

Learning and Evaluation Partner for 100&Change MacArthur Foundation

Learning and Evaluation Final Report

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November 2018

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FOREWORD	iii
Executive Summary.....	iv
1. Overview of 100&Change Competition.....	1
2. Learning and Evaluation Approach and Objectives.....	7
2.1 Evaluation Data Collection and Analysis Methods.....	7
2.2 Limitations.....	9
3. Evaluation Findings.....	10
3.1 Stakeholder Perceptions and Experiences.....	10
3.1.1 General Feedback on the Competition.....	10
3.1.2 Initial Application.....	11
3.1.3 Judging and Scoring of Applications.....	15
3.1.4 Revised Proposal Requirements and Process.....	19
3.1.5 Outreach Efforts and Communications Activities.....	20
3.1.6 Applicant Interactions with Board.....	22
3.1.7 Technical Assistance and Support.....	23
3.1.8 Finalist Stage.....	26
3.1.9 Additional Awards.....	29
3.2 Benefits versus Costs of Applying.....	30
3.2.1 Benefits of Participation.....	30
3.2.2 Costs of Participation.....	34
3.2.3 Cost/benefit Analysis and Plans To Apply Again.....	38
3.3 Relative Success of Different Types of Applicants in the Competition.....	40
3.3.1 Application Success by Location of Organization.....	40
3.3.2 Application Success by Location of Proposed Work.....	41
3.3.3 Application Success by Topic Area.....	42
3.4 Identifying and Understanding Key Information Sources.....	46
3.4.1 Analysis of How Registrants Heard about Competition.....	46
3.5 Tone and Accuracy of Media Coverage.....	50
4. Conclusions	52
Appendix A: Screenshot of Webpage Providing Information about 100&Change Panel Judges	A-1
Appendix B: 100&Change Competition Scoring Traits and Rubric	B-1
Appendix C: Screenshot of Webpage Explaining the Scoring Traits and Scores	C-1
Appendix D: Screenshot of Webpage Describing Score Normalization Processes.....	D-1
Appendix E: Screenshot of Top 200 Applicant Online Directory	E-1

Appendix F: Detailed Evaluation Data Collection and Analysis Methods F-1

Appendix G: Top 200 Applicant Survey G-1

Appendix H: Live Finalist Event Funder Survey H-1

Appendix I: Topic Areas of Proposed Projects I-1

Appendix J: Information Sources about Competition..... J-1

FOREWORD

100&Change is a competition for a \$100 million grant to fund a single proposal that promises real and measurable progress in solving a critical problem of our time. When we launched *100&Change* in 2016, we intended it to be a counterbalance to our Big Bets that strive for transformational impact in areas identified by the Foundation's board and staff. For *100&Change*, we wanted the choice of where to dedicate our resources to be guided and informed by experts, practitioners and communities from outside the Foundation and its immediate network. To accomplish this goal, we designed a selection process that aspired to be open and transparent. We asked applicants to identify the problem to be solved and the tactics to solve it; we asked a panel of independent judges to evaluate the submitted proposals; and we required finalists to solicit and document feedback from communities of interest. *100&Change's* selection process is new to the MacArthur Foundation and not common among philanthropic foundations; hence, *100&Change* was also an opportunity for learning.

This report focuses solely on the selection process for the inaugural \$100 million grantee. It is not an evaluation of the outcomes of the inaugural award to Sesame Workshop, in collaboration with the International Rescue Committee, for an early childhood intervention in the Syrian refugee region. Sesame Workshop is committed to a rigorous monitoring, evaluation and learning for its early childhood and will work in close collaboration with New York University to implement these plans. We plan to publish yearly updates on the Sesame's progress and impact. Sesame intends to create externally facing executive summary of their annual reports for us to share online.

The findings from this evaluation are informing changes to the selection process for the 2020 award recipient. For example, we are creating a new self-audit tool to guide potential applicants about their readiness to compete in *100&Change*. Although less than half of the high scoring applicants rated the application as more difficult than applications for other funding opportunities, we are concerned about the burden imposed on applicants who did not make it through the administrative review process. Introduction of the self-audit tool and of a peer-to-peer review process before judges review proposals, should also address the request from evaluation panel members for more pre-screening to remove non-competitive proposals. In a peer-to-peer review process, applicants within the same domains score and provide feedback on each other's proposals. We will also strive for clearer communication of competition requirements, such as providing more fulsome information on the type of activities and time required to participate if selected as a finalist. In response to feedback from the highest scoring applicants, we are also reexamining levels of recognition such as the Top 200 designation, how this recognition can be useful for fundraising activities, and exploring additional approaches to demonstrate the benefits of participating in the next round of *100&Change*.

EXECUTIVE SUMMARY

Overview of Competition and Evaluation

In 2016, the John D. and Catherine T. MacArthur Foundation (the Foundation) launched the inaugural round of *100&Change* – a competition to award a \$100 million grant to a single project that will help solve a critical problem of our time. The competition is unique in a number of respects. First, the award amount is much larger than those typically given by philanthropic organizations. The Foundation also designed the competition to bring in new ideas by asking each applicant to propose both the problem and the solution in a topic area of their own choosing.

Out of a total of 1,904 applications submitted to the competition, 801 passed an administrative review and were assigned to be reviewed by a panel of five judges. The Foundation assigned judges randomly, rather than by area of expertise. The judges evaluated each proposal using four criteria: meaningful, verifiable, feasible, and durable; and the applicants received the judges' scores and feedback. The Foundation's Board of Directors (Board) selected eight semi-finalists from the group of high-scoring proposals; these applicants went on to complete a revised proposal. The semi-finalists received technical assistance from Management Systems International (MSI) and Bridgespan, and also received support from Program Officers (POs) at the Foundation. Based on the revised proposals, the Board selected four finalists that presented their proposed projects at an event in Chicago. Shortly thereafter, the Board announced the \$100 million grant award recipient as well as additional unplanned grants to the other finalists and semi-finalists.

The *100&Change* Working Group used the Foundation's Design/Build approach to develop and implement the competition, which meant that the Working Group met regularly to share information, identify issues, and make improvements and course corrections as needed. To bring an objective and external perspective, the Foundation contracted with Abt Associates (Abt) to evaluate the competition's application and selection processes. The Foundation plans to hold the *100&Change* competition every three years; this evaluation will help identify what worked well and should be preserved for future rounds of the competition, and what could be improved.

Abt conducted a mixed methods process evaluation, with a combination of primary data collection activities and analysis of extant data. Primary data collection included interviews and focus groups with a range of *100&Change* stakeholders to understand their unique experiences and perspectives. Stakeholders included representatives from universities that had applied to the competition; organizations selected as the Top 200 applicants – i.e., the highest-scoring 25% of applications (based on judges' total normalized scores); the semi-finalist and finalist organizations; consultant groups that had supported the competition; and the Board. The Abt team also conducted two short online surveys: one with the Top 200 applicants, and one with the other funders who had been invited to the *100&Change* finalist event. In addition, the Abt team analyzed data collected as a part of the application process, and media coverage of the competition.

Evaluation Findings

Stakeholder Perceptions and Experiences

In general, applicants said they had chosen to participate in the competition because they were excited and inspired by it, even though they recognized they had very little chance of winning. Applicants greatly appreciated the opportunity to propose their own best ideas.

Initial Application

Most applicants reported that they found the initial application questions to be challenging but reasonable. In the survey, Top 200 applicants were most likely to say that the *100&Change* application was “somewhat more difficult” (37%) to complete than those for other funding opportunities, although half of all respondents reported it was either “about the same” (29%) or somewhat easier” (21%).

In the survey as well as in interviews and focus groups, applicants identified a number of challenges related to the initial application. These included describing a complex project within tight word limits for a non-technical audience, and the requirement to complete memoranda of understanding (MOUs) for all proposed partnerships. Creating a video pitch was difficult for some groups, although not for larger organizations, including universities. Many of the Top 200 applicants also reported that it was challenging for them to scale their project plans and budget up to a \$100 million project.

The semi-finalists, finalists, and some of the Top 200 applicants suggested a number of ways the application website could be improved, including by making it possible to print out what had been entered; making it easier to work on the application offline; allowing materials such as figures and pictures to be uploaded; and providing a confirmation notice for completed submissions.

Judging and Scoring of Applications

The overwhelming majority of respondents to the Top 200 applicant survey reported that they found the feedback from the judges to be either “Very helpful” (24%) or “Somewhat helpful” (49%). In interviews, respondents said they found the judges’ feedback helpful primarily for identifying the parts of the proposal that were most compelling and the parts that needed improvement or greater clarity.

While applicants appreciated the judges’ feedback, they also raised some concerns about the competition’s judging process. Top 200 applicants were mainly concerned that the randomly assigned judges lacked the relevant expertise needed to adequately assess their projects. Some applicants wanted a chance to respond to judges’ comments to make clarifications or address misinterpretations. Additionally, some Top 200 applicants reported that the judges’ feedback contradicted the Foundation’s competition guidance, or expressed a bias against their topic area or their organization type; and suggested that the judges should receive additional training to prevent these problems.

Although the Foundation shared information online about the scoring rubric and the process used to normalize scores, some applicants reported confusion about how to interpret their scores. A number of applicants raised concerns about the impact a negative review from a single judge would have on their overall score.

The Working Group and the Board spent some time considering how the scoring traits could be improved for the next round of the competition, including potentially revising the definition of the “meaningful” trait to make it more specific and clear, recognizing different types of durability, and considering the addition of a trait to specifically capture a project’s potential for scalability.

Ninety-five percent of panel judges who responded to a survey reported that they would be willing to serve as a judge again, indicating high satisfaction with participation. However, the judges suggested areas for improvement, including making the online interface easier to access and use; providing additional training on using the scoring rubric; conducting additional pre-screening of proposals; and providing examples of “high-quality” proposals for benchmarking purposes. Some judges also suggested that the Foundation assign judges to review proposals that match their area of expertise.

Revised Proposal Requirements and Process

The semi-finalists and finalists had found it difficult to explain their full vision and make their proposal shine within the constraints of the 28 separate written sections required for the revised proposal. In

response, the Foundation added a more open-ended detailed project plan to be submitted outside the online platform. While the participants appreciated this accommodation, some found it difficult to make changes midstream and noted that it added a significant amount of unplanned work.

Outreach Efforts and Communications Activities

Semi-finalists and finalists found that the Foundation's multifaceted outreach efforts and the media's interest in the competition helped generate awareness about their organization and proposed project.

However, some of the semi-finalists and finalists questioned the overall purpose and value of the communications activities that they had been responsible for as part of the competition, which included writing a series of blog posts and leading live digital events on social media for the public. The groups reported that these activities took a great deal of time and effort, which was especially challenging for the smaller organizations without internal communications teams. In addition, many told us they saw these requirements as a distraction from their work revising their proposals.

Technical Assistance and Support

The semi-finalists found their visit to the Foundation shortly after their selection as semi-finalists to be highly valuable. The semi-finalists and finalists found the Foundation overall to be very supportive, and the POs to be helpful advocates throughout the application process. The groups viewed the site visits by POs as a useful way for them to provide an "on the ground" picture of their project, but some suggested that the timing of visits (right before the revised proposals were due) was not ideal, and others worried that they had under-prepared compared to other groups.

The semi-finalists and finalists were very appreciative of and grateful for the technical assistance and support they received from the consultants the Foundation had hired. They reported that MSI's independent guidance on bringing their projects to scale improved their *100&Change* proposals and would also be helpful beyond the competition. The groups were also highly positive about their experience working with Bridgespan, and felt that Bridgespan's feedback was helpful both for pitching their *100&Change* proposal to the Board and for future efforts to secure funding. The groups enjoyed meeting and learning from each other at the three-day Bridgespan workshop, but felt the workshop was too long and that the timing (shortly before the Finalist Live event) was not optimal.

Finalist Stage

Some of the finalists praised the Finalist Live event for raising awareness about their projects and engaging a broad audience. However, other finalists questioned how much effort and cost went into preparing for it, and noted the difficulty of pitching their projects simultaneously to the Board and other funders. In a survey, 56% of other invited funders reported the event to be "very useful" for helping them decide whether they would fund one of the projects. They appreciated that the event included both presentations and time to interact with applicants.

Several of the Top 200 applicant interviewees were disappointed with the semi-finalists' and finalists' proposed projects. These respondents felt there was a misalignment between what they saw as the bold and transformational spirit of the competition and the selected projects, which they viewed as typical of service-oriented projects already funded by the Foundation.

Many of the Top 200 applicants, in both the interviews and the survey, as well as a few of the semi-finalists, felt that similarities across the finalists' projects indicated that the Foundation had clear preferences for certain topic areas and organization types. In addition, three of the semi-finalist groups expressed the belief that their relatively small size might have prevented them from being selected as finalists. These respondents suggested the Foundation should be more up front regarding any preferences or expectations for specific topic areas or organization characteristics.

Additional Awards

The three non-winning finalists were very grateful for the unplanned \$15 million awards they received for their projects, and expected this show of confidence from the Foundation to help them leverage funding from other groups. In addition, the semi-finalists and finalists appreciated the \$250,000 grants the Foundation gave to help offset the costs of participation, although they wished they had received the funding earlier in the process to help cover their expenses as they were incurred. A number of respondents pointed out that unless the Foundation clearly indicates otherwise, participants are likely to expect these additional awards to be included in future rounds of the competition.

Benefits versus Costs of Applying

Sixty percent of Top 200 survey respondents reported that the benefits of participating in *100&Change* outweighed the costs. About half the respondents reported that their organization would definitely apply for the next round, while another 44% would consider applying again. Both the costs and benefits of participation were greater for the semi-finalists and finalists, but they all reported that the benefits outweighed the costs for their organization. In many cases, this was because they were confident they would be able to secure funding for their proposed project, and the unexpected monetary awards from the Foundation helped to offset their costs.

Benefits of Participation

All of the semi-finalists and finalists, as well as the majority of interviewed Top 200 applicants, reported that applying to the *100&Change* competition had been beneficial for their organization in some way. The sheer size of the award forced new thinking and helped applicants to “dream big.” Many organizations reported that they were re-purposing their *100&Change* proposals and were hopeful they would be able to attract new funding.

A number of groups reported that the competition served as a stimulus for their organization to advance plans for future work, or accelerated strategic planning efforts. Participants also viewed the deepening of existing partnerships and the development of new ones as clear benefits.

Semi-finalists and finalists, and even some Top 200 applicants, reported that their participation in the competition had raised public awareness about their organizations or their work. Some of the Top 200 organizations felt that the designation was an honor that helped them present their organization as a leader in their field; however, others believed the Top 200 was too large a group to carry much weight. Semi-finalists and finalists viewed their selection into these categories as valuable for providing publicity and credibility for their organization or project.

Only 6 (of 78) Top 200 survey respondents reported receiving any funding for their proposed *100&Change* project. While none of the four semi-finalists groups had received any funding for their projects when we interviewed them, all were hopeful of finding funding. Two semi-finalist groups have subsequently reported new funding to the Foundation, and another group is expecting to receive funding soon. Each of the four finalists reported ongoing discussions with other interested funders, often directly facilitated by the Foundation. Two of these groups have received funding so far.

Costs of Participation

Sixty-four percent of respondents to the survey of Top 200 applicants told us they had expended “Somewhat more” (39%) or “Much more” (25%) resources preparing the initial application than they typically expend on a grant application. The costs of participation were greater for the semi-finalists and finalists than for other participants, since the demands of the later stages of the competition were more intensive and their involvement extended over a longer time period. While none of the semi-finalists or finalists had conducted a formal assessment, all reported that participation costs had been substantial.

Some Top 200 applicants, as well as almost all of the semi-finalists and finalists, reported some negative impacts of their participation in the competition. These included: opportunity costs related to other forgone proposals, overworked and exhausted staff, and the hesitancy of current and potential donors during the competition period given the possibility that the applicant’s proposal would win the competition.

Relative Success of Different Types of Applicants in the Competition

The percentage of U.S.-based organizations was higher among scored applications (84%) than all submitted applications (75%), indicating that U.S.-based organizations were somewhat more successful at getting their applications through the administrative review. Among applications the judges scored, organizations located in and outside of the U.S. were equally likely to be selected into the Top 200, although all eight of the groups selected as semi-finalists were U.S.-based organizations.

The likelihood of an application being among the Top 200 applications was strongly correlated with where the work was proposed to take place. Approximately two-thirds of applications anticipating either a global reach (30%) or working in specific countries outside the U.S. (34%) were scored in the Top 200, compared to 15% of those planning work in the U.S. only. Two of the eight semi-finalists and none of the four remaining finalists proposed work that would take place only in the U.S.

Scored applications were most likely to fall into the following aggregated topic areas: Health and well-being (28%), Environment (22%), and Social welfare (22%). Projects in these same topic areas were also the most likely of the scored applications to be in the Top 200. Half of the semi-finalists had a topic area of “Health and well-being”, but only one of these projects was selected as a finalist, along with two from “Social welfare” and one from “Refugees and victims of conflict”.

Identifying and Understanding Key Information Sources

When registering for the competition, organizations reported whether they had learned about the competition from the following survey response categories: MacArthur Foundation Website, a News Outlet, Social Media, Direct Outreach, or Other sources. The Abt team analyzed this information to better understand the information sources that were most influential to the competition, particularly for the strongest candidates.

The MacArthur Foundation Website accounted for over a third (38%) of how all registrants heard about the competition, and an even higher proportion of successful registrants (50% of the Top 200) learned about the competition from this source. In contrast, Social Media (6%) and News Outlets (9%) were less likely to be the information source for the most successful applicants, suggesting that high-performing organizations were more likely to be actively monitoring grant opportunities and funding organizations.

Facebook and Twitter were the primary sources for registrants who learned about *100&Change* through Social Media (48% and 22%, respectively). Scored applicants and Top 200 applicants who learned about the competition through News Outlets were most likely to name the *New York Times*, the *Chronicle of Philanthropy*, and public radio as the specific sources.

Tone and Accuracy of Media Coverage

The Abt team reviewed 135 articles covering the *100&Change* competition, the majority of which were accurate and neutral in tone. Five articles were specifically positive, for example, highlighting the important nature of the proposed projects; and four articles were specifically negative, including criticism that the Foundation had failed to live up to expectations about the competition. While all of the semi-finalist and finalist projects received a decent amount of coverage, some projects garnered more media interest than others.

While the vast majority of articles (85%) mentioned the size of the *100&Change* competition award, many articles also covered other important features of the competition, including the open call for proposals across organization types and topic areas (n=31), the Foundation's commitment to helping applicants find other funding (n=37), and the unique judging process (n=44). Fifty-nine articles highlighted the competition's goal of making significant progress towards solving real-world problems; however, only 10 of these (17%) addressed the requirement for evidence of the proposed solution's effectiveness, indicating an area for increased attention and clarity in future messaging. Forty articles focused on the *100&Change* competition being innovative and unique in the field of philanthropy.

Conclusions

We conclude that many aspects of the competition worked well and should remain in place for future rounds, including the open call for proposals; the use of judges who are external to the Foundation; the technical assistance provided by MSI and Bridgespan; and the support provided to applicants by POs and other Foundation staff. The evaluation also identified a number areas of the Foundation may wish to consider changes to improve the application and selection processes for future rounds of the competition. We understand that the Foundation has already begun making revisions for the second *100&Change* competition based on findings from this evaluation as well as other information, and we hope that this report is helpful in that process.

1. OVERVIEW OF 100&CHANGE COMPETITION

100&Change is a competition sponsored by the MacArthur Foundation for a single \$100 million award to fund a project that “promises real and measurable progress in solving a critical problem of our time.”¹ The competition is open to any field or topic area, from anywhere in the world, and any organization or legal entity can apply, with the exception of government agencies and individuals. The Foundation launched *100&Change* for the first time in 2016, with the plan that the competition will be held every three years.

Goals and Approach

A key motivation behind the *100&Change* competition was to bring in ideas from outside the Foundation about promising solutions to the world’s most urgent problems. The Foundation chose the grant award amount of \$100 million in order to “support solutions that are radically different in scale, scope, and complexity”² than those typically supported through philanthropy, and at a level that would make durable solutions possible. The Foundation purposely designed the competition to favor achievable and proven solutions over novelty and innovation, by requiring applicants to provide evidence that their proposed solution would be effective. Through the open call, the Foundation hoped to attract both domestic and international projects and organizations. *100&Change* was intentionally designed with transparency as a key tenet of the competition, and unlike in many other competitions, the Foundation worked to create value for participants beyond the ultimate grant recipient. Finally, the Foundation hoped that the competition would generate excitement and inspire other funders to make the large investments needed to achieve significant progress in solving the world’s urgent problems.

Because the *100&Change* competition launched in 2016 was the first round of the competition, and completely different from anything The Foundation had done before, the Foundation built evaluation and reflection into its planning and processes for the competition. Across its work, the Foundation employs a Design/Build approach. The concept originally came from the architecture and construction fields to describe purposely overlapping the design and construction phases of a building project. However, Design/Build has become a term of art at the Foundation, and is characterized by bringing together all of the members of a team throughout the life of a project to identify issues or concerns, brainstorm resolutions, and iterate to make improvements as needed. The *100&Change* Working Group was the internal group that brought together staff at the Foundation working on the competition, including administrative staff, POs, executive leadership, the Board of Trustees (Board), and staff from the evaluation, communications, and legal teams. The working group met regularly throughout the planning and implementation stages of the competition to share information and create an internal feedback loop for identifying issues, learning from them, and making adjustments and course corrections along the way.

Competition Stages and Timeline

Consistent with the Foundation’s Design/Build approach, the Foundation’s plan for implementing the *100&Change* application and selection process was expected to evolve and change over time. For this reason, the application and selection process presented in this report describes the process as it actually occurred, rather than as it was initially planned. In the end, the application and selection process spanned 19 months (see Exhibit 1), and included five stages, or nine steps as described below.

¹ 100&Change, MacArthur Foundation. Retrieved from <https://www.macfound.org/programs/100change/strategy/>

² Conrad, C. MacArthur Foundation. (2016, December 5). An Update on 100&Change Administrative Review. Retrieved from <https://www.macfound.org/press/perspectives/update-100change-applications/>

Exhibit 1. 100&Change Competition Timeline



A. Registration and Initial Application Stage (steps 1-5 as shown in Exhibit 2) – The Foundation announced 100&Change via press release on June 2, 2016. Interested parties were required to register on the competition website by September 2, 2016 and then complete a full application by October 3, 2016. Applications were required to describe the problem being addressed as well as the proposed solution, provide a detailed project budget for \$100 million, and include a short video pitch. From the 7,084 registrations, the Foundation received a total of 1,904 applications by the deadline. All applications went through an administrative review to ensure they met the competition’s basic requirements. The 801 applications that passed the administrative review then went on to be reviewed and scored by a panel of external judges (the judges and scoring rubric are described in the “Judging and Scoring of Applications” section below). Next, the Foundation’s Board selected eight semi-finalists from among the proposals with the highest scores, and announced them on February 15, 2017: Catholic Relief Services, HarvestPlus, Himalayan Cataract Project, Human Diagnosis Project, Internet Archive, Rice 360° Institute for Global Health, Sesame Workshop and the International Rescue Committee, and The Carter Center.

Exhibit 2. 100&Change Steps Infographic



B. Capacity Assessment Stage (step 6 in Exhibit 2) – A team of external consultants and subject matter experts worked with each of the semi-finalists to conduct a technical and organizational capacity assessment during the second stage of the competition. The capacity assessment identified areas from the original proposals in need of improvement and revision, as well as issues to be addressed over the course of the project if the project were to get the award. Additionally, the consultants provided the Foundation with feedback on the general feasibility of the proposed work and the potential return on investment.

C. Revised Proposal Stage (also step 6 in Exhibit 2) – During this stage the semi-finalists revised their proposals, based on the feedback they had received from the panel of judges (during the Initial Application Stage) and the external consultants and experts (during the Capacity Assessment Stage 2), and to respond to questions the Foundation had raised. Additionally, the semi-finalists were required to engage with communities of interest – defined as beneficiaries, those who might suffer harm, other funders, and competitors – and consider their input on their proposed project. Revised proposals were due in July of 2017.

D. Finalists Selection Stage (step 7 in Exhibit 2) – The MacArthur Board reviewed the revised proposals, had a short videoconference question-and-answer session with each semi-finalist group, and then selected the four finalists. In making their selection the Board used the capacity assessments by expert reviewers, the judges’ evaluations, the revised proposals, and their own assessments of the teams and proposals. The four finalists were announced on September 19, 2017: Catholic Relief Services, HarvestPlus, Rice 360° Institute for Global Health, and Sesame Workshop and the International Rescue Committee.

E. Award Recipient Selection and Award Stage (steps 8 and 9 in Exhibit 2) – The finalists presented their proposals in front of the MacArthur Board and invited guests, including other potential funders, at a live event in Chicago on December 11, 2017. The Board chose Sesame Workshop and the International Rescue Committee as the \$100 million grant award recipient, and announced the award on December 20, 2017.

The Board also chose to award additional unplanned grants at this time, including \$15 million to each of the other three finalists. The Board felt that each of the finalists’ proposals was strong and worthy of support, and hoped that other funders would view these unplanned awards as a strong endorsement by the Foundation. Additionally, the Foundation decided to give each of the eight groups named as semi-finalists (inclusive of the finalists and award recipient) \$250,000 to help offset the costs they had incurred due to their participation in the competition.

Judging and Scoring of Applications

The Foundation pulled together a diverse group of experts to judge the *100&Change* applications, referred to as a “panel of wise heads.”³ The full panel of 413 judges came from both inside and outside the United States; represented a cross-section of sectors, including nonprofit, for-profit, academia, and government; and included experts across numerous fields, such as health, education, human rights, technology, and the sciences. Each application was randomly assigned to a panel of five judges, without matching the proposal’s content to the judges’ expertise. While the applicants were not told which judges specifically had reviewed their application, information about all of the judges was shared publicly in an online format (see Appendix A for a screenshot of this webpage).

A panel of five judges evaluated each proposal against four criteria: meaningful, verifiable, feasible, and durable. The Foundation shared a web tool that showed how each of the traits mapped to specific scores (see Appendix B for details on the rubric, and Appendix C for a screenshot of the web tool). Judges provided both a score and comments on each trait, and the trait scores were combined to create a total score. The judges’ scores were statistically normalized to ensure fairness across applicants regardless of which judges they were assigned (see Appendix D for a screenshot of this webpage). Applicants received their scores and comments from the judges to help them strengthen future proposals.

³ Conrad, Cecilia. A Panel of Wise Heads: Perspectives 100&Change; MacArthur Foundation. January 23, 2017. <https://www.macfound.org/press/perspectives/panel-wise-heads/>

In addition to the review by judges, each of the eight semi-finalist projects also received a technical review (as previously described in Stage 2, above); an assessment of the project's inclusion of people with disabilities; staff analysis and review of the project within the larger landscape of work in the relevant field; an assessment of the project from MSI and Bridgespan (two organizations that provided technical assistance to the semi-finalists and finalists, further described below); and financial and legal due diligence reviews.

Outreach Activities

The Foundation's communications team led a robust and multifaceted outreach effort for the *100&Change* competition. At the outset, a primary goal was to promote the competition among a large and diverse set of organizations that would be both interested in participating and capable of submitting high-quality proposals. Once the initial applications had been submitted, and outreach and promotion about the competition were no longer needed, the primary goal shifted to spotlighting the semi-finalists' and then finalists' projects, and to a lesser degree the Top 200 proposals. Additionally, an ongoing primary goal of the outreach was to inspire people to believe that society's biggest problems are solvable, and an ongoing secondary goal was to enhance the reputation of the MacArthur Foundation.

Key outreach activities for *100&Change* include the following:

- Developing two websites: The MacArthur *100&Change* webpages (www.macfound.org/programs/100change/) on the Foundation's website, and the *100&Change* competition website (www.100andchange.org)
- Direct outreach to existing contacts and target groups, such as at top U.S.-based and international universities and nonprofit organizations, and promoting the competition through conferences and public speaking events
- Pitching stories about the competition to the media
- Developing and posting content to the *100&Change* websites, including blog posts written by MacArthur staff and competition judges; Storify posts; infographics to explain the competition process; a semi-finalist brochure; and professional overview videos for each semi-finalist
- Promoting competition-related materials and events on social media via Twitter and Facebook, and developing a Business of Giving podcast for each semi-finalist

In addition, the Foundation asked each semi-finalists group to write four blog posts on different topics related to their experience with the application process. The semi-finalists, and then the finalists, were also required to host social media events (e.g., Reddit Ask-Me-Anything or Facebook Live Event) to engage with their target audiences and stakeholders. Finally, the Foundation worked to amplify the outreach activities of the semi-finalists and finalists by reposting their messages and media coverage on MacArthur social media accounts.

Technical Assistance and Support

The Foundation hired three consultant groups to provide technical assistance for the competition and the applicants: Common Pool, MSI, and Bridgespan.

Common Pool, an organization that creates competitions, helped to design and manage the *100&Change* application process. Common Pool worked with the Foundation to develop the concept of the competition, including selecting the *100&Change* name and developing the branding. They created the application website (www.100andchange.org), and worked with the Foundation to develop the application questions, the judging protocol, the scoring rubric, and the normalization process for the

judges' scores. Common Pool hosted webinars about the application process and requirements, monitored and responded to questions posed on the online forum, responded to requests that came in through the application website's help line, and helped to manage the administrative review process.

MSI, an international development firm with expertise in bringing promising ideas to scale, provided technical assistance to the semi-finalist and finalist groups to help them strengthen their plans for scaling up their projects to the size and scope of a \$100 million project. MSI worked closely with each semi-finalist and finalist team to help identify their individual technical and organizational capacity challenges, and proposed ways to mitigate these challenges and to revise their proposals accordingly. Additionally, MSI staff provided their insights to the Foundation about the relative strengths and challenges each organization faced in bringing their project to scale.

Bridgespan, an organization that helps "mission-driven organizations and philanthropists to advance their learning and accelerate their impact,"⁴ worked with the semi-finalist and finalist groups to help them refine their final pitch to the MacArthur Board and make their proposals compelling for a range of donors beyond the MacArthur Foundation. Bridgespan held a two-and-a-half day workshop with the semi-finalist and finalist groups prior to the Live Finalist event in December, and subsequently worked individually with each group to advise them, as needed. Ultimately, Bridgespan also shared their assessment of the relative strengths of and challenges for each of the finalist groups with the Foundation.

Foundation staff provided additional assistance and support for applicants throughout the competition. Shortly after being selected as semi-finalists, each team was invited to the MacArthur Foundation's office in Chicago, IL to meet with representatives from the Foundation's staff, including POs, and representatives from the evaluation team, the communications team, and legal counsel. The purpose of these meetings was to allow a face-to-face dialogue to facilitate personal connections between the semi-finalist teams and the relevant Foundation staff, to allow the Foundation to learn more about the team and proposals first hand, to share information about the next steps of the proposal process, and to answer semi-finalists' questions. Each semi-finalist group was assigned a PO (although the *100&Change* POs worked closely together) to act as a liaison between the team and the Foundation. The POs conducted site visits for six of the eight semi-finalist projects to better understand their on-the-ground operations.

Promotion to Other Funders

While the primary goal of *100&Change* was to fund a single project that could make significant progress towards solving a critical problem, the Foundation also had a secondary goal of helping to connect the many great ideas that were proposed through the competition with funders looking to make an impact through their investments. The Foundation's approach for this developed over time, and continues to evolve, as the Foundation has engaged with a several partners and developed a number of key activities, as described below.

First, the Foundation designated the highest-scoring 25% of applications (based on judges' total normalized scores) as the "Top 200." This select group of proposals was featured on the *100&Change* website with the hope that the exposure would lead to additional funding opportunities, and that the featured organizations could use this designation to promote their projects (see Appendix E for a screenshot of this webpage).

The Foundation also realized that there was value in making the full array of proposals submitted to the competition publicly available, to help funders identify projects in specific topic areas of interest, as well

⁴ Retrieved from: <https://www.bridgespan.org/>

as help connect organizations, communities, and researchers interested in making connections and developing partnerships. To do this, MacArthur partnered with the Foundations Center to develop the *100&Change* Solutions Bank, an online database with all 1,904 *100&Change* proposals that is searchable by geographic area, subject area, population served, strategy, and sustainable development goal category.⁵

Two other groups, the University of Pennsylvania’s Center for High Impact Philanthropy (CHIP) and Charity Navigator, worked with the Foundation to select and promote strong proposals. CHIP selected 81 proposals that they felt “stood out for the clarity of their social impact goal and the logic of their proposed solution,”⁶ and further spotlighted 11 projects they deemed to be “Best Bets.” Charity Navigator featured a selection of proposals from organizations they considered highly rated charities.⁷

Throughout the competition, and beyond, the Foundation has engaged in matchmaking activities to help connect *100&Change* proposals, particularly the finalist and semi-finalist proposals, with other potential funders. The Foundation invited a number of potentially interested funders to the Finalist Live event in Chicago in December 2017, and the afternoon of the event included time for the finalists and semi-finalists to interact with funders in both group and one-on-one settings, if the funder so requested. Since then, the Foundation has helped to facilitate connections and coordinate meetings with groups of donors interested in funding the work of some of the finalists.

Going forward, the Foundation is working to develop a dynamic pipeline of high-quality proposals that have been vetted through the competition process. These proposals would be made available to donors looking to make a lasting impact by investing in social change.

⁵ 100&Change Solutions Bank. Available at: <http://100andchange.foundationcenter.org/>

⁶ Bold Ideas for Philanthropists to Drive Social Change: Our Selection of Entries from MacArthur Foundation’s 100&Change. The Center for High Impact Philanthropy; The University of Pennsylvania, 2017. Available at: https://www.impact.upenn.edu/wp-content/uploads/2017/12/CHIP1217_BoldIdeas_Final.pdf

⁷ Charities with Bold Solutions: MacArthur Foundation 100&Change Grant Competition. Charity Navigator. Available at: <https://www.charitynavigator.org/index.cfm?bay=content.view&cpid=5027>

2. LEARNING AND EVALUATION APPROACH AND OBJECTIVES

To bring an objective and external perspective, the Foundation contracted with Abt to serve as its Learning and Evaluation Partner and to conduct an evaluation of the application and selection processes implemented for the inaugural round of the *100&Change* competition. This process evaluation was not intended to assess each individual component of the *100&Change* competition, or every change that was made along the way, but rather to identify what had worked well and should be preserved, and what could be improved for future rounds of the competition. Abt worked closely with the Foundation to design an evaluation plan that would be both rigorous and flexible and would lead to meaningful and actionable findings. The evaluation plan incorporated the Foundation's Design/Build approach by recognizing the evolving and iterative nature of the competition, and by sharing findings along the way so that they could be used to advise the working groups' ongoing decision-making. This report summarizes the main results and findings of Abt's process evaluation, and recommends changes the Foundation can make based on these findings.

2.1 Evaluation Data Collection and Analysis Methods

This mixed methods evaluation included a combination of primary data collection activities and analysis of extant data. These activities are briefly described below, and described in greater detail in Appendix F.

For the first stage of the *100&Change* evaluation, Abt engaged in a discovery period and desk review to gain a thorough understanding of the *100&Change* competition approach and process, and to clarify the Foundation's evaluation needs. The discovery period included individual and small group interviews with members of the *100&Change* Working Group, and a review of relevant materials. Materials reviewed for the desk review included background documents about the competition; information shared on the competition websites; application and registration data; and data collected through Common Pool's surveys and interviews with *100&Change* registrants, applicants, reviewers, and judges.

The Abt team conducted interviews and focus groups with a range of *100&Change* stakeholders to understand their unique experiences with, and perspectives on, the competition's application and selection process. Stakeholders included representatives from universities that had applied to the competition, organizations named in the Top 200 of applicants, organizations selected as semi-finalists and finalists, consultant groups that supported the competition, and the Foundation's Board.

In addition to the interviews and focus groups, the Abt team conducted two short online surveys: one with the Top 200 applicants, and one with the other funders who had been invited to the *100&Change* finalist event. Both surveys included primarily closed-ended questions designed to identify trends across the respondents. The survey questionnaires are included in Appendix G and Appendix H.

When organizations registered and applied to *100&Change* they shared information, including where their organization was geographically located, where their proposed work would be performed, the primary topic area of their proposed project, and how they had originally heard about the competition. After cleaning the data (as needed) and aggregating it into manageable and meaningful categories, the Abt team analyzed the data to better understand differences in how well the proposals had performed in the competition, based on the type of organization or project that was proposed, and where organizations had first learned about *100&Change*.

Finally, the Abt team analyzed the content of media coverage about the *100&Change* competition in order to understand the themes that journalists found to be the most understandable and compelling

for reporting, and help to identify areas that may require additional clarification or focus for the Foundation’s future media outreach efforts for the competition.

The table below outlines which of the aforementioned types of evaluation data are described in each section of the report.

Exhibit 3. Evaluation Data by Report Section

		Report Sections				
		Stakeholder Perceptions and Experiences	Benefits versus Costs of Applying	Relative Success of Different Types of Applicants in the Competition	Identifying and Understanding Key Information Sources	Tone and Accuracy of Media Coverage
Data Collection or Analysis Method	Focus group with university applicants	✓	✓			
	Interviews with Top 200 applicants	✓	✓			
	Interviews with semi-finalists	✓	✓			
	Interviews with finalists	✓	✓			
	Interviews with consultants	✓				
	Interviews and focus group with MacArthur Board	✓				
	Survey with Top 200 applicants	✓	✓			
	Survey with Live Finalist Event invitees	✓				
	Analysis of registration and application data			✓	✓	
	Content analysis of media coverage					✓

2.2 Limitations

This evaluation has a number of limitations. First, we were not able to interview or survey all of the various stakeholders in the competition as part of our primary data collection, including registrants who had not applied and applicants who had not been selected to be in the Top 200 or as a semi-finalist. Additionally, we relied on samples for the university and Top 200 applicants, so it is possible that the perspectives of subgroups within those populations were underrepresented or not included at all in our analysis. The survey of funders about the Live Finalist event and Common Pool’s survey of judges had low response rates, and the survey of Top 200 applicants had a moderate response rate, so the results from the surveys should be considered with caution. Because the evaluation began after the competition was under way, and because we wanted to allow time for the impacts of participation to become apparent, the data collection was retrospective and required people to recall their experiences from the past, often from almost a year earlier. Finally, we did not include a comparison case for the *100&Change* competition, so we do not know how typical the findings are of the first round of other similar competitions.

3. EVALUATION FINDINGS

This section of the report includes the findings of our evaluation, including those from our interviews, focus groups, and surveys with applicants and other stakeholders; and the Abt team’s analysis of registration and application data; traffic to and on the competition websites, and of the tone and accuracy of the media’s coverage of *100&Change*. In some places throughout the report, we highlight changes the Foundation made during the first round of the competition and changes that they are considering for the next round, but we do not describe all changes and planned changes.

3.1 Stakeholder Perceptions and Experiences

We present key themes from interviews and focus groups with applicants below, interspersed with relevant feedback from other stakeholders including the Foundation’s Board, competition judges, and other funders. To promote honesty and transparency, Abt promised respondents that their names and the names of their organizations would not be associated with their feedback. We have taken care to ensure that when more than one quote is used to illustrate the same point, the quotes come from different organizations. When necessary, the quotes have been edited for clarity or to remove identifying information. In some cases the quotes incorporate comments from more than one person at a given organization, from a single interview.

3.1.1 General Feedback on the Competition

Across the groups we spoke with, applicants reported that they were excited and inspired by the *100&Change* competition, and they wanted to be a part of it. In particular, the competition’s openness to projects in any field and the lack of prescriptiveness regarding topic areas was refreshing to applicants. In contrast to other requests for proposals, which have a specified topic area of interest or other constraints, this competition allowed organizations to be creative and to propose their own best ideas.

“So often we are constrained by donor criteria and we have to try and fit our work into that, whereas this was a great opportunity to pitch what we really saw as a priority.” – Top 200 applicant, interview

“This was a refreshing change from ‘strategic philanthropy’ because it was wide open. Most foundations are very prescriptive in what they fund – they have geographic areas in mind, or they want solutions to a problem as they have defined it ... this was different and encouraged universities to give them our best stuff.” – University applicant, focus group

However, the applicants told us that they recognized that with only one \$100 million grant award, winning the *100&Change* competition was a long shot. Universities pointed out that competitions for other large grants, such as those from the National Institutes of Health (NIH) or the National Science Foundation (NSF), are also very difficult to get but that there are many more of those grants available.

“We talked to every person [in the University] who was interested and said ‘this is like walking down to the local drugstore and buying a lottery ticket. Do not do this if it isn’t going to benefit you in some other way, because in all likelihood it’s a waste of your time. Your chance of winning is infinitesimal ... Do not do this if you are desperate for money. Go for the NIH grant.’” – University applicant, focus group

Many of the applicants we spoke with told us that they had decided to apply to *100&Change* regardless, with full knowledge that it was unlikely they would win, because they felt that they had a big, bold idea that fit well with the criteria of the competition. Others saw their participation as an opportunity to

further develop a project or focus area, to develop partnerships with other organizations, or to bring recognition to their work or area of focus.

“We saw this as an opportunity to ‘think big,’ but we went into it having full confidence we would not get [the \$100 million award].” – Semi-finalist, interview

“Internally when we looked at the panel of judges and ... looking at the impressive roster of names, thought leadership, philanthropists from all of the world, it felt like a great opportunity in terms of awareness for the project ... just getting our initiative in front of that panel of judges would be a positive for us.” – Finalist, interview

Overall, applicants reported that their perceptions of the Foundation were more positive after participating in the competition. Applicants were impressed with the Foundation’s desire to do something new within the field of philanthropy.

“MacArthur is known for some innovative grant making but this took it to the next level in the field. [MacArthur Fellowships] come to top of mind but this is even bigger and really exciting.” – Top 200 applicant, interview

“We are working on a lot of really tough problems and we appreciated that MacArthur was engaging in a competition in this way to tackle something really big. There are few opportunities like that in philanthropy.” – Semi-finalist, interview

The transparency of the competition also impressed many of the applicants we spoke with – for instance, applicants valued being able to review the names of the panel judges online as well as the videos and applications of the other organizations, and being able to follow the winnowing process at each step.

A number of the applicants were impressed with how smoothly the competition went, given that it was the first time MacArthur had implemented it, and credited the hard work of Foundation staff. Others acknowledged that because this was the first *100&Change* competition, things likely did not go as smoothly as the Foundation had hoped, and they expected the Foundation to learn how to streamline and improve the process in the future.

“I think the MacArthur staff were wonderful throughout the process ... The Macarthur team did a wonderful job in keeping the competition moving forward, because it was new for them too, and I think they did a great job.” – Semi-finalist, interview

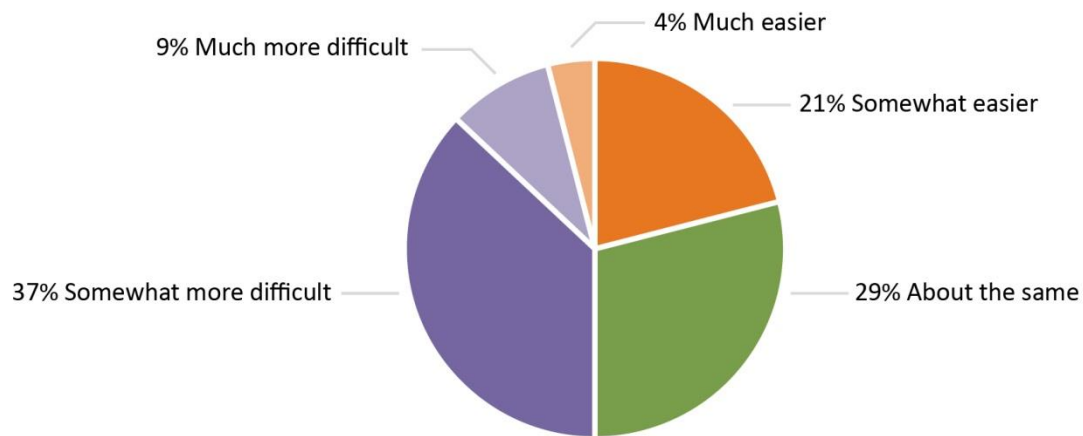
3.1.2 Initial Application

Overall, most applicants reported that they found the initial application questions to be challenging but reasonable, and the application to be well structured and easy to follow.

“The deeper I got into the application, the more I liked it. I really liked the questions, the logical flow and the order of the questions.” – University applicant, focus group

When the survey asked Top 200 applicants about the difficulty of the *100&Change* application in comparison to other funding opportunities, people were most likely to report that it was “somewhat more difficult” (37%). However, half of all respondents reported it was either “about the same” (29%) or “somewhat easier” (21%). Results are presented in Exhibit 4 below.

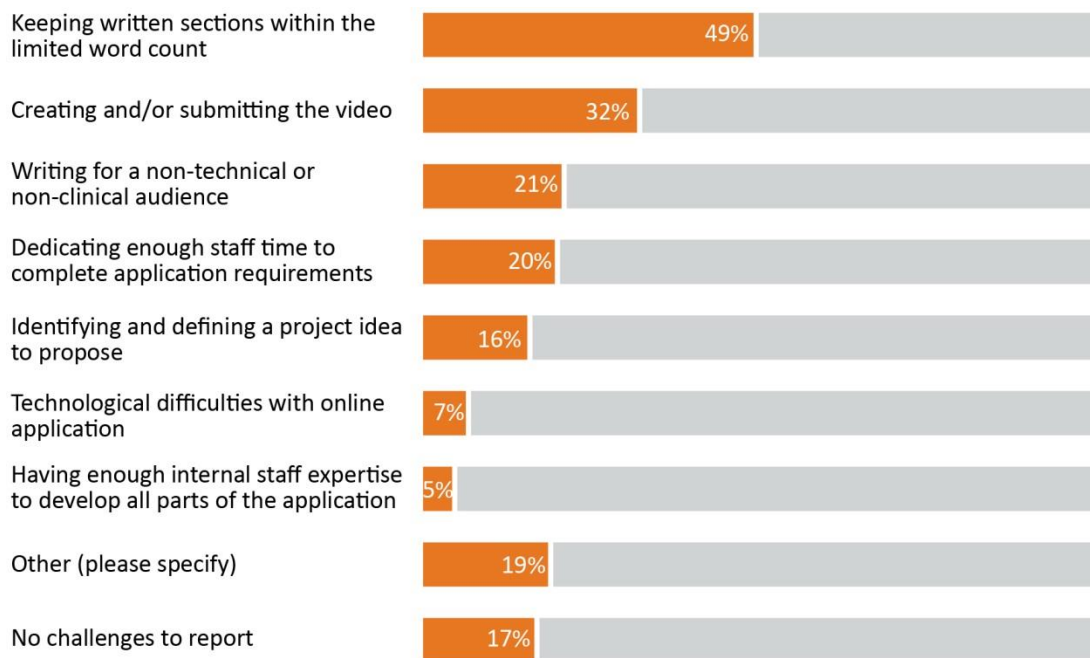
Exhibit 4. Difficulty of 100&Change Application Compared to Other Funding Opportunities (n=76)



Most Challenging Aspects

When the survey asked Top 200 applicants to report the ways in which the 100&Change application was challenging, “Keeping written sections within the limited word count” was the most frequently selected option (49%, n=37), followed by “Creating and/or submitting the video” (32%, n=24). A number of groups also selected the following challenges: “Writing for a non-technical or non-clinical audience” (21%, n=16), “Dedicating enough staff time to complete application requirements” (20%, n=15), and “Identifying and defining a project to propose” (16%, n=12). Only a small percentage of respondents selected “Technological difficulties with online application” (7%, n=5), or “Having enough internal staff expertise to develop all parts of the application” (5%, n=4) as challenges.

Exhibit 5. Most Challenging Aspects of Application



Word Limits

In addition to the large proportion of respondents who indicated in the survey that the word limits were one of the most challenging aspects of the application, several of the Top 200 applicants and semi-finalists we interviewed said that they found the tight word limits in the initial application to be challenging. They spoke about the difficulty of writing about a complex project in a way that would make sense to, and be compelling for, judges who might not have any background in the subject matter area.

However, a number of the university applicants, semi-finalists, and finalists told us that while the word limits were challenging, they were also useful. These respondents liked that the application forced them to be succinct with their proposed idea.

“I think the word limit was both a blessing and a curse, but for this group it was more of a blessing. If left to our own devices we would have published a novel. It forced us to be crisp and concise in how we were explaining what it is we wanted to do.” – Finalist, interview

Memoranda of Understanding

Four of the 14 open-ended “other” responses in the survey about challenges referenced the difficulties of obtaining MOUs from partnering organizations as part of the initial application process. Universities also reported that completing MOUs with partner organizations was very challenging for them within the initial application timeline, and recommended that the Foundation accept letters of support at this stage of the competition.

“The full MOU requirement caused weeks of staff and legal time that was moot; you should accept letters of intent or support for the first phase and require full MOUs only from those who go on to the second round.” – Top 200 applicant, survey

Videos

Many of the Top 200 organizations said that developing the application video was a challenge. Interviews revealed that much of the difficulty stemmed from the time limit (90 seconds) and a requirement that someone had to present information in the video rather than only including images with a voiceover. These specific requirements meant that existing videos could not easily be repurposed, and an entirely new product had to be created for the competition. Additionally, for multinational teams who wanted people from different countries represented in the video, the logistics were difficult to manage.

However, most universities that applied reported that it was not difficult for them to create videos, because they have communications departments that can easily produce them. This was also true for the larger and more established nonprofit organizations.

Online Platform

While only a small percentage of respondents selected “Technological difficulties with online application” as a challenge in the survey, as described above, suggestions for improvements to the application website garnered eight comments in the survey’s open-ended question regarding suggested changes to the initial application. This indicates that while technology challenges were not as common or concerning as other issues, they were nevertheless frustrating for some applicants, and viewed as easily fixable. Both the semi-finalists and finalists voiced frustrations about the application website, at both the initial stage and the revised proposal stages.

“The platform itself was problematic ... I have to say the guys who ran it were nice and stayed up with me until midnight to figure it out, but it was an unnecessary headache.” – Semi-finalist, interview

The main concerns raised about the application website included the following:

- Users could not print out the information entered into the application, which made the applications hard to share and review among a team.
- It was difficult to upload materials, and to include figures, pictures, links, or references, and it was hard to verify whether they had been correctly uploaded.
- Users could not access the application offline, and it did not function well without a strong internet connection. This was particularly a concern for people who were traveling or were applying from developing countries.
- There was no email or pop-up message to confirm that the application submission was complete.

Budget

One of the main challenges the Top 200 interviewees reported was scaling their projects up to the \$100 million level. For some organizations, this meant doubling, tripling or even quadrupling their current operating budget. Developing a realistic budget for a \$100 million project was a challenge for several interviewees because it required them to estimate a level of work that they had conceived of only in the abstract but which was outside their practical experience. In addition, the application required them to create a year-by-year budget based on a project that was still in the conceptual stage of development.

Additionally, some of the Top 200 organizations and semi-finalists found that breaking the budget down into the categories required in the application was difficult because these categories did not line up with the categories their organizations used internally.

Timeline

A number of applicants mentioned that after the length of time for the selection process had been extended from the original timeline, the additional waiting without regular updates from the Foundation had been stressful for their teams.

“[The Foundation needs] better communication when time-lines are significantly delayed.” – Top 200 applicant, survey

Other Challenges

In interviews, the Top 200 applicants shared that some of the same unique elements of the *100&Change* competition that made it so appealing – the size of the award and the openness of the competition – also made the application more challenging because it was so different from what they usually do.

“What was different is that it’s not every day you apply for \$100 million and compete with international competitors of all stripes, so the stakes were higher.” – Top 200 applicant, interview

“It took us a bit of time just because we had to find this narrative. A lot of times when you apply, you’re applying to institutions specialized in the field. So here we had to go back one level. So how do we make this relevant to a grant program that’s looking at things as broad as healthcare, education, and climate change?” – Top 200 applicant, interview

Some of the Top 200 applicants reported that that it was challenging for them to decide how much effort to put into the application (and how much to ask of their partners) when they knew that winning

was a long shot. Applicants were cautious about adding burden to the workload of already overextended grassroots, nonprofit organizations.

Universities that applied to the competition reported some challenges that were unique to their setting. For example, it was difficult for them to have only one point of contact on the application, because a large institution like a university has many different offices involved in the submission of a grant application. When the lead researcher was the sole point of contact, this person often did not share the results or judges' comments with the university's development office, limiting the institution's ability to learn from the feedback.

Webinars and Other Supports

Overall, applicants had a positive impression of the webinars and supports provided to assist them. Many of the applicants we spoke with had attended at least one of the webinars (or accessed webinar recordings online), and reported that they were very useful and had supplied a lot of helpful information for completing the application. Applicants reported that the webinars were the most useful and relevant of the offered application supports (which also included the online forums, the helpline, and the written FAQs). Applicants particularly appreciated the fact that they could access recordings of the webinars when it was most convenient for them.

"[The Managing Director for 100&Change] hosted a number of webinars for people applying and I was incredibly impressed with her ability to articulate, given that this was the first grant, what it was they were looking for and provide guidance to people." – Finalist, interview

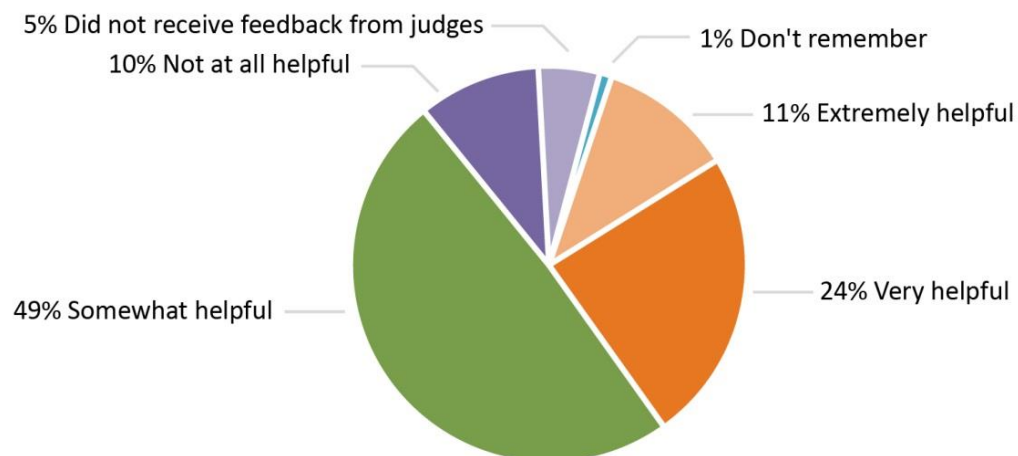
Very few applicants reported that they had asked a question through the online forum, although more had read through the questions and answers that other organizations had submitted, which they found valuable. Several of the Top 200 applicants we interviewed, as well as some semi-finalists, reported contacting the helpline, primarily for logistical help, and said that the assistance they received was helpful and timely.

3.1.3 Judging and Scoring of Applications

Usefulness of Judges' Feedback

The overwhelming majority of respondents to the Top 200 applicant survey reported that they found the feedback from the judges to be either "Very helpful" (24%) or "Somewhat helpful" (49%). Results are presented in Exhibit 6.

Exhibit 6. Helpfulness of Judges' Feedback (n=74)



In interviews, applicants told us the *100&Change* judges' feedback was mainly helpful in providing an outside perspective on what were the most compelling parts of the proposal and where it needed improvement or greater clarity. A number of the Top 200 applicants also mentioned that the judges' feedback was useful to them for preparing other grant proposals.

Several applicants (in both the interviews and the survey) reported that feedback from the judges that was detailed and specific to their project was more useful than general feedback. University participants reported that the feedback from the judges was vague and general compared to the extensive and detailed feedback they receive from NSF and NIH reviewers. On the other hand, they reported that receiving comments and scores as feedback is more than they typically receive from foundations.

A number of applicants reported that they had wanted a chance to address the judges' feedback because they felt they could have easily cleared up a misinterpretation or addressed a concern that had been raised. Others reported that they wanted additional guidance from the judges about how their proposal could have been improved.

"Great to get the scores & comments, but we couldn't tell what we might have done differently."
– Top 200 applicant, survey

Using a Panel of Wise Heads

While applicants generally found getting feedback from the judges to be useful, they also raised some concerns about the judging process used for the *100&Change* competition.

The main concern that Top 200 applicants raised in both the survey and the interviews was that the judges assigned from the panel of "wise heads" didn't have the relevant expertise needed to adequately assess their projects.

"It is difficult for judges with no health background to judge health projects." – Top 200 applicant, survey

"Some of the judges' feedback seemed to come from a lack of understanding." – Top 200 applicant, survey

A few Top 200 applicants reported that the judges' feedback contradicted what they had understood about the competition from the Foundation. For example, one judge recommended that the lead organization should increase their internal capacity rather than rely on partners to carry out the work, which the applicant felt contradicted guidance from the Foundation. A for-profit company reported the judges expressed concerns that winning the competition would help the company gain future profits, even though the company felt that they had adequately addressed this issue in their proposal:

"When I got my reviews back the only thing the reviewers didn't like is the fact that we are a profit making company ... [the judges] said even though the project itself would not make any money, the [proposed solution] means that [our company] will make millions of dollars for other projects. [The judges] felt that was not appropriate even though I asked that question and [the Foundation] said specifically that was allowed and encouraged." – Top 200 applicant, interview

Others were frustrated because they believed at least one of the judges reviewing their application had a bias against the work they were proposing or their organization type. A faith-based organization that had proposed a project that they said did not have a religious component complained that a judge had given them feedback that showed bias against their work because of their organization's religious orientation.

"We had a number of comments that had nothing to do with what we were proposing but who we were [a faith-based organization]." – Top 200 applicant, interview

“Judges’ opinions on the political climate or current administration should not be considered when grading the rubric.” – Top 200 applicant, survey

These applicants suggested that the judges should receive additional training or instructions to understand the rules of the competition, avoid biases, and judge impartially.

The Working Group and Board felt that the wise head panel was a valuable way to review a large (and hard to predict) number of applications covering such a diverse range of topics. However, some had concerns about the limitations of having judges review proposals outside their area of expertise.

“I think it’s a good idea to have each proposal reviewed by some experts and some non-experts. Because experts can get very enamored with their own field and someone else can say ‘I don’t even understand why this is useful.’” – Board member, interview

In response to this feedback across audiences, the Foundation is currently considering adding in both a peer review and expert review stage prior to the selection of semi-finalists.

Scoring Rubric and Normalization Process

Details about the scoring rubric and the process used for normalizing scores were continuously available on the competition website throughout the process; nevertheless, some applicants expressed confusion about how the scores were derived and how to interpret them.

“The rating scales were unclear – what exactly did the score mean?” – Top 200 applicant, survey

In the survey and in interviews, a number of applicants raised concerns about the impact of one judge’s negative reviews on their overall score.

“The random assignment of reviewers gave us a judge who disagreed with the assessment of the other four reviewers. Eliminating a clear outlier or requiring justification for the outlier’s comments would have been helpful.” – Top 200 applicant, survey

“Most of the scores were pretty good, except for one reviewer. We wondered how much that skewed the rating overall, and that was not addressed in what went out at the time.” – University applicant, focus group

University applicants also reported that they were not aware of the process used for normalization, and that it would have been helpful to receive information about that process along with the judges’ scores.

“We were not clear about normalizing [of the scores] at the time ... It would have been nice to get that info with the feedback from the judges. It was clear some [judges] rated more harshly than others.” – University applicant, focus group

A few applicants reported that they had found the numeric scores from judges to be helpful in addition to the qualitative feedback. However, some applicants wanted additional information about where their scores ranked within the pool.

“I found the relative scores on different areas more telling in terms of where the judges found things to be more or less interesting.” – Top 200 applicant, interview

“It would have been helpful to know the ranking of [our organization] out of the 802 applicants. We were only informed that we made the Top 200.” – Top 200 applicant, survey

The applicants did not give feedback on the four scoring traits themselves (meaningful, verifiable, feasible, and durable). However, the Working Group and the Board spent some time considering the value of the scoring traits and how they could be improved for the next round of the competition. Overall, they reported that the four traits worked well and were seen as useful guides for the selection

of the semi-finalists and finalists. However, some Board members raised concerns about the definitions of some of the traits. The trait “meaningful” was seen as too broad and needing clarification. One Board member wondered whether the term “urgent,” “important,” or “impactful” would better capture the true intention of this trait. The Board also discussed the definition of the “durable” trait, and discussed how there are different types of durability: projects where the impact on the population served is durable, projects where additional funding can be brought in to continue the work on an ongoing basis, and projects that change some paradigm and therefore are self-sustaining. They also considered whether the term “sustainable” might be a better descriptor than “durable.” Additionally, the Board considered the value of adding an additional trait to get at the scalability of the proposals, since this was something the Board considered in their selection but it was not one of the named traits.

“I certainly think that meaningful is too big, everything is going to be meaningful.” – Board member, focus group

“The [traits] came at scalability from the sides, instead of just asking directly, ‘Is it scalable?’”
– Board member, focus group

Judges’ Feedback on Their Own Experience

Common Pool surveyed the panel judges about their experiences participating in the *100&Change* competition. (The survey was sent to 416 evaluation panel judges and received 104 responses, for a 25% response rate.) Of these survey participants, 95% reported that they would be willing to serve as a judge again, indicating a very high level of overall satisfaction with participation, at least among those who responded to the survey. However, the judges’ open-ended feedback in the survey falls into a few categories, which reveal potential areas for improvements in future rounds.

The main frustration the judges raised had to do with the web interface they used to review and score the proposals. These frustrations included issues with the interface not functioning across browsers, being slow to use online and not working off line, and not using a layout that supported reviews.

“The web interface was not as user-friendly as it could be, and it worked better on some browsers than others. This made the process unnecessarily frustrating.” – Panel judge, Common Pool survey

“I think the technical side could have been improved. The instructions and layout were not obvious, and some of the signposts were tiny. You want to keep the focus on the proposals, and not have the evaluators wrestling with the program.” – Panel judge, Common Pool survey

Many judges suggested adding additional pre-screening and review before the proposals came to the judges, to reduce the time and effort judges spent reviewing and scoring proposals that were not competitive.

“Screen out applications that technically meet the requirements but rather obviously have no chance of winning. Half of the ones I reviewed fell into that category.” – Panel judge, Common Pool survey

Other judges wanted additional training in how to use the scoring rubric, wanted to see example proposals for benchmarking, or wanted to be able to work with the other judges scoring the same proposals.

Like applicants and Board members, a few of the panel judges suggested that the Foundation consider assigning judges to review proposals that match their area of expertise.

“The strategy of random assignment might be reconsidered so that the expertise of judges is actually utilized.” – Panel judge, Common Pool survey

3.1.4 Revised Proposal Requirements and Process

Each of the eight groups named as semi-finalists had to submit a revised proposal providing additional detail to their initial application and incorporating changes based on the feedback they had received from judges and expert reviewers, the consultants who provided technical assistance, and the Board. During this time, the Foundation asked the semi-finalist groups to engage with their project's stakeholders and participate in communications activities such as writing blog posts and holding social media events.

Limitations of the Revised Proposal Format

The format for the revised proposal included 28 separate written sections, most of which had a word limit of 250 to 500 words. The semi-finalists and finalists generally reported that they found it difficult to explain their full vision using this format, and some found it difficult to be creative and make their proposal stand out. Additionally, some applicants pointed out that the short-answer format made it more difficult for them to later repurpose the materials for other funding opportunities.

"There was no space to put a creative spin on the proposal and make it shine for your organization. You couldn't give a lot of flavor and color through the formal structure of the [revised proposal] ... if [the Foundation was] more open in the second round to have us do more of a freestyle thing, that would have been helpful." – Semi-finalist, interview

"[The revised proposal] felt like different parts of the foundation had specific things they wanted to know. I don't know if there were any parts that were unnecessary, but it didn't give us an overall chance to explain the bigger thinking." – Finalist, interview

Changes in Requirements

In response to these frustrations, the Foundation added a detailed project plan that was more open-ended and did not need to be submitted through the online platform. While the participants viewed this change as helpful and responsive to their needs, some found it difficult to change their approach midstream, and found that this requirement created a significant amount of additional and unplanned work.

"Being able to include the detailed project plan was really helpful and [the Foundation] allowed us to use that to tell the story better and really explain our logic model a bit when you couldn't get to that in the actual questions." – Finalist, interview

"There was almost an endless amount of changing on the go. The best example I think was with 3 weeks or a month to go until the deadline [the Foundation] decided to create a project detail plan and said 'go ahead, the sky is the limit' for the word count for that ... Changing the rules with a very short period left, when we are agonizing over answering these questions, it was a tough thing." – Semi-finalist, interview

"[The detailed project plan] really threw a wrench in the plans because we had not budgeted or allocated staff resources for that." – Finalist, interview

Online Platform

Respondents' complaints about the online portal for the revised proposal were similar to those that were made about the initial application, including difficulty with formatting, such as bullets; inability to print and share with a team for revising and editing; and a limited view for entering text.

"You could only see 2-3 lines at a time. We would write it in a Word document, so there was a lot of copy and pasting to make sure the character limits were met because it was unclear what the portal was defining as a character and whether or not spaces were included ... we wanted to print off the

original submission but there was no printer friendly way to do that. We had to copy and paste it back out into a Word document.” – Finalist, interview

Other Issues

Two semi-finalist groups struggled with what they understood to be the Foundation’s expectation that their monitoring and evaluation (M&E) budget should be 10-15% of their total budget. These groups felt that this percentage was too large given the projects they were proposing, and they wanted more flexibility to allocate the budget to fit their project needs.

“Their recommendation for the M&E portion of the budget was 10-15% ... For this to make sense, the monitoring firm we would hire would need to have 25 people working on this full-time who make \$250k each. That makes no sense ... I would suggest they be less prescriptive in a given context about how big or small these things should be.” – Semi-finalist, interview

A finalist had concerns about which parts of their proposal would be made public. They wanted greater clarity about this from the start so they could consider what information they were willing to share or not.

“I think throughout this whole process it wasn’t completely clear what if anything from our application materials would be shown publicly. For example, we are putting budget figures in, will that ever be released publicly? Will the project plan be the only thing on the website? [The Foundation should] provide more clarity around that.” – Finalist, interview

Finally, a few applicants suggested that there should have been greater clarity about what materials were needed in the revised proposal to support the evidence of stakeholder engagement activities; they ended up submitting numerous documents including long lists of attendee names from events, which they thought was excessive and unnecessary.

3.1.5 Outreach Efforts and Communications Activities

Foundation Outreach Efforts

The semi-finalists and finalists we interviewed reported that the Foundation’s outreach efforts – i.e., professional videos, social media posts, Business of Giving podcasts, the semi-finalist brochure, and media outreach – were helpful for generating interest and awareness both about the competition generally and about the applicant groups individually. The Business of Giving podcasts were viewed as especially useful for generating interest, and the professionally produced videos were expected to be valuable on an ongoing basis.

“The Business of Giving Podcast was a great experience and got us to audiences we would not have had.” – Finalist, interview

“It was wonderful to get the new professional videos that [the Foundation] paid for – both the two-minute one at the beginning and then the 30-minute one – and those we will use for years to come.” – Finalist, interview

In addition, the semi-finalist and finalist groups saw the media interest that the Foundation was able to create about the competition as a major asset to promote their organizations and their proposed project.

“The media coverage was extremely valuable, the whole thing gave us visibility that we never would have gotten so we are extremely grateful for that ... Just being associated with MacArthur in any way gave us a lot of visibility, credibility, and prestige.” – Finalist, interview

However, because the brochure presented all of the groups together, organizations did not see it as usable for promoting their individual projects. Additionally, because it was in printed format it was viewed as quickly becoming out of date.

“I know that the brochures for the semi-finalists and then the finalists [were not] used much. We used other materials to talk about [our project] rather than to showcase all of the competitors together.” – Finalist, interview

Semi-finalist and Finalist Communication Activities

The semi-finalists and finalists expressed a range of perspectives about the value of the communications activities that they had been responsible for as part of the competition, which included writing a series of blog posts and leading digital events on social media for engaging the public. However, they generally saw these activities as a requirement that they needed to fulfill for the Foundation rather than as something that would have a direct benefit to them, and some questioned the overall purpose and goals of the activities.

“Was it testing our capacity to deliver on certain kinds of social media or was it to promote the competition broadly in the eyes of the funding community? There were a bunch of things we were doing that I didn’t have a clear sense of how it tied to the purpose [of the competition].” – Finalist, interview

Some of the applicants felt that the activities were designed to promote the competition overall more than the applicant organizations.

“I feel like the engagement opportunities were more about promoting the 100&Change competition, and we were happy to do that, but it was stressful to add that on top of our preparations for the [revised proposal] and the finalist event.” – Finalist, interview

However, a few of the applicants questioned how much the blog posts were viewed, particularly given the amount of time and energy they had spent writing them.

“I don’t know how useful the blog posts were. I am wondering how much traffic MacArthur actually got out of them.” – Finalist, interview

The communications activities took a lot of time and effort from all of the semi-finalist and finalist teams, but they were especially difficult for the smaller organizations that did not have dedicated communications teams with the time and expertise to take on this burden.

“It’s a question of capacity. ... I don’t have communication people here. There was a whole package of communication deliverables, including tight deadlines for images and web copy and other things ... It was a heavy lift for us ... It was probably 20% of the whole work.” – Semi-finalist, interview

“The communications demands were somewhat onerous for us ... We are a smaller organization than [other finalist organizations] who clearly have large, well-organized, decades-long experience in communications. We felt slightly at a disadvantage.” – Finalist, interview

In addition, many of the groups told us they saw these requirements as a distraction from their work revising their proposals – which was what they wanted to focus their energies on.

“I think [the communications requirements] were distractions to what we had to get done honestly. I understand that this is how we show we are worthy of being presented in public and can speak well, communicate well, etc. But it was a lot of hoops to jump through.” – Semi-finalist, interview

Digital Public Engagements

While one organization told us that their public digital event had succeeded in engaging people in their proposed project, others reported that the event had mainly been successful in reaching an audience that was already aware of and interested in their work, rather than reaching new audiences.

Two of the finalists had had negative experiences with internet “trolls” during their events, and because it was their first time leading such an event they wished that the Foundation had better prepared them to expect this and know how best to handle it.

“We had one person who was critical of our approach who had six or so of her colleagues come on line and comment as if they were all separate. I was really worried about [the comments] ... [The Foundation] might want to be aware that whenever these live events occur they may attract certain individuals ... on other sides, who will mobilize opposition. I think going in eyes open on that would be pretty helpful.” – Finalist, interview

“Unfortunately, at the end there were a lot of unwanted Reddit trolls who jumped onto our thread after the one-hour chat had ended and really kind of tore us apart. When that happens those things go to the top of the thread, so any informative conversation that we had during the hour got pushed way to the bottom. Now, any time that someone Googles [our organization’s name] they are going to see a long attack on our organization.” – Finalist, interview

3.1.6 Applicant Interactions with Board

Overall, the semi-finalists and finalists felt that they had not had enough time with the Board during the selection process. The semi-finalists reported that the short, virtual meetings with the Board right before they selected the finalists did not provide an ample opportunity for them to fully present their vision and answer questions the Board might still have. Even the additional time the Board spent with the finalists during the Live Finalist event and during dinner meetings with each finalist team was generally viewed as insufficient.

“You only get to talk to the Board for 15 minutes after spending weeks or months on an application – that was kind of ridiculous in our opinion. You didn’t get to meet them in person or present in front of them to make them deeply understand the proposal.” – Semi-finalist, interview

“I was a little surprised that we didn’t have more of that face-to-face time with the Board ... and have that ability to have a back and forth with them. The Board felt a little distant to me given the \$100 million investment they were putting into it ... I would have thought they would have been a little bit more engaged in the semi-finalist stage.” – Finalist, interview

The Board was of mixed opinion about the utility of having direct interactions with the applicants. For example, one Board member thought the virtual meetings did not add any useful information and therefore he did not use them in his selection process. On the other hand, another Board member felt that he would have been unable to make a meaningful selection without having a chance to meet with the applicants and ask them questions directly. While most of the Board members thought that some interaction with the applicants was important, a few worried about the performative aspect of these interactions.

“[Interacting with the applicants] was helpful, but ... I think it may have created a sense of a performance on the part of the applicants and it might have biased us a bit toward the better performers ... So, I am not saying do away with the videoconferences, because it provides useful input, but I think having other ways of complementing that would be useful ... meeting each member of the team in person, milling around and asking whatever questions were on our minds. I learned a

lot more during [the finalist event in Chicago] than during the video interviews.” – Board member, interview

3.1.7 Technical Assistance and Support

Visit to Foundation

All eight of the groups selected as semi-finalists viewed the visit to the Foundation shortly after their selection as a semi-finalist to be very valuable. They found the visit to be helpful for describing their project and vision to the Foundation, clarifying the Foundation’s expectations for the next round, and building personal relationships with the Foundation staff. Overall, the participants found the Foundation to be very supportive, which they appreciated and found to be “refreshing.”

“That meeting was very helpful, in part because they told us what they felt was lacking in our proposal and gave us a chance in person to address those questions. We had a chance to try to recalibrate what we were communicating and what we were doing.” – Semi-finalist, interview

While the applicants had different opinions about the comparative utility of the individual meetings they had had during the visit with the evaluation team, the communications team, and the legal counsel, these meeting were seen as useful overall.

“The M&E team provided some really great input, although I think they were still building some of it as they went along.” – Finalist, interview

“I think the most valuable part of that visit was the meeting with the legal team and really being able to understand what changes they wanted in the MOU between the various partner institutions.” – Finalist, interview

“[The communications team] knew we were all feeling so much pressure that we really all want to win, so it was really helpful to meet them in person and be treated so warmly.” – Finalist, interview

Program Officers

The semi-finalists and finalists reported that their POs were very helpful throughout the application process, made themselves available for questions, and provided honest feedback. While the applicants knew that the POs were not going to promote a particular project over another, they felt like the POs served as an “internal advocate” or “champion” for them within the Foundation.

“You often think of the PO as a judge, but in this case he was much more like a coach or ally. That was one of the real positives for us.” – Semi-finalist, interview

“Throughout the year our PO was unfailingly positive, patient, calm, helpful, and flexible. We had regularly scheduled check-in calls with her that were also very helpful.” – Finalist, interview

Site Visits

The semi-finalists and finalists saw the site visits as a useful way for the organizations to give the POs an “on the ground” picture of their project, which could then be taken back to the Foundation. However, some groups thought that the timing of the site visits, which took place right before the deadline for the revised proposal, was difficult, and suggested that waiting until after the submission would have been less disruptive. A couple of the groups also expressed concerns that the site visit had been described to them as something they didn’t need to plan for or promote, but they later worried that they were at a disadvantage because other groups had done more to plan or promote their own site visits.

“I don’t think it was framed as an official site visit to us. It just so happened that the [PO] was going to be in [our program country] for a conference and thought it would be a great opportunity to see our program. Come to find out later that there were more official planned site visits to other finalists.

We didn't have much time to pull ours together. I mean I think she had a great visit, but had we known this was more on the official side we would have brought in leadership.” – Finalist, interview

Technical Assistance and Support

Overall, the semi-finalists and finalists were appreciative of and grateful for the technical assistance and support they received from the consultants that the Foundation had hired. They viewed these groups as highly regarded experts in their fields who provided feedback and insights that were useful both for improving their *100&Change* applications and more broadly for their work as an organization beyond the competition.

“I think in general it was nice that all of the consultants that MacArthur connected the semi-finalists to are top-tier consultants in their areas that we wouldn't be able to access otherwise because of our own budget restrictions. I think it was really generous of MacArthur to provide resources to the teams that helped not just with this process but in a broader sense.” – Finalist, interview

In this section, we report on the interactions the semi-finalists and finalists had with MSI and Bridgespan. The *100&Change* applicants had more-limited interactions with Common Pool, which was primarily through the helpline and online forum during this initial application (discussed above).

MSI

The semi-finalists and finalists were universally complimentary of MSI and appreciative of having the opportunity to receive guidance from them on how to bring their projects to scale. They reported that MSI's independent and honest feedback and advice helped to improve their *100&Change* proposals. In addition, the semi-finalists and finalists reported that what they learned from MSI would be helpful beyond the *100&Change* competition.

“Working with [MSI] was one of the greatest benefits of this entire experience. We feel extremely fortunate to have benefited and worked with them. Many times we would call on them and they would give us their advice. It is very technical, very professional, and most importantly, very honest. The conversations with MSI went a long way to shape our proposal and even our understanding of our own work.” – Finalist, interview

While most of the semi-finalists and finalists did not raise this issue, two groups reported having concerns about sharing too much with MSI because they knew they would also be evaluating their project.

“On the one hand [the consultant from MSI] was an advisor and we wanted to be able to come to him with our questions, but on the other hand he was writing an evaluation of us so that was a little bit awkward. You couldn't really go in and let your hair down ... We kind of did, but it was challenging along those lines.” – Finalist, interview

When the Abt team asked MSI about their dual role as a supporter and evaluator of the applicants, they told us that they had initially worried about this as well, but felt that in the end it was not a problem and that the groups had been able to share their concerns freely with them. They believed they were able to garner the applicants' trust by being up front and honest throughout the process, being transparent about what issues they thought each project faced, and doing what they could to help advise the groups about how to best mitigate those issues.

Bridgespan

The semi-finalists and finalists were also highly positive about their experience working with Bridgespan, and felt that Bridgespan's feedback was helpful both for pitching their *100&Change* proposal to the MacArthur Board and for future efforts to secure funding outside of the competition.

“We learned a lot from the consultants at Bridgespan. It was helpful to see our proposal in a different light now that we have to make it something different and bring it forward to other financiers. We got great tips, great tools.” – Semi-finalist, interview

“Looking back, it was very beneficial because it is rare that you have the opportunity to talk about your work to people who will have insight and are capable of constructive criticism. Normally when you write a proposal no one outside is really reviewing it. You are just writing it, sending it in, and hoping for the best.” – Finalist, interview

The participants also talked about how much they enjoyed meeting with the other semi-finalists and finalists at the three-day Bridgespan workshop. All of them were impressed with how collegial and supportive the groups were with each other.

“[The Bridgespan in-person meeting] was a great experience. I think all the semi-finalists and finalists were surprised by the level of collegiality that we all developed over the three days working together, providing feedback and constructive criticism on each of our solutions.” – Semi-finalist, interview

“I liked some of the comradery with the other finalists and semi-finalists. I found it inspiring to hear what other people had proposed and how they were struggling with their own narrative.” – Finalist, interview

However, a number of the semi-finalist and finalist groups felt that the Bridgespan workshop was too long and should have been decreased from three days to two, or even a day and a half. In addition, they felt that holding the workshop shortly before the December Finalist Live event was not optimal timing. At the time of the workshop, many of the finalists had already planned their pitch to the Board, so it was too late for the feedback to help much in that effort. The finalists were still focused on trying to win the competition at that time, and were not yet ready to start thinking about how they would pitch their project to other funders if they did not win. One of the finalists reported that they found it hard to openly share and work on their pitch to the Board in front of the other finalists, since they were still in competition mode at the time of the workshop. Finally, some of the participants reported that it was awkward to have both the finalists (who were still in the competition) and the semi-finalists (who had been eliminated by this point) at the workshop together.

“I think [having the workshop] earlier in the process would have been better. At that point our script was ready for the December event and we did make some changes to that, but it would have been nice to have that input a little earlier on.” – Finalist, interview

“I think the idea [for the workshop] was good but it could be executed a little differently. First of all, it was a little awkward because they had us pitching to the semi-finalists and that wasn’t always productive and it set up for some awkward situations.” – Finalist, interview

Other Suggested Technical Assistance

For the most part, participants did not report wanting or expecting to receive any additional technical assistance from the Foundation as a part of the *100&Change* competition. However, one finalist suggested that the MacArthur Foundation should consider teaching applicants about how they could integrate the Foundation’s Design/Build approach, which includes an understanding that a program design can benefit by being reviewed and revised along the way, into their proposals.

“I think the Design/Build concept is really important in philanthropy and I know it is one that MacArthur has been a pioneer in, but we didn’t get a lot of support or knowledge building around that and how it would play into the implementation of the project ... I think they could think about

how they could inform the potential grantees about Design/Build and then weave that in to the application process.” – Finalist, interview

3.1.8 Finalist Stage

Finalist Live Event

The Finalist Live event held in Chicago in December 2017 included formal presentations by each of the finalist organizations in front of an in-person audience including the Board and representatives of other potential funding groups, in addition to other invited guests; and then breakout sessions in the afternoon where each finalist group could share additional details and materials for their project and answer questions. Some of the finalists praised the event as useful for raising awareness about their projects and engaging a broad audience. However, the finalists also raised a number of criticisms about the event, including how much effort and cost they had to put into preparing for it, and the difficulty of pitching their projects simultaneously to the Board and to other funders. Overall, the participants suggested that the event should be redesigned in the future to reduce the burden on the finalists. The following two quotes illustrate these two views:

“I think that event was great. It was phenomenal ... It was great to be able to have such a reach across the audience. They did a great job of pulling in a lot of different folks. We were trending on Twitter for a moment. It did raise our profile a lot and we got some great media coverage.”

– Finalist, interview

“I think [the event] was a misplaced use of time and energy. A lot of time and financial resources went into producing the content and producing the actual stage event and the rehearsals, and we were just saying what has already been said.” – Finalist, interview

Effort and Cost

The finalists put considerable time and money into preparing for the Finalist Live event, especially the live presentations in the morning, which two of the finalists thought were too “flashy” and took more resources to produce than was necessary.

“The amount of work that went into the preparations was really huge and quite draining. I don’t know if we over prepared, but I think from the MacArthur perspective it probably was the expectation.” – Finalist, interview

Unclear Target for Pitch

All four of the finalist groups said it was confusing and difficult to pitch their idea simultaneously to the Board for the *100&Change* competition and to other potential donors at the event in case they were not selected as the ultimate MacArthur grant recipient. At this point in the competition, they had invested a great deal of time and energy in their proposals, and viewed this event as the culmination of that effort. Given the resources they had committed and the high stakes involved in competing for a \$100 million award, it was very difficult for the finalist groups to focus on the other donors rather than on the Board before the competition ended. At the same time, they were not sure whether individual Board members had already decided which projects they liked most. Additionally, the finalists reported that they had found it difficult to effectively tailor their messages (in both the morning presentation and the afternoon breakout sessions) to be compelling for Board members who had read their full revised proposals, as well as for other funders who had much less familiarity with the project and their organization. Ideally, finalists would have wanted a chance to tailor their messages to the unique interests and perspectives of each donor. Additionally, the finalists told us that it was difficult for them to ascertain whom they were talking to in the breakout rooms, and that they were not sure when they were speaking with a

Board member, someone from another finalist team, someone who worked at the Foundation, or a prospective donor.

“It was really unclear who the presentations were for – are they for the Board members to help make their decisions? Who are we presenting to? ... The other people in the room won’t have read [our revised proposal]. Tailoring your messaging to audiences who are coming in with different levels of knowledge and different reasons for engaging was a little confusing.” – Finalist, interview

Other Issues

Some of the finalists felt that the afternoon breakout rooms were too sequestered and restrictive. While the scheduling of timeslots was intended to stagger the visitors coming to each room over the span of the afternoon, in fact the number of visitors tapered off over time and the finalists felt they were stuck repeating the same information to diminishing audiences.

While one of the finalists reported that having their presentation posted online after the event provided a lot of exposure, others were disappointed that the plans to livestream the event online were cancelled, because they believed that would have been beneficial for them.

“One thing that we were looking forward to using as a tool, but didn’t come to fruition, was the live aspect of it. Because of the timing and location of the event it turned out that a lot of the donors we hoped would be in the room were not there. Keeping in mind that we are a global organization, so a lot of the eyes that we would want on something like this are not in the United States or easily accessible to Chicago.” – Finalist, interview

Additionally, a few of the finalists were concerned that the semi-finalist groups seemed to be off in a corner of the event, and suggested that they should either be better integrated into the event or not included at all.

Connecting Finalists with Other Funders

The finalists were grateful for the opportunity to engage in person with other potential funders at the Finalist Live event. However, even those who had one-on-one meetings with interested funders that day still were not sure whether these connections would lead to monetary awards at the time the Abt team interviewed them in May 2018.

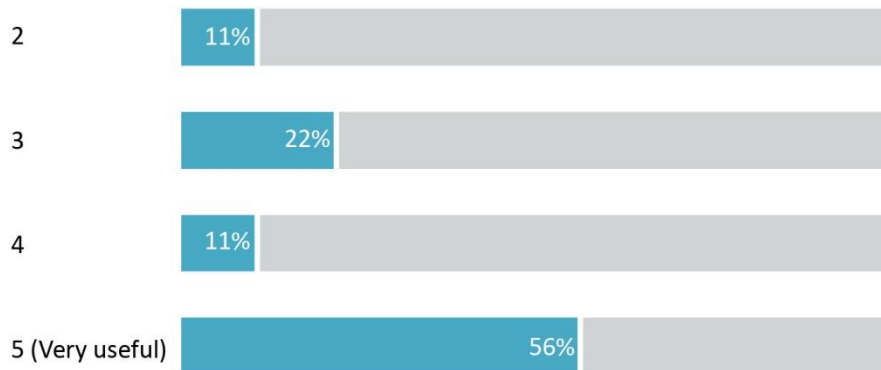
Two of the finalists questioned how much other funding groups would want to engage in an event and competition led by another foundation, and suggested that the MacArthur Foundation should begin engaging other funders earlier and bring them into the design and development of the event.

“I think better cultivation of other donors along the way to the event could make the event really powerful. I think the most important feedback that I have about the other funders is that they need to feel part of the process well before that event.” – Finalist, interview

In the survey that was sent out to the 75 funders invited to the *100&Change* Finalist Live event, 14 respondents provided feedback on the event and their intentions to fund a finalist or semi-finalist project. Most of the respondents reported that they thought the quality of the presentations was excellent, as were the mix of presentations and networking, and the location, date and time of the event. They found the set-up of the break-out rooms to be very good, while the materials sent out prior to the event received mixed ratings.

On a scale of 1-5, with 1 meaning “not at all useful” and 5 meaning “very useful,” five of the nine respondents who answered the question reported that the *100&Change* Finalist Live event was “very useful” for helping them decide whether they would fund one of the finalist or semi-finalist projects. None of the respondents reported that the event was not useful at all (data presented in Exhibit 7).

Exhibit 7. How Useful the Finalist Live Event Was For Funders for Deciding to Fund Finalist or Semi-finalist Projects (n=9)



Five respondents (out of 12 who answered the question) reported having a one-on-one meeting with a finalist or semi-finalist at the event. On a scale of 1-5, with 1 meaning “not at all valuable” and 5 meaning “very valuable,” all five rated these meetings as either a 5 (n=3) or a 4 (n=2). Of the six respondents who said they were likely to provide funding to one of the finalist or semi-finalist groups, one said this amount would likely be more than \$5 million, two said it would be between \$1 and \$2 million, two said it would be between \$500,000 and \$1 million, and one said it would be an amount under \$500,000.

In open-ended responses, funders reported that what they liked most about the event was that it included both presentations and time to interact with the finalist and semi-finalist groups individually, and ask questions. A couple of respondents also reported that they liked having time to network with other funders. Suggestions for improvement of the event included: larger break-out rooms; reorganizing the afternoon schedule to eliminate “empty” time; more opportunities to hear from the semi-finalists; an announcement during the event about which group had won the competition; and earlier information that all of the finalists would receive significant funding from the MacArthur Foundation.

Most members of the MacArthur Board viewed the purpose of the finalist presentations at the Finalist Live event as a means to engage other funders, rather than to help them select the ultimate grant recipient.

“From an evaluation standpoint, the presentations didn’t matter. They were useful for people in the larger audience that had not seen these things and didn’t know much about the groups.” – Board member, interview

However, at least one Board member disagreed with this point of view and argued that the presentations were an important element in his or her assessment of the finalists.

“[The presentations were] very important. For something of this scale – a part of it is how well they communicate it ... If you are doing a \$100 million project, you’ve got to be able to convey to a broad audience what you are doing and why it is important.” – Board member, interview

Criticism of Selected Semi-finalists and Finalists

Several of the Top 200 applicant interviewees were disappointed with the types of projects the semi-finalists and finalists had proposed. These respondents felt that there was a misalignment between the spirit of the competition – to be bold and transformational in nature – and the selected projects, which they viewed as typical of service-oriented projects that the Foundation already funds through other programs.

“I do think there was a misalignment in the branding and the boldness of the challenge and then ultimately what was awarded. I certainly heard it from others within the climate and energy space. [The competition] was a lot of effort and a lot of flash for a final set of grants that were all pretty transactional in nature versus the more transformational systems change branding of the opportunity.” – Top 200 applicant, interview

This disappointment was shared by a few of the semi-finalists who were not selected as finalists.

“My general observation is that MacArthur stumbled in this regard in the same way most foundations do. They created a process so that money flows to the people who don’t really need it. The people who already have the capacity can behave in the ways these large foundations find satisfactory.” – Semi-finalist, interview

Many of the Top 200 applicants in both the interviews and the survey, as well as a few of the semi-finalists, felt that the similarities across the topics areas represented by the finalists indicated that the Foundation had clear preferences, in contrast to how the competition was presented. These respondents suggested that the Foundation should be more up front to potential applicants regarding such preferences.

“Be more clear from the beginning about what kinds of problems/solutions are going to be funded.”
– Top 200 applicant, survey

In addition, three of the semi-finalist groups expressed frustration that they were not selected as finalists, in part (they believed) because their organizations were too small. They suggested that the Foundation state at the outset of the competition any expectations or requirements they have about an organization’s size in order to be considered capable of handling a grant of this magnitude.

“We were told our size was a drawback, and at the end of the day we were not progressing [in the competition] because of the concern we couldn’t absorb the funding. [The Foundation was] open to anyone applying, but not anyone could actually win it ... MacArthur needs to figure out ahead of time if some groups are too small for this.” – Semi-finalist, interview

3.1.9 Additional Awards

Semi-finalists and finalists were very appreciative of the \$250,000 grants they received from the Foundation to help offset the costs of participating in the competition. However, recipients agreed that it would have been more beneficial if they had received this funding at the time they were named as semi-finalists to help pay for the extra resources groups brought in, and to relieve the financial stress they felt overall.

“We are so grateful for [this funding]. We were scraping together pennies to be able to do a lot of the things that we did, so it was really a huge relief. Perhaps knowing about it up front would have saved some sleepless nights because we were literally like ‘how are we going to do this?’” – Finalist, interview

“In the end MacArthur did very generously give a \$250,000 unrestricted operating support, but had we known that [up front] it would have taken a bit of heartburn off at the beginning of the process.”
– Finalist, interview

The \$15 million awards to the non-winning finalists were perceived as an indication of how much the Foundation valued each of the finalist projects, and therefore were expected to be helpful for leveraging additional funding from other funders. One of the Top 200 applicant interviewees mentioned that he thought that the Foundation should make it clear to applicants earlier that the additional awards were

on the table, because it would change the benefit vs. risk calculus and encourage some groups to apply that otherwise would not.

Additionally, a number of respondents pointed out that interested organizations had taken note of these additional awards, and are likely to expect these awards to be part of the competition in future rounds.

“If [the Foundation is] not going to do it in the future then they have to be really clear because unfortunately for them they have set a precedent.” – Finalist, interview

Board members generally agreed that they had made the right decision to give the additional awards as a way to acknowledge the high caliber of the finalists, and the difficulty of the application process, particularly in the first round of the competition. However, the Board also agreed that it would not be financially tenable for the Foundation to include these additional awards every three years, but disagreed about whether it was a concern that this would be considered a precedent.

3.2 Benefits versus Costs of Applying

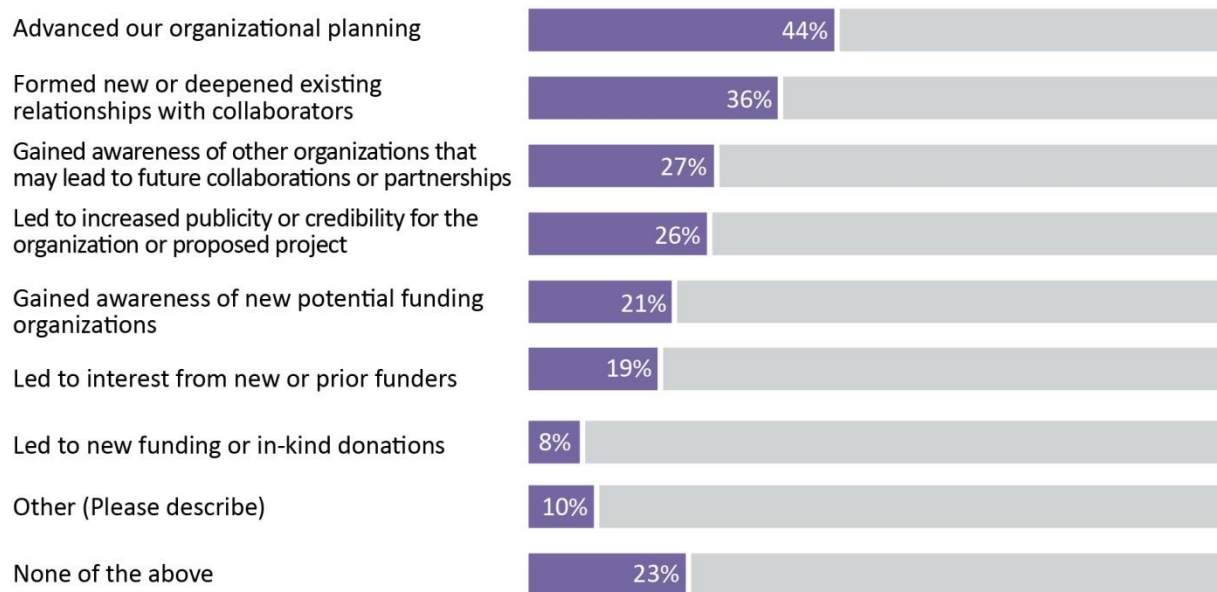
3.2.1 Benefits of Participation

The majority of the Top 200 applicants we interviewed, as well as all of the semi-finalists and finalists, reported that applying to the *100&Change* competition had been beneficial for their organization in some way. The sheer size of the award forced new thinking about how to scale up their existing projects, and helped applicants “dream big.” In particular, many organizations reported that applying had been beneficial because it had helped them hone their ideas and clarify their own intentions and plans for future work. In addition, a number of organizations reported that their participation in the competition had helped them develop or deepen partnerships and bring new awareness and publicity to their organization and their proposed work. Many organizations reported that they were re-purposing their *100&Change* proposals, and were hopeful that they would be able to attract new funding.

“We are so grateful to the Foundation for having this competition because it allowed our team to think in a really big way that we hadn’t done previously, and we are so grateful for the visibility that it brought to our project.” – Finalist, interview

Findings from the survey of Top 200 applicants mirrored these results, presented in Exhibit 8. When respondents were asked in the survey how their organization had benefited from their participation in the *100&Change* competition, “Advanced our organizational planning” was the most frequently selected benefit (44%). The next two most frequently selected benefits were related to current and future partnerships, including “Formed new, or deepened existing, relationships with collaborators” (36%) and “Gained awareness of other organizations that may lead to future collaborations or partnerships” (27%). While respondents also reported that they “Gained awareness of new potential funding organizations” (21%), and that their participation “Led to interest from new or prior funders” (19%), less than 10% (8%) reported that their *100&Change* application had so far led to any funding or in-kind donations.

Exhibit 8. How Organizations Benefitted from Applying to the 100&Change Competition (n=73)



Organizational Planning

In some cases, the organizations that applied were already working on new program ideas or strategic planning, and developing a proposal for 100&Change served as a catalyst for getting those ideas or plans solidified and explicated. For example, one of the semi-finalists was working on a capital campaign and one of the finalists was working on strategic plan at the time of the competition, and both reported that their participation in the competition helped advance and accelerate these efforts.

“We were planning a capital campaign around the time we decided to apply [for 100&Change]. ... It was perfect timing for us because now we can restart the capital campaign and we have a really good plan for how we would allocate \$100 million over these years ... [participation in the competition] helped to heat up the planning process that could have taken years.” – Semi-finalist, interview

“The process came at a time when we are developing [our] five-year strategic plan. That coincidence was really beneficial to us because [participation in the competition and technical assistance from MSI] gave us the direction and the tools to shape it. I think it could not have come at a better time.” – Finalist, interview

However, applicants told us that participation in the competition was helpful for their organizational planning only because they had used the opportunity to advance work they were already committed to doing, so they benefited regardless of the outcome of the competition.

“I think [participating in 100&Change] was well worth it, and that is because [our proposed project] was something we’re committed to doing no matter what. If we just wanted \$100 million, it would not be worth it. But the gains we made will catapult us forward.” – Semi-finalist, interview

“We went in with our eyes open, for something of this size – you’re not going to get it by quick throwing something together. We don’t see it as wasted time since it helped us do something we wanted to do anyway.” – Top 200 applicant, interview

Partnerships

Many of the organizations we interviewed worked closely with one or more partner organizations to develop their applications. Most had already been working with these partners in some capacity before the competition, but the partnerships deepened due to their collaboration on the application. Others reported that the competition catalyzed new partnerships.

“[Partners] were willing to come to the table and think outside the box in a way that doesn’t always happen without \$100 million.” – Top 200 applicant, interview

The deepening of existing, and development of new, partnerships was viewed across participant groups as a clear benefit that would continue to pay off in their future proposals and work.

“The application involved many departments and collaborations across the University ... Many of the relationships and collaborations that were initiated will be developed in the future.” – University applicant, focus group

“Absolutely without hesitation participation was worth it for us. Part of it was the team building and getting to know [our partner team] was worth it, we have never been closer to our colleagues over at [our partner organization].” – Finalist, interview

However, we also heard concerns from two semi-finalists about how they would need to find funding for their project in order to maintain the new partnerships they had developed for their *100&Change* proposal.

“We now have all of these ridiculously amazing partners and a proposal that needs \$100 million. ... If we don’t have funding after 12-18 months, they won’t be our partners anymore.” – Semi-finalist, interview

Increased Awareness of Organization, Topic, or Project

Semi-finalists and finalists, and even some of the other Top 200 applicants, reported that their participation in the competition had raised awareness about their organizations or their work in a particular area. They hoped they could use this increased awareness to attract new funding and advance their efforts in the field. The high visibility of the competition in the media, due to its size and uniqueness, brought the applicants publicity and opportunities for promotion. In addition, the wide name recognition and strong reputation of the MacArthur Foundation were viewed as providing credibility to the projects that performed well in the competition.

“I think [100&Change] was beneficial in terms of raising awareness about [our topic area].” – Semi-finalist, interview

“For decades we had been working in this area and it is just difficult to get the spotlight and attention on it, and now suddenly being chosen as a semi-finalist we had this amazing spotlight.” – Finalist, interview

Benefit of Being Named Top 200, Semi-finalist or Finalist

In the survey of Top 200 applicants, 39% of respondents reported that their organization had used the “Top 200” designation for marketing or promotional purposes (53% reported that they had not, and 8% were unsure). Some of the groups we interviewed reported that they considered it an honor to be named as a “Top 200” applicant. These respondents reported that the designation helped them present their organization as a leader in their field, made staff proud of the accomplishment, and even motivated them to want to try for other big opportunities.

“[The Top 200 designation] felt like a huge accomplishment for us and it has been helpful for us to share with our partners and ... it brings a huge level of pride internally.” – Top 200 applicant, interview

However, a few interviewees believed that the Top 200 was too large a group to carry much meaning or weight. In addition, some thought that MacArthur should have done more to promote the Top 200 applications in addition to posting them on the website.

Semi-finalists and finalists viewed their selection into these categories as valuable for providing considerable publicity and credibility for their organizations, which could be leveraged for additional funding.

“We now say ‘100&Change Finalist’ in as many venues as possible. Just to give you a recent example, our annual report is coming out shortly and we are going to have a whole page on this as our biggest news of the year. [Being named as a finalist] is a huge honor and absolutely we will use that for years to come.” – Finalist, interview

However, semi-finalists found their designation to be less valuable after the finalists had been named.

Impact of CHIP and Charity Navigator Designations

Having their projects selected for “4-Star Charity” by Charity Navigator or as a “Best Bet” by the CHIP were seen as an additional boost by the organizations that received these designations. Most organizations had publicized this recognition with their members and existing stakeholders and used the designations to promote their work to other funders.

“We got an email from the Center for High Impact Philanthropy that said we were selected as a ‘Best Bet’ and we are using that with our donors and volunteers to let them know we’ve been recognized one more time, and I think we’re using it the way MacArthur hoped it to be used to try to get funding for this project.” – Top 200 applicant, interview

Funding for Proposed Project

In the survey, 6 of the 78 respondents reported receiving some new funding or in-kind donations for the project they proposed for the 100&Change competition. Two groups reported receiving between \$1 million and \$2 million, two groups reported receiving between \$100,000 and \$500,000, one group reported new funding of less than \$100,000, and the remaining group was not sure how much their organization had received. While a few of the nine Top 200 applicants we interviewed reported receiving some funding for the project they had proposed, none of them attributed the funding to their participation in the competition.

Both the university and Top 200 applicants reported that they appreciated Foundation efforts to help the applicants connect with other interested funders. They viewed this as a key benefit of the competition, and they wanted the Foundation to provide more support and opportunities in this area.

“We were interested [in the competition] because the applications would be posted to the web. Maybe other funders will shop this. The potential of that part of an open competition really appealed to us.” – University applicant, focus group

None of the semi-finalists reported having received funding towards their 100&Change project from other organizations when we spoke to them in November 2017, but they were all hopeful that they would be able to attract funding for their proposed project. Since that time, however, two of the semi-finalist groups have reported to the Foundation that they have received new funding towards their proposed projects, and one additional group hopes to receive funding in the near future.

“[100&Change] raised our status within our group of NGOs, which is really beneficial. Additional funding hasn’t come to pass yet, but we are confident and hopeful that this endorsement [of being named a 100&Change semi-finalist] will be worth something. It gives that level of due diligence that we’ve done, so when we talk to funders in terms of giving us the time of day and getting into a donor relationship with them, this will be helpful.” – Semi-finalist, interview

Each of the four finalists (including the \$100 million grant recipient) have had ongoing discussions with interested funders, often directly facilitated by the MacArthur Foundation. Two groups have reported to the foundation that they had received funding from other donors as of October 2018, and funding for another finalist group is expected.

“We are really hopeful to be able to leverage foundations that are interested in our project to get to something closer to being able to do the whole project that we had proposed ... We have a request from a group of funders to submit a proposal for \$70 million total, counting MacArthur’s [\$15 million award].” – Finalist, interview

“We have had some conversations with other donors directly because of the MacArthur process and having met many of them at that event in December ... [one group] gave us a free license for one of their software programs to help with our [project] which is really great and generous of them. Then we have been in discussion with a couple of other smaller foundations about potential funding ... Nothing concrete in terms of funding yet, but at least some doors have opened to have those conversations. It does seem like for most of those the funding is in a much smaller range, so more in the \$1-2 million range over a period of 2-3 years.” – Finalist, interview

“We just finished a two-day design workshop with [two funding organizations] ... We are anticipating probably \$8 million of funding.” – Finalist, interview

The finalists told us that the Foundation has been extremely supportive and helpful in facilitating the connections with other funders. Two of the finalist groups told us that the \$15 million grant awards from the MacArthur Foundation had been instrumental in them gaining the additional funding they expected.

“MacArthur’s commitment to us in the form of that \$15 million is transformative in our ability to get the rest of those funds. It really has pushed people to the table ... I am very grateful to the Foundation for doing that and putting that trust in us that we would figure out how to use that investment to leverage and move on with a bigger project.” – Finalist, interview

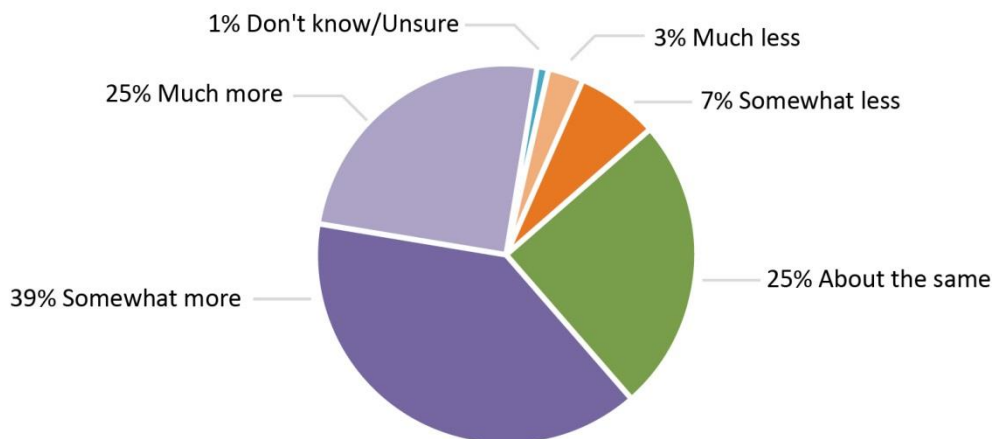
One of the finalists reported that being selected as a finalist had opened discussions about new funding with their existing donors.

“Even our current donors and partners took a look at us in a new light and watched it very closely and wanted to hear how things are going. I think that is also really helpful. It opens new doors to talk to current partners about these issues.” – Finalist, interview

3.2.2 Costs of Participation

Sixty-four percent of respondents to the survey of Top 200 applicants told us that they had expended “Somewhat more” (39%) or “Much more” (25%) resources preparing the initial application than they typically expend on a grant application. Exhibit 9, below, presents these results.

Exhibit 9. Resources Used to Prepare the 100&Change Application Compared to Typical Applications (n=72)



The Top 200 applicants we interviewed explained that these increased costs were due to the additional staff time necessary for the intensive thinking and conceptualizing that was required because of the size and scope of the competition. They also reported spending more time than usual working with partners, and needing more time for editing due to the strict word limits in narrative sections. In addition, negotiating full MOUs with partners consumed considerable staff time. One interviewee noted that although their organization had spent more resources than usual, this was justified because the potential “return on investment” was higher due to the unusually large grant amount.

The costs of participation were much more significant for the semi-finalists and finalists than for other participants, since the demands of the later stages of the competition were more intensive than in the initial application, and their involvement extended over a longer period of time. While none of the semi-finalists or finalists had conducted a formal assessment of their expenditures related to participating in the competition, all reported that the costs and monetary impact of participation had been substantial. Estimations of the full monetary cost of participation ranged from \$200,000 to \$500,000 for the semi-finalists and \$500,000 to \$1 million for the finalists. One finalist group estimated that their organization’s participation in the entire competition consumed about one year of two full-time staff people, while another finalist told us that at least 50 people from their organization and their partner organization had worked on the proposal at some point.

“The cash outlay and direct expenses were \$300,000 to \$400,000, but I would say the impact on the organization was more like \$1,000,000.” – Semi-finalist, interview

“It also consumed an enormous amount of organizational resources across all of the partners. I spent quite a bit of my year focusing 90% of my time on [the 100&Change proposal] ... We haven’t [done an assessment] but I would guess it was probably close to \$1 million.” – Finalist, interview

Consultants and Outside Assistance

All of the semi-finalist and finalist groups brought in some outside help to assist with their 100&Change application beyond the technical assistance provided by the Foundation, but the amount and types of help brought in varied greatly between the groups. Larger organizations were able to rely more on internal capacity and expertise than the smaller, leaner organizations. Almost all of the semi-finalist and finalist groups hired some communications and production help (i.e., graphic designers, videographers, photographers), and the preparation for the Live Finalist event was particularly costly. Others brought in grant writers, M&E consultants, and additional staff to manage the proposal process. One of the semi-

finalists hired a design firm as well as a public relations firm to help them get articles about their project placed in prominent journals.

“We brought in outside support for a lot of the communications pieces. We did have outside groups working on the videos, the website, and our actual presentation for the Finalist Live event ... The marketing, communications, and audio-visual component was where we needed extra support.”

–Finalist, interview

One of the semi-finalists highlighted that they had received a lot of unpaid assistance from their partners and consultants, indicating that there were monetary impacts of *100&Change* that went beyond the applicant organizations. The partners and consultants of this group were willing to do uncompensated work for the potential opportunity of being involved in the project if this group won the competition.

“We had two professional M&E folks, and then I had to convince them that they wanted to develop this application with us at no cost. They did scores of hours without charging us. Actually, it wasn’t hard to [convince them], because they saw the \$15 million [set aside in the project budget for M&E] at the end of the road and saw it as relationship building ... Also, we got a lot of help from our partners. This was a major project for many people outside of our organization.” – Semi-finalist, interview

Length of Competition

One of the semi-finalists and all of the finalist groups highlighted how the length of the competition added to their costs, because of both the staff time required and the accumulated opportunity costs.

“I would suggest a shorter contest time in general. For everyone to go through 18 months of process above and beyond a full-time job is a lot. It is a big drain on an organization of any size.” – Semi-finalist, interview

“My feeling is that if for future rounds it is one group that gets \$100 million and everyone else gets nothing then it would need to be a shorter and less involved proposal. To have gone through that full year and then to get no funding out of it could be damaging for an organization.” – Finalist, interview

The primary suggestion to shorten the competition was to combine the semi-finalist and finalist stages. However, additional suggestions included shortening the time between the submission of the revised proposals and the finalist event, and some (but not all) of the finalists suggested that the timeline for the revised proposal could also be shortened.

“The more time you have, the more time you have to revise, so you end up iterating and it consumes a lot of resources. We had a pretty good [revised] application by the three-month point.” – Finalist, interview

Other Costs or Negative Impacts of Participation

In the Top 200 applicant survey, 93% of respondents reported they had not experienced any negative impacts from applying to *100&Change* (other than time and expenses). Only one group reported a negative impact, which they described as feeling “devastated” based on one of the judge’s reviews. However, in interviews, some Top 200 applicants as well as almost all of the semi-finalists and finalists reported some negative impacts of their participation in the competition. These included: opportunity costs, the overworking and exhaustion of staff, and hesitancy of current and potential donors to commit funding during the competition period.

Opportunity Costs

The most commonly cited negative impact of applying to *100&Change* beyond the actual costs was the opportunity cost related to the amount of staff time and attention put into the application that detracted from other project work or proposal opportunities. While the Top 200 applicants also mentioned opportunity costs, opportunity costs went up over time and were therefore felt most significantly by the semi-finalists and finalists.

“There were opportunity costs ... There were things an organization of our size couldn’t do because we did this.” – Semi-finalist, interview

“During the year that we were working on this we weren’t really simultaneously pursuing any other funding opportunities, and I don’t think we would have been able to if we wanted to. If it hadn’t been the \$15 million [grant award] at the end, it would have been a little concerning for us that we had invested a full year.” – Finalist, interview

Staff Exhaustion

Multiple groups told us that their staff had to work above and beyond their usual jobs to prepare the *100&Change* application.

“It was hugely resource intensive, so people were working crazy hours, day and night to actually make it happen on top of their other work.” – Top 200 applicant, interview

This burden was heaviest for the semi-finalists and finalists, who continued to work at this level for the revised application and the finalist period. Being named as a semi-finalist and a finalist was motivating and viewed as an honor, but the requirements of the competition went up over time, as did the stakes for those involved, adding to the stress and pressure the participants felt. In addition, the semi-finalists, and the finalists other than the \$100 million award recipient, have continued to seek funding for their proposed projects many months after the competition officially ended, extending their efforts and adding to their feelings of exhaustion.

“We would work extra hours to get to our day job. It was all or nothing we thought, the stakes were so high so that consumed us.” – Finalist, interview

“It really was an exhausting year to go from being announced as semi-finalists to the finals, and now trying to add another year of fundraising on top of that feels exhausting.” – Finalist, interview

Impact on Donors

Some of the semi-finalists and all of the finalists reported concerns that current and future donors had held off on making new investments while they waited to learn the results of the competition.

“It’s a dangerous thing when existing or future funders see you and are just on the fence watching while competition is going on. You are in limbo in terms of regular funding in a lot of ways; people are still waiting and watching.” – Semi-finalist, interview

*“We were in conversations with [other funders] and they said, ‘Oh you won’t need our money, it won’t make a difference if you win that \$100 million’ ... We kept telling people that [the *100&Change* funding] would just be focused on [proposed area of work] and we still needed the funding [for other work] ... so, we were able to explain, but the initial thinking was ‘but it is \$100 million!’”* – Finalist, interview

In addition, finalist organizations that rely on annual giving campaigns worried about the impact that receiving the award would have on individual donors in particular. In fact, the \$100 million grant

recipient did report that end-of-year donations were much less than usual, which they mainly attributed to the timing of the award announcement in mid-December.

Some of the semi-finalists also worried that funders would think that the Foundation had identified some concerns about their organization or proposal since they were not selected as a finalist, and that this could have a negative impact on their future fundraising.

“It’s a double-edged sword because you weren’t selected, so [potential funders] think, ‘What does MacArthur know about this project that we should be afraid of?’” – Semi-finalist, interview

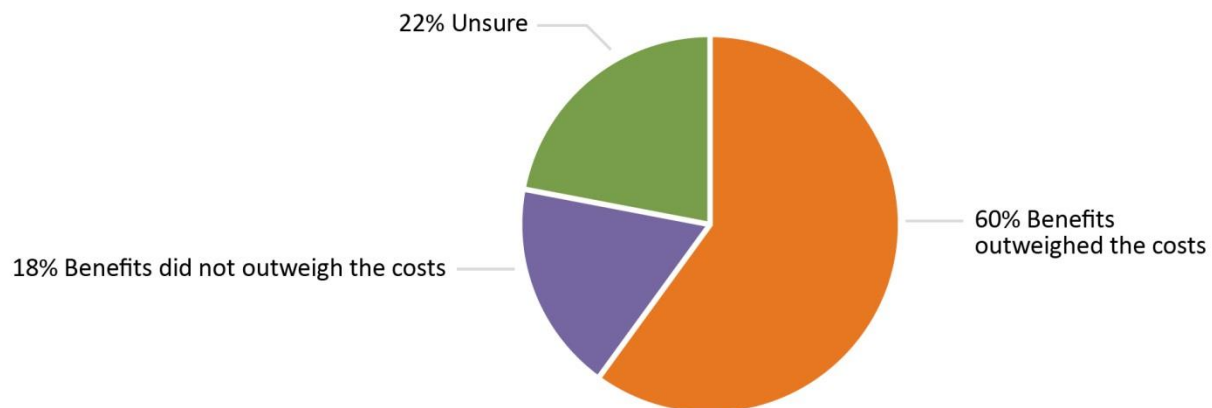
However, in most cases it was clear to the participants that they had not lost any funders or funding for the long term.

“When you look at the long game I think the process can only benefit us. Those potential donors haven’t gone away, we just may have missed out on opportunities during that period.” – Finalist, interview

3.2.3 Cost/benefit Analysis and Plans To Apply Again

In the survey of Top 200 applicants, 60% of respondents reported that the benefits of participating in *100&Change* outweighed the costs. Exhibit 10 presents these results.

Exhibit 10. Benefits of Participating in *100&Change* Related to the Costs (n=73)



While the costs of participation were much more substantial for the semi-finalists and finalists, these groups also experienced greater benefit from participation, and all of them told us that the benefits of participating in *100&Change* outweighed the costs.

“I can’t imagine not competing no matter the costs. The potential benefits far outweighed any of the costs.” – Finalist (not \$100 million award recipient), interview

“We would definitely do it again ... It really put a spotlight on this issue in a way that would have taken us years to otherwise. Having MacArthur validate [our topic area] as a real issue that needs to be looked at has been tremendously helpful, so it has definitely been worth it.” – Finalist (not \$100 million award recipient), interview

However, in many cases this was true only when the organization was confident that it would ultimately be able to secure funding for the proposed project.

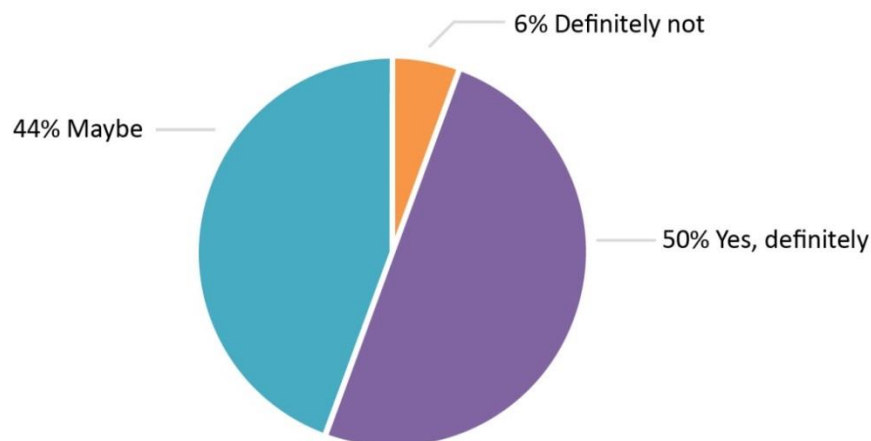
“I think it has been absolutely worth it. Perhaps if we aren’t able to parlay it into big enough donations to do a big chunk of the work then maybe I will think differently. Right now we still have big hopes so I would say it is worth it.” – Finalist, interview

In addition, the semi-finalists' and finalists' views about the relative costs and benefits of applying were impacted by the monetary awards they received from the Foundation.

"We got a lot out of this, but we put more into it than we would have gotten out of it if we had not gotten some funding ... Now that we have gotten \$15 million plus \$250,000 it was absolutely worth it." – Finalist, interview

Half of respondents to the Top 200 applicant survey reported that their organization would definitely apply again for the next round of *100&Change*, and another 44% would consider applying again. These findings are presented in Exhibit 11.

Exhibit 11. Plans to Apply Again in the Future (n=72)



Of those who reported they might apply again, 32% would submit "A similar, but newly designed project," 24% would submit "The same project with substantial changes," 22% would submit "The same project with minimal changes," and 22% would submit "A completely different project."

Many of the interviewed Top 200 applicants and university participants reported that they already planned to apply to the next round of *100&Change*. These respondents expected that the level of effort would be less and their proposals would be stronger in the next round because of their experience with the competition.

"This was a really good exercise for us internally to figure out how to pull together a group to pursue this type of big opportunity. MacArthur is kind of training us. You kind of have to go through the exercise with faculty to think about working with a foundation ... And [it was good training] for us to deal with all of the internal challenges, and political negotiations." – University participant, focus group

Other Top 200 interviewees reported that they would not apply again, as they felt that their program ideas and/or their organization type were not a good fit for the competition, or that they would be a better candidate for a competition with a smaller award size. Some of the semi-finalist groups reported that they would consider applying again in future rounds of the competition, but only if they had the right project, and partners, that aligned with their organization goals at that time.

"It would depend on what we are working on and if we have a project that fits [the competition goals]. Because we won't develop a project to fit [the competition]." – Semi-finalist, interview

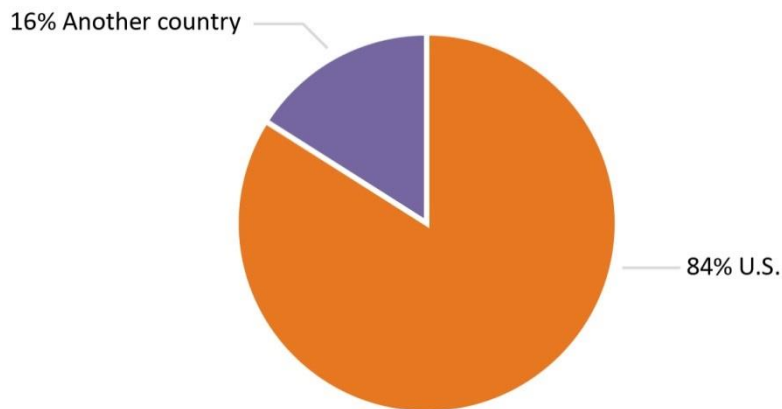
3.3 Relative Success of Different Types of Applicants in the Competition

The Abt team analyzed the data that organizations shared when they registered and applied to *100&Change* to understand how the location of the organizations and the proposed projects and the project topic areas impacted how well the proposal performed in the competition. This section describes the main findings of our analysis.

3.3.1 Application Success by Location of Organization

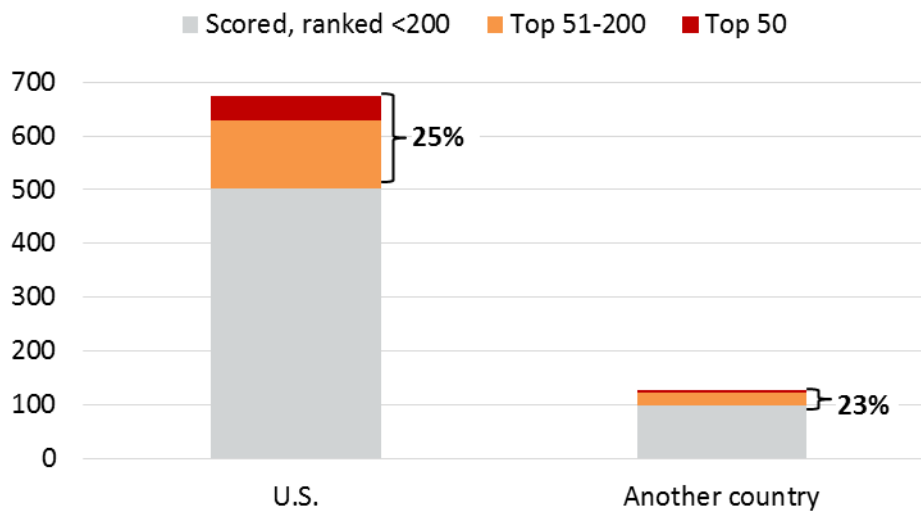
The MacArthur Foundation received 1,904 complete applications, of which 801 made it through administrative review and went on to be scored by the judges. Applicants located in the U.S. constituted the vast majority of applications that judges scored in the *100&Change* competition: 84% of all scored applications came from organizations in the U.S. (presented in Exhibit 12). A slightly smaller proportion of *all* submitted applications came from organizations in the U.S. (76%), indicating that U.S.-based organizations were more successful at getting their applications through the administrative review that preceded the judges' review.

Exhibit 12. Proportion of Scored Applications, by Organization's Location (n=801)



Among the applications judges scored, there was little difference between U.S.-based and non-U.S. based organizations in how likely they were to be selected into the Top 200: 25% of scored applications from U.S.-based organizations made it into in the Top 200, compared to 23% of scored applications from organizations located in another country (presented in Exhibit 13). However, all eight of the groups selected as semi-finalists were U.S.-based.

Exhibit 13. Proportion of Scored Applications That Performed Well, by Organization’s Country (n=801)



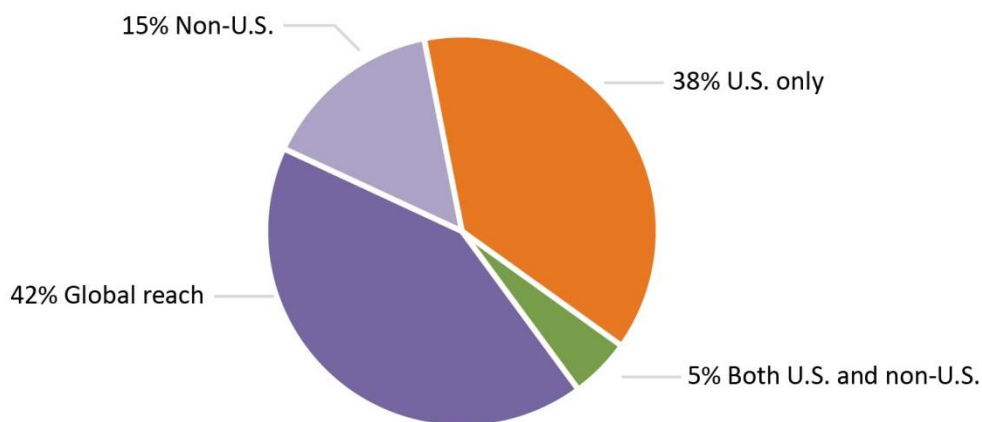
	Scored, Ranked <200	Top 51-200	Top 50	Total*
U.S.	75%	19%	7%	100%
Another country	77%	19%	5%	100%

*Rows may not total 100% due to rounding error.

3.3.2 Application Success by Location of Proposed Work

Nearly half the scored applicants (42%) said their work would have a “global reach,” which may or may not have included the U.S., while a little more than a third (38%) proposed a project that would be located in the U.S. only, and 15% proposed doing work exclusively outside the U.S. (data presented in Exhibit 14).

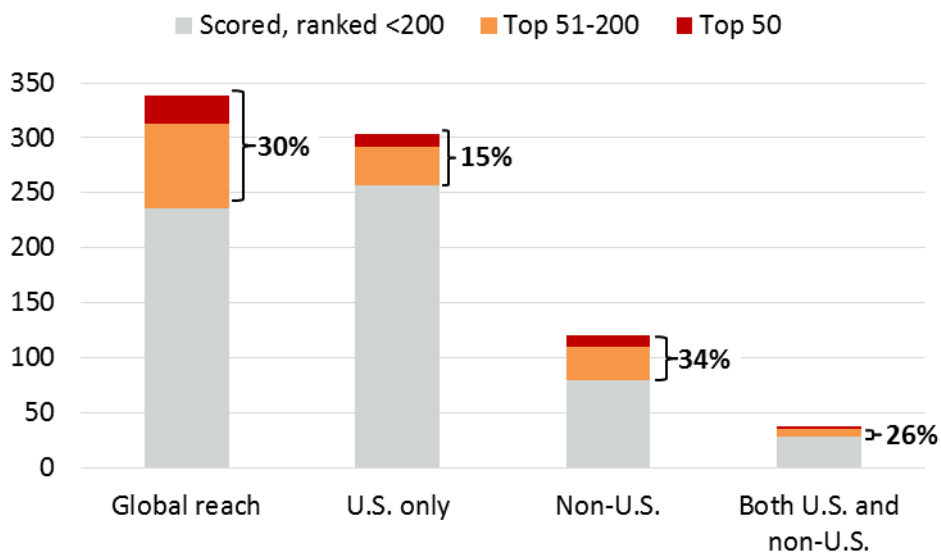
Exhibit 14. Proportion of Scored Applications, by Location of Proposed Project (n=801)



The likelihood of an application being among the Top 200 applications was strongly correlated with where the proposed project would take place. Approximately a third of applications anticipating a global reach (30%) or working in specific countries other than the U.S. (34%) were scored in the Top 200, compared to 15% of those planning U.S.-only work (presented in Exhibit 15). Applications proposing work in the U.S. only were half as likely to be in the top 50 (4%) as those proposing work exclusively or partially outside of the U.S. (both 8%, data shown in table below). Two of the four semi-finalists and

none of the four finalists proposed work that would take place in the U.S. only. All others proposed work that would take place outside of the U.S. and one proposed a project with global reach without specifying any country.

Exhibit 15. Proportion of Scored Applications That Performed Well, by Location of Proposed Project (n=801)



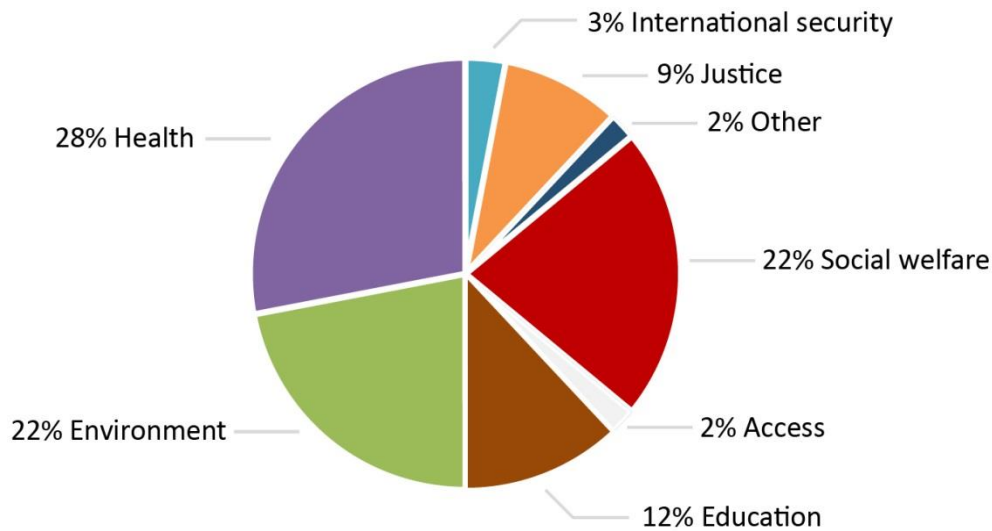
	Scored, Ranked <200	Top 51-200	Top 50	Total*
Global reach	70%	23%	7%	100%
US only	85%	12%	4%	100%
Non-US	66%	26%	8%	100%
Both U.S. and non-U.S.	74%	18%	8%	100%

*Rows may not total 100% due to rounding error.

3.3.3 Application Success by Topic Area

The Abt team aggregated the 32 reported project topic areas into eight categories: Access, Education, Environment, Health and well-being, International security, Justice, Social welfare, and Other. (See Appendix I for a full list of reported topic areas and information about how they correspond to the aggregated topic areas described in this section.) As shown in Exhibit 16, Health and well-being (28%), Environment (22%), and Social welfare (22%) were the most common topics the scored applications addressed.

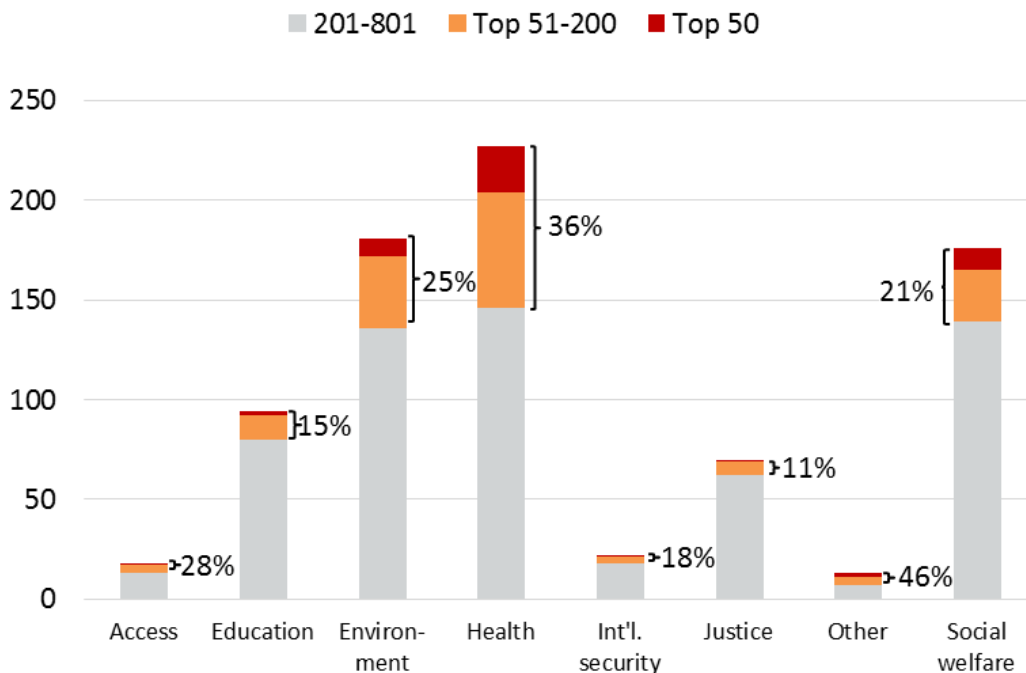
Exhibit 16. Proportion of Scored Applications, by Topic Area (n=801)



Judges were least likely to score applications that fell into the “Other” category, with 74% of applications submitted in this category not scored. Applications addressing Social welfare were the most likely to be scored, with 47% scored and 53% not scored.

Health and well-being had the largest proportion of scored applications in the Top 200 (36%). Applicants with topics addressing topics related to Environment and Social welfare also performed well, with 25% and 21% of scored applications in the Top 200, respectively. Exhibit 17 displays the scored applications, by topic area, that ranked in the Top 200 or top 50.

Exhibit 17. Proportion of Scored Applications That Performed Well, by Topic Area (n=801)



	201-801	Top 51-200	Top 50	Total*
Access	72%	22%	6%	100%
Education	85%	13%	2%	100%
Environmental	75%	20%	5%	100%
Health and well-being	64%	26%	10%	100%
International security	82%	14%	5%	100%
Justice	89%	10%	1%	100%
Other	54%	31%	15%	100%
Social welfare	79%	15%	6%	100%

*Rows may not total 100% due to rounding error.

Exhibit 18 compares scores for non-aggregated topics areas that had at least 10 applications (we selected 10 applications as the cut-off to increase the likelihood that the average score reported would reflect the quality of the applications within that topic area and not random variation). The topic with the lowest average score was “Civil society and governance” (55.8), which included just 10 applications, while “Conservation and biodiversity” got the highest average score, 72, based on 27 applications. All topics had a wide range of scores, with the difference between the lowest and highest scores ranging between 30 and 58 points.

Within the aggregated topic area categories, applications in the “Health and well-being” topic area (displayed as purple diamonds in Exhibit 18 and as a purple “pie slice” in Exhibit 16), scored the highest, with the average score for each non-aggregated topic in this category in the top half of all scores. Applications from topics within the aggregated “Environmental” category (displayed as green diamonds in Exhibit 18) also generally received high scores, with the exception of “Sustainable cities, communities and regions”.

Four of the eight groups selected as semi-finalists had the topic area of “Health and well-being”, but the four finalists represented a range of topic areas: Social protection and/or safety nets (Social welfare), Food security (Social welfare), Health and well-being, and Refugees and victims of conflict (International security).

Exhibit 18 shows the average, lowest, and highest scores for each topic that had at least 10 scored applications. Topics with fewer than 10 scored applications are not included.

Exhibit 18. Judges' Score, by Topic Area (n=683)



Chart label	Category	Average score for topic	Minimum score for topic	Maximum score for topic	Number of applicants
V	Conservation and biodiversity	72	50	94	27
U	Health and well-being, communicable diseases	71	51	91	35
T	Health and well-being, non-communicable diseases	69	46	94	43
S	Food security	68	32	85	49
R	Other	67	32	90	10
Q	Clean water and sanitation	66	48	91	24
P	Health and well-being, population and reproductive health	66	36	85	22
O	Resilience against climate change	66	40	83	46
N	Health and well-being, other, not elsewhere listed	65	31	89	101
M	Affordable and clean energy	65	42	84	25
L	Refugees and victims of conflict	63	48	79	10
K	Social protection and/or safety nets	63	38	86	20
J	Health and well-being, mental health	62	42	80	21

Chart Label	Category	Average Score for Topic	Minimum Score for Topic	Maximum Score for Topic	Number of Applicants
H	Public sector capacity building	62	42	83	12
G	Crime and punishment	61	42	78	21
F	Housing and homelessness	61	39	80	27
E	International peace and security	60	30	87	12
D	Education	60	35	85	94
C	Racial, ethnic and gender justice, equity and inclusion	58	43	76	20
B	Sustainable cities, communities and regions	58	35	86	54
A	Civil society and governance	59	33	72	10

3.4 Identifying and Understanding Key Information Sources

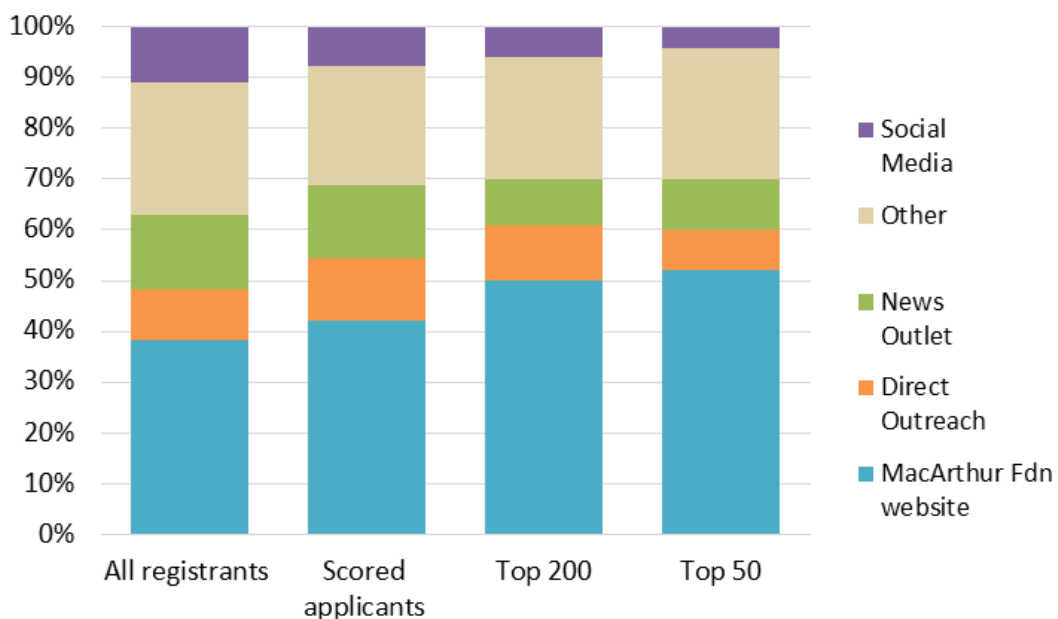
In order to better understand the most influential information sources about the competition, particularly for the strongest candidates, the Abt team analyzed where organizations had learned about the *100&Change* competition and sources of traffic to the competition websites. This section describes the findings of these analyses.

3.4.1 Analysis of How Registrants Heard about Competition

We asked each organization registering for the *100&Change* competition to report how it had learned about the competition. A total of 7,081 registrants answered by selecting from five categories – the MacArthur Foundation Website (2,705), News Outlet (1,033), Social Media (764), Direct Outreach (710), and Other (1869). Registrants were then asked to specify the source in an open text field for each category except the Foundation Website. To identify which sources were associated with the most highly performing applicants, we compared the answers of all registrants to those of the 801 who had had their application scored, and to the Top 200 applicants (and top 50 for the overall categories). However, since the number of Top 200 applicants within each of these categories is small (and even smaller for the top 50), these findings should be considered with caution.

The MacArthur Foundation Website accounted for over a third (38%) of the way that all registrants heard about the competition. An even higher proportion of the most successful registrants (50% of the Top 200 and 52% of the top 50) learned about the competition from this source. In contrast, Social Media and News Outlets were less likely to be the source of information about the competition for the most successful applicants, compared to for registrants overall. This suggests that organizations that performed well in the competition are actively monitoring grant opportunities and funding organizations, and organizations that learned about the competition through more passive means, including through the media and social media, were less likely to do well in the competition.

Exhibit 19. Information Source, by Application Success



	All registrants (n=7,081)	Scored applicants (n=801)	Top 200 (n=200)	Top 50 (n=50)
MacArthur Foundation Website	38%	42%	50%	52%
Direct Outreach	10%	12%	11%	8%
News Outlet	15%	14%	9%	10%
Other	26%	23%	24%	26%
Social Media	11%	8%	6%	4%
Total*	100%	100%	100%	100%

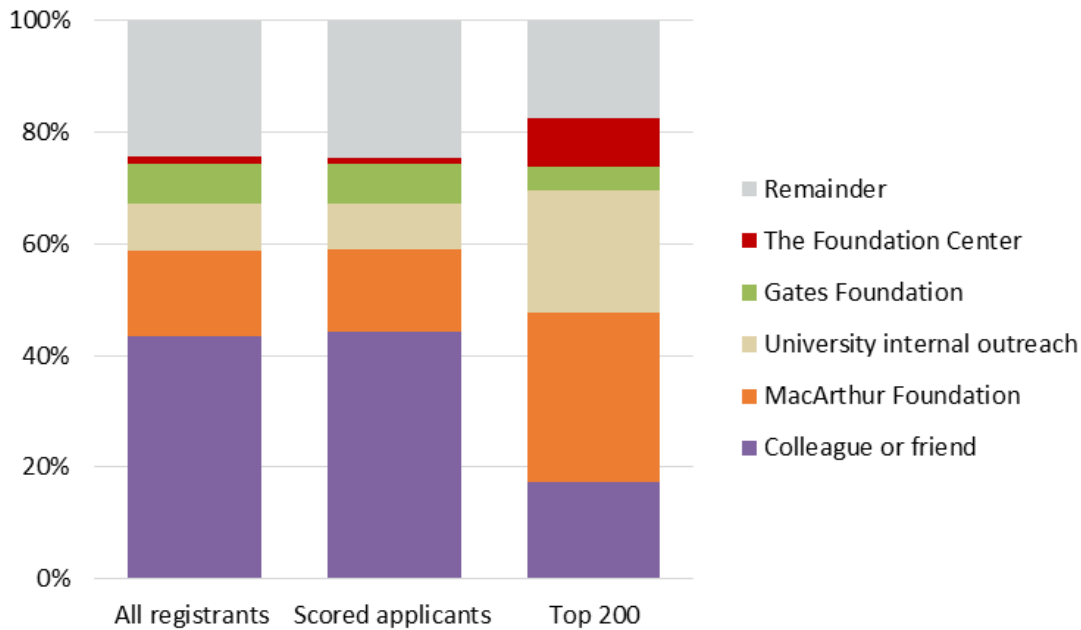
*Rows may not total 100% due to rounding error.

Half the Top 200 Applicants heard of the competition from the MacArthur Foundation Website (Top 200 Column in Exhibit 19 table). “Other” was the next most common source of information for the Top 200, with 24% learning of the competition this way, followed by 11% Direct Outreach, 9% from News Outlets, and 6% from Social Media.

Within each major category, the registrants cited many specific sources of information about the competition. The following three tables show the most commonly cited sources broken down by category. Appendix J lists all specific sources that more than one registrant mentioned, across all categories.

While it was very common for those who had learned about the competition through Direct Outreach to specify that they had heard through a friend or colleague (44% overall), the Top 200 applicants were less likely to have learned from a friend or colleague (17%) than directly from the MacArthur Foundation (30%) or through internal outreach at their university (22%) (shown in Exhibit 20). (Since the number of applications scoring in the top 50 from each category is small, exhibits displaying data by category do not include a column for the top 50 applications.)

Exhibit 20. Most Common Specific Sources within “Direct Outreach”



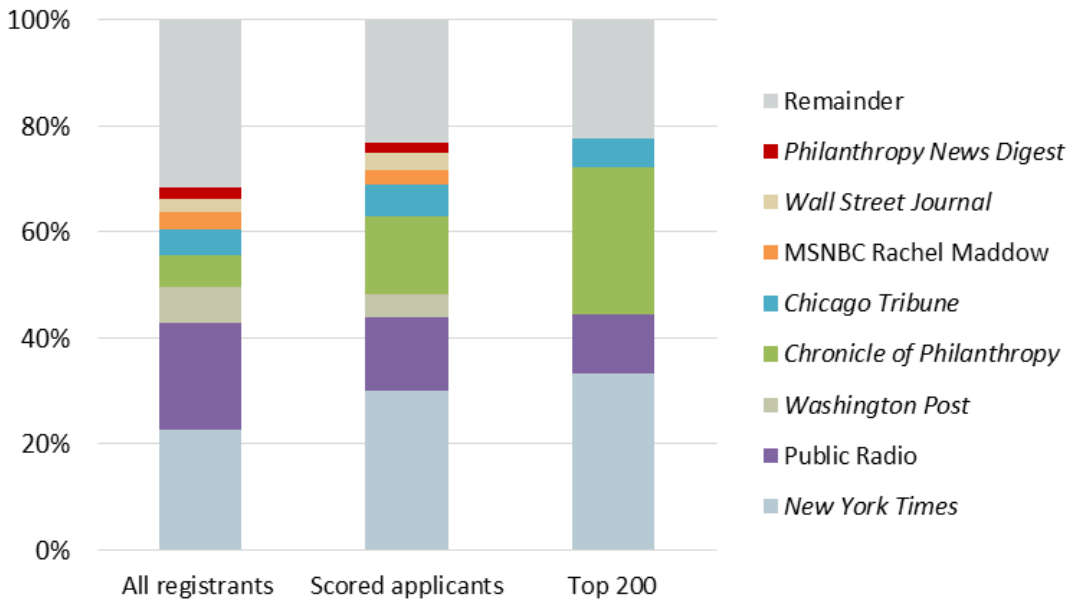
	All registrants (n=805)	Scored applicants (n=710)	Top 200 (n=23)
Colleague or friend	43%	44%	17%
MacArthur Foundation	15%	15%	30%
University internal outreach	10%	8%	22%
Gates Foundation	7%	7%	4%
The Foundation Center	1%	1%	9%
Remainder	23%	25%	17%
Total*	100%	100%	100%

*Rows may not total 100% due to rounding error.

Facebook and Twitter were the primary sources for registrants who learned about *100&Change* through Social Media (48% and 22%, respectively).

Competition registrants reported learning about the competition through a large array of News Outlets. Scored applicants and Top 200 applicants, however, were most likely to have learned about the competition from the *New York Times*, the *Chronicle of Philanthropy*, and public radio.

Exhibit 21. Most Common Specific Sources within “News Outlets”

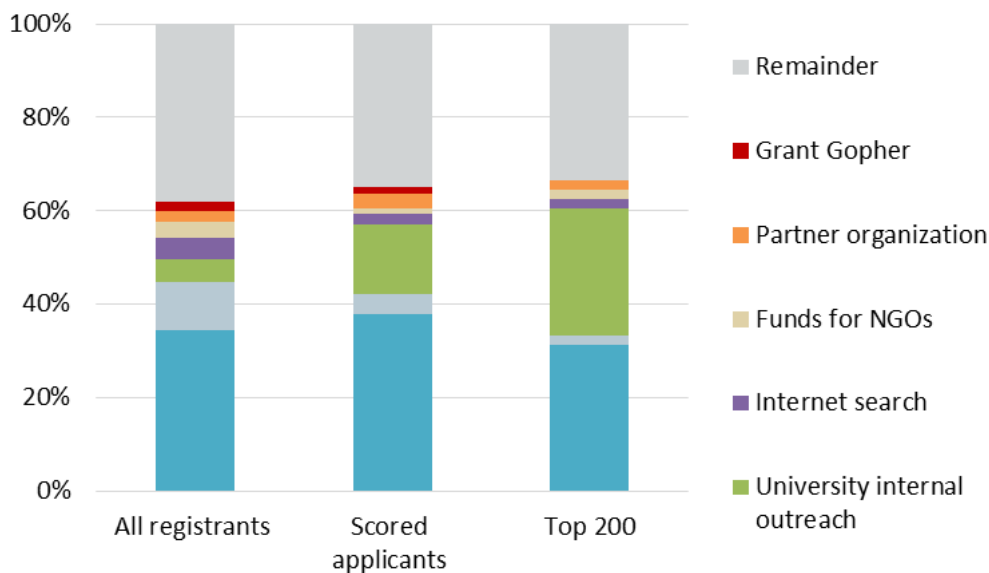


	All registrants (n=1,033)	Scored applicants (n=116)	Top 200 (n=18)
<i>New York Times</i>	23%	30%	33%
Public radio	20%	14%	11%
<i>Washington Post</i>	7%	4%	0%
<i>Chronicle of Philanthropy</i>	6%	15%	28%
<i>Chicago Tribune</i>	5%	6%	6%
MSNBC Rachel Maddow	3%	3%	0%
Wall Street Journal	2%	3%	0%
Philanthropy News Digest	2%	2%	0%
Remainder	32%	23%	22%
Total*	100%	100%	100%

*Rows may not total 100% due to rounding error.

As noted above, the second largest general source of information about *100&Change*, after the MacArthur Foundation Website, were “Other” sources (i.e., not Direct Outreach, News Outlets, or Social Media). This wide-ranging set included specific tools such as Grant Gopher, organizations such as the Gates Foundation, or internal sources such as outreach from within a university. The latter category – university internal outreach – was more associated with successful applications, with 27% of the Top 200 in this category naming this source compared with 5% of all registrants in the category. In contrast, while a fairly sizeable group of registrants learned of the opportunity through the Gates Foundation (10% of all who reported their source as “Other”), only 2% of those who scored in the Top 200 referenced the Gates Foundation as their specific source of information. Data are presented in Exhibit 22.

Exhibit 22. Most Common Specific Sources within “Other”



	All registrants (n=1,869)	Scored applicants (n=187)	Top 200 (n=48)
Colleague or friend	35%	38%	31%
Gates Foundation	10%	4%	2%
University internal outreach	5%	15%	27%
Internet search	5%	2%	2%
Funds for NGOs	3%	1%	2%
Partner organization	2%	3%	2%
Grant Gopher	2%	2%	0%
Remainder	38%	35%	33%
Total*	100%	100%	100%

*Rows may not total 100% due to rounding error.

3.5 Tone and Accuracy of Media Coverage

The Abt team reviewed 135 articles (including a few podcast transcripts) that the Foundation had provided from their internal media scanning activities. Of these, 53% (n=72 articles) were from the semi-finalist phase of the competition, followed by 23% (n=31) from the awarded announcement phase, 16% (n=22) from the competition’s announcement phase, and 7% (n=10) during the finalists phase. The disparity between the media attention at the semi-finalist phase (n=72) compared to coverage during the finalist phase (n=10) was large. This could be because the period of time between when the semi-finalists were named and when the finalists were named (7 months) was significantly longer than the period between when the finalists were named and when the award recipient was named (3 months), allowing more time for articles to be written. However, it could also indicate that the media did not find the announcement of finalists to be as newsworthy as the announcement of the semi-finalists.

The majority of the reviewed articles covered the *100&Change* competition in a neutral or generally positive tone. Five articles used a specifically positive tone to describe the *100&Change* competition by highlighting the important nature of the proposed projects or lauding the creation of the proposal bank. Four articles included specifically negative coverage about the *100&Change* competition. These articles ranged from criticism that the Foundation had unintentionally “fortified the view that worthy big bets

are hard and scary to make”⁸ to disappointment because the Foundation failed to live up to the expectations of the competition, by selecting semi-finalists, finalists, and an award recipient that fit under the category of “pretty standard philanthropy.”⁹ Overall, we identified few outright reporting errors in the media coverage of *100&Change*, indicating that reporters had widely used, and understood, the press releases the Foundation had put out.

Perhaps not surprisingly, the vast majority of articles (85%, n=112) mentioned the size of the *100&Change* competition award. In fact, 68 articles included the award amount directly in the title of the article. However, many articles also covered important features of the competition, including the open call for proposals across organization types and topic areas (n=31), the Foundation’s commitment to helping applicants (particularly semi-finalists and finalists) find funding for their proposed projects (n=37), and the unique judging process (n=44).

Fifty-nine articles highlighted how the *100&Change* competition required proposed projects to make significant progress towards solving real-world problems. However, only 10 of these articles (17%) discussed the requirement for applications to include evidence of effectiveness for the proposed solution, indicating an area in need of increased attention and clarity in future messaging from the Foundation.

A total of 40 articles focused on some aspect of the *100&Change* competition being innovative and unique in the field of philanthropy. This included articles about *100&Change* bringing outside ideas into philanthropy (n=24), about the uniqueness of the grant size (n=14), describing *100&Change* as a signal to the philanthropic community to support more and different causes (n=11), and discussing the openness of the grant as being unique and valuable within the field of philanthropy (n=10). Other themes the media covered included the focus of the competition on funding solutions (n=3), the emphasis on social change (n=2), and the risk inherent in making such a large grant (n=2).

While all of the semi-finalists and finalists received good coverage of their proposed projects, some groups appeared to be better able to create media interest than others. During the semi-finalist phase, each applicant was mentioned an average of 25 times across all articles. While most articles that covered the semi-finalists or finalists covered them all, some articles highlighted just one proposal or a select few. When comparing articles that focused on either one or a few projects, two semi-finalists had less coverage than the others, with 12 articles each compared to the 15 to 17 articles covering the other groups. The ultimate \$100 million grant recipient had the most media coverage among articles that focused on one applicant only, even before the final award had been announced.

⁸ Callahan, D. (2017, December 21). No More Excuses: Has the MacArthur Foundation Paved the Way for a New Era of “Big Bets?” *Inside Philanthropy*.

⁹ Williams, T. (2017, February 22). What We’re Learning about MacArthur’s Philanthropy Powerball Experiment. *Inside Philanthropy*.

4. CONCLUSIONS

With *100&Change*, the Foundation launched a competition that was not only a departure from their usual approach to grant making, but also represented a new approach in the field of philanthropy. *100&Change* was ambitious and unique in the size of its award; its openness to proposals of any topic, in any field, from anywhere in the world; and its vision that solutions to the world's problems are possible. The data gathered for this process evaluation supports the overall conclusion that the implementation of the first round of the *100&Change* competition was a great success. The evidence for this conclusion includes the fact that almost 2,000 groups applied, over 400 experts agreed to serve as judges, media coverage was almost all positive or neutral and accurate, and 94% of the Top 200 applicants who participated in our survey said they will either definitely apply again in the future or would consider it. We conclude that the diligence and thoughtfulness that the Foundation put into designing and running the competition paid off in terms of a positive overall impression of participants and observers.

Based on our evaluation findings we believe that many aspects of the competition worked well and should be retained for future rounds. These include (but are not limited to) the open call for proposals; the use of judges who are external to the Foundation; the technical assistance provided by MSI and Bridgespan; and the support provided to applicants by POs and other Foundation staff. In addition, our evaluation has identified a number of areas where the Foundation may wish to consider changes to strengthen future rounds of the competition. We understand that the Foundation has already begun making changes to the application and selection processes for the second *100&Change* competition based on findings from this evaluation as well as other information. It is our hope that the information presented in this report is helpful to the Foundation in that process.

APPENDIX A: SCREENSHOT OF WEBPAGE PROVIDING INFORMATION ABOUT 100&CHANGE PANEL JUDGES

MEET THE JUDGES

Receive feedback from experts.

All valid applications receive scores and comments from members of the Evaluation Panel. Each judge has been carefully chosen for their knowledge and experience. Top-scoring submissions may also be reviewed by MacArthur's Board of Directors.

EVALUATION PANEL

The Evaluation Panel Judges score and comment on each application assigned to them. Each team that submits a valid application will receive five sets of reviews that have been statistically normalized. Based on the rank order of the applications, the highest-scoring teams will be referred to MacArthur's Board of Directors for further consideration.



MODUPE
ADEFESO-
OLATEJU



NANCY E.
ADLER



SERGIO
AGUAYO



GEORGE
AKERLOF



BRUCE
ALBERTS



ADRIANA
ALEJANDRO-
OSORIO



CATHERINE
ALLEGRA



JAMES
ANDERSON



SONYA
ANDERSON



GEORGINA
ANGONES



JULIA
ANGWIN



DOUG
ARENT



NIMA
ARKANI-
HAMED



DENISE
ARMBRISTER



LAURA
ARRILLAGA-
ANDREESSEN

APPENDIX B: 100&CHANGE COMPETITION SCORING TRAITS AND RUBRIC

MEANINGFUL

Is the proposal bold? Does it seek to solve an important and urgent problem? Will the proposed solution significantly improve the condition of the target beneficiaries and result in broad public benefit?

[Trivial → Consequential]

0	Failed to present an adequate, well-timed solution to a substantive problem; delivered a marginal level of improvement without considering local conditions; no public benefit.
1	Described a cautious solution to a problem that lacks scope or timeliness; attempted to meet basic needs and addressed some local conditions; some public benefit.
2	Presented an appropriate solution to a serious and pressing problem; met needs of beneficiaries with an understanding of local conditions; noteworthy public benefit
3	Conveyed an effective solution to a difficult and dire problem; strived to overcome local conditions and to ensure conditions improve; significant public benefit.
4 & 5	Illustrated a powerful solution to a compelling and crucial problem; reached an ambitious but realistic level of impact that maximized improvements; profound public benefit.

VERIFIABLE

Does the proposal present evidence that the solution has previously yielded practical and concrete results? Does the proposed solution rely on existing methodology, technology, and/or provable science?

[Questionable → Convincing]

0	Failed to provide evidence of effectiveness or depended upon an untested methodology, technology, and/or unproven science.
1	Showed some signs of effectiveness but evidence is unconvincing; methodology, technology, and/or science was unreliable.
2	Established reasonable record of effectiveness; methodology, technology, and/or science was reliable and dependable.
3	Demonstrated a credible and effective solution; employed methodology, technology, and/or science with predictable results.
4 & 5	Grounded in authentic, certifiable results that can be easily replicated; universally recognized methodology, technology, and/or science.

FEASIBLE

Does the team have the skills, capacity, and experience to deliver the proposed solution? Do the budget and project plan align with a realistic understanding of the costs and tasks to implement the proposed solution?

[Unrealistic → Achievable]

0	Failed to offer a cohesive team with capabilities to deliver the proposed solution; presented an impractical budget and/or project plan.
1	Described a team with basic abilities but lacking in knowledge or training; offered an insufficient budget and/or project plan.
2	Proposed a competent, qualified team with clear strengths; presented a realistic budget and project plan with sufficient attention to detail.
3	Delivered a team of accomplished professionals with a record of success; budget and project plan were detailed, measurable, and cost effective.
4 & 5	Led by a team of seasoned experts who have achieved remarkable results; budget and project plan were grounded in successful past performance.

DURABLE

Does the team propose a solution that has staying power? Is there a plan in place to support the resolution of the problem, including any need for ongoing support, if necessary?

[Temporary → Permanent]

0	Offered a short-lived solution to meet basic needs that will expire over time and/or will require continuous support.
1	Offered a solution that may persist but failed to present convincing sustainability and/or a plan for support.
2	Focused on a reliable solution with a clear pathway toward sustainability; presented a sufficient plan for support.
3	Proposed an enduring solution with proven results; articulated a detailed method of maintaining support.
4 & 5	Demonstrated a perpetual solution with recognized and lasting results; described a compelling support model.

APPENDIX C: SCREENSHOT OF WEBPAGE EXPLAINING THE SCORING TRAITS AND SCORES

SCORING PROCESS

Understand the scoring.

Every valid application receives scores and comments from five Evaluation Panel Judges. Scores are normalized to ensure a level playing field for everyone. Please review carefully the traits the judges will use to score your application.

MEANINGFUL (0-5)

1 4	Is the proposal bold? Does it seek to solve an important and urgent problem? Will the proposed solution significantly improve the condition of the target beneficiaries and result in broad public benefit?
--------	---

Presented an appropriate solution to a serious and pressing problem; met needs of beneficiaries with an understanding of local conditions; noteworthy public benefit

2.5



VERIFIABLE (0-5)

2 4	Does the proposal present evidence that the solution has previously yielded practical and concrete results? Does the proposed solution rely on existing methodology, technology, and/or provable science?
--------	---

Established reasonable record of effectiveness; methodology, technology, and/or science was reliable and dependable.

APPENDIX D: SCREENSHOT OF WEBPAGE DESCRIBING SCORE NORMALIZATION PROCESSES

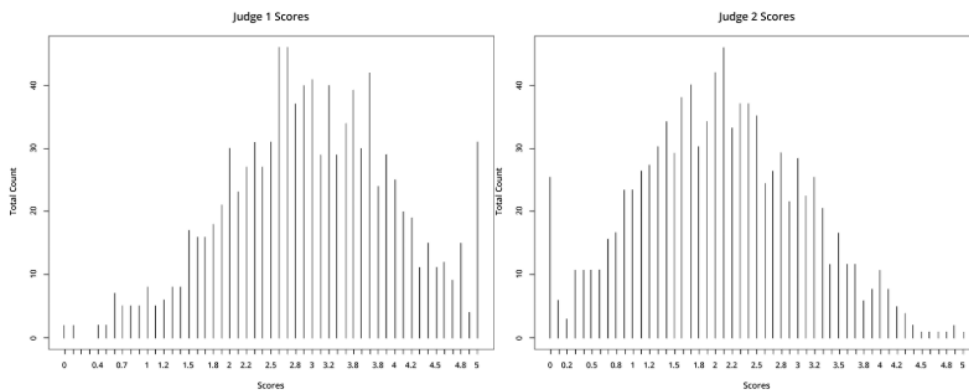
Everyone is treated fairly.

Once a valid application has been submitted, a minimum of five [Evaluation Panel members](#) will be assigned to score each submission. Those judges will offer both scores and comments against [each of four distinct traits](#). Each trait will be scored on a 0-5 point scale, in increments of 0.1. Those scores will combine to produce a total normalized score. Examples of possible scores for a trait are: 1.4, 3.7, etc.

The most straightforward way to ensure that everyone is treated by the same set of standards would be to have the same judges score every application; unfortunately, due to the number of applications that we may receive, that is not possible.

Since the same judges will not score every application, the question of fairness needs to be explained carefully. One judge scoring an application may take a more critical view, giving any assigned candidate a range of scores only between 1.0 and 2.0, as an example; meanwhile, another judge may be more generous and want to score every submission between 4.0 and 5.0.

For illustrative purposes, let's look at the scores from two hypothetical judges:



The first judge is far more generous, as a scorer, than the second judge, who gives much lower scores. If your application was rated by the first judge, it would earn a much higher total score than if it was assigned to the second judge.

APPENDIX E: SCREENSHOT OF TOP 200 APPLICANT ONLINE DIRECTORY



100&Change is a MacArthur Foundation competition for a \$100 million grant to fund a single proposal that promises real and measurable progress in solving a critical problem of our time.

ADDICTION

The Cleveland Clinic Foundation (Cleveland Clinic)

Fighting opioid addiction through education and multidisciplinary approaches to pain management
Website: my.clevelandclinic.org
Overview video: https://youtu.be/bkdOH2HC_xM

Facing Addiction

Recognizing addiction as a chronic disease and fighting it with diagnosis, treatment, and support
Website: <https://www.facingaddiction.org>
Overview video: <https://youtu.be/6VDL-CypaxQ>

West Virginia University Research Corporation

Reversing a trend towards increasing mortality in West Virginia through opioid addiction treatment, job training, and community engagement
Website: hr.research.wvu.edu
Overview video: <https://youtu.be/rKmYohDh7wY>

AFFORDABLE AND CLEAN ENERGY

Global Alliance for Clean Cookstoves, an initiative of the United Nations Foundation

Reducing indoor pollution through increased supply of clean cookstoves in Uganda and Kenya
Website: <http://www.unfoundation.org/what-we-do/campaigns-and-initiatives/cookstoves/>
Overview video: https://youtu.be/4T7_C5C9w00

The University of New South Wales

Accelerating development and deployment of photovoltaics to increase reliance on solar energy and reduce CO2 emissions
Website: <https://www.unsw.edu.au>
Overview video: <https://youtu.be/lgqDUUnB0zfw>

APPENDIX F: DETAILED EVALUATION DATA COLLECTION AND ANALYSIS METHODS

This mixed methods evaluation included interviews, focus groups, and short online surveys with a variety of *100&Change* stakeholders. In addition, the Abt team analyzed extant data, including data collected as a part of the application process, as well as media coverage of the competition.

F.1 Discovery Period and Desk Review

During the first stage of the *100&Change* evaluation, Abt engaged in a discovery period and desk review to gain a thorough understanding of the *100&Change* competition approach and process, and to clarify the Foundation's evaluation needs. The discovery period included a kickoff meeting with the *100&Change* working group; a review of relevant materials (described more below); and individual and small group interviews with members of the *100&Change* working group, including the Foundation President; the *100&Change* Managing Director; Program Officers; and participating members from the Foundation's legal counsel, communications team, evaluation team, and administrative staff. Most of these interviews were held in person during the Abt team's visit to the Foundation in September 2017, although a few were held via telephone due to conflicting staff schedules. Materials reviewed during the desk review included background documents about the competition that the Foundation had provided, the competition websites, application and registration data, and data collected through Common Pool's surveys and interviews with *100&Change* registrants, applicants, reviewers and judges.

F.2 Interviews and Focus Groups

In addition to the interviews conducted with Foundation staff as a part of the discovery period, the Abt team conducted interviews and focus groups with a range of *100&Change* stakeholders to understand their unique experiences with, and perspectives on, the application and selection process of the competition. This included samples drawn from universities that had applied to the competition, organizations named in the Top 200 of applicants, semi-finalists, finalists, consultant groups that had supported the competition, and members of the MacArthur Foundation Board of Trustees (More details about data collection with each of these groups are included below.)

The Abt team created interview and focus group guides that were semi-structured, to ensure that we would collect consistent information across interviews and audiences but also allow interviewers to modify questions as needed to probe for additional details or clarify information shared. The MacArthur Foundation's *100&Change* Working Group reviewed and approved the guides prior to fielding. All interviews and focus groups were digitally recorded, with participant agreement, and then transcribed for review and analysis.

100&Change Applicants

To understand the range of experiences of the competition applicants, the Abt team conducted focus groups with a sample of university applicants and interviewed a sample of Top 200 applicant organizations as well as all of the semi-finalist and finalist teams. Participants were assured of confidentiality to encourage honest and open responses.

- **University applicants:** Abt held two focus groups on May 10, 2017 at the Council for Advancement and Support of Education conference (CASE) in Chicago, IL with Corporate and Foundation Relations (CFR) Officers from universities that had submitted *100&Change* applications. To recruit participants, the CASE Conference organizers agreed to send an email to all conference registrants asking those who had applied to *100&Change* to participate in focus groups and share their

experiences and feedback. Everyone who responded to the email and expressed interest was invited to participate. Ultimately, a total of 12 people participated in the two focus groups, representing 11 different colleges and universities.

For each of the applicant groups described below, the MacArthur Foundation first reached out to let them know about the evaluation activities, and then Abt Associates followed up to schedule the interviews. The interviews were held virtually via WebEx, with each interview lasting between one and one and a half hours. Each of the groups were asked to invite two to four of the people from their team most involved in the application to attend the call.

- **Top 200 applicants:** In March and April 2018, the Abt team interviewed nine organizations from a sample of 20 organizations that had been pulled from those selected to be in the Top 200 of all *100&Change* applications based on their scores from the competition judges. The purpose of these interviews was to learn about how organizations that did well in the competition, but were not selected as semi-finalists, perceived the competition, and to learn about their experiences with the application process. The organizations in the sample were selected to represent a mix of topic areas for the proposed work, to include some international groups, some for-profit entities (in addition to nonprofits), and some smaller organizations (i.e., under \$10 million annual operating budget as reported by ProPublica).¹⁰ Universities were purposely not included in the sample because Abt had already collected feedback from this group at the CASE Conference.
- **Semi-finalists:** In November 2017, the Abt team conducted interviews with each of the four semi-finalist teams not selected as finalists (The Carter Center, Himalayan Cataract Project, Human Diagnosis Project, Internet Archive). The purpose of these interviews was to understand their experiences throughout the full application process including the development of revised proposals/capacity assessments, what parts of the application process worked well and what parts were most challenging for this group, their experiences with support and technical assistance from the Foundation and the consultant groups, and how they view the overall benefits and costs of their participation.
- **Finalists:** Abt team interviewed the four finalist teams, including the \$100 million grant recipient (Catholic Relief Services, HarvestPlus, Rice 360 Institute for Global Health, Sesame Workshop and the International Rescue Committee), in May, 2018. The purpose of these interviews was the same as that for the semi-finalists, but also included feedback about the final stage of the competition, including the live finalist event and the finalist selection.

Consultants

In January and March 2018 the Abt team interviewed representatives from each of the consulting groups that had worked on the competition (MSI, Common Pool and Bridgespan), to understand their unique perspectives about which parts of the application and selection process worked well and which did not, their perspective on the quality of applications, and their views on ways the competition can be improved in future rounds. The interviews were held by WebEx and lasted approximately one hour. Due to the small number of consultants and the unique nature of their work on the competition, their confidentiality was not ensured.

¹⁰ Tigas M, Wei S, Schwencke K, Glassford A. (2018, March 14). Nonprofit Explorer: Research Tax-Exempt Organizations. Retrieved from <https://projects.propublica.org/nonprofits/>.

MacArthur Foundation Board

Abt interviewed six of the eight Board members in March and April, 2018 and then held a focus group with the full Board in June 2018. The Board was in a unique position to reflect upon and assess the successes and challenges of the *100&Change* approach and process, particularly the processes for selecting the semi-finalists, the finalists, and the \$100 million grant recipient. The individual interviews were held via WebEx and lasted about 45 minutes. The focus group took place in person, and allowed the Board to reflect as a group on issues raised during one-on-one interviews.

F.3 Surveys

The Abt team conducted two surveys: a survey of the Top 200 applicants, and a short feedback survey of the guests who were invited to the *100&Change* finalist event. Abt drafted the survey questions and shared them with the *100&Change* Working Group for review and approval. The final survey questionnaires (included in Appendix G and Appendix H) were programmed into SurveyGizmo, an online survey platform. Both surveys included primarily closed-ended questions, with a few open-ended questions to allow elaboration and clarification of responses to gain a deeper understanding of the results.

The Abt team conducted thorough pretesting of the online surveys to ensure that they looked and functioned as intended. The MacArthur Foundation sent out the email invitation for both surveys so that they came from a known and trusted source; however, the invitation text informed the reader that Abt Associates, an independent evaluator, would be collecting and reviewing the survey data and that the information would be shared in aggregate form only.

Top 200 Applicants

At the end of May and early June 2018, Abt fielded a survey with the organizations that were ranked in the Top 200 based on the scores from the panel of judges, excluding the 17 organizations that Abt had previously interviewed via other data collection activities described above. While the interviews allowed our team to collect in-depth information and probe areas of inquiry, the web survey provided standardized information from the entire group on their collective experience. Of the 183 email invitations sent out for the survey, 5 were ultimately undeliverable due to changes in email addresses and staffing at the organizations, for a total of 178 delivered invitations. Of these, 78 organizations responded – a 44% response rate.

Live Finalist Event Invitees

On December 15, four days after the *100&Change* Finalist Live event, invited funders (including owners of donor-advised funds, representatives of a foundation or philanthropic organization, impact investors, corporate funders, or other types of funding groups) received an email from the Foundation asking them to complete an online survey about the event. The purpose of the survey was to elicit the funders' feedback about the event and their intentions to fund the finalists' or semi-finalists' projects. Of the 75 individuals invited to participate in the survey, 14 provided some answers (19%) and 9 completed the entire survey.

F.4 Analysis of Extant Data

Analysis of Registration and Application Data

When organizations registered and applied to *100&Change* they shared information, including where their organization was geographically located, their organization type (e.g., for-profit, non-profit), the topic area their proposed project would address, where their proposed work would be performed, and how they had originally heard about the *100&Change* competition. After cleaning the data (as needed) and aggregating it into manageable and meaningful categories, the Abt team analyzed the data to better

understand differences in how well the proposals performed in the competition based on the type of organization or project proposed, and where organizations had learned about the *100&Change* competition. This information can help the Foundation consider whether any changes to the application processes are needed to address otherwise unexplained disparities or incongruities between who applied and who did well in the competition, and to refine future outreach efforts by identifying where target audiences currently get information.

Based on the reported headquarters location of the 1,904 completed applications, we coded each organization as based in either the United States (1,451 applications) or another country (453). Next, we combined 10 data elements reporting where the work would be performed into four mutually exclusive categories: U.S. Only (605), Non-U.S. (332), Both U.S. and Non-U.S. (125), and Global Reach (840). (Two applications could not be categorized.)

The Abt team then aggregated the 32 reported topic areas into eight categories: Access, Education, Environment, Health and well-being, International security, Justice, Social welfare, and Other. (See Appendix I for the full list of reported topic areas and how they were aggregated.)

To report how they learned about the competition, the 7,081 registrants selected from five categories – MacArthur Foundation Website (2,705), News Outlet (1,033), Social Media (764), Direct Outreach (710), and Other (1,869) – and then were asked to provide specific sources in an open text field. The Abt team cleaned the open end data so that answers referring to the same information source but using differing terminology were coded uniformly – for example, “The New York Times” and “NY Times” were coded as “New York Times.” Additionally, when the registrant named a specific person, this was coded to the “friend or colleague” category, and sources that were clearly from within the same university as the registrant were coded to “university internal outreach.” However, we did not clean the data by category, so, for example, we did not combine those who reported that they had heard from a “colleague or friend” under the “Other” category with those who reported hearing from a “colleague or friend” under “Direct Outreach.” Therefore, these data should be interpreted as being approximate. All individual sources that were named more than once, along with their corresponding categories, are presented in Appendix J.

We decided to not include in this report analyses based on the types of organizations that applied to the competition (i.e., non-profit, for-profit, university, foundation), because the Foundation had determined that the way applicants self-selected into these categories was highly subjective and therefore did not allow us to make accurate comparisons across groups.

The Abt team analyzed the aggregated data using Microsoft Excel to produce easily interpretable graphics. Pie charts demonstrate the proportion of all applications in each category. Stacked bar charts show, for each category, the proportion of scored applications that scored highly – in the top 50 or top 51-200 – as well as those ranked 201-800. This allows for quick comparisons across and within categories. To compare judges’ scores across topic areas, we show the average, lowest, and highest score within each category for the topics with at least 10 applications.

Content Analysis of Media Coverage

The Abt team analyzed the content of media coverage about the *100&Change* competition in order to understand the themes that journalists found to be the most understandable and compelling for reporting, and help to identify areas that may require additional clarification or focus for the Foundation’s future media outreach efforts for the competition.

For the content analysis of media coverage, the Abt team reviewed 135 articles (including a few podcast transcripts) the Foundation had provided from their internal media scanning activities. Abt uploaded all

materials into NVivo 11, a qualitative analysis software that facilitates managing, systematically comparing, and querying materials.

APPENDIX G: TOP 200 APPLICANT SURVEY

1. Compared to other funding opportunities you have participated in, was the process of applying for *100&Change*: (Please select one)
 - Much easier
 - Somewhat easier
 - About the same
 - Somewhat more difficult
 - Much more difficult
2. What parts of the *100&Change* application process were challenging for you/your organization? (Please select all that apply)
 - Identifying and defining a project idea to propose
 - Keeping written sections within the limited word count
 - Writing for a non-technical or non-clinical audience
 - Technological difficulties with online application
 - Dedicating enough staff time to complete application requirements
 - Having enough internal staff expertise to develop all parts of the application
 - Creating and/or submitting the video
 - Other (Please specify) _____ **[Open ended response format, 25-word limit]**
 - No challenges to report
3. How useful was the feedback you received about your application from the *100&Change* panel of judges? (Please select one)
 - Not at all helpful **[Go to next Q]**
 - Somewhat helpful **[Go to next Q]**
 - Very helpful **[Skip to Q 5]**
 - Extremely helpful **[Skip to Q 5]**
 - Did not receive feedback from the judges **[Skip to Q 5]**
 - Don't remember **[Skip to Q 5]**

[If question is skipped, go to Q5]
4. **[If selected "somewhat helpful" or "not at all helpful" to Q 3]** Please tell us how the feedback from the judges could have been more useful:
_____ **[Open ended response format, 25-word limit]**
5. Has your organization benefitted from applying to the *100&Change* competition in any of the following ways? (Please mark all that apply)
 - Advanced our organizational planning
 - Formed new, or deepened existing, relationships with collaborators
 - Gained awareness of other organizations that may lead to future collaborations or partnerships
 - Gained awareness of new potential funding organizations
 - Selected as one of the eleven "Best Bets" by Center for High Impact Philanthropy
 - Selected as a "Bold Solution" by Charity Navigator
 - Led to increased publicity or credibility for the organization or proposed project
 - Led to interest from new or prior funders

Led to new funding or in-kind donations **[Go to Q. 5a]**

Other: Please describe: _____

[Open ended response format, 25-word limit]

None of the above

[If question is skipped, go to Q6]

- 5a. **[If selected “Led to new funding or in-kind donations”]** Please indicate the value of the new funding or in-kind donation that your organization has received for the *100&Change* proposed project:

Under \$100,000

Between \$100,000 and \$500,000

Between \$500,000 and \$1 million

Between \$1 million and \$2 million

Between \$2 million and \$5 million

More than \$5 million

Don't know / Unsure

6. Has your organization used the “Top 200” designation for your *100&Change* proposal for marketing or promotional purposes? (Please select one)

Yes

No

Unsure

7. How did the amount of resources (including time, effort, costs) your organization used to prepare the *100&Change* application compare to the amount typically expended on other grant competition applications? (Please select one)

Much less

Somewhat less

About the same

Somewhat more

Much more

Don't know/Unsure

8. Other than the time and expenses put in, were there any negative impacts to your organization of applying to *100&Change*? (Please select one)

Yes **(Go to Next Q 9)**

No **(Skip to Q 10)**

Unsure **(Skip to Q 10)**

[If question is skipped, go to Q10]

9. **[IF Yes to Q 9]** Please describe the negative impacts of applying to *100&Change* on your organization: _____ **[Open ended response format, 25-word limit]**

10. In retrospect, do you think the benefits of participating in *100&Change* outweighed the costs for your organization? (Please select one)

Yes, the benefits outweighed the costs

No, the benefits did not outweigh the costs

Unsure

11. Do you think your organization will apply for the next round of *100&Change*? (Please select one)

Yes, definitely [**Go to next Q**]

Maybe [**Go to next Q**]

Definitely not [**Skip to Q 13**]

[If question is skipped, go to Q13]

12. Do you think you would submit a new application for:

The same project with minimal changes

The same project with substantial changes

A similar, but newly designed project

A completely different project

13. What, if any, changes to the application and selection process would you suggest the MacArthur Foundation consider for future rounds of the *100&Change* competition?

_____ [**Open ended response format, 25-word limit**]

Thank you for your feedback, we greatly appreciate it! [**End Survey**]

APPENDIX H: LIVE FINALIST EVENT FUNDER SURVEY

[Survey Questions]

1. Are you/ do you represent any of the following: an owner of donor advised funds, a foundation or philanthropic organization, an impact investor, a corporate funder, or another type of funding group?
 - Yes **[Go to Next Question]**
 - No **[END]**

Thank you for participating. This survey is intended for funders / funding organizations. **[End Survey]**

- a. Did you attend MacArthur *100&Change* Finalists Live event on December 11, 2017?
 - Yes **[Skip to Question 2]**
 - No **[Go to Next Question]**
- b. Please tell us why you did not attend this event:
(Please select one)
 - I was not available on this date.
 - These particular projects do not match my/my organization's funding interests.
 - I/ the group I represent is not currently looking for new projects to fund.
 - Other (please explain): _____ **[Open ended response format, 20-word limit]**
- c. What would make you more likely to attend this type of event in the future?

[Open ended response format, 40-word limit]

Thank you for your feedback, we greatly appreciate it! **[End Survey]**

2. Do you/ the group you represent currently fund, or have you previously funded any of the *100&Change* finalist or semi-finalist organizations? (Please select one)
 - Yes **[Go to Next Question]**
 - No **[Skip to Question 4]**
 - Don't know / Not sure **[Skip to Question 4]**
3. **[If yes to Question 2]** Which organization(s) have you/ the group you represent funded? (Select all applicable organizations)
 - Catholic Relief Services
 - HarvestPlus
 - Rice 360 Institute for Global Health (Rice University)
 - Sesame Workshop and the International Rescue Committee
 - Himalayan Cataract Project
 - Human Diagnosis Project
 - Internet Archive
 - The Carter Center

4. Did you have a one-on-one meeting at the event with any of the *100&Change* finalist or semi-finalist teams? (Please select one)

- Yes **[Go to Next Question]**
- No **[Skip to Question 6]**
- No, but I plan to reach out to one or more of the finalists/semi-finalists groups post-event. **[Skip to Question 6]**

5. **[If Answer to Question 4 is Yes]** How valuable was it for you /the group you represent that the MacArthur Foundation offered these one-on-one meetings at the event with the *100&Change* finalists and semi-finalists? (1= not at all valuable, 5= very valuable)

1 2 3 4 5

6. How likely are you/the group you represent to provide new or increased funding for the following finalist or semi-finalist projects? (1= not at all likely, 5= very likely)

Catholic Relief Services	1	2	3	4	5	Don't know
HarvestPlus	1	2	3	4	5	Don't know
Rice 360 Institute for Global Health	1	2	3	4	5	Don't know
Sesame Workshop and the IRC	1	2	3	4	5	Don't know
Himalayan Cataract Project	1	2	3	4	5	Don't know
Human Diagnosis Project	1	2	3	4	5	Don't know
Internet Archive	1	2	3	4	5	Don't know
The Carter Center	1	2	3	4	5	Don't know

7. **[If Answer to any of the sub-questions to Question 6 is a 3 or above]** If you do provide new or increased funding for one or more of the finalist or semi-finalist projects, how much funding are you thinking you would provide in total? (Please note, we are looking to understand your preliminary thinking about funding and recognize that this amount could change. This information will not be shared with any of the organizations). (Please select one)

- Under \$500,000
- Between \$500,000 and \$1 million
- Between \$1 and \$2 million
- Between \$2 and \$5 million
- More than \$5 million
- Don't know

8. Overall, how useful was the *100&Change* Finalists Live event in helping you/the group you represent decide if you will fund one or more of the finalist or semi-finalist projects? (1= not at all helpful, 5= very helpful)

1 2 3 4 5

9. Please rate the quality of following aspects of the event (1=poor, 5=excellent):

- | | | | | | |
|--|---|---|---|---|---|
| a. The quality of the presentations | 1 | 2 | 3 | 4 | 5 |
| b. The mix of presentations and networking | 1 | 2 | 3 | 4 | 5 |
| c. The materials sent prior to the event | 1 | 2 | 3 | 4 | 5 |
| d. The location of the event | 1 | 2 | 3 | 4 | 5 |
| e. The date and time of the event | 1 | 2 | 3 | 4 | 5 |
| f. The set up of the break-out rooms | 1 | 2 | 3 | 4 | 5 |

10. Please tell us what you liked most about the event.

[Open ended response format, 40-word limit]

11. Do you have any other feedback for MacArthur about this event, including suggestions for how it could be improved?

[Open ended response format, 40-word limit]

Thank you for your feedback, we greatly appreciate it! **[End Survey]**

APPENDIX I: TOPIC AREAS OF PROPOSED PROJECTS

- **Access (n=46)**
 - Assistive technology (n=12)
 - Transportation (n=17)
 - Information and media access and inclusion (n=17)
- **Education (n=224)**
 - Education (n=224)
- **Environmental (n=486)**
 - Conservation and biodiversity (n=53)
 - Clean water and sanitation (n=66)
 - Sustainable cities, communities and regions (n=139)
 - Affordable and clean energy (n=108)
 - Resilience against climate change (n=105)
 - Resilience against natural disasters (n=15)
- **Health and Well-Being (n=502)**
 - Health and well-being, non-communicable diseases (n=84)
 - Health and well-being, communicable diseases (n=65)
 - Health and well-being, diagnostics (n=20)
 - Health and well-being, population and reproductive health (n=43)
 - Health and well-being, mental health (n=57)
 - Health and well-being, other, not elsewhere listed (n=233)
- **International Security (n=52)**
 - International peace and security (n=31)
 - Refugees and victims of conflict (n=21)
- **Justice (n=170)**
 - Privacy rights (n=5)
 - Crime and punishment (n=37)
 - Human trafficking (n=9)
 - Racial, ethnic and gender justice, equity and inclusion (n=54)
 - Civil society and governance (n=41)
 - Public safety (n=21)
 - Transitional justice (n=3)
- **Social Welfare (n=374)**
 - Food security (n=89)
 - Economic opportunity (n=168)
 - Public sector capacity building (n=20)
 - Housing and homelessness (n=54)
 - Social protection and/or safety nets (n=43)
- **Other (n=50)**
 - Arts and culture (n=14)
 - Other (n=36)

APPENDIX J: INFORMATION SOURCES ABOUT COMPETITION

Source	Count	Category
Colleague or friend	959	Direct Outreach (314); Other (645)
Facebook	366	Social Media
Unspecified	343	Social Media (109); Direct Outreach (50); News Outlet (98); Other (86)
Gates Foundation	243	Direct Outreach (51); Social Media (2); Other (190)
New York Times	235	News Outlet (234); Other (1)
Public Radio	220	News Outlet (208); Direct Outreach (1); Other (11)
Twitter	169	Social Media
University internal outreach	150	Direct Outreach (57); Other (93)
MacArthur Foundation	108	Direct Outreach (106); Other (2)
Funds for NGOs	92	News outlet (14); Direct Outreach (7); Social Media (6); Other (65)
Internet search	88	Social Media (1); Other (87)
Chronicle of Philanthropy	74	News Outlet (61); Other (13)
Washington Post	71	News Outlet (71); Other (4)
Chicago Tribune	52	News Outlet (50); Social Media (1); Other (1)
Rachel Maddow	44	News Outlet (39); Other (5)
Partner organization	42	Other
Grant Gopher	40	Direct Outreach(3); News Outlet (2); Other (35)
Philanthropy News Digest	39	News Outlet (23); Direct Outreach (1); Other (15)
Foundation Center	31	Direct Outreach (8); News Outlet (5); Other (18)
LinkedIn	31	Social Media
Wall Street Journal	26	News Outlet (25); Other (1)
GrantStation	25	Direct Outreach (6); Other (19)
Grant Watch	22	Social Media (1); Other (21)
Google News	19	News Outlet (15); Social Media (4)
MSNBC	16	News Outlet
Other	16	Direct Outreach (3), Social Media (1); News Outlet (1); Other (11)
Network Television	13	News Outlet
Forbes	12	News Outlet
Terra viva grants directory	12	Direct Outreach (2); News Outlet (1); Other (9)
Grand Challenges	11	News Outlet (2); Direct Outreach (2), other (7)
MacArthur Foundation e-news	11	Direct Outreach (1); Other (10)
ANDE Network Newsletter	10	News Outlet (3); Other (7)
Bloomberg	10	News Outlet
CNBC	10	News Outlet
Fast Company	10	News Outlet (8); Other (2)
Huffington Post	10	News Outlet (9); Other (1)
Lifeboat Foundation	10	Direct Outreach (6); Other (4)
NonProfitPRO	8	News Outlet (3); Other (5)
RedEye	8	News Outlet (7); Other (1)
The Chronicle of Philanthropy	8	Social Media (1); Other (7)

Source	Count	Category
WeChat	8	Social Media
<i>Chicago Sun Times</i>	7	News Outlet
<i>Red Argentina para la Cooperación Internacional (RACI)</i>	7	Social Media (3); Direct Outreach (1); Other (3)
<i>Seattle Times</i>	7	News Outlet
World Future Society	7	Direct Outreach (3); Other (4)
captadores.org	6	Social Media (1); Other (5)
Echoing Green	6	Direct Outreach (2); Other (4)
Schusterman Foundation	6	Direct Outreach (2); Other (4)
<i>Ashoka</i>	5	Direct Outreach (4); Other (1)
cesvot.it	5	News Outlet (1); Direct outreach (1); Other (3)
Digital NYC	5	News Outlet
philanthropy.com	5	Direct Outreach (1); Other (4)
PND	5	Other
WhatsApp	5	Social Media
ANDE	4	Direct Outreach (3); Other (1)
CNN	4	News Outlet
Global Innovation Exchange	4	Other
Grant Alert	4	Direct Outreach (2); News Outlet(1); Other (1)
PBS	4	News Outlet (3); Social Media (1)
Pro Bono Australia	4	News Outlet (3); Other (1)
Skoll Foundation	4	Direct Outreach (3); Other (1)
Boston Children's Hospital newsletter	3	News Outlet (1); Other (2)
<i>Denver Post</i>	3	News Outlet
Devex	3	News Outlet (1); Other (2)
<i>Financial Times</i>	3	News Outlet
Gary's Guide	3	Other
gife.org	3	Other
Google alert	3	Other
Grand Challenges Canada	3	Other
Grant Siren	3	Other
MacArthur Foundation newsletter	3	Direct Outreach (1); Other (2)
Montgomery County Volunteer Center newsletter	3	Other
National Center for Families Learning	3	Other
Our Community	3	News Outlet (2); Direct Outreach (1)
Partner organization	3	Direct outreach
PHENND listserve	3	Social Media (1); Other (2)
pivot	3	Other
<i>Prosas</i>	3	Social Media (1); Other (2)
Reddit	3	Social Media
UNCCD	3	Direct Outreach (1); Other (2)
Yahoo	3	Social Media
YouTube	3	Social Media
American Bird Conservancy	2	Direct outreach

Source	Count	Category
BALLE Fellowship	2	Other
Bayero University Kano website, Nigeria	2	Other
Bridgespan	2	Direct outreach
Center for Social Innovation	2	Social Media (1); Direct Outreach (1)
CivicMakers	2	Direct Outreach (1); Other (1)
Comparative and International Education Society	2	Direct Outreach (1); Other (1)
<i>Crain's Chicago Business</i>	2	News Outlet
ForeFront Newsletter	2	Direct Outreach (1); Other (1)
GCC	2	Other
Grant Gopher	2	Social Media
grant newsletter	2	Other
Impact HUB	2	Direct Outreach (1); Other (1)
Independent Sector newsletter	2	Other
innocentive.com	2	Other
Inside Philanthropy	2	News Outlet
Kellogg Foundation	2	Direct outreach
New York Academy of Sciences	2	Other
Newsmax	2	News Outlet
NOVUS	2	Other
onthemove.org	2	Other
Other Radio	2	News Outlet
Philanthropy Today	2	News Outlet
RECOFTC Newsletter	2	News Outlet (1); Other (1)
<i>The Australian</i>	2	News Outlet
The Chemical Engineer	2	Other
The Grant Plant	2	Other
World Economic Forum	2	Social Media (1); Other (1)
xprize	2	Other