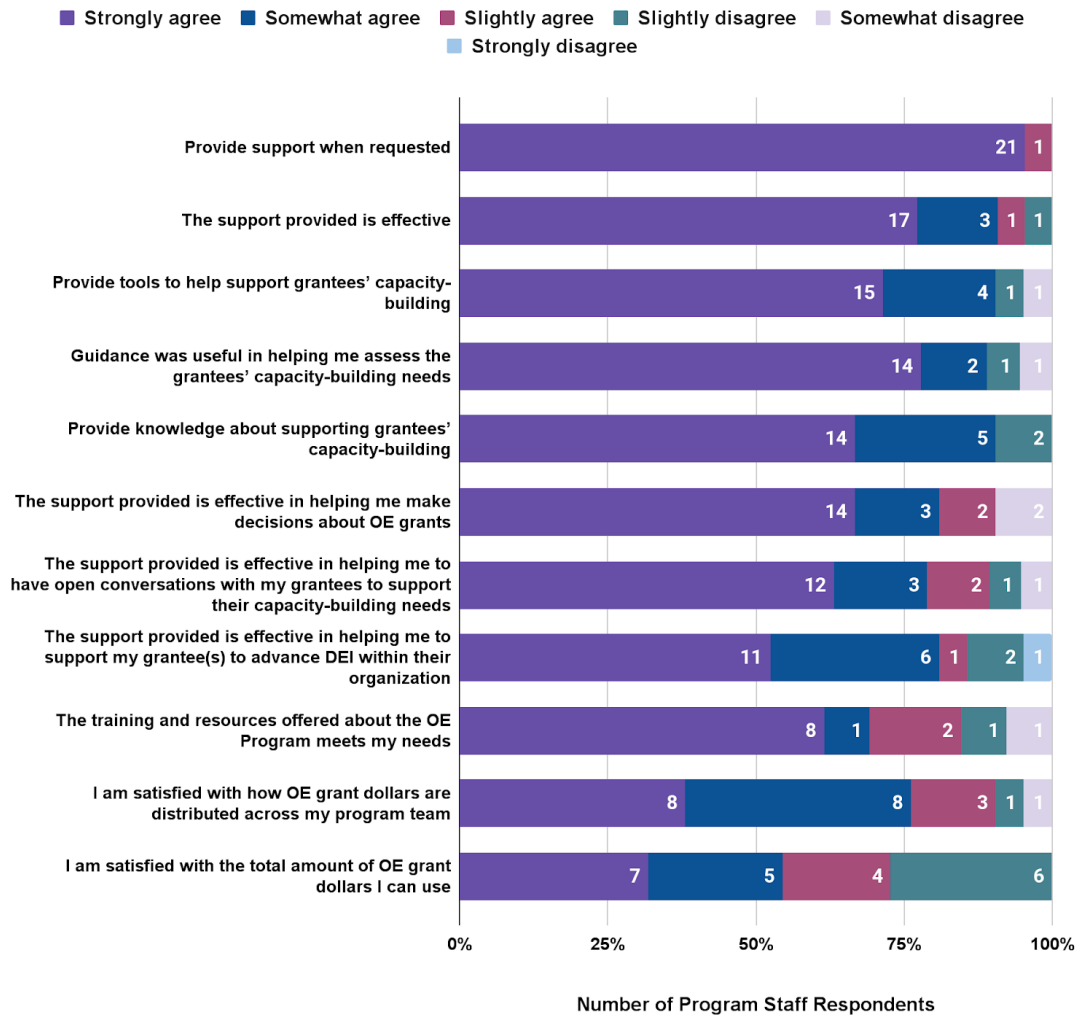
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**A.4 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 3: *Please indicate how often these inform your decision about which types of OE grants to support:***



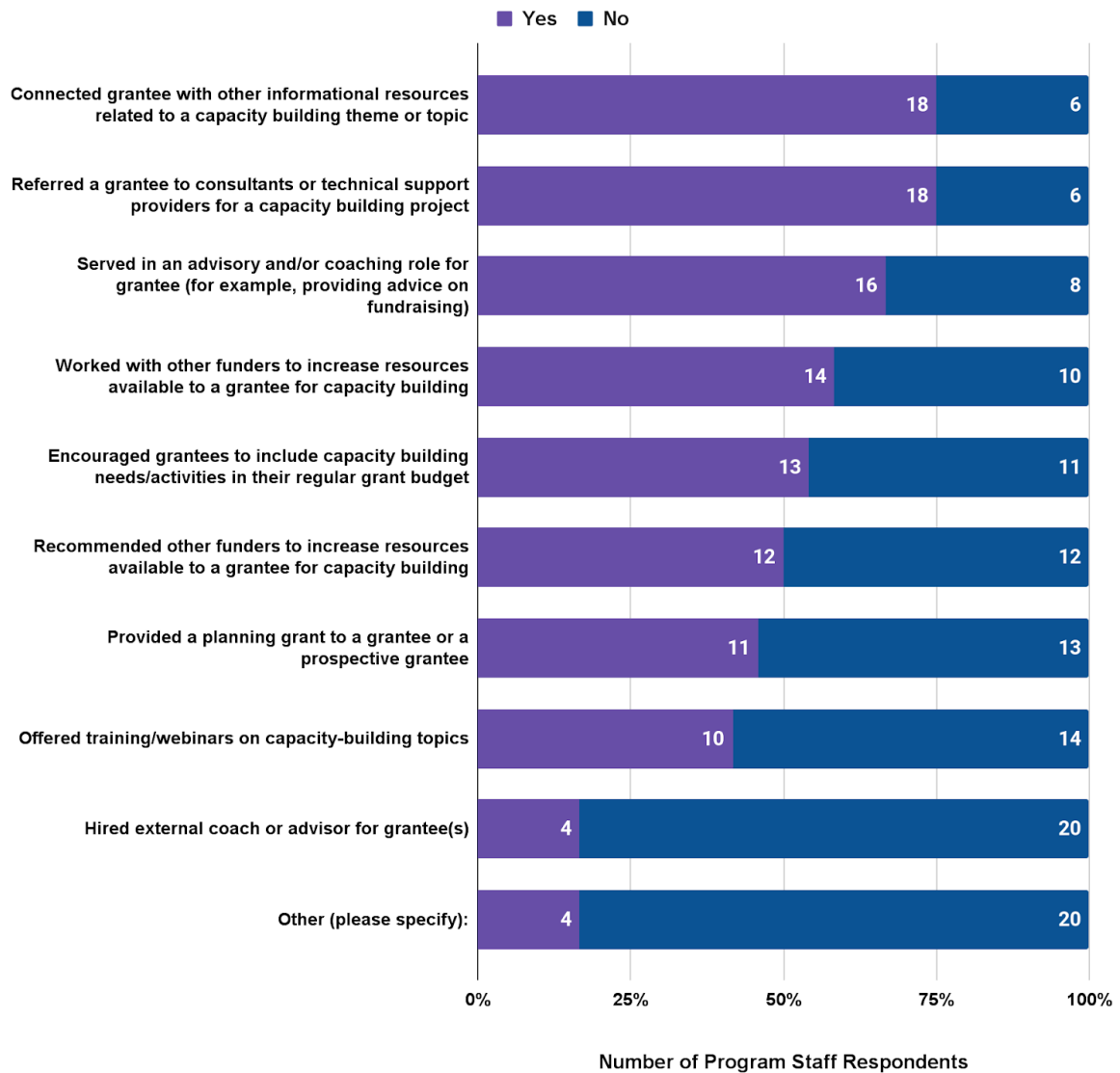
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**A.5 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 4: *Please indicate to what extent you agree or disagree with the following statements. Adapted from 2015 Hewlett Foundation’s Organizational Effectiveness Program Staff Survey.***



Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

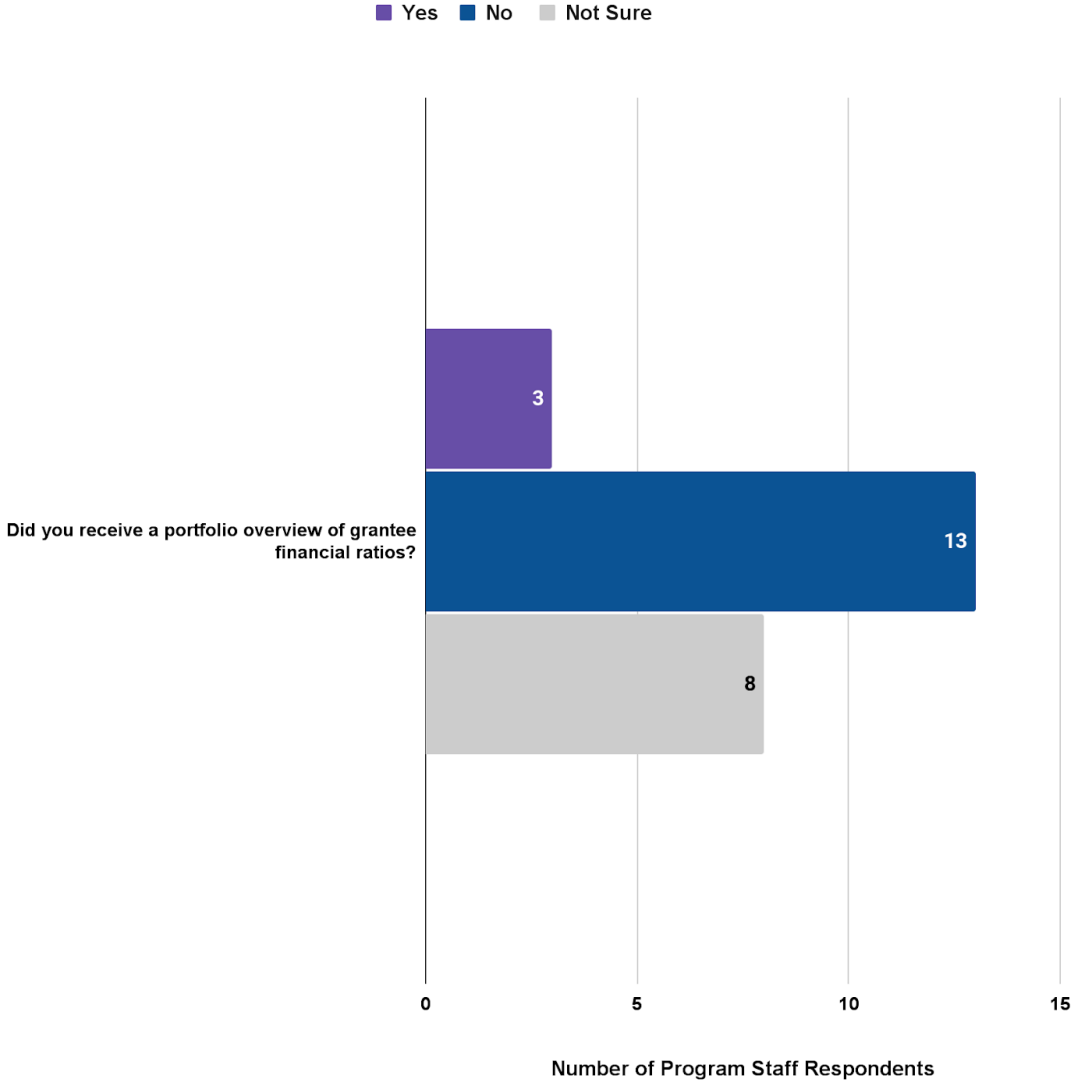
**A.6 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 6: *What other strategies have you used to support capacity building of your grantees (either in addition to or in lieu of an OE grant)?***



Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

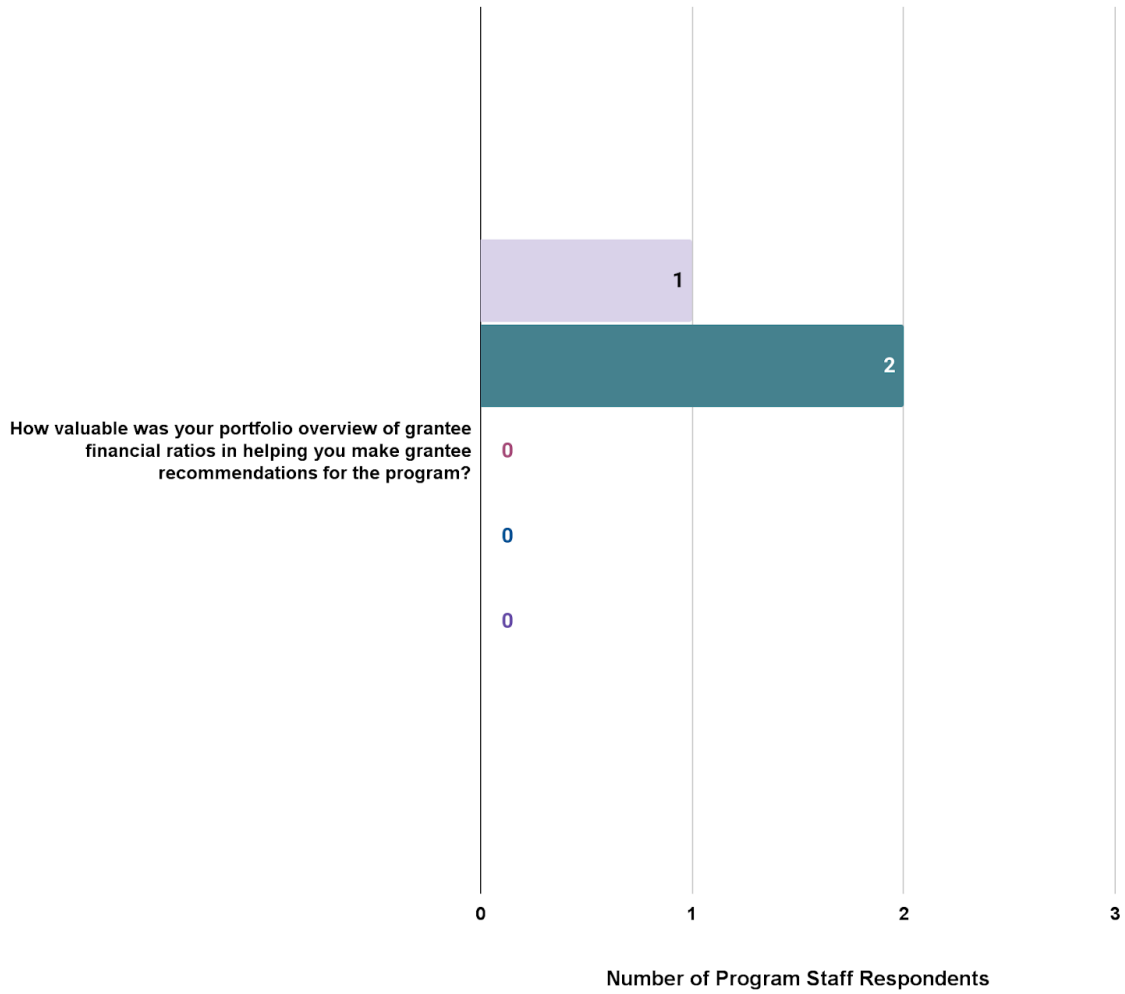


**A.7 | Frequencies for Hewlett Foundation Program Staff Survey Question 9: *Did you receive a portfolio overview of grantee financial ratios?***



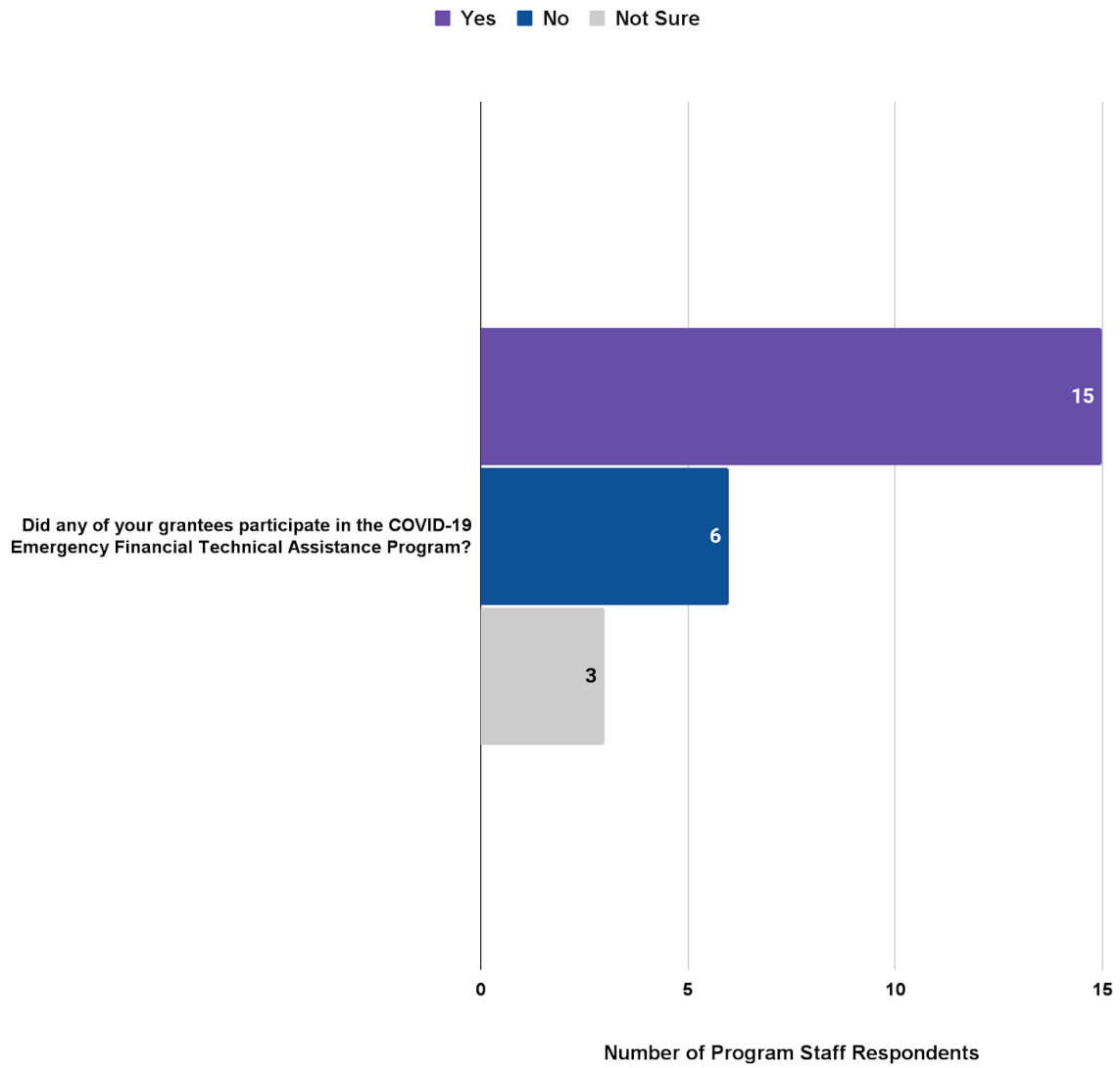
**A.8 | Frequencies for Hewlett Foundation Program Staff Survey Question 10: *How valuable was your portfolio overview of grantee financial ratios in helping you make grantee recommendations for the program?***

■ Very Valuable ■ Quite valuable ■ Somewhat valuable ■ Minimally valuable ■ Not at all valuable

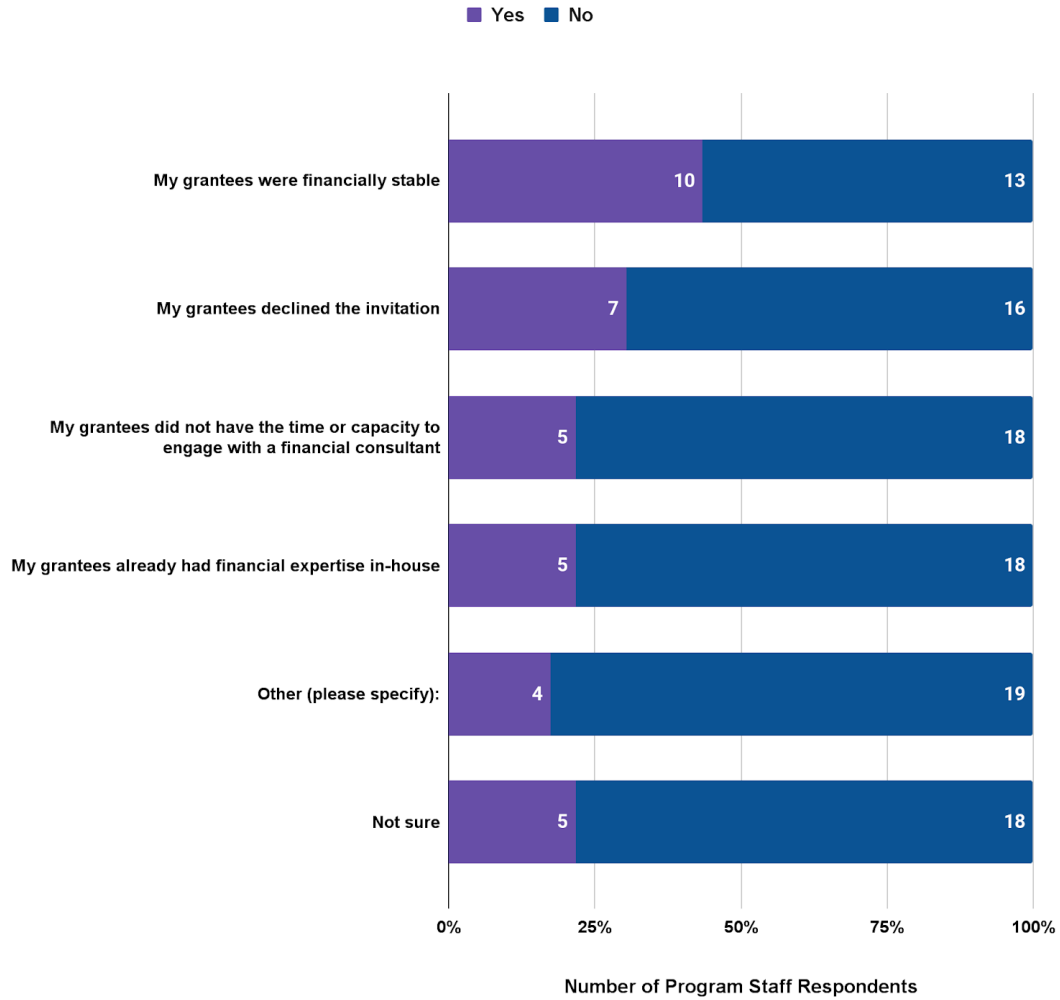


\*The n only includes respondents who said "yes" to question 9.

**A.9 | Frequencies for Hewlett Foundation Program Staff Survey Question 11: *Did any of your grantees participate in the COVID-19 Emergency Financial Technical Assistance program?***

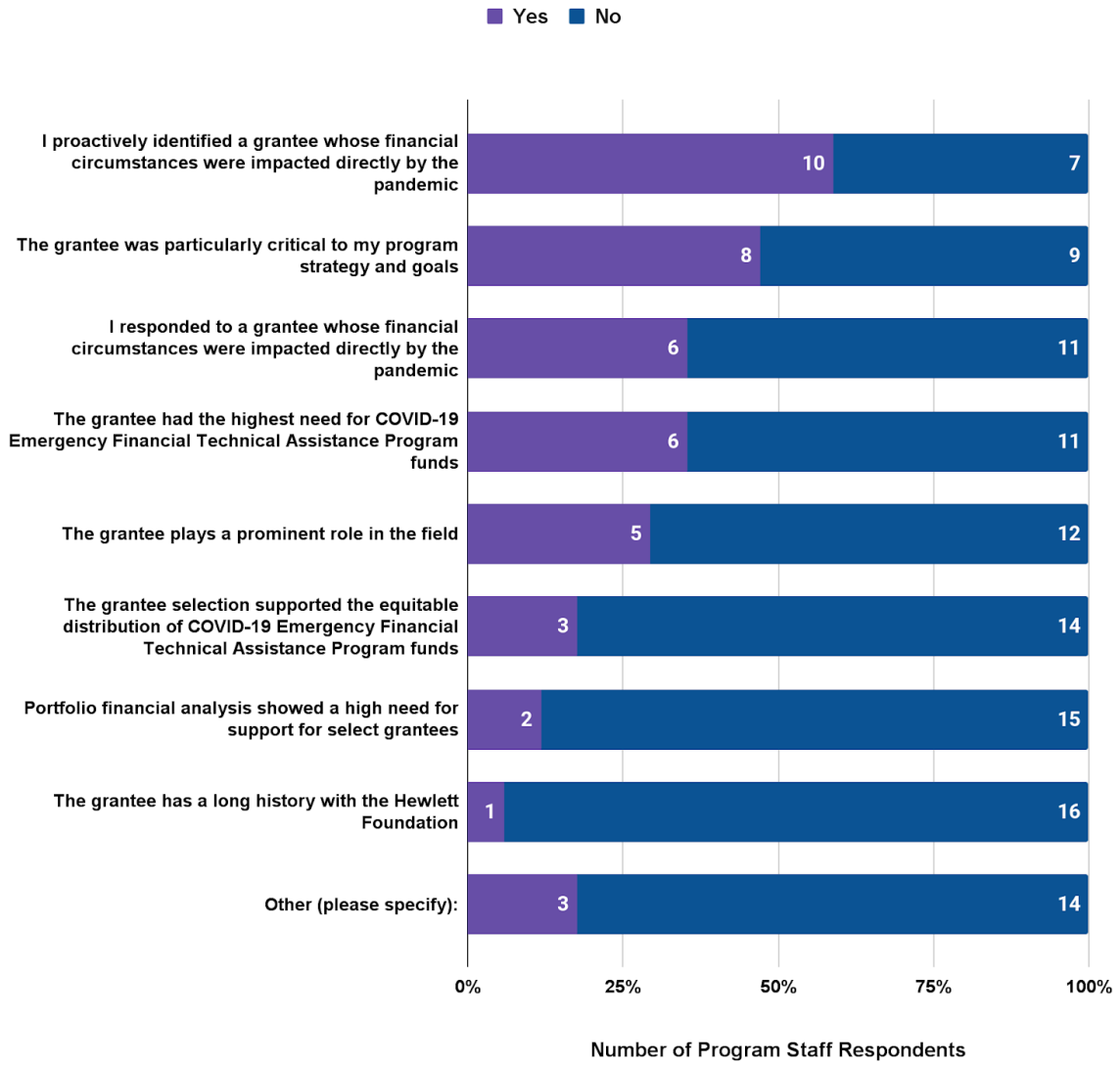


**A.10 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey Question 12: For those of your grantees that did not participate in the COVID-19 Emergency Financial Technical Assistance program, why not?**



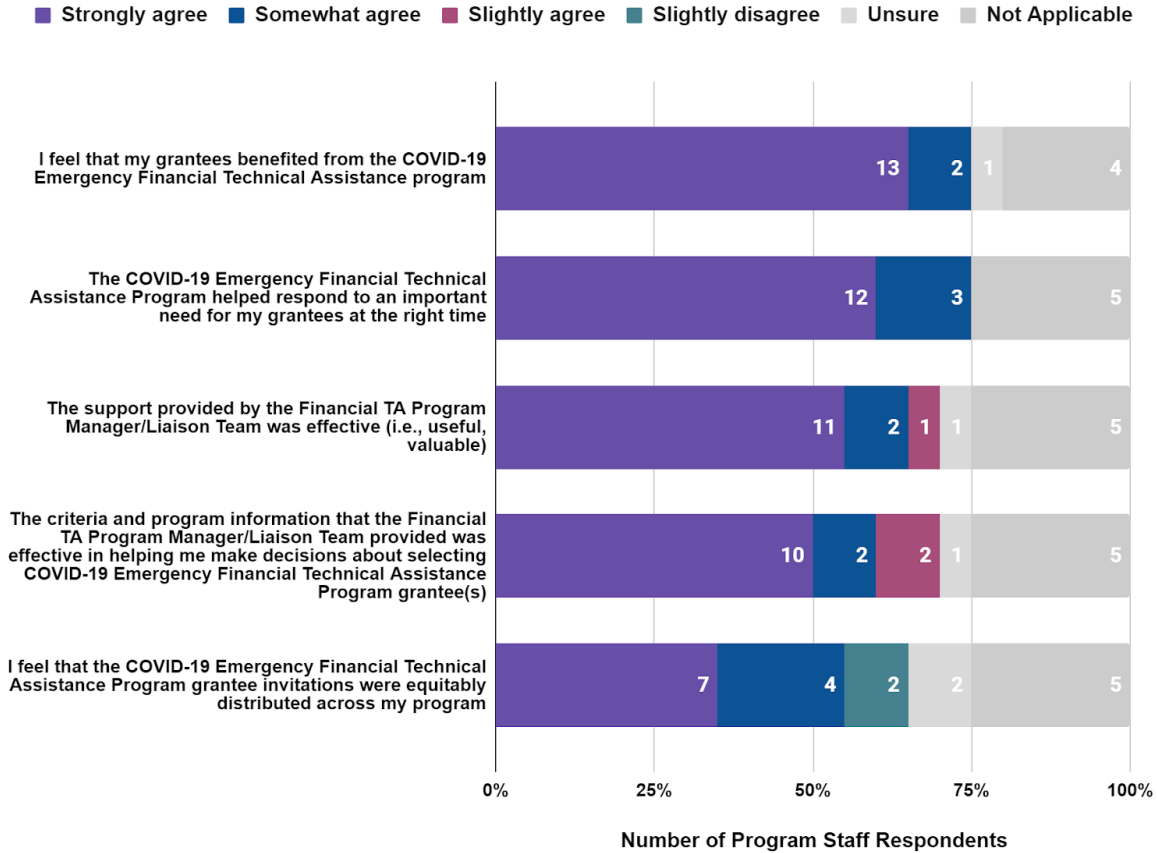
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**A.11 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey for Question 13:  
*What were the most important reasons that you considered when recommending a grantee for COVID-19 Emergency Financial Technical Assistance program funds?***



Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**A.12 | Frequencies and Percentages for Hewlett Foundation Program Staff Survey for Question 14:  
Please indicate to what extent you agree or disagree with the following statements. Adapted from  
2015 Hewlett Foundation’s Organizational Effectiveness Program Staff Survey.**



Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

## Appendix B | Frequencies for the Hewlett Foundation Organizational Effectiveness Grantee Survey Responses

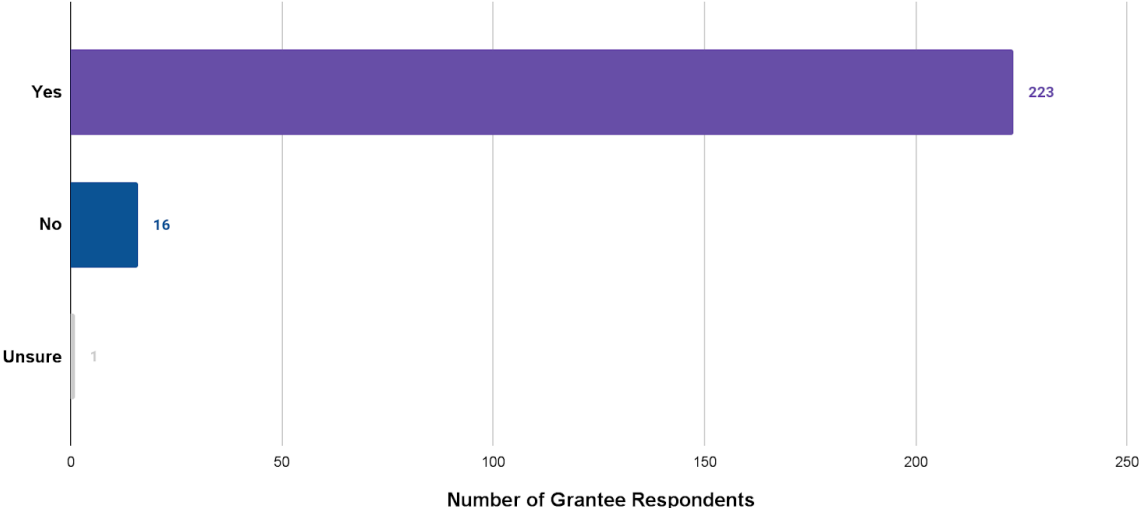
### B.1 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey Respondent Demographics

Grantee Survey Respondent Demographics		N = 224 n (%)
Role	Executive Director/CEO	96 (42.9)
	Other Senior Management	58 (25.9)
	Development Director	32 (14.3)
	Other Development Staff	25 (11.2)
	Program/Project Director	11 (4.9)
	Volunteer	1 (0.4)
	Other	1 (0.4)
Race/Ethnicity*	Native American, American Indian, or Indigenous	5 (2.7)
	Asian or Asian American	21 (11.3)
	Black or African American	13 (7.0)
	Hispanic or Latino/a/x	15 (8.1)
	White	127 (68.3)
	Prefer to self-describe**	8 (4.3)
	Prefer not to say	8 (4.3)
Gender	Female/Woman	150 (67.9)
	Male/Man	64 (29.0)
	Non-binary	1 (0.5)
	Prefer not to say	7 (3.2)
Years at the Organization	Less than 1 year	11 (4.9)
	1-5 years	99 (44.4)
	6-10 years	53 (23.8)
	More than 10 years	60 (26.9)

\* For U.S.-based respondents only.

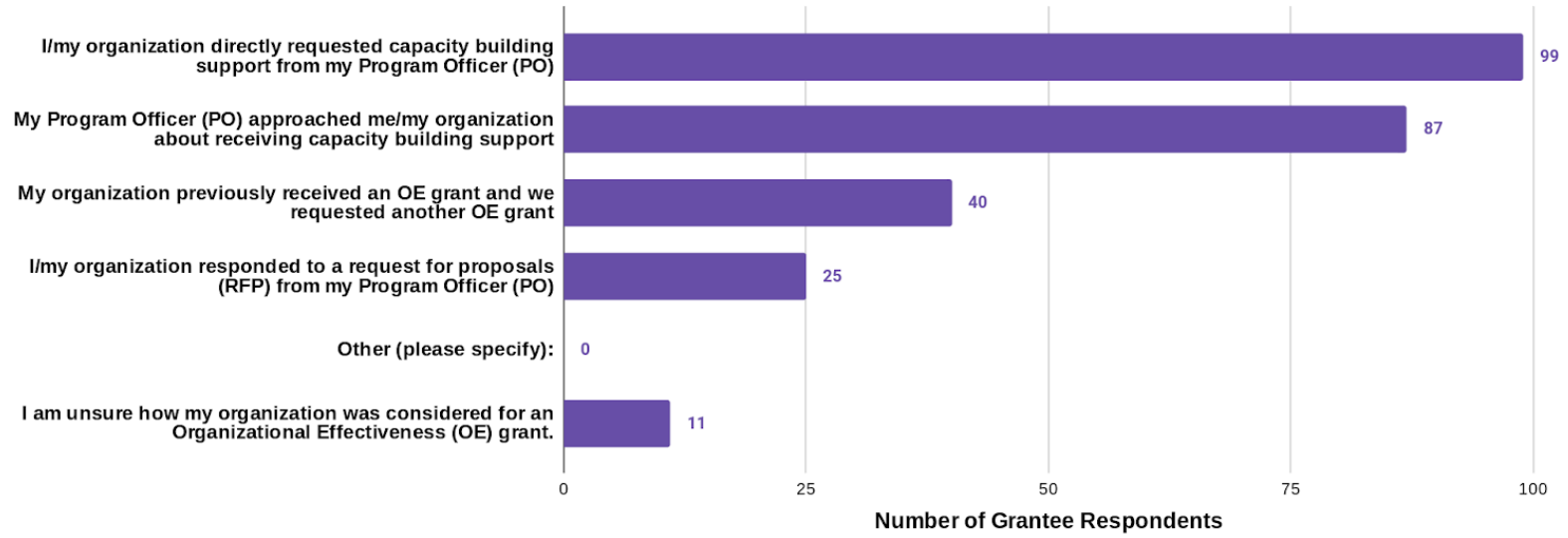
\*\* 8 respondents opted to self-describe their racial identity. In general, respondents expressed a mixed identity of two or more races, as well as some more specific identifications that went beyond the available categories.

**B.2 | Frequencies for Organizational Effectiveness Grantee Survey for Question 1: *Did you receive an Organizational Effectiveness (“OE”) grant from the Hewlett Foundation at any time between January 2018 and now?***

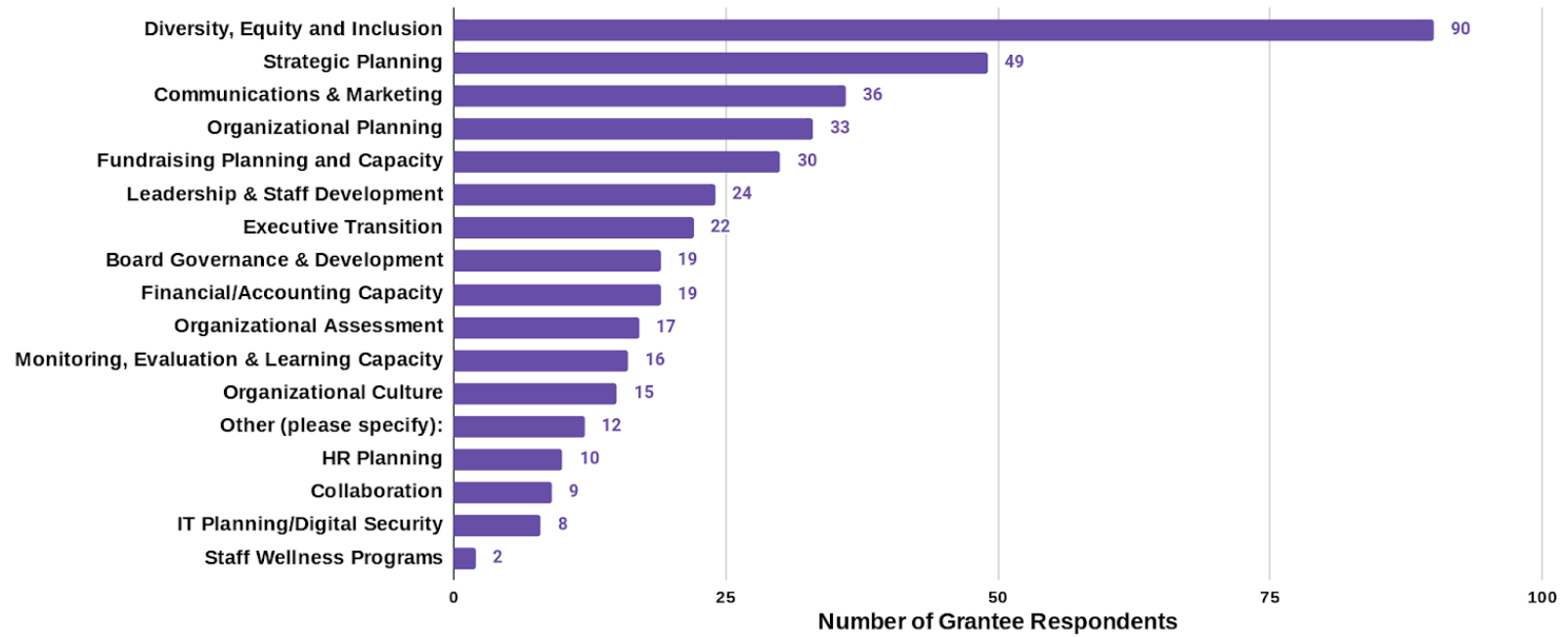




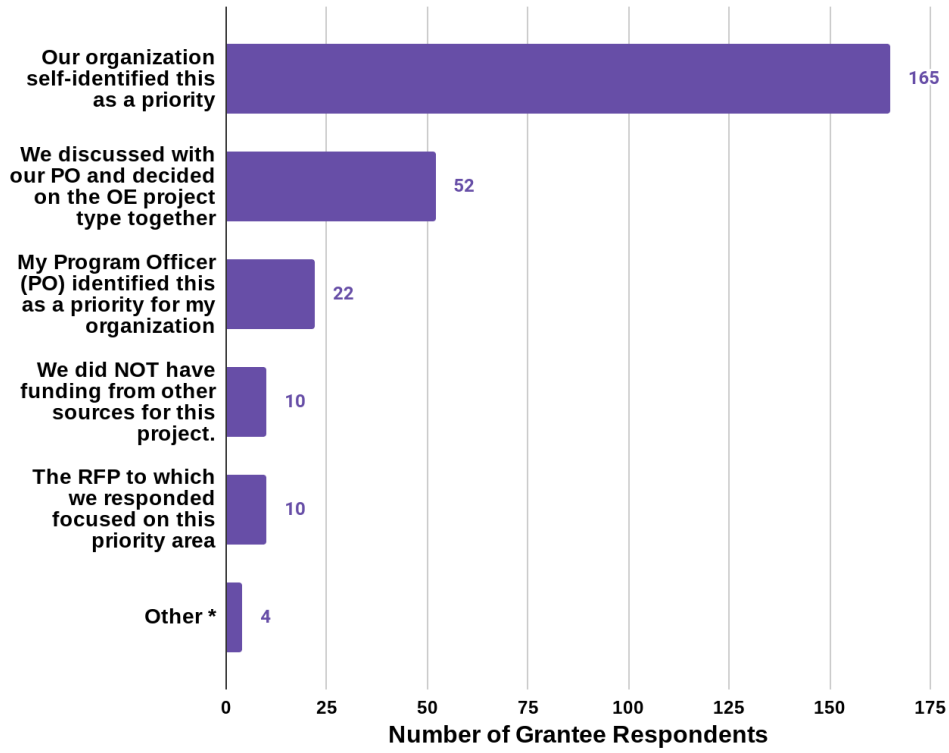
**B.3 | Frequencies for Organizational Effectiveness Grantee Survey for Question 2: *How were you considered for an Organizational Effectiveness (OE) grant?***



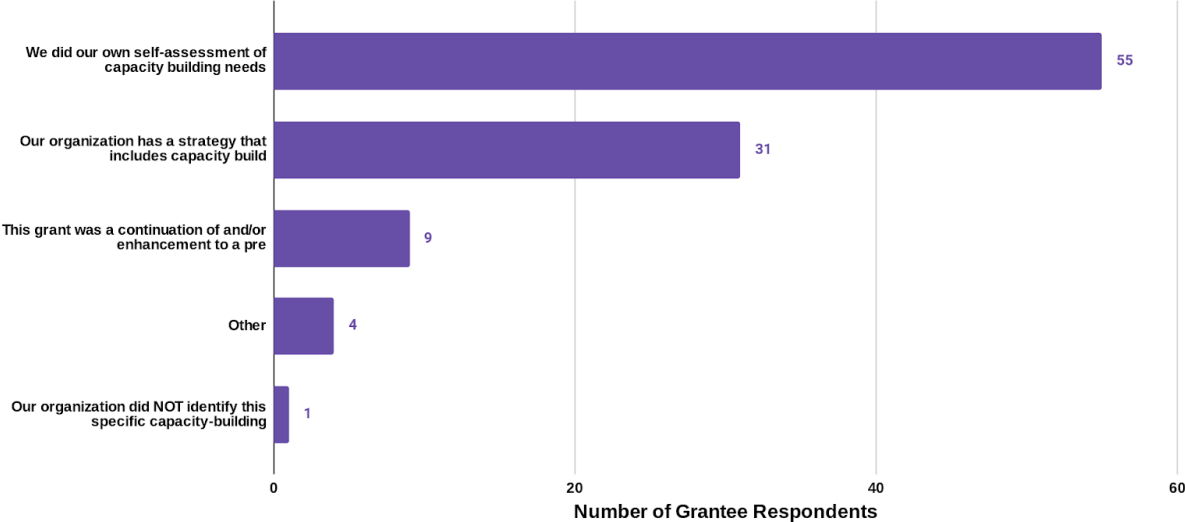
**B.4 | Frequencies for Organizational Effectiveness Grantee Survey for Question 3: *For your most recent Organizational Effectiveness (OE) grant, which category of grant(s) did it fall under?***



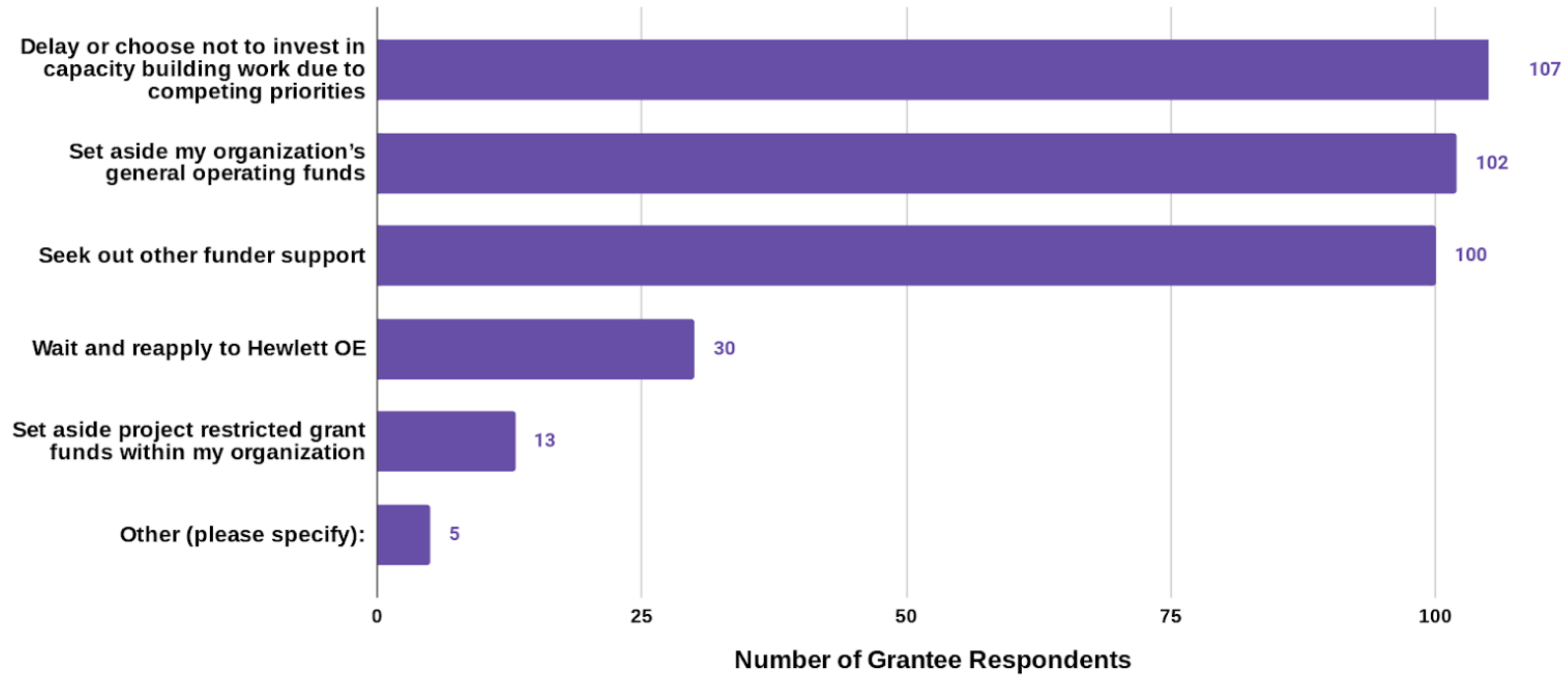
**B.5 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 4:**  
*Thinking about your answer to Q3 above, why was this/were these a priority for you/your organization to receive support?*



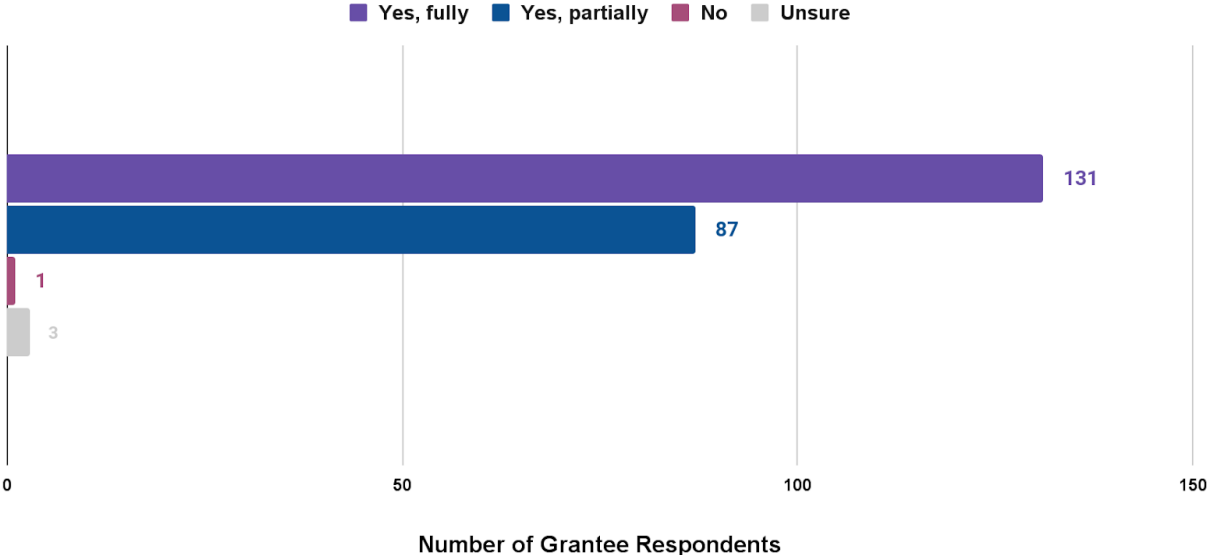
**B.6 | Frequencies for Organizational Effectiveness Grantee Survey for Question 5: *How did your organization identify the capacity-building priority for an OE grant?***



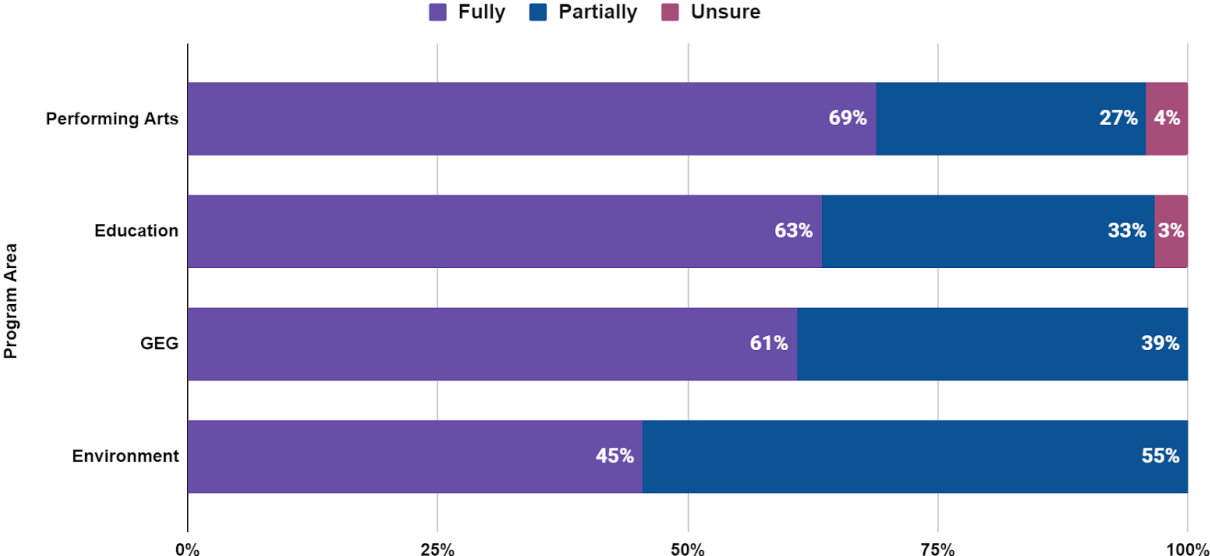
**B.7 | Frequencies for Organizational Effectiveness Grantee Survey for Question 6: *If you had not received a Hewlett Organizational Effectiveness (OE) grant for the need identified in Q3, how would you have otherwise funded the work?***



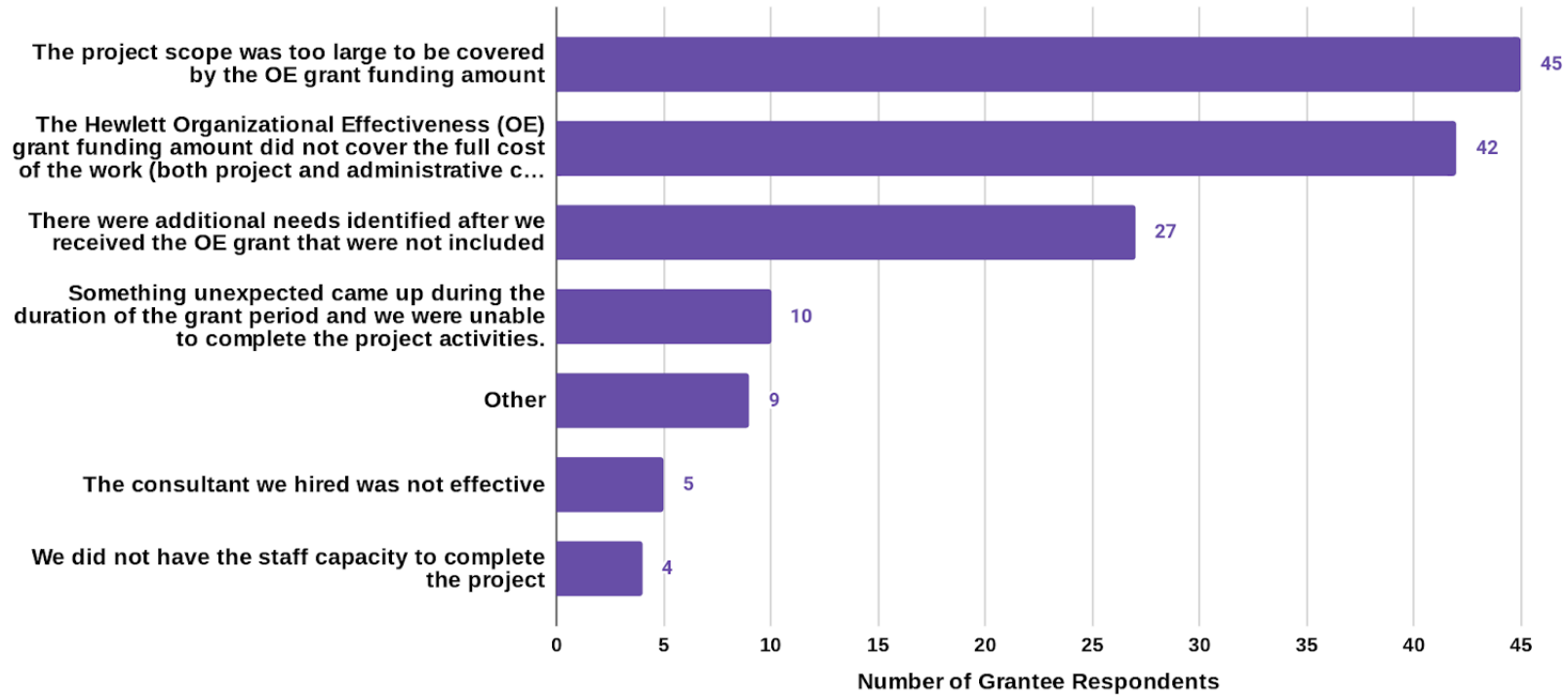
**B.8.1 | Frequencies for Organizational Effectiveness Grantee Survey for Question 7: *Did the Hewlett Organizational Effectiveness (OE) grant fulfill the needs you identified?***



**B.8.2 | Percentages for Organizational Effectiveness Grantee Survey for Question 7, By Hewlett Foundation Program Area: *Did the Hewlett Organizational Effectiveness (OE) grant fulfill the needs you identified?***



**B.9 | Frequencies for Organizational Effectiveness Grantee Survey for Question 8: *Why did the Hewlett OE grant not fulfill the needs you identified?***



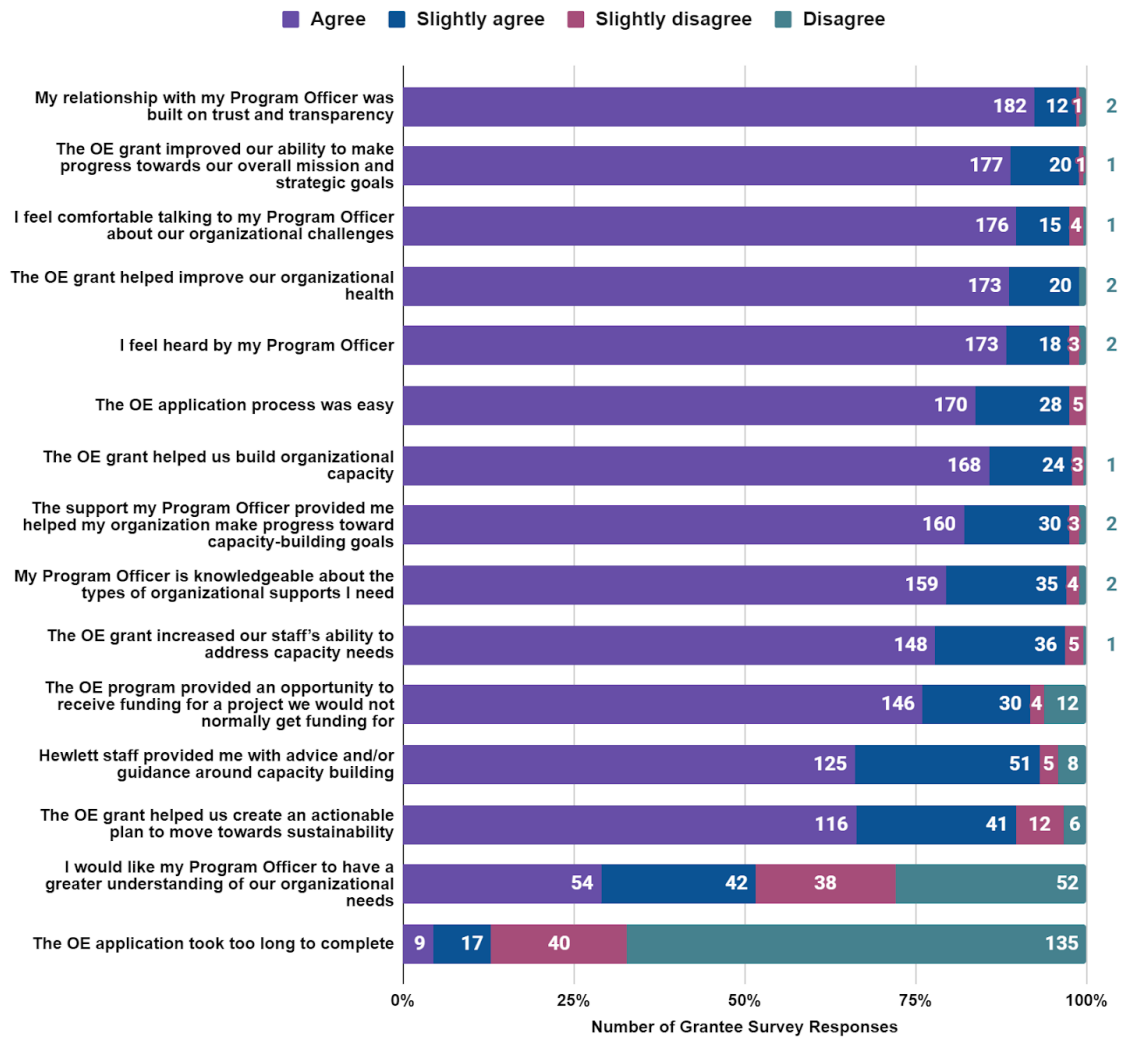
\*Total number of respondents based on those who answered 'yes, partially,' 'no,' or 'unsure' to question 7. Respondents could select more than one option.

**B.10 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 9: *Do you receive similar types of Organizational Effectiveness support (such as capacity building or leadership) from other funders outside of Hewlett?***

Options.	Total Respondents (N = 220) n (%)
Yes	86 (39.1)
No	125 (56.8)
Not sure	9 (4.1)

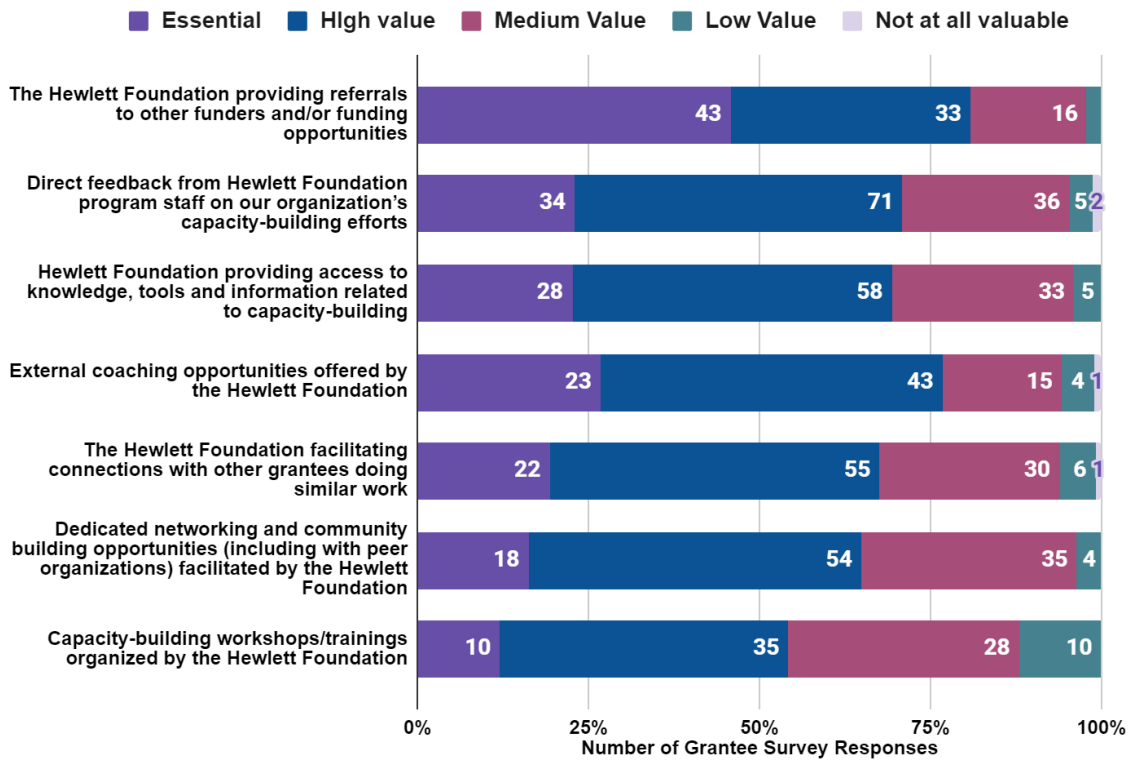


**B.11 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 11:**  
**Please indicate to what extent you agree or disagree with the following statements:**



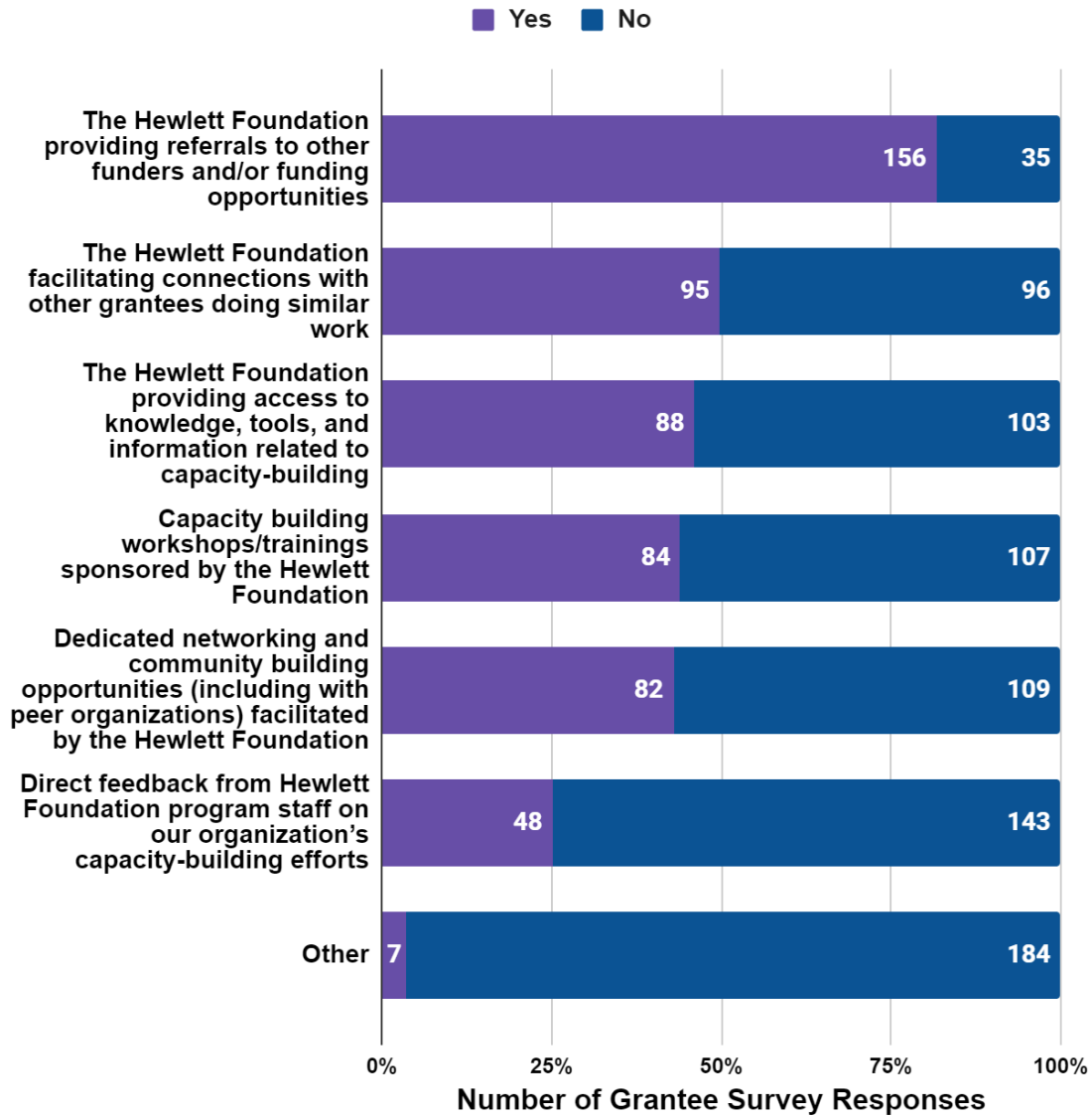
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**B.12 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 12:**  
*For each of the following supports you may have received in addition to the grant dollars, please rate how valuable you found it to be:*



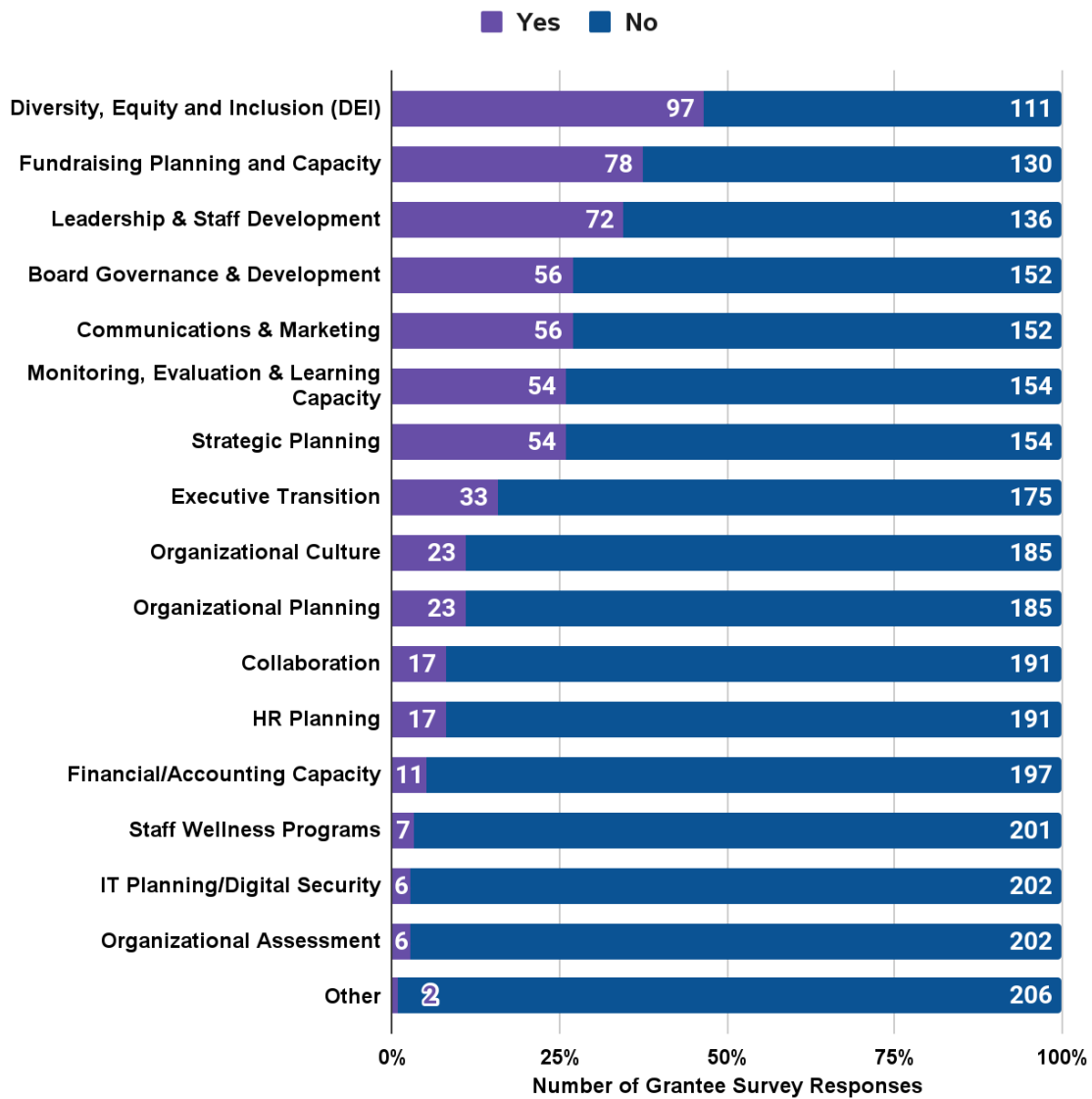
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**B.13 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 14:**  
*What additional support would you like/would you have liked? Please consider the supports (i.e., beyond the grant dollars) you would like to have received during your most recent OE grant.*



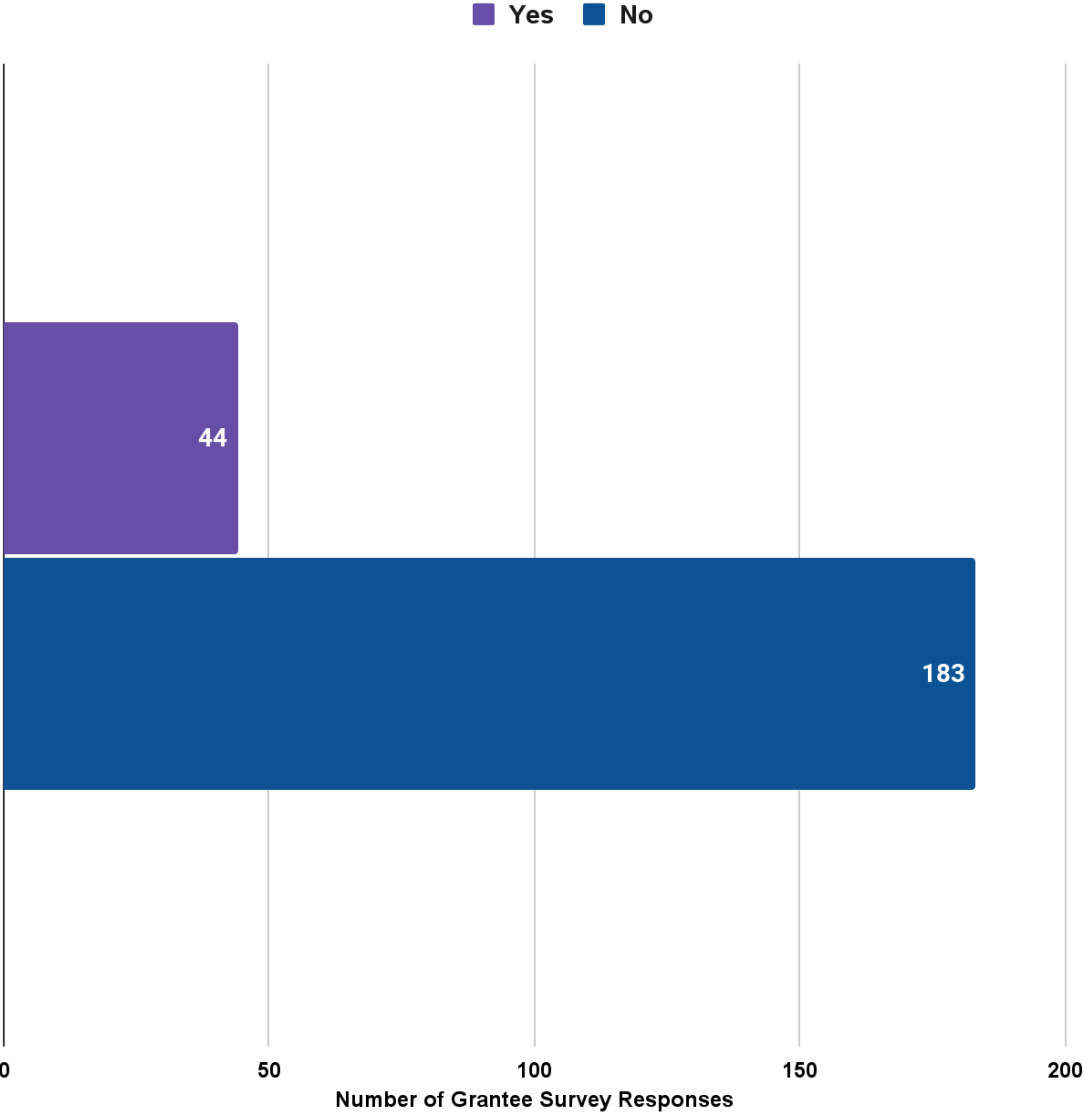
Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**B.14| Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 15:  
*What are your top three organizational priorities that you would like to request support for next?***

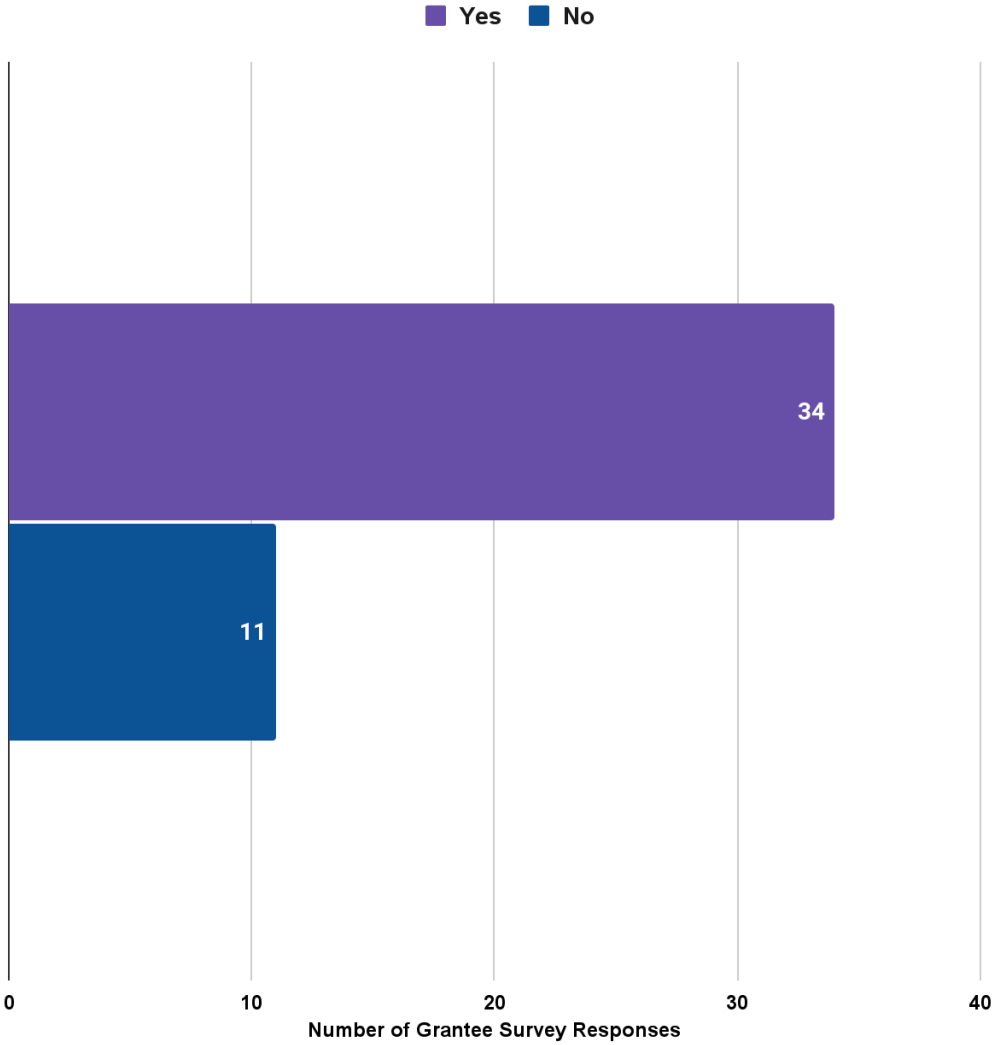


Note: Number of responses are shown on the bar; the length of the bar indicates the percentage or proportion of respondents who endorsed each response.

**B.15 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 18:  
*Was your organization invited to participate in the COVID-19 Emergency Financial Technical Assistance program?***

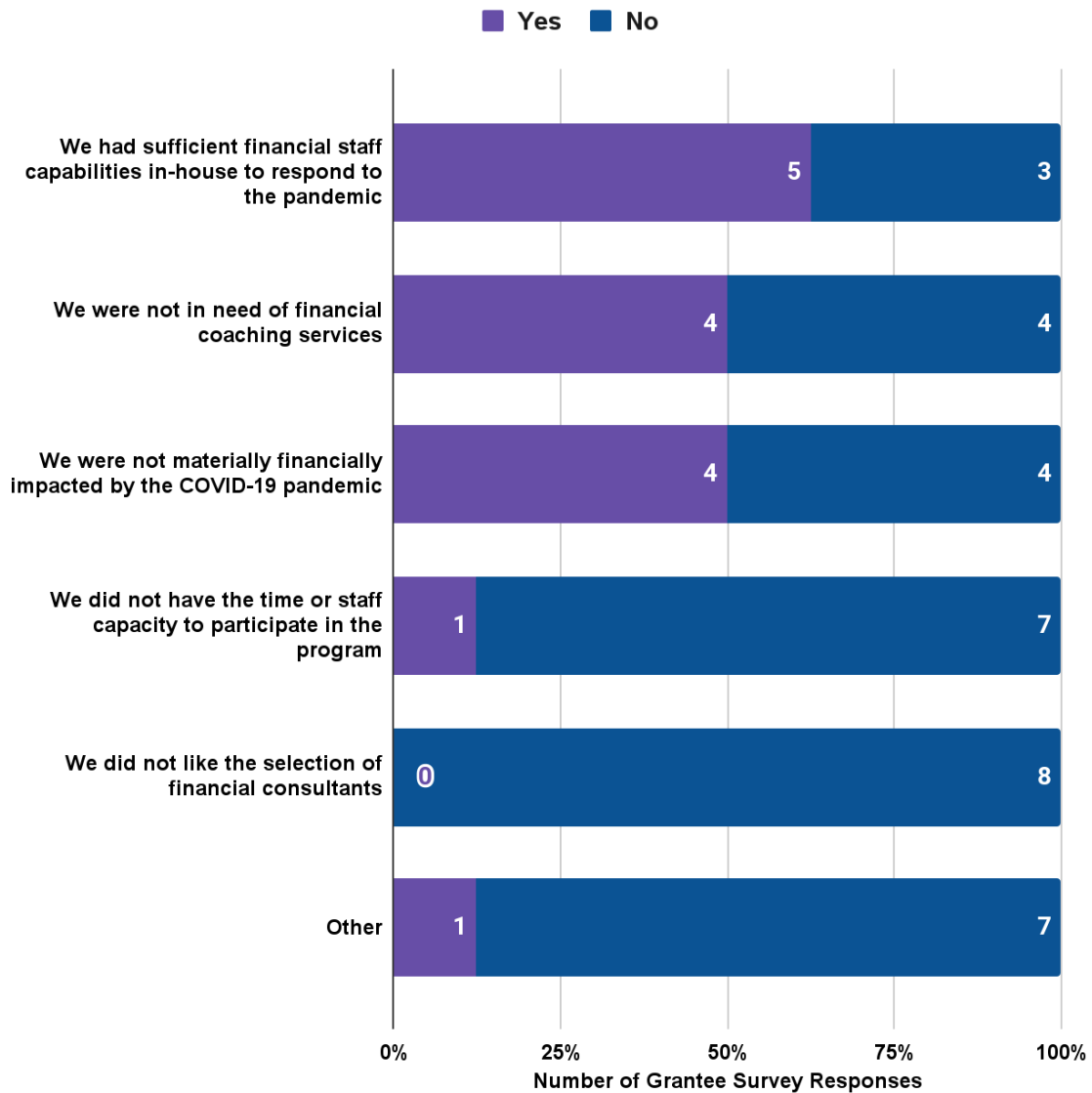


**B.16 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 19:  
*Did you participate in the COVID-19 Emergency Financial Technical Assistance program?***



Note: Only respondents who answered 'yes' to question 18 received this question.

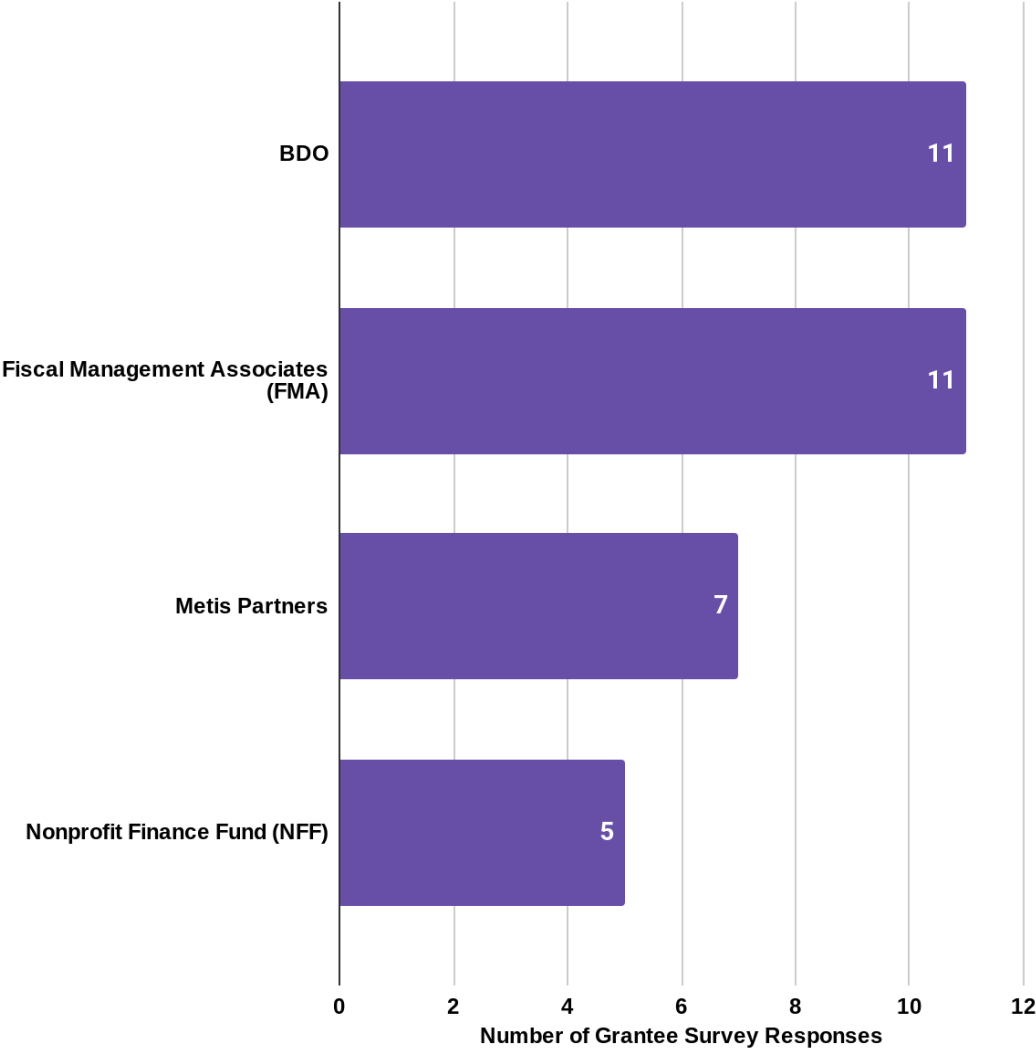
**B.17 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 20:  
Please select the reason(s) you did not participate in the COVID-19 Emergency Financial Technical Assistance program:**



\*Percentages will exceed 100% because respondents could select more than one option.

Note: Only respondents who selected 'no' to question 19 received this question.

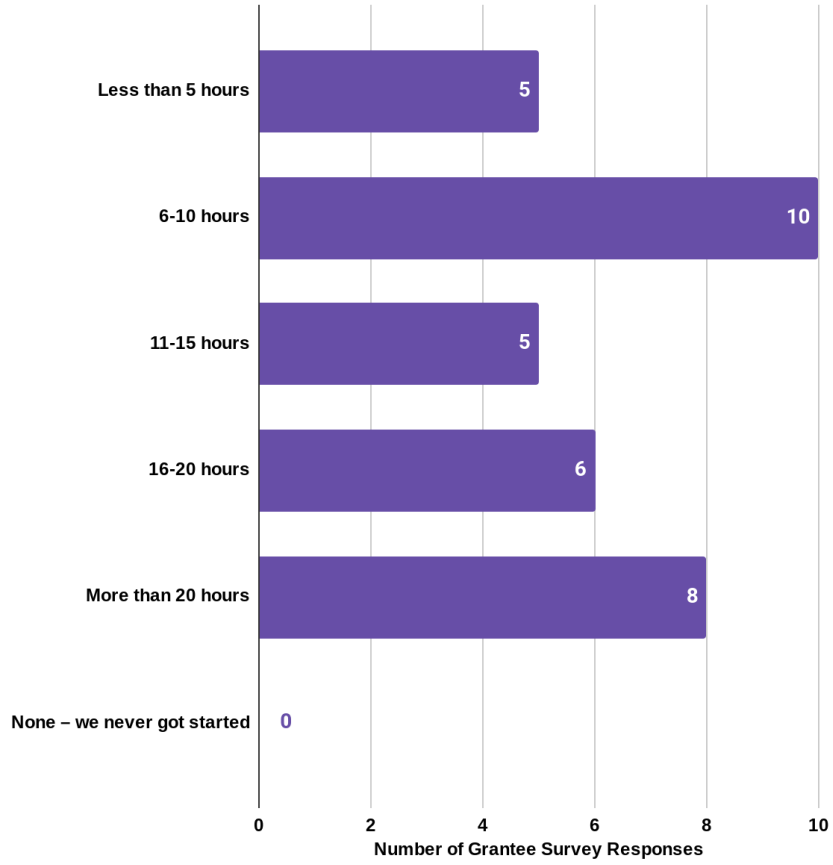
**B.18 | Frequencies for Organizational Effectiveness Grantee Survey for Question 21: *Which financial consulting firm did you work with?***



Note: Only respondents who answered 'yes' to question 18 received this question.

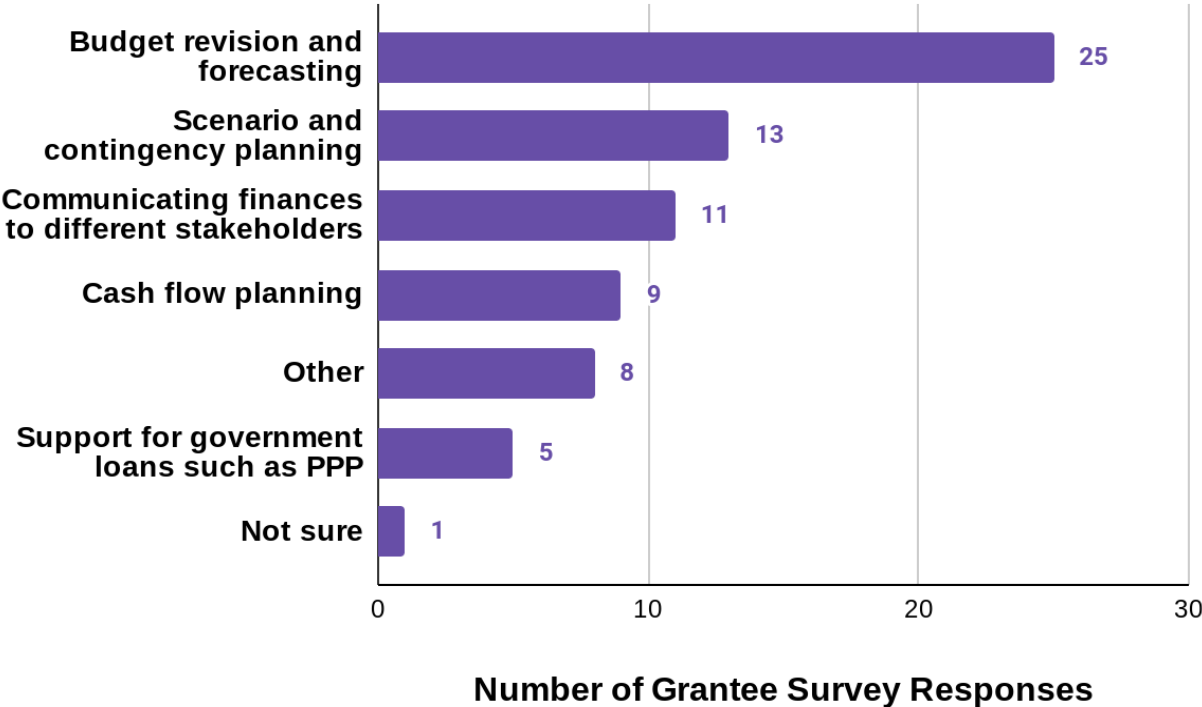


**B.19 | Frequencies for Organizational Effectiveness Grantee Survey for Question 22: *Please estimate total number of hours of your engagement with the financial consulting firm:***



Note: Only respondents who answered 'yes' to question 18 received this question.

**B.20 | Frequencies for Organizational Effectiveness Grantee Survey for Question 23: *What areas did your financial consultant work with you on?***



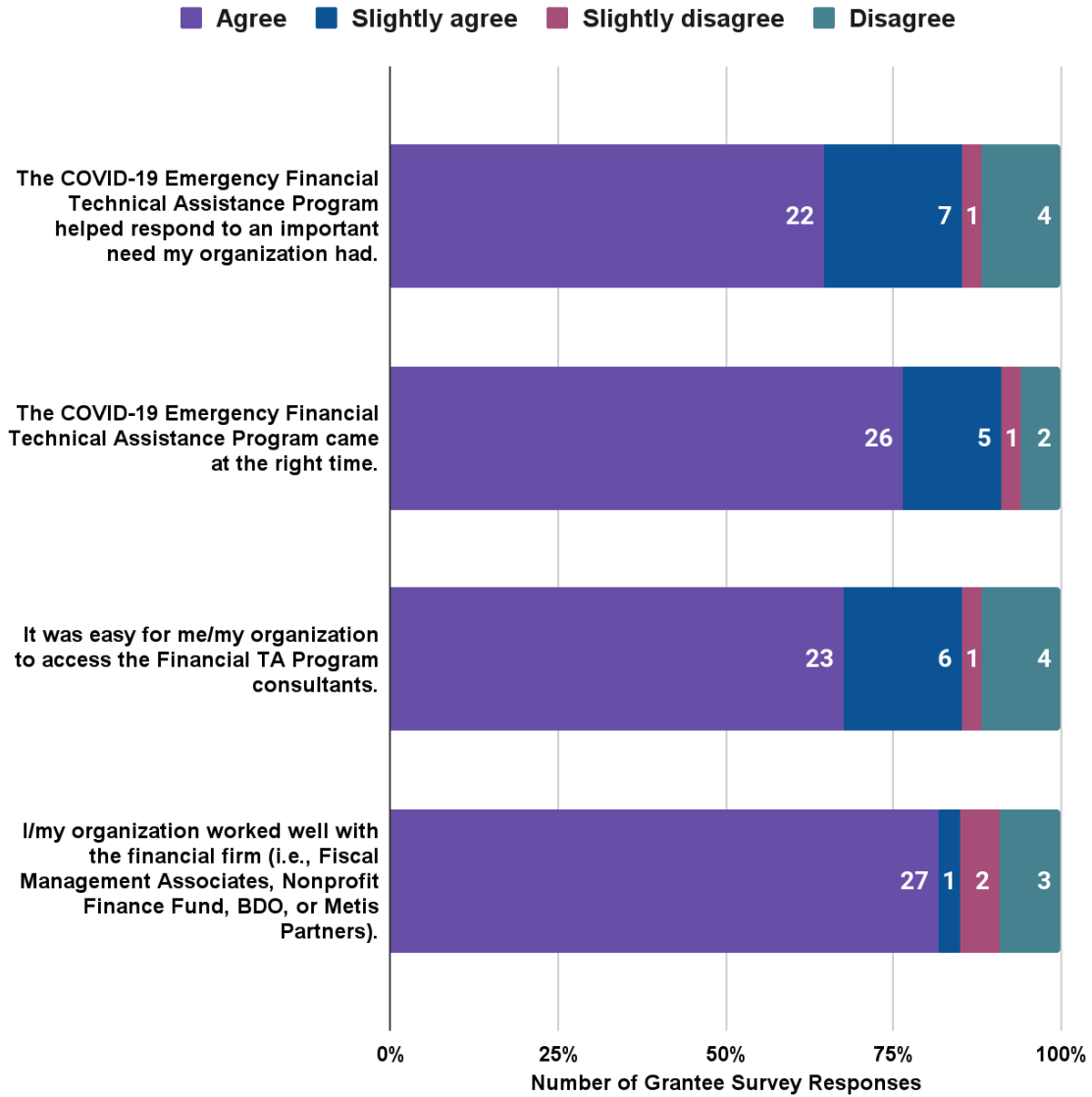
Note: Only respondents who answered 'yes' to question 18 received this question.

**B.21 | Frequencies for Organizational Effectiveness Grantee Survey for Question 24: *On a scale from 0 to 10, how likely is it that you would recommend this financial consultant to a friend or colleague? [0 being will not recommend; 10 being definitely recommend]***

Options	Total Respondents (N = 34) n (%)
0 – Not at all likely	1 (2.9)
1	1 (2.9)
2	1 (2.9)
3	1 (2.9)
4	0 (0.0)
5	3 (8.8)
6	1 (2.9)
7	9 (26.5)
8	2 (5.8)
9	1 (2.9)
10 – Extremely likely	14 (41.2)

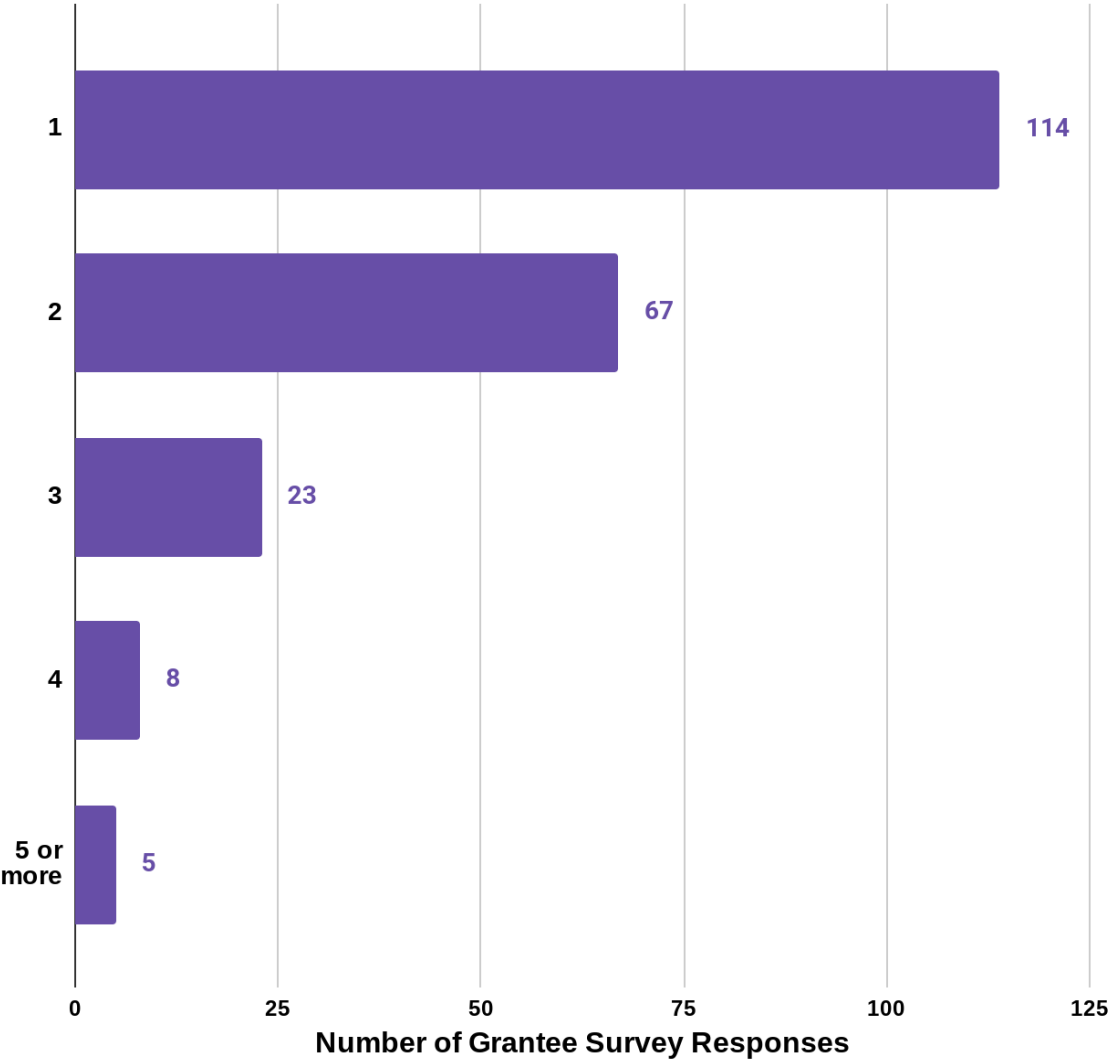
Note: Only respondents who answered 'yes' to question 18 received this question.

**B.22 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey for Question 26:**  
*Please indicate to what extent you agree or disagree with the following statements:*

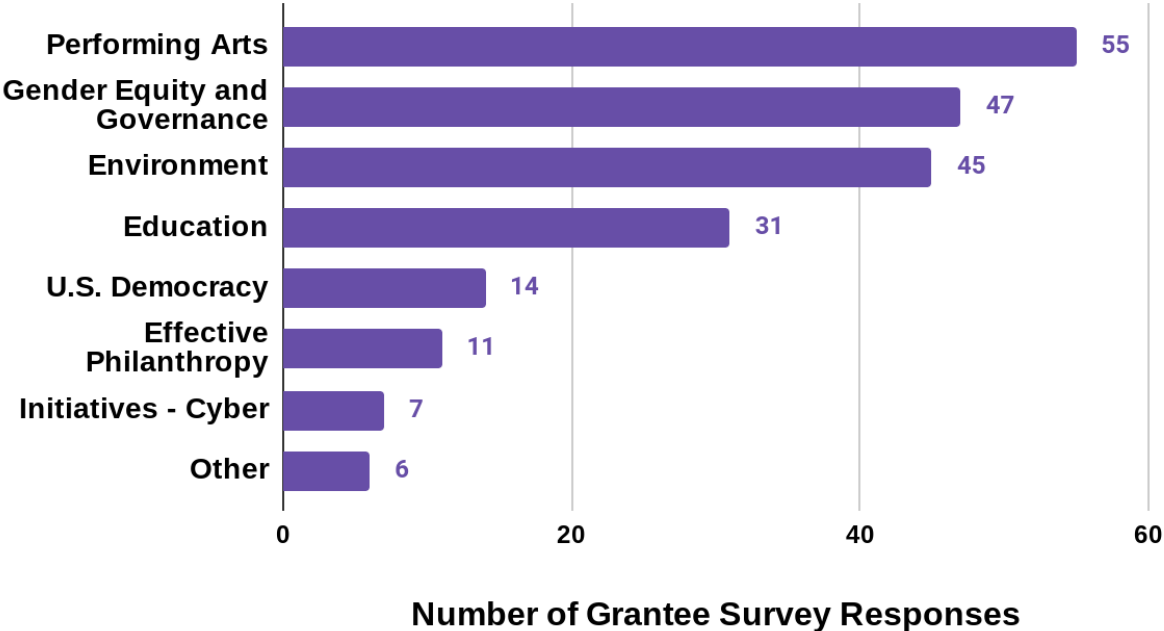


Note: Only respondents who answered 'yes' to question 18 received this question.

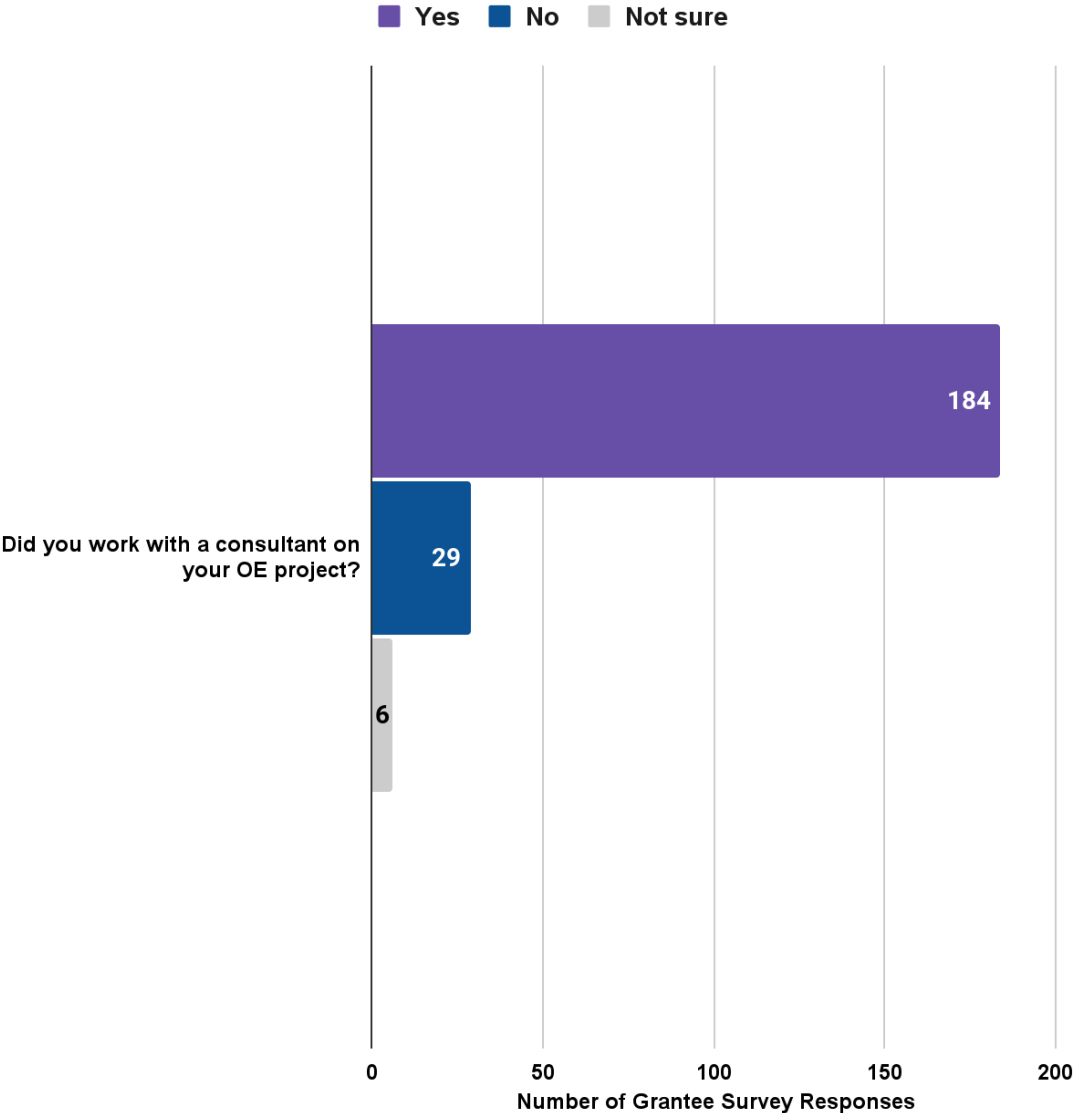
**B.23 | Frequencies for Organizational Effectiveness Grantee Survey for Question 29: *How many total Hewlett OE grants has your organization received since January 2018***



**B.24 | Frequencies for Organizational Effectiveness Grantee Survey for Question 30: *With which Hewlett program did you receive your most recent OE grant?***



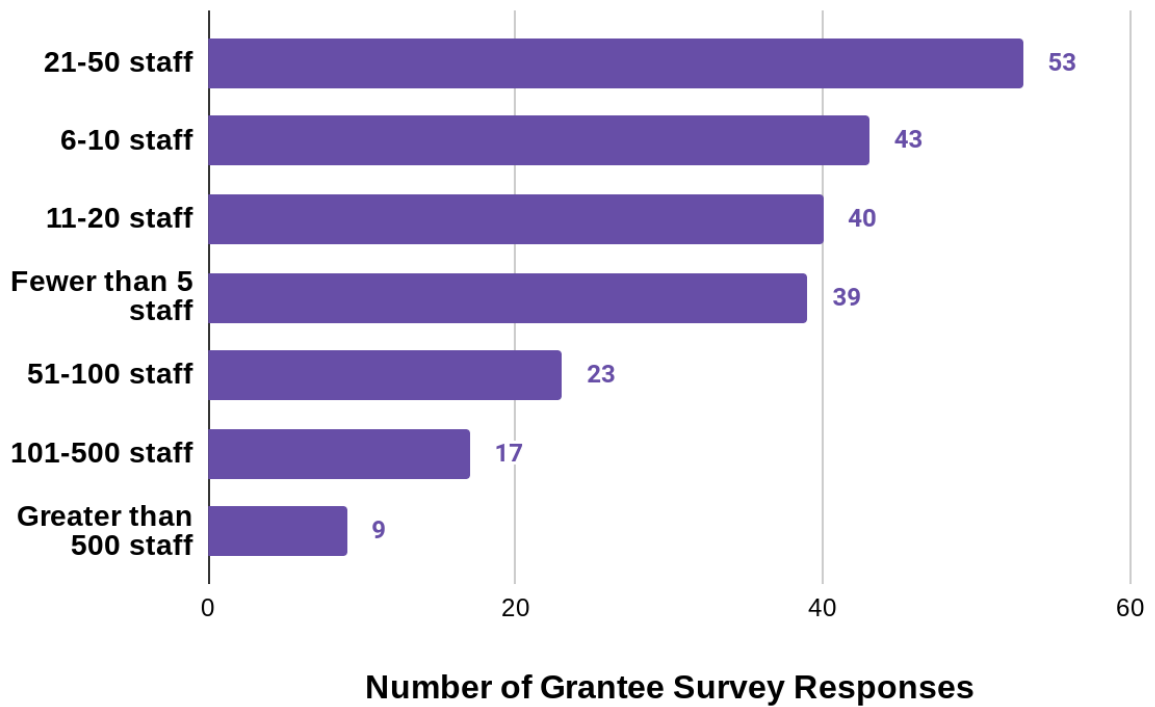
**B.25 | Frequencies for Organizational Effectiveness Grantee Survey Question 31: *Did you work with a consultant on your OE project?***



**B.26 | Frequencies and Percentages for Organizational Effectiveness Grantee Survey Graph for Question 34: *What is your organization's most recent annual budget?***

Options	Total Respondents (N = 224) n (%)
Less than \$500,000	20 (8.9)
\$501,000 to \$1,000,000	31 (13.9)
\$1,000,001 to \$2,500,000	49 (21.9)
\$2,500,001 to \$5,000,000	42 (18.8)
\$5,000,001 to \$10,000,000	34 (15.2)
\$10,001,000 to \$20,000,000	23 (10.3)
Greater than \$20,000,000	25 (11.2)

**B.27 | Frequencies for Organizational Effectiveness Grantee Survey for Question 35: *What is your organization's staff size (FTEs, or full-time equivalents)?***





## Appendix C | Hewlett Program Staff Survey

# *William and Flora Hewlett Foundation's Organizational Effectiveness (OE) Evaluation*

### **Hewlett Foundation Program Staff Survey**

Dates Open: October 19-November 2, 2021

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As you may be aware, the Hewlett Foundation's [Organizational Effectiveness \(OE\) strategy](#) is currently undertaking a strategy refresh to better understand: (1) the OE strategy successes; (2) the experiences of grantees and foundation program staff in the OE grantmaking process; and (3) how the strategy contributes to supporting and building the capacity of grantees.

#### **Purpose**

This survey is being conducted by Creative Research Solutions (CRS) on behalf of the Effective Philanthropy Group (EPG) team. The purpose of this survey is to capture Program Staff approaches to selecting grantees and understand your perspectives of the successes, challenges, and lessons learned about the OE strategy, as well as how Program Staff work with their grantees.

#### **How the Survey Data Will Be Used**

The survey findings will be reported in aggregate. Your individual responses will not be reported. Instead, your responses will be combined with other participants' responses. The findings will provide critical insights into areas the OE program is doing well and areas for improvement. We will also use this information to help inform the subsequent data collection activities.

#### **Confidentiality**

Please answer as openly and honestly as possible. You may skip any question you wish. We are really interested in hearing your thoughts and input about the OE strategy. All responses will be kept private; no names will be used in reports, and only aggregated results will be reported. Only select CRS staff will have access to individual responses.

This survey is designed to be completed within 20-30 minutes.

If you have any questions, please feel free to email Dr. Molly Matthews-Ewald at [molly@creativeresearchsolutions.com](mailto:molly@creativeresearchsolutions.com)

## OE Grantee/Grant Selection

22. Please indicate how often these reasons inform how you make decisions about which **grantees will receive OE grants**:<sup>1</sup>

Reasons for choosing a grantee to receive an OE grant:	Never	Rarely	Sometimes	Often	Always	Not Applicable
I am responding to a capacity-building request directly from a grantee						
I am proactively identifying grantee opportunities for capacity building						
The grantee is particularly critical to my program strategy and goals						
I discussed the selection of OE grantees in conjunction with my program team						
The grantee selection will support the equitable distribution of OE grants						
I consider the values and practice of diversity, equity, and inclusion						
The grantee has the highest need relative to other grantees for capacity-building						
The grantee has a long history with the Hewlett Foundation						
The grantee has received past OE grants						
The grantee plays a prominent role in the field						
I offered to the grantee as part of a phase-out of our funding to the organization						
I make decisions on an ad-hoc basis						
Other (please specify): _____						

<sup>1</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

2. Please indicate **how often you support OE grants** in each category listed:

Categories of OE grants:	Never	Sometimes	A lot
Board Governance & Development			
Collaboration/Partnership			
Communications & Marketing			
Diversity, Equity, and Inclusion (DEI)			
Monitoring, Evaluation & Learning Capacity			
Executive Transition			
Financial Planning			
Fundraising Capacity			
HR Planning			
IT Planning/Digital Security			
Leadership & Staff Development			
Organizational Assessment			
Organizational Culture			
Organizational Planning			
Strategic Planning			
Staff Wellness Programs			
Other (please specify): _____			

22. Please indicate how often these inform your decision about which **types** of OE grants to support:

*Note: Project types can include strategic planning, diversity, equity, and inclusion, leadership development, fundraising planning, etc.*

Reasons for deciding which OE project types to support:	Never	Rarely	Sometimes	Often	Always	Not Applicable
The grantee requested the OE project type						
I recommended an OE project to a grantee						

I used a request for proposals (RFP) for a specific project type (e.g., OE-DEI)						
I proactively discussed with grantee and decided on OE project type together						
I gave a renewal OE grant						
Other (please specify): _____						

## OE Program Staff Support/Added Value of OE Team

22. Please indicate to what extent you agree or disagree with the following statements:<sup>2</sup>

	Disagree	Slightly disagree	Slightly agree	Agree	Not Applicable
The training and resources in general (i.e., orientation, program team meetings, learning community) offered to staff about the <b>OE program</b> meets my needs.*					
OE staff provide support when I request it					
The support OE staff provide is effective (i.e., useful, valuable)*					
OE staff guidance on the OE grant was useful in helping me assess the grantees' capacity-building needs*					
OE staff provide me with <b>knowledge</b> about supporting grantees' capacity-building*					
OE staff provide me with <b>tools (additional resources, time, etc.)</b> to help support grantees' capacity-building*					
The support that OE staff provides is effective in helping me <b>make decisions about OE grants</b> *					
The support that OE staff provides is effective in helping me <b>to support my grantee(s) to advance diversity, equity, and inclusion within their organization</b>					
The support that OE staff provides is effective in helping me <b>to have open conversations with my grantees to support their capacity-building needs.</b>					
I am satisfied with how OE grants are distributed across my program team.*					
I am satisfied with the total amount of OE grant dollars I can use					

\*Include skip logic if the response is slightly agree, slightly disagree, or completely disagree:

<sup>2</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

5. For any of the items above that you rated less than 'Agree', please indicate what could be improved. (If this question does not apply to you, please type "N/A".)

---

22. What other strategies have you used to support capacity building of your grantees (either in addition to or in lieu of an OE grant). Please select all that apply.

- Encouraged grantees to include capacity building needs/activities in their regular grant budget
- Connected grantee with other informational resources related to a capacity building theme or topic
- Referred a grantee to consultants or technical support providers for a capacity building project
- **Worked with other funders** to increase resources available to a grantee for capacity building
- **Recommended other funders** to increase resources available to a grantee for capacity building
- Provided a planning grant to a grantee or a prospective grantee
- Served in an advisory and/or coaching role for grantee (for example, providing advice on fundraising)
- Hired external coach or advisor for grantee(s)
- Offered training/webinars on capacity-building topics
- Other (please specify): \_\_\_\_\_

### Perceptions About Success<sup>3</sup>

7. Overall, what would you say are the **OE program's greatest strengths**? This could include reflections about the overall OE program, the OE staff (including the support they provide you with), or any other strengths about the OE program you would like to share.

Please consider the support you received in the years 2018-2021.

---

### Perceptions About Improvement<sup>4</sup>

*The questions in this section ask you about areas you think could be improved. Please consider the support you received in the years 2018-2021.*

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<sup>3</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

<sup>4</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

8. What **additional recommendations do you have for improving the Hewlett Foundation's OE program?** This could include reflection about additional supports you would like from the OE staff and/or the OE program in general to effectively support capacity-building of your grantees, within the OE grants program as well as more generally within your strategy or other aspects of your work with grantees.

Please consider the support you received in the years 2018-2021.

---

### COVID-19 Emergency Financial Technical Assistance Program

*The questions in this section ask you specifically about the COVID-19 Emergency Financial Technical Assistance program. Please consider the design, delivery, and support of the COVID-19 Emergency Financial Technical Assistance program.*

9. Did you receive a portfolio overview of grantee financial ratios?

- Yes
- No **skip logic to question 11**
- Not sure **skip logic to question 11**

10. How valuable was your portfolio overview of grantee financial ratios in helping you make grantee recommendations for the program?

- Not at all valuable
- Minimally valuable
- Somewhat valuable
- Quite valuable
- Very valuable

11. Did any of your grantees participate in the COVID-19 Emergency Financial Technical Assistance program?

- Yes
- No
- Not sure

12. For those of your grantees that did not participate in the COVID-19 Emergency Financial Technical Assistance program, why not?

- My grantees did not have the time or capacity to engage with a financial consultant
- My grantees already had financial expertise in-house

- My grantees were financially stable
- My grantees declined the invitation
- Other (please specify): \_\_\_\_\_
- Not sure

13. What were the most important reasons that you considered when recommending a grantee for COVID-19 Emergency Financial Technical Assistance program funds?

(Please select all that apply.)<sup>5</sup>

- I responded to a grantee whose financial circumstances were impacted directly by the pandemic
- I proactively identified a grantee whose financial circumstances were impacted directly by the pandemic
- The grantee was particularly critical to my program strategy and goals
- The grantee selection supported the equitable distribution of COVID-19 Emergency Financial Technical Assistance program funds
- The grantee had the highest need for COVID-19 Emergency Financial Technical Assistance program funds
- The grantee has a long history with the Hewlett Foundation
- The grantee plays a prominent role in the field
- Portfolio financial analysis showed a high need for support for select grantees
- Other (please specify): \_\_\_\_\_

14. Please indicate to what extent you agree or disagree with the following statements: <sup>6</sup> (Please note: The Financial TA Program Manager/Liaison Team consists of Jen Wei, Jess Halverson, and Leeanne Oue.)

	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Slightly disagree</b>	<b>Slightly agree</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>	<b>Unsure</b>	<b>Not Applicable</b>
The COVID-19 Emergency Financial Technical Assistance program helped respond to an important need for my grantees at the right time.								
The support provided by the Financial TA Program Manager/Liaison Team was effective (i.e., useful, valuable)								
The criteria and								

<sup>5</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

<sup>6</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

program information that the Financial TA Program Manager/Liaison Team provided was effective in helping me make decisions about selecting COVID-19 Emergency Financial Technical Assistance program grantee(s)								
I feel that the COVID-19 Emergency Financial Technical Assistance program grantee invitations were equitably distributed across my program								
I feel that my grantees benefitted from the COVID-19 Emergency Financial Technical Assistance program								

15. Overall, what would you say were the COVID-19 Emergency Financial Technical Assistance program’s **greatest strengths and/or successes**? This could include reflections about the overall program, the staff (i.e., the Financial TA Program Manager/Liaison Team), process, financial consultants, or any other strengths you would like to share. (Open-ended text response)

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16. Please provide any **additional recommendations** about what could have been improved about the COVID-19 Emergency Financial Technical Assistance program? (Open-ended text response)

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17. What, if any, **feedback have you received from grantees** about the COVID-19 Emergency Financial Technical Assistance program? (Open-ended text response)

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## Demographics

You are almost done with this survey. These last few questions are for classification purposes only.

18. In what program do you currently work?

- Education
- Environment



- Gender Equity and Governance
- Performing Arts
- U.S. Democracy
- Initiatives – Cyber
- Initiatives – Economy & Society
- Effective Philanthropy
- Other (please specify) \_\_\_\_\_

19. What is your role at the Hewlett Foundation?

- Program Officer
- Fellow
- Program Director
- Program Associate
- Other (please specify) \_\_\_\_\_

20. How long have you worked at the Hewlett Foundation?

- Less than 1 year
- 1 to < 2 years
- 2 to < 3 years
- 3 to < 4 years
- 4 to < 5 years
- 5 to < 6 years
- 6 to 10 years
- More than 10 years

21. How do you describe yourself? (Select one or more responses)

- American Indian, Native American, or Indigenous
- Asian or Asian-American
- Black or African American
- Hispanic or Latino/a/x
- Native Hawaiian or other Pacific Islander
- Multi-racial or Multi-ethnic
- White
- Not listed (prefer to self-describe): \_\_\_\_\_
- Prefer not to say

22. What is your gender? (Select one or more responses)

- Female/Woman
- Male/Man
- Transgender
- Non-binary

- Not listed (prefer to self-describe): \_\_\_\_\_
- Prefer not to say

Providing your name and email address is not required. If you choose to provide your name and email, CRS will only use this information to contact you to obtain further clarification on your responses.

What is your name? (First Last)

- Textbox

What is your email address?

- Textbox with email address validation

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Thank you for completing our survey! We look forward to reviewing your responses. If you have any additional thoughts, please do not hesitate to share them with us: [molly@creativeresearchsolutions.com](mailto:molly@creativeresearchsolutions.com)

## Appendix D | Hewlett Grantee Survey

# *William and Flora Hewlett Foundation's Organizational Effectiveness (OE) Evaluation*

### **Hewlett Foundation Organizational Effectiveness Grantee Survey**

Dates Open: November 2021

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The Hewlett Foundation's [Organizational Effectiveness \(OE\) strategy](#) is currently conducting an evaluation to better understand: (1) the successes of the OE grantmaking program; (2) the experiences of grantees and the foundation program staff; and (3) how the strategy contributes to supporting and building the capacity of grantees.

#### **Purpose**

This survey is being conducted by Creative Research Solutions (CRS) on behalf of the Organizational Effectiveness (OE) program. The purpose of this survey is to capture current and former OE grantees' experiences with the OE program, their primary program staff contacts (i.e., their program officer), the ways the OE program helps build the capacity of grantees, and any lessons learned.

The Organizational Effectiveness (OE) program provides targeted support to existing Hewlett Foundation grantees to help strengthen their internal systems, enabling them to do their work better and enhance their impact. The Financial Technical Assistance grant provided financial advice and support to a select set of grantees to mitigate the fiscal impacts of the COVID-19 crisis on their organizations.

#### **How the Survey Data Will Be Used**

The survey findings will be reported in aggregate. Your individual responses will not be reported. Instead, your responses will be combined with other grantees' responses. The findings will provide critical insights into areas the Organizational Effectiveness (OE) program is doing well and areas for improvement. We will also use this information to help inform the subsequent data collection activities.

#### **Confidentiality**

Please answer as openly and honestly as possible. You may skip any question you wish. We are really interested in hearing your thoughts and input about the Organizational Effectiveness (OE) strategy. All responses will be kept private; no names will be used in reports, and only aggregated results will be reported. Only select CRS staff will have access to individual responses. Your decision to participate or not participate in this survey, or your responses to this survey, will NOT affect your receipt of Hewlett support – now or in the future.

This survey is designed to be completed within 20-30 minutes.

**If you wish, you will be entered into a drawing to receive 1 of 20 \$75 gift cards for your participation in this survey.** To be entered into this drawing for completing this survey, please include your name, organization, and email address in the space included at the end of the survey. Your name and other identifying information will only be used to send compensation for your time, unless you check the box indicating that you would be open to the Creative Research Solutions Team following up with you about any of your responses. As mentioned, **individual responses will not be reported to the Hewlett Foundation** and only the Creative Research Solutions Team will have access to any potentially identifying information.

If you have any questions, please feel free to email Dr. Molly Matthews-Ewald at [molly@creativeresearchsolutions.com](mailto:molly@creativeresearchsolutions.com)

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1. Did you receive an Organizational Effectiveness (“OE”) grant from the Hewlett Foundation at any time between **January 2018 and now**? Organizational effectiveness grants can be used to build capacity in areas such as strategic planning; leadership transitions; board development and governance; communications planning; diversity, equity, and inclusion; and financial planning.
  - Yes.
  - No.
  - Unsure.

*[Programming note: If respondent answers ‘yes’ to question 1, they will see all questions; if respondent answers ‘no’ or ‘unsure’ to question 1, they will skip all OE-related sections]*

## Organizational Effectiveness Grantee Capacity Building Needs

Please consider the **most recent** OE grant you received for these questions.

**Please note:** For the purposes of the survey, “Program Officer” refers to your main Program Officer contact, who may also hold the title of Program Director, Fellow, or Program Officer. When answering questions about your Program Officer, please think about your main Hewlett Program Officer contact.

2. How were you considered for an Organizational Effectiveness (OE) grant? (Please select all that apply)
  - I/my organization directly requested capacity building support from my Program Officer (PO)
  - My Program Officer (PO) approached me/my organization about receiving capacity building support
  - I/my organization responded to a request for proposals (RFP) from my Program Officer (PO)

- My organization previously received an OE grant and we requested another OE grant
- Other (please specify): \_\_\_\_\_
- I am unsure how my organization was considered for an Organizational Effectiveness (OE) grant.

3. For your most recent Organizational Effectiveness (OE) grant, which category of grant(s) did it fall under? (Please select all that apply)

- Board Governance & Development
- Collaboration
- Communications & Marketing
- Diversity, Equity and Inclusion (DEI)
- Monitoring, Evaluation & Learning Capacity
- Executive Transition
- Financial/Accounting Capacity
- Fundraising Planning and Capacity
- HR Planning
- IT Planning/Digital Security
- Leadership & Staff Development
- Organizational Assessment
- Organizational Culture
- Organizational Planning
- Staff Wellness Programs
- Strategic Planning
- Other (please specify): \_\_\_\_\_

4. Thinking about your answer to Q3 above, why was this/were these a priority for you/your organization to receive support? (Please select all that apply)

- My Program Officer (PO) identified this as a priority for my organization
- Our organization self-identified this as a priority
- We discussed with our PO and decided on the OE project type together)
- The RFP to which we responded focused on this priority area
- Other (please specify): \_\_\_\_\_
- We did NOT have funding from other sources for this project.

5. How did your organization identify the capacity-building priority for an OE grant?

- We engaged a consultant to do an organizational assessment
- We did our own self-assessment of capacity building needs
- Our organization has a strategy that includes capacity building goals
- We responded to a critical known need within the organization
- This grant was a continuation of and/or enhancement to a previous OE grant

- Other (please specify): \_\_\_\_\_
  - Our organization did **NOT** identify this specific capacity-building area as a priority for an OE grant
6. If you had not received a Hewlett Organizational Effectiveness (OE) grant for the need identified in Q3, how would you have otherwise funded the work? (Please select all that apply.)
- Seek out other funder support
  - Set aside my organization's general operating funds
  - Set aside project restricted grant funds within my organization
  - Wait and reapply to Hewlett OE
  - Delay or choose not to invest in capacity building work due to competing priorities
  - Other (please specify): \_\_\_\_\_
7. Did the Hewlett Organizational Effectiveness (OE) grant fulfill the needs you identified?
- Yes, fully (skip to 9)
  - Yes, partially
  - No
  - Unsure
8. Why did the Hewlett OE grant not fulfill the needs you identified? (Please select all that apply)
- The Hewlett Organizational Effectiveness (OE) grant funding amount did not cover the full cost of the work (both project and administrative costs)
  - The project scope was too large to be covered by the OE grant funding amount
  - There were additional needs identified after we received the OE grant that were not included
  - The consultant we hired was not effective
  - We did not have the staff capacity to complete the project
  - Something unexpected came up during the duration of the grant period and we were unable to complete the project activities.
  - Other (please specify): \_\_\_\_\_
9. Do you receive similar types of Organizational Effectiveness support (such as capacity building or leadership) from other funders outside of Hewlett?
- Yes
  - No **skip logic to question 11**
  - Unsure
10. What, if anything, do other foundations/funders do as part of their Organizational Effectiveness or capacity-building support that you think Hewlett should consider as part of its Organizational Effectiveness (OE) grants or grantmaking response? (Open-ended text response)
-

## Perceptions of Organizational Effectiveness Grant and Non-Monetary Supports

Please consider the support you received for your most recent OE grant.

11. Please indicate to what extent you agree or disagree with the following statements:<sup>7</sup>

	Disagree	Slightly disagree	Slightly agree	Agree	Not Applicable
The OE application process was easy					
The OE application took too long to complete					
Hewlett staff provided me with advice and/or guidance around capacity building					
The OE grant helped improve our organizational health					
The OE grant helped us build organizational capacity to better achieve our overall mission and strategic goals					
The OE grant helped us create an actionable plan to move toward sustainability					
The OE grant increased our staff's ability to address capacity needs					
The OE program provided an opportunity to receive funding for a project we would not normally get funding for					
My Program Officer is knowledgeable about the types of organizational supports I need					
I feel that the support my Program Officer provided me helped my organization make progress toward capacity-building goals					
My relationship with my Program Officer was built on trust and transparency					
I feel comfortable talking to my Program Officer about our organizational challenges					
I feel heard by my Program Officer					
I would like my Program Officer to have a greater understanding of our organizational needs					

12. For each of the following supports listed below (i.e., supports you may have received in addition to the grant dollars) you have received, please rate how valuable you found it to be:

	Did not receive	Not at all valuable	Low value	Medium value	High value	Essential
Dedicated networking and community building opportunities (including with peer						

<sup>7</sup> Adapted from 2015 Hewlett Foundation's Organizational Effectiveness Program Staff Survey

organizations) facilitated by the Hewlett Foundation						
Direct feedback from Hewlett Foundation program staff on our organization's capacity-building efforts						
Capacity building workshops/trainings facilitated by the Hewlett Foundation						
The Hewlett Foundation facilitating connections with other grantees doing similar work						
Hewlett Foundation providing access to knowledge, tools and information related to capacity-building						
The Hewlett Foundation providing referrals to other funders and/or funding opportunities						
External coaching opportunities offered by the Hewlett Foundation						
Other (please specify): _____						

13. What did the Organizational Effectiveness (OE) grant allow you/your organization to do that you would otherwise not have been able to accomplish? (Open-ended text response)

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14. What additional support would you like/would you have liked? Please consider the supports (i.e., beyond the grant dollars) you would like to have received during your most recent OE grant.<sup>8</sup> (Select all that apply)

- Dedicated networking and community-building opportunities (including with peer organizations) facilitated by the Hewlett Foundation
- Direct feedback from the Hewlett Foundation program staff on our organization's capacity-building efforts
- Capacity building workshops/trainings facilitated by the Hewlett Foundation
- The Hewlett Foundation facilitating connections with other grantees doing similar work
- The Hewlett Foundation providing access to knowledge, tools, and information related to capacity-building

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<sup>8</sup> Non-monetary supports adapted from the Center for Effective Philanthropy report, Strengthening Grantees: Foundation and Nonprofit Perspectives. [http://cep.org/wp-content/uploads/2018/10/Strengthening\\_Grantees\\_FNL\\_forwebsite.pdf](http://cep.org/wp-content/uploads/2018/10/Strengthening_Grantees_FNL_forwebsite.pdf)



- The Hewlett Foundation providing referrals to other funders and/or funding opportunities
- Other (please specify): \_\_\_\_\_

15. What are your top three organizational priorities that you expect the organization might be working on over the next few years? (Please select only your top three organizational priorities)

- Board Governance & Development
- Collaboration
- Communications & Marketing
- Diversity, Equity and Inclusion (DEI)
- Monitoring, Evaluation & Learning Capacity
- Executive Transition
- Financial Planning
- Fundraising Capacity
- HR Planning
- IT Planning/Digital Security
- Leadership & Staff Development
- Organizational Assessment
- Organizational Culture
- Organizational Planning
- Staff Wellness Programs
- Strategic Planning
- Other (please specify): \_\_\_\_\_

16. Overall, what would you say are the OE program's greatest strengths?

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17. Please provide any additional recommendations you have for improving the Hewlett Foundation's Organizational Effectiveness (OE) Program? (Open-ended text response)

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### COVID-19 Emergency Financial Technical Assistance Program

*The questions in this section ask you specifically about the COVID-19 Emergency Financial Technical Assistance program. Please consider the design, delivery, and support of the COVID-19 Emergency Financial Technical Assistance program.*

18. Was your organization invited to participate in the COVID-19 Emergency Financial Technical Assistance program?

- Yes
- No **skip logic to question 24**

19. Did you participate in the COVID-19 Emergency Financial Technical Assistance program?

- Yes **skip to question 20**
- No

20. Please select the reason(s) you did not participate in the COVID-19 Emergency Financial Technical Assistance program:

- We did not have the time or staff capacity to participate in the program
- We were not in need of financial coaching services
- We were not materially financially impacted by the COVID-19 pandemic
- We did not like the selection of financial consultants
- We had sufficient financial staff capabilities in-house to respond to the pandemic
- Other (please specify): \_\_\_\_\_

21. Which financial consulting firm did you work with?

- Fiscal Management Associates (FMA)
- Metis Partners
- Nonprofit Finance Fund (NFF)
- BDO

22. Please estimate total number of hours of your engagement with the financial consulting firm:

- Less than 5 hours
- 6-10 hours
- 11-15 hours
- 16-20 hours
- More than 20 hours
- None – we never got started

23. What areas did your financial consultant work with you on (check all that apply):

- Budget revision and forecasting
- Cash flow planning
- Scenario and contingency planning
- Communicating finances to different stakeholders
- Support for government loans such as PPP
- Not sure
- Other (please specify): \_\_\_\_\_

24. On a scale from 0 to 10, how likely is it that you would recommend this financial consultant to a friend or colleague? [0 being will not recommend; 10 being definitely recommend]

- 0, Not at all likely
- 1

- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10, Extremely likely

25. What was your financial consulting firm good at? What could it do better?

---

26. Please indicate to what extent you agree or disagree with the following statements:<sup>9</sup>

	Disagree	Slightly disagree	Slightly agree	Agree	Not Applicable
The COVID-19 Emergency Financial Technical Assistance program helped respond to an important need my organization had.					
The COVID-19 Emergency Financial Technical Assistance program came at the right time.					
It was easy for me/my organization to access the Financial TA program consultants.					
I/my organization worked well with the financial firm (i.e., Fiscal Management Associates, Nonprofit Finance Fund, BDO, or Metis Partners).					

27. Overall, what would you say were the COVID-19 Emergency Financial Technical Assistance program's greatest strengths and/or successes? (Open-ended text response)

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28. Please provide any additional recommendations you have for improving the COVID-19 Emergency Financial Technical Assistance program? (Open-ended text response)

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## Demographics

You are almost done with this survey. These last few questions are for classification purposes only.

29. How many total Hewlett OE grants has your organization received since January 2018?

- 1
- 2
- 3

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<sup>9</sup> Adapted from the Hewlett Foundation's Organizational Effectiveness Program Staff Survey, 2015.

- 4
- 5 or more

30. With which Hewlett program did you receive your most recent OE grant?

- Education
- Environment
- Gender Equity and Governance
- Performing Arts
- U.S. Democracy
- Initiatives – Cyber
- Initiatives – Economy & Society
- Effective Philanthropy
- Other (please specify): \_\_\_\_\_

31. Did you work with a consultant on your OE project?

Yes

No

Unsure

32. What is your role at your organization?

- Executive Director/CEO
- Other Senior Management
- Development Director
- Other Development Staff
- Program/Project Director
- Volunteer
- Other (please specify): \_\_\_\_\_

33. How long have you worked at your organization?

- Less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years

34. What is your organization's most recent annual budget?

- Less than \$500,000
- \$501,000 to \$1,000,000
- \$1,000,001 to \$2,500,000
- \$2,500,001 to \$5,000,000
- \$5,000,001 to \$10,000,000
- \$10,001,000 to \$20,000,000
- Greater than \$20,000,000

35. What is your organization's staff size (FTEs, or full-time equivalents)?

- Fewer than 5 staff
- 6-10 staff
- 11-20 staff
- 21-50 staff
- 51-100 staff
- 101-500 staff
- Greater than 500 staff

36. For U.S.-based respondents only, what is your race/ethnicity? (Select one or more responses.)

- Native American, American Indian, or Indigenous
- Asian or Asian American
- Black or African American
- Hispanic or Latino/a/x
- Native Hawaiian or other Pacific Islander
- White
- Prefer to self-describe (please specify): \_\_\_\_\_
- Prefer not to say

37. What is your gender? (Select one or more responses)

- Female/Woman
- Male/Man
- Transgender
- Non-binary
- Prefer to self-describe (please specify): \_\_\_\_\_
- Prefer not to say

## Wrap-Up

We're almost done. Providing your name and email address is not required. If you choose to provide your name and email, CRS will only use this information to enter you into the drawing to receive a \$75 gift card for your time to complete this survey.

Your name and other identifying information will only be used to send compensation for your time, unless you check the box indicating that you would be open to the Creative Research Solutions Team following up with you about any of your responses. As mentioned, individual responses will not be reported to the Hewlett Foundation and only the Creative Research Solutions Team will have access to any potentially identifying information.

38. Would you like to be entered into a drawing for 1 in 20 chance of receiving a \$75 gift card for completing this survey?

- Yes

- No

39. Would it be okay for a member of the CRS team to contact you to obtain further clarification on your responses?

- Yes
- No

40. What is your name? (First Last)

Textbox

41. Organization Name

- Textbox

42. What is your email address?

Textbox with email address validation

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Thank you for completing our survey! We look forward to reviewing your responses. If you have any additional thoughts, please do not hesitate to share them with us: [molly@creativeresearchsolutions.com](mailto:molly@creativeresearchsolutions.com)

## Appendix E | Hewlett Program Staff Interview Protocol

### William and Flora Hewlett Foundation Non-OE Program Staff Interview Protocol

#### Interviewer Instructions:

- Please take notes during the interview
- Interviews should last approximately 1 hour.
- Start with some small talk before beginning the introductory script to put the interviewee at ease.
- Give interviewees time to pause and think.
- Actively listen but avoid using verbal or body language (e.g., nodding, too much smiling) that might sway interviewees' responses.
- Take 10-15 minutes following the interview to write down your initial thoughts and reflections on the main points of the interview using the debriefing form, including any follow-up questions.
- Note: Bolded items are priorities. Please make sure to keep track of time and prioritize the bolded questions.

**Timing and Recording:** The interview should begin promptly and take place for no more than 60 minutes. Please record the interview (once permission has been granted).

---

#### Introduction

Thank you for speaking with me today. I am \_\_\_\_\_ and I am a \_\_\_\_\_ with Creative Research Solutions (CRS). CRS is conducting interviews on behalf of the William and Flora Hewlett Foundation's Organizational Effectiveness (OE) Evaluation to better understand: (1) the OE strategy successes; (2) the experiences of grantees and the foundation program staff in the OE grantmaking process; and (3) how the strategy contributed to grantees.

More specifically, the purpose of today's interview is to capture Program Staff approaches to selecting grantees and understand your perspectives of the successes, challenges, and lessons learned about the OE strategy, as well as how Program Staff work with their grantees. This conversation is about you sharing your experiences, opinions, knowledge, and observations. We encourage you to be open and honest with your feedback. Again, thank you so much for your participation.

We expect that this interview will take about 1 hour to complete. The interview is voluntary; you may skip any questions that you do not wish to answer or stop at any point. No identifying information will be included in our reporting. All information captured today will be synthesized and reported in aggregate with the responses from other Hewlett Program Staff. Only select members of the CRS Team will have access to individual responses.

We value what you say and we want to get it right. For this reason, I will take detailed notes during our interview. In addition, to make sure I fully and accurately capture our conversation I would like to also digitally record it for data collection purposes only. Please note that this interview is confidential. The recordings will not be shared with anyone outside of the Creative Research Solutions team, and will only be used to ensure the accuracy of the transcription. The recording will be deleted once the interview has been transcribed.

### Consent

Do I have your permission to record this interview?

**[If yes]**—Thank you, if there is any point during the interview where you would not like me to record, I can stop or pause the recording.

**[If no]**—That’s no problem. I ask for your patience while I take detailed notes because I want to ensure I accurately capture your thoughts.

Do you have any questions before we get started?

---

## Interview Questions

### Background

I’d like to start our conversation first by understanding a little about you and your role at the foundation.

1. **Could you please share with me briefly about your position with the foundation?**
  - a. **Probe:** How long have you been in your current position with the foundation?

### Grantee Selection/Program Strategy

2. **Please describe the types of grantees (e.g., long-standing grantees, large or small grantees, grantees for a specific program area or strategy, etc.) in your program that receive OE support from you.**
3. **Could you please describe your process for selecting grantees to receive OE support?**
  - a. **Probe: What factors do you consider?** [e.g., program strategy’s strategic priorities, grantees with the highest need]
    - i. Are you embedding equity into your selection process?
      - If yes, how? What factors do you consider when thinking about equity? Why are these factors important?
  - b. **[Interviewer Note: Only for interviewees in their current position for less than 2 years]: Probe:** Do you have “inherited” OE grantees? What do you do when they ask for OE grants?
  - c. **[Interviewer Note: Only for interviewees in their current position for at least 2 years]: Probe:** How has this process changed over time, if at all? Has COVID-19 impacted your strategy for giving OE grants? If yes, how so?



4. **In what ways do you consider OE into your program's strategies, if at all? Please consider how you integrate OE specifically as well as any other capacity strengthening support you provide.**
  - a. **Probe:** When you reflect on your program strategies, do you consider capacity-building and OE needs? Why or why not?
  - b. **Probe:** If you are currently doing or recently have done a strategy refresh, how were the organizational capacity needs of your grantees factored in if at all?
5. **[Interviewer Note: please use interviewees response to Q1 to determine how long interviewee has been with the Hewlett Foundation]:**
  - If staff has been in current position for 2 years or less:
    - In reflecting on the OE support you have experienced so far, what are your thoughts about, for example, the orientation and the OE PO help?
  - If staff has been in current position more than 2 years:
    - In reflecting on how, if at all, have these approaches to OE changed over your tenure at Hewlett Foundation?

#### Capacity-Building Priorities

6. **How do you decide what project type to provide to your OE grantees (e.g., Communications planning, leadership development, DEI)? What has been your experience across the range of OE you have given? Have you found differences in what enables or inhibits the success of the grant?**
  - a. **Probe:** To what extent do you believe that the Hewlett OE grants are covering grantees' needs related to capacity-building work? How do you know?
  - b. **Probe:** If you are aware of your grantees receiving other types of OE-like support from other foundations, what is your perception of the strengths and weaknesses of these different approaches?

#### Added Value of OE Team and Approaches to Capacity-Building

Now we'd like to focus on the supports the OE team provides to you and other program staff.

7. **Please describe some of the activities (either formal or informal) that the OE team has provided to you in the past 3 years.**
  - a. **Probe:** What have you found to be most useful to you in your work supporting grantees? Why?
  - b. **Probe:** What have you found to be least useful to you in your work supporting grantees? Why?
  - c. **Probe:** How have the resources and support from the OE team helped or hindered you in supporting your grantees to achieve their intended outcomes for the OE grant?
8. **What other supports would you like from the OE team?**
  - a. **Probe:** How would these supports be helpful in your work?
9. **Have your perceptions of the strengths and weaknesses of the OE application process been affected by the COVID-19 pandemic?**

### COVID-19 Emergency Financial Technical Assistance Program

10. **Did any of your grantees also receive the COVID-19 Emergency Financial Assistance program?**
11. **What aspects of the COVID-19 Emergency Technical Assistance program worked well?** (if needed, please think about the design, delivery, and results of this effort). What did not work as well for you/for grantees? What are some additional lessons learned that you suggest be considered for providing OE in other focus areas such as for HR or fund development?

### Outcomes of the OE Program

The next set of questions is about grantee outcomes.

12. **In what ways do you think grantees benefit from receiving an OE grant?**
  - a. **Probe:** Were these benefits intended/expected? Do you think that offering OE grants is helping your grantees better achieve their mission and goals?
13. **Have there been any negative consequences/outcomes for grantees in participating in the OE program?** If yes, please describe.

### Successes, Challenges, and Lessons Learned

Our last set of questions discusses successes, challenges, and lessons learned from the OE program.

14. **From the survey, we found that one of the greatest strengths of the OE program is the staff. Does that resonate with your experience? Can you elaborate on why you think the OE program staff are one of the greatest successes or strengths of the OE program?**
15. **What challenges have you experienced with the OE program, if any?**
16. **Some suggested improvements for the OE program included creating learning communities or other ways to share information about OE program strategies across the foundation and how it contributes to the foundation's ecosystem (e.g., how others in the foundation are using OE grants and communicating about OE with grantees). Do these suggestions resonate with you? Can you elaborate on these suggested improvements for the OE program?**
  - a. **Probe:** Do you have any additional suggestions for improvement for the OE program?

We're nearing the end of our questions. **Before we wrap up, is there anything you would like to share that we have not discussed?**

Thank you for your time and valuable input.

## Appendix F | Hewlett Grantee Interview Protocol

### Hewlett Foundation OE Grantee Interview Protocol

April 11<sup>th</sup> - 22<sup>nd</sup>, 2022

#### Interviewer Instructions:

- Please take notes during the interview
- Interviews should last approximately 1 hour.
- Start with some small talk before beginning the introductory script to put the interviewee at ease.
- Give interviewees time to pause and think.
- Actively listen but avoid using verbal or body language (e.g., nodding, too much smiling) that might sway interviewees' responses.
- Take 10-15 minutes following the interview to write down your initial thoughts and reflections on the main points of the interview using the debriefing form, including any follow-up questions.
- Note: Bolded items are priorities. Please make sure to keep track of time and prioritize the bolded questions.

**Timing and Recording:** The interview should begin promptly and take place for no more than 60 minutes. Please record the interview (once permission has been granted).

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#### Introduction

Thank you for speaking with me today. I am \_\_\_\_\_ and I am a member of the Creative Research Solutions (CRS) team. CRS is conducting interviews on behalf of the Hewlett Foundation's Organizational Effectiveness (OE) Evaluation to better understand: (1) the OE strategy successes; (2) the experiences of grantees and the foundation program staff in the OE grantmaking process; and (3) how the strategy contributed to grantees' organization.

More specifically, the purpose of today's interview is to capture grantees' experiences of the process of receiving an OE grant, how the grant was used to build your organization's capacity, and understand your perspectives on the successes and challenges of the OE grant, as well as potential improvements.

We expect that this interview will take about 1 hour to complete. The interview is voluntary; you may skip any questions that you do not wish to answer or stop at any point. No identifying information will be included in our reporting. All information captured today will be synthesized and reported in aggregate with the responses from other Hewlett OE grantees. Only select members of the CRS Team will have access to individual responses.

We value what you say and we want to get it right. For this reason, I will take detailed notes during our interview. In addition, to make sure I fully and accurately capture our conversation I would like to also

digitally record it for data collection purposes only. Please note that this interview is confidential. The recordings will not be shared with anyone outside of the Creative Research Solutions team, and will only be used to ensure the accuracy of the transcription. The recording will be deleted once the interview has been transcribed.

## Consent

Do I have your permission to record this interview?

**[If yes]**—Thank you, if there is any point during the interview where you would not like me to record, I can stop or pause the recording.

**[If no]**—That’s no problem. I ask for your patience while I take detailed notes because I want to ensure I accurately capture your thoughts.

Do you have any questions before we get started?

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## Interview Questions

### Background

1. Could we please start out our conversation today with you telling me a little bit about your organization, your role within your organization, and how long you have been with your organization?
2. Did your organization participate in the COVID-19 TA program?

### Grantee Selection

For this next set of questions, we’d like to hear from you about how you initially received your most recent OE grant.

3. **How did you become aware of the Hewlett OE grant opportunity? Could you please describe how your organization was selected for your current OE grant? Was this a new project for your organization or something your organization was already working toward?**
4. What do you think worked well about the OE grant application process?
5. What do you think could be improved about the OE grant application process?

### Capacity Building Priorities

6. **How do you identify your organization’s main capacity-building priorities? How were these identified as most important? How is the OE grant working to support your organization in these areas?**
  - a. **Probe:** How comfortable are you sharing growth opportunities with funders?
    - i. Follow up: How comfortable are you sharing growth opportunities with Hewlett staff? Has this level of comfort changed over time in any way, and how so?
    - ii. For grantees who are not comfortable: What would make you more comfortable sharing your areas of growth with Hewlett staff?
7. What supports did the Hewlett staff provide you in determining which program area and/or project type to apply for? How were these helpful?
8. What additional supports would you have liked to have received?

9. Looking back, did you feel that your organization was 'ready' for this project? If so, why? If not, what are areas you feel would have been helpful? What could Hewlett have done differently, if at all, to increase your organization's readiness?

### **Approaches to Capacity Building**

10. Were the intended goals of your OE grant met?
  - a. **Probe:** Why or why not?
    - i. **If not**, how are you or your organization filling in the remaining gaps not provided by the Hewlett Foundation?
11. **Besides the financial aspect of receiving an OE grant, what other supports/activities were provided by Hewlett staff to support your organization's capacity building?**
  - a. **Probe:** How, if at all, have these supports been effective?
  - b. **Probe:** What supports could be improved? How?
12. What other supports would you like to receive to support your organization's capacity building?

### **COVID-19 Emergency Financial Technical Assistance Program**

The Hewlett Foundation offered COVID-19 Emergency Financial Technical Assistance program (though this may be referred to differently, depending on your program staff). In general, the COVID-19 Financial TA program provided financial advice and support to a select set of grantees to mitigate the fiscal impacts of the COVID-19 crisis on their organizations.

13. **In your opinion, how well did your organization and financial consultant work together? Please share what worked well as well as the challenges.**
  - a. **Probe: Why would you describe it that way? What led to these successes or challenges?**
14. What areas did your financial consultant assist your organization with?
  - a. **Probe:** How, if at all, were these activities effective?
15. Some of the top strengths of the COVID-19 Financial TA program reported from the grantee survey included having skilled, responsive consultants, developing financial support tools (e.g., spreadsheets and dashboards), and generally, that the TA program was there to respond to grantee needs during the pandemic. Do these strengths resonate with you? If yes, can you elaborate on the strengths listed above? If not, what do you think were the strengths of the COVID-19 TA program, if any?
16. **To learn and grow from this one-time granting opportunity, we are also interested in what you think could be improved about the COVID-19 TA program.**

### **Outcomes of the Organizational Effectiveness Program**

For our last set of questions, we're really interested in learning from you about your overall experience as an OE grantee, including working with Hewlett program staff and the impact of the OE grant on your organization.

17. **What do you think of the Hewlett staff's ability to support you in your capacity-building needs? What additional supporters would you like to have/have had?**

18. How did your OE project help (or not help) you to better achieve your organization's mission and goals?
19. In what ways do you think your organization has benefited from receiving an OE grant?
20. Have there been any negative consequences/outcomes you experienced in participating in the OE program? If yes, please describe.

### **Wrap-Up**

That is the end of our formal questions! **Before we wrap up, is there anything you would like to share that we have not discussed?** Thank you for your time and valuable input.

## Appendix G | Consultants Interview Protocol

### Hewlett Foundation OE Consultant Interview Protocol

#### Interviewer Instructions:

- Please take notes during the interview
- Interviews should last approximately 1 hour.
- Start with some small talk before beginning the introductory script to put the interviewee at ease.
- Give interviewees time to pause and think.
- Actively listen but avoid using verbal or body language (e.g., nodding, too much smiling) that might sway interviewees' responses.
- Take 10-15 minutes following the interview to write down your initial thoughts and reflections on the main points of the interview using the debriefing form, including any follow-up questions.
- Note: Bolded items are priorities. Please make sure to keep track of time and prioritize the bolded questions.

**Timing and Recording:** The interview should begin promptly and take place for no more than 60 minutes. Please record the interview (once permission has been granted).

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#### Introduction

Thank you for speaking with me today. I am \_\_\_\_\_ and I am a member of the Creative Research Solutions (CRS) team. CRS is conducting interviews on behalf of the Hewlett Foundation's Organizational Effectiveness (OE) Evaluation to better understand: (1) the OE strategy successes; (2) the experiences of grantees and the foundation program staff in the OE grantmaking process; and (3) how the strategy contributed to grantees' organization.

More specifically, the purpose of today's interview is to capture consultants' experiences of supporting grantees in meeting their intended outcomes; and, how consultants communicate with Hewlett program staff, OE staff, and grantees.

We expect that this interview will take about 1 hour to complete. The interview is voluntary; you may skip any questions that you do not wish to answer or stop at any point. No identifying information will be included in our reporting. All information captured today will be synthesized and reported in aggregate with the responses from other Hewlett OE grantees. Only select members of the CRS Team will have access to individual responses.

We value what you say and we want to get it right. For this reason, I will take detailed notes during our interview. In addition, to make sure I fully and accurately capture our conversation I would like to also

digitally record it for data collection purposes only. Please note that this interview is confidential. The recordings will not be shared with anyone outside of the Creative Research Solutions team, and will only be used to ensure the accuracy of the transcription. The recording will be deleted once the interview has been transcribed.

## Consent

Do I have your permission to record this interview?

**[If yes]**—Thank you, if there is any point during the interview where you would not like me to record, I can stop or pause the recording.

**[If no]**—That's no problem. I ask for your patience while I take detailed notes because I want to ensure I accurately capture your thoughts.

Do you have any questions before we get started?

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## Interview Questions

### Background

I'd like to start our conversation first by understanding a little about you and your role with regard to the Hewlett Organizational Effectiveness program.

1. Could you please tell me a little bit about your role at your organization and how you got involved with the Hewlett Foundation?
2. Could you please share with me briefly about your position with the foundation and in general how you interact with the OE grants and OE staff?
  - a. **Probe: How long have you been in your current position with the foundation?**

### Capacity-building Priorities

This next set of questions is about identifying capacity-building needs for the grantees.

3. Could you please describe your process for selecting grantees to receive communications support?
  - a. **Probe: What factors do you consider?** [e.g., program strategy's strategic priorities, grantees with the highest need]
4. Were you involved in the grantee selection process? If no, skip to the next question.
  - a. **Probe: Could you please describe your process for selecting grantees to receive support?**
  - b. **Probe: What were the enabling/inhibiting factors that influenced your grantee selection decision?** [e.g., program strategy's strategic priorities, grantees with the highest need]
5. **Can you please describe how you are matched to Hewlett Foundation grantees for OE grants?**
  - a. **Probe: How often do you interact with Hewlett program staff and OE staff in this matching process? In what ways?**
  - b. **Probe: How often do you interact with grantees in this matching process? In what ways?**
6. From your perspective of the grantee matching process, what works best for matching grantees with consultants? What could be improved?



7. **How, if at all, are you involved in supporting Hewlett program staff and OE staff to identify grantees' capacity-building needs for OE grants?**
  - a. **Probe:** What factors do you encourage them to consider? **Probe:** Does this process differ between program area staff and OE staff? Why?
  - b. **Probe:** How has this process changed over time, if at all?

#### **Approaches to Capacity-building**

8. Could you please describe how you largely engage with the grantees? How is this decided?
  - a. **Probe:** Do these differ by grantee? In what ways?
  - b. **Probe:** How, if at all, have these approaches to OE changed over your tenure at the Hewlett Foundation?
  - c. **Probe:** What were the intended outcome(s) of these activities in terms of supporting grantees?

#### **COVID-19 Emergency Financial Technical Assistance Program**

9. What areas of consultation did you provide to grantees who received pro-bono financial technical assistance through the Hewlett Foundation?
  - a. **Probe:** How were these areas of consultation identified and/or prioritized?
  - b. **Probe:** What resources or tools did you provide to grantees as part of your consultation?
  - c. **Probe:** How many grantees did your firm work with for the Financial Technical Assistance program?
10. In your opinion, how well did your organization and the grantees work together?
  - a. **Probe:** What factors had the biggest impact on your relationship?
  - b. **Probe:** What were common barriers to working well with the grantees?
11. Please describe your experience working with the Hewlett team. What about the matching process? What worked well and what could be improved? Why?
  - a. **Probe:** Do you have any additional suggestions or feedback you would like to provide to the Hewlett team?
12. How, if at all, did you follow up on grantee progress with grantees that you worked with for the Financial TA program?
  - a. **Probe:** How, if at all, did the Hewlett program staff and OE staff follow up with you about grantee progress?
13. In your opinion, what were the strengths of the COVID-19 Financial TA program?
14. How could the design and/or delivery of the COVID-19 Emergency Financial TA Funding or other fundings like this be improved for the future?
15. From your perspective, how do you think grantees benefited from the support you provided? Please think about the matching process, the support provided for capacity building, etc.
16. From your perspective, have there been any negative consequences/outcomes for grantees participating in the Financial TA program? If yes, please describe.

#### **Outcomes of the Organizational Effectiveness Program**

How, if at all, did you follow up on grantee progress with grantees that you or external consultants worked with?

- a. **Probe:** How, if at all, did the Hewlett program staff and OE staff follow up with you about grantee progress?
17. From your perspective, how do you think grantees benefited from the support you or external consultants provided? Please think about the matching process, the support provided for capacity building, etc.
18. In reflecting on the support you or external consultants provide to grantees, what are opportunities for improvement?
19. From your perspective, have there been any negative consequences/outcomes for grantees participating in the OE program? If yes, please describe.

We're nearing the end of our questions. **Before we wrap up, is there anything you would like to share that we have not discussed?** Thank you for your time and valuable input.

## Appendix H | Hewlett Grantee Asynchronous Focus Group Protocol

### William and Flora Hewlett Foundation Organizational Effectiveness Evaluation

### Grantee Asynchronous Focus Group Protocol

May 2-11th, 2022

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#### FocusGroupIt Process

##### Internal Instructions:

- Post the first 6 questions to the FocusGroupIt chat and ask participants to respond to at least 4 of the 6 questions.
  - Participants can respond and should be encouraged to respond to other participants' responses.
  - A CRS staff member will ask a follow-up question for each of the initial responses.
  - The remaining 6 questions will be posted to the FocusGroupIt chat on Wednesday and participants will be asked to respond to at least 4 of the 6 questions.
- 

#### Introductory Script

Thank you so much for your willingness to participate in an asynchronous online focus group. We are Molly, Amanda, and Chiara from the Creative Research Solutions Team. As you know, the Hewlett Foundation commissioned an independent evaluation to understand the design, implementation, and impact of the Organizational Effectiveness grant program. Through this evaluation, we seek to understand what went as planned, what did not, what went well, and what the foundation might like to do differently in the future.

The purpose of this focus group is to further understand grantees' experiences of working with the Hewlett Foundation as well as the successes and challenges that may have arisen while applying for and implementing their OE grant. This conversation is about you sharing your knowledge, experience, opinions, and observations as an individual and as a representative of your organization as a Hewlett Foundation grantee. Again, thank you so much for your participation. We encourage open, honest dialogue and feedback.

We chose an asynchronous online focus group so that you can answer questions whenever is most convenient for you. FocusGroupIt is an online platform that functions in a similar way to an online chat room where we will pose questions and you can respond to not only our questions but also to other focus group participants' responses. We will also pose follow-up questions based on your responses.

**We ask that you visit the platform at least two times** (once between Monday (DATE) and Wednesday (DATE) and once between Wednesday (DATE) and Friday (DATE)); however, you may visit as frequently as you wish.

We expect that your participation will take **approximately 60-75 minutes across the 2 weeks it is open**. The focus group participation is voluntary; you may skip any questions that you do not wish to answer or stop participating at any point or can leave the focus group at any time. To leave, you may visit the “About” tab at the top right portion of the FocusGroupIt webpage and click “Leave this focus group.” You will be prompted to confirm that you wish to leave the focus group and will need to click the red button to confirm.

**Recording/Privacy:**

By participating in this online focus group, your responses will be captured verbatim. Please note that this focus group is confidential. The verbatim responses from the online focus group will not be shared with anyone outside of the Creative Research Solutions team, and will only be used to ensure the accuracy of the transcription. Any identifying information mentioned in the focus group will be omitted from the final transcript. For example, if you mention your name or someone else’s name, it will not appear in the final transcript nor will it be used in data analysis or any reporting. However, because this is a focus group with other individuals, the other participants within your focus group may read your responses. If you choose to share something only with the Creative Research Solutions Team, you can mark it private.

**Incentives:**

You will be compensated for your participation in this focus group. To be compensated for your time, we will send you a separate email with a link to the gift card as a thank you for your time. Your name and other identifying information will only be used to send compensation for your time. As mentioned, individual responses will not be reported to the Hewlett Foundation and only the Creative Research Solutions Team will have access to any potentially identifying information.

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**Focus Group Questions**

**Background:**

First, we’d like to learn more about your organization and your role within your organization.

1. Please describe the work that your organization does, your role within your organization, how long you have been with your organization, and what types of OE grants you have received.

**Grantee Selection:**

Next, we would like to hear more about how you initially received your most recent OE grant.

2. How did you come to know about the Hewlett Organizational Effectiveness (OE) grant program? Were you aware of the Hewlett OE program before you received your current grant?

## **Supports:**

Next, we would like to know more about the OE support provided by the Hewlett Foundation.

3. Could you please describe your organization's main capacity-building priorities and how they were identified as most important? How is the OE grant working to support your organization in these areas?
  - a. Potential Facilitation Probing Questions: What supports did the Hewlett staff provide you in determining which program area and/or project type to apply for? How were these helpful?
4. Findings from the survey revealed that one of the main strengths of the OE program is the support and relationship that grantees have with their Program Officer. Does this resonate with you? If yes, please describe some of the strengths of your relationship with the Hewlett staff specific to the OE grant.
5. Please describe some opportunities for growth when thinking about your relationship with the Hewlett staff specific to the OE grant. What additional supports would you have liked to have received as a part of the OE grant?
6. If you had not received a Hewlett Foundation OE grant to support one or more of your organization's capacity-building needs, how, if at all, would your organization complete this capacity-building work?
7. Looking back, did you feel that your organization was 'ready' for this project? If so, why? If not, what are areas you feel would have been helpful? What could Hewlett have done differently, if at all, to increase your organization's readiness?

## **Outcomes**

Next, we would like to know more about how the OE program impacted you and your organization.

8. How, if at all, did your organization benefit from receiving a Hewlett Foundation OE grant? Were there any unexpected outcomes as a result of the project design or implementation that the Hewlett Foundation can learn from moving forward? If yes, please describe. If there is little or no benefit, why not?
  - a. Potential Facilitation Probing Questions: How are you or your organization filling in the remaining gaps not provided by the Hewlett Foundation?
  - b. Potential Facilitation Probing Question: How did your OE project help, or not help, you to better achieve your organization's mission and goals?

## **COVID-19 Emergency Financial Technical Assistance Program (COVID-19 TA grant)**

The next set of questions is for those who were a part of the Hewlett Foundation COVID-19 Emergency Financial Technical Assistance program (though this may be referred to differently, depending on your program staff). In general, the COVID-19 Financial TA program provided financial advice and support to a select set of grantees to mitigate the fiscal impacts of the COVID-19 crisis on their organizations.

9. How were you and your organization made aware of the COVID-19 Financial TA program?
10. In your opinion, how well did your organization work with financial firms? How did your organization benefit (or not benefit) from participating in the Financial TA program? Were there

any unexpected outcomes as a result of the project design or implementation that the Hewlett Foundation can learn from moving forward?

11. Some of the top strengths of the COVID-19 Financial TA program reported from the survey included having skilled, responsive consultants, developing financial support tools (e.g., spreadsheets and dashboards), and generally, that the TA program was there to respond to grantee needs during the pandemic. Do these strengths of the COVID-19 Financial TA program resonate with you? If yes, can you elaborate on the strengths listed above? If not, what aspects of the COVID-19 Financial TA program can be improved?
- 

### **Closing Script**

Thank you for your time over the past couple of weeks. We sincerely appreciate your honest feedback. Feel free to reach out to us with any questions.

## Appendix I | Crosstabs of Program Area by Organization Annual Budget Size

Total OE Grantee Respondents (N = 214)	Annual Budget						
	Less than \$500,000 n (%)	\$501,000 to \$1,000,000 n (%)	\$1,000,001 to \$2,500,000 n (%)	\$2,500,001 to \$5,000,000 n (%)	\$5,000,001 to \$10,000,000 n (%)	\$10,001,000 to \$20,000,000 n (%)	Greater than \$20,000,000 n (%)
<b>Education</b>	4 (12.9)	3 (9.7)	3 (9.7)	8 (25.8)	10 (32.3)	3 (9.7)	0 (0.0)
<b>Environment</b>	1 (2.3)	3 (6.8)	6 (13.6)	9 (20.5)	7 (15.9)	6 (13.6)	12 (27.3)
<b>Gender, Equity and Governance</b>	3 (6.4)	3 (6.4)	8 (17.0)	8 (17.0)	8 (17.0)	6 (12.8)	11 (23.4)
<b>Performing Arts</b>	12 (21.8)	13 (23.6)	16 (29.1)	10 (18.2)	2 (3.6)	1 (1.8)	1 (1.8)
<b>U.S. Democracy</b>	0 (0.0)	1 (7.1)	6 (42.9)	3 (21.4)	2 (14.3)	1 (7.1)	1 (7.1)
<b>Initiatives - Cyber</b>	0 (0.0)	1 (14.3)	3 (42.9)	2 (28.6)	1 (14.3)	0 (0.0)	0 (0.0)
<b>Effective Philanthropy</b>	0 (0.0)	0 (0.0)	3 (30.0)	0 (0.0)	2 (20.0)	5 (50.0)	0 (0.0)
<b>Other*</b>	0 (0.0)	2 (33.3)	1 (16.7)	1 (16.7)	2 (33.3)	0 (0.0)	0 (0.0)