



King Baudouin Foundation

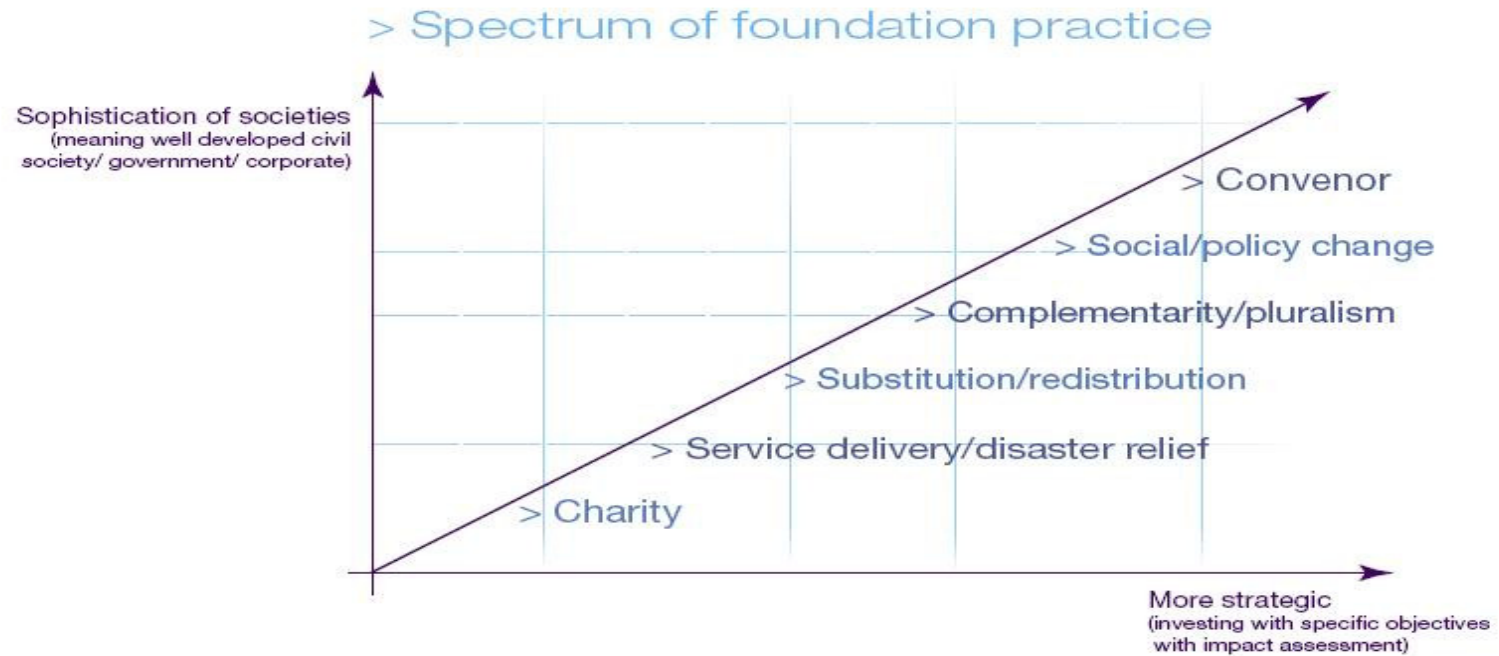
Beyond Grantmaking Utilising all the Tools in the Philanthropic Toolbox



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Philanthropy New Zealand, March 19 2009

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Roles of foundations





Foundations need to add value

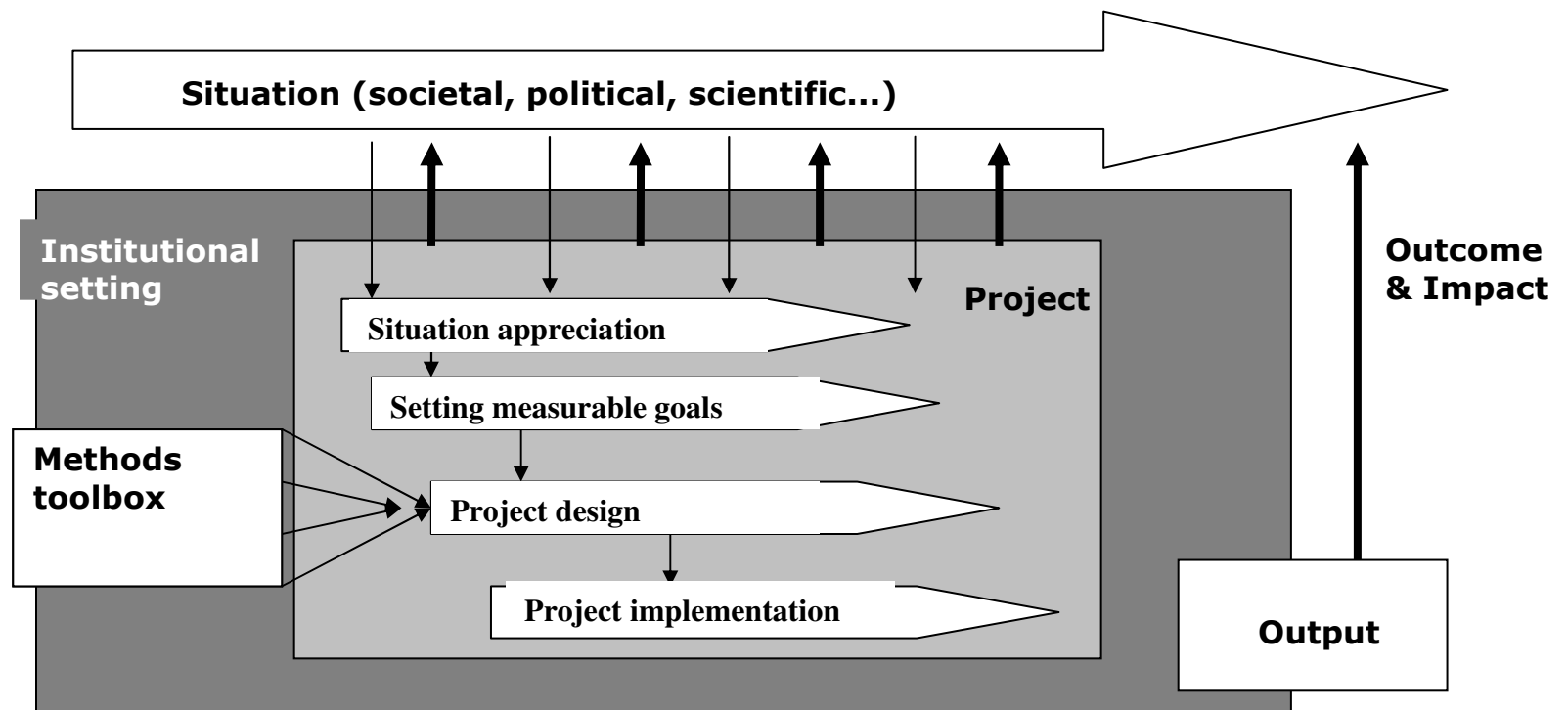
- **Foundations create value in Europe mainly through political social change**
- **Involving stakeholders is condition to create impact**
- **This implies good stakeholder management at all levels**



Foundations and stakeholders

- **Foundations are seldom the only leverage for change – other actors are important**
- **Need for stakeholder mapping**
- **Think about a real 'theory of change' or leverage instead of statements of hope**

Theory of change

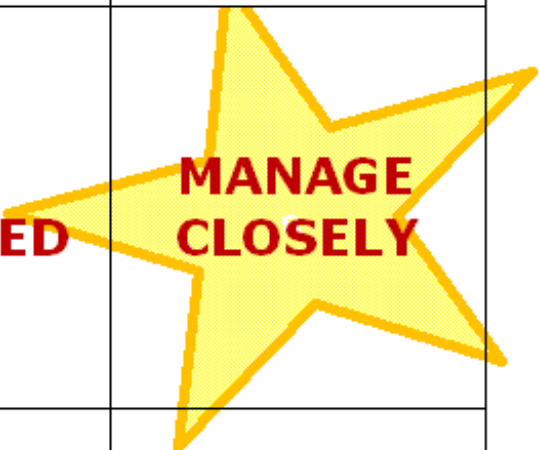


Overview table in the Go/No-Go form

Impact dimension	Project objectives	Target publics	Deliverables	KPIs zero measuring & ambition
Supporting capacity building actions		Make a difference between: <ul style="list-style-type: none"> ➤ individual citizens ➤ organized citizens ➤ general public ➤ beneficiaries ➤ companies ➤ public authorities ➤ press and media 		
Raising knowledge				
Forming attitudes / opinions				
Initialising policy actions				

Mapping and prioritising stakeholders

		INTEREST	
		LOW	HIGH
POWER	HIGH	KEEP SATISFIED	MANAGE CLOSELY
	LOW	MONITOR, MINIMAL EFFORT	KEEP INFORMED



Mapping and prioritising stakeholders

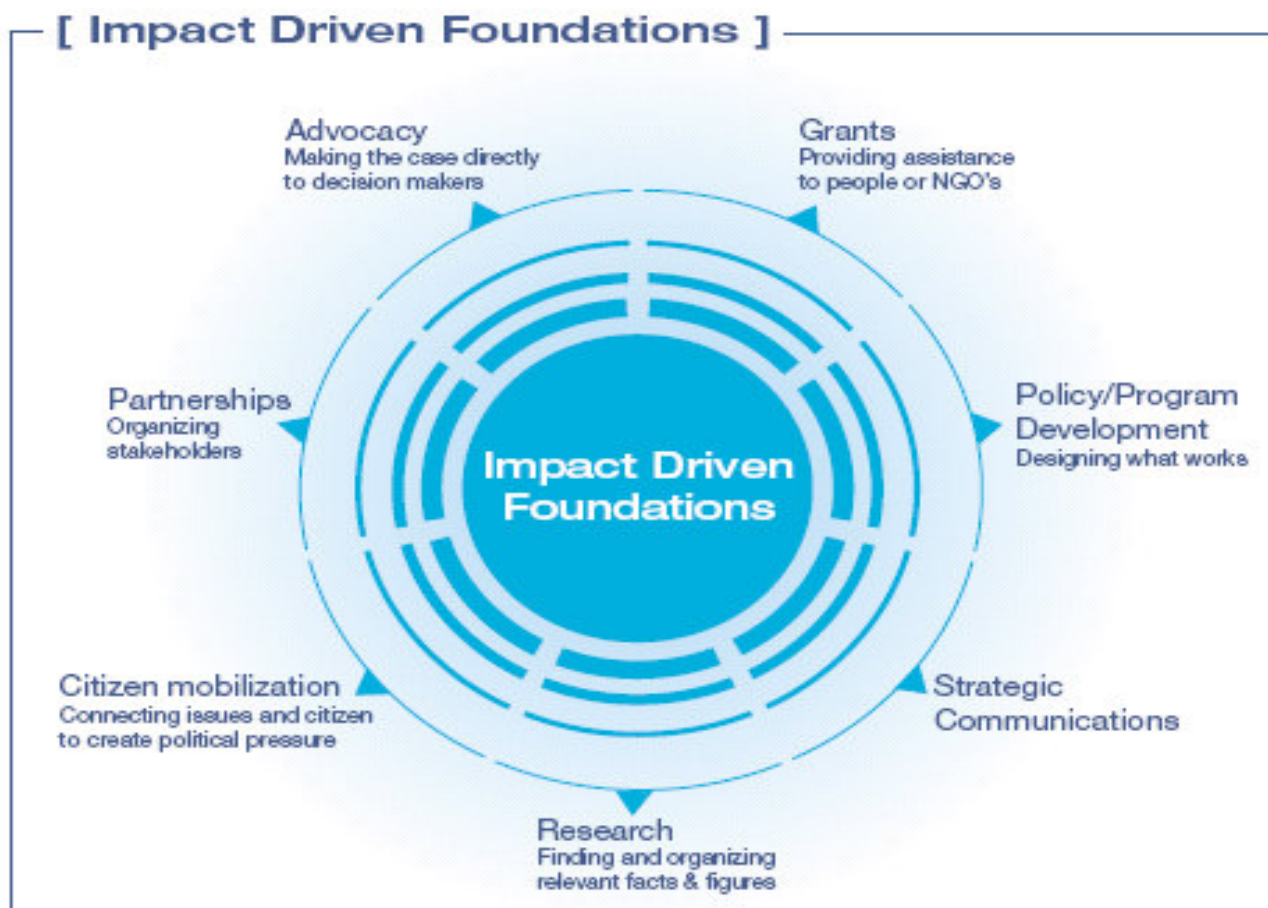
List of stakeholders by category	Define their link with the issue?	How influential are they? Can they initiate certain things?	Do they have access to policy or decision makers?	Possible contribution in the process?
	Pensez en termes de positions: partisans/ opposants, neutres, indépendants, défense d'intérêts..;	Utilisez une échelle: <ul style="list-style-type: none"> • très puissant, • puissant, • neutre • peu puissant. Référez-vous à des éléments tels que le nombre de membres, l'expertise, la notoriété, l'ancrage,...	Utilisez une échelle: <ul style="list-style-type: none"> • Accès direct (p. ex. décideurs politiques, responsables de grandes organisations.) • Accès indirect (organes consultatifs ou conseillers, organisations secondaires, médias...) • Pas/peu d'accès (monde universitaire, petites asbl,...) 	<ul style="list-style-type: none"> • Expertise • Réseaux • Base plus large • Moyens financiers • Diffusion des résultats • ...
Manage closely				
Keep satisfied				
Keep informed				
Minimum effort				



Use the stakeholder map to compose a selection committee or steering group

- **Steering groups are pluralistic; members from various ideological and philosophical backgrounds; transdisciplinarity**
- **Steering groups contribute to the design and development of the project; shared ownership**
- **A steering group forms a direct link with the situation on which the project wants to intervene**
- **The members can use their influence to achieve the intended change based on the results of a project; leverage points of change**

Philanthropic toolbox





Coherent method mix

How to choose the appropriate methods in order to arrive at the desired impact? Factors to be taken into account:

- **Highest potential for reaching the defined goals**
- **Issue**
- **Financial and non-financial tools**
- **Available budget**
- **Available time**
- **Available human resources**
- ...