Reinventing Strategic Philanthropy:

the sustainable organization of voluntary action for impact

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Inaugural Address

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on acceptance of the Endowed Chair of 'Strategic Philanthropy'
at the Erasmus Centre for Strategic Philanthropy and
the Rotterdam School of Management, Erasmus University

by

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Samenvatting

Filantropische organisaties en filantropen gaan zich meer en meer bezighouden met de vraag hoe hun investeringen optimaal impact kunnen genereren. Strategische filantropie betekent dat deze organisaties zich bewust bezighouden met hun doelstellingen en de impact die ze willen bereiken.

In deze oratie worden resultaten en de onderzoeksagenda van ECSP gepresenteerd met betrekking tot de drie (strategische) uitdagingen waar filantropische organisaties voor staan:

1) verduurzamen van filantropische betrokkenheid en
2) zorgvuldige selectie en uitvoering van programma's en
3) het optimaal laten functioneren van management en bestuur als verbindingsstuk tussen deze twee doelen.

Governance, accountability en effectiviteit zijn hierbij aandachtspunten voor management en bestuur, alsmede voor de filantropische sector als geheel.

Voor de eerste strategische uitdaging wordt de metafoor van filantropische betrokkenheid als een natuurlijke hulpbron gehanteerd. De acht design principes van Ostrom (1990) voor het management van 'common pool resources' worden daarnaast toegepast op filantropische betrokkenheid. Bij de tweede uitdaging staat de resultaten-keten centraal. Het management en de besturen worden geplaatst in het perspectief van de 'resource exchange partnerships'. Samenwerking, zeker ook met het bedrijfsleven, is essentieel voor het realiseren van duurzame impact.

Abstract

Philanthropic organizations have recently started to focus on how to invest their resources in a way that will really make a difference to society. Strategic philanthropy is the new concept for voluntary action for the public good to create a valuable sustainable impact!

This inaugural address presents the future research agenda of the Erasmus Centre for Strategic Philanthropy and focuses on three (strategic) challenges faced by philanthropic organizations:

1) sustaining philanthropic commitment,
2) selecting and executing programmes, and
3) examining the role of management and boards. These are the linking pin between the first two challenges.

Governance, accountability and organizational effectiveness are essential for management and boards of individual organizations and for the philanthropic sector as a whole.

In the first strategic challenge, philanthropic commitment is seen as a natural resource and Ostrom's (1990) eight design principles for managing 'common pool resources' are applied to philanthropic commitment. The second strategic challenge focuses on the results chain for programme management while the role of management and boards is placed from the perspective of 'resource exchange partnerships' in the third challenge. Cooperation, especially with the business world, is presented as essential for creating sustainable impact in society.

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Introduction

Honourable Rector Magnificus,
Esteemed guests,

In April 2010, the Dutch government will present its plans on a €35 billion cut in its national budget[1]. The plans are not known yet but it is likely that also many of the nonprofit organizations that provide public services will face a huge loss in government subsidies. Without making any political statement about the need for this budget cut and its consequences, I do see the need and opportunity for the Erasmus Centre for Strategic Philanthropy (ECSP). How can philanthropic money and time be raised and organized so that a €35 billion cut in government budget does not lead to a €35 billion reduction of the public good? I think this speech is just in time. Let us start!

The central message of this inaugural address will be how ECSP's research can and will support strategic philanthropic organizations. I will be presenting part of ECSP's research agenda in the next 40 minutes. But first of all, I would briefly like to define the focus and scope of the ECSP. The ECSP will focus on the organizational level of the philanthropic sector. This will be complementary to the focus on individual giving behaviour of our esteemed colleagues of the *Geven in Nederland* research group in Amsterdam[2]. I think it is a good thing that researchers of philanthropy show that Rotterdam and Amsterdam are able to cooperate! The scope of the ECSP is European because we plan to adopt and create a European approach to philanthropy, taking into account the specific European philanthropic traditions with a relatively strong and present government.

Philanthropy

Let me first define philanthropy. Some of you might have attended the ECSP September conference in which both consultant, David Carrington, as well as academic, John Healy, teased the audience by raising questions about the terms 'strategic' and 'philanthropy'. Today I will not mitigate their concerns or answer their questions, but we at the ECSP intend to follow David Carrington's broad approach of philanthropy.

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1 www.tweedekamer.nl/kamerstukken/verslagen/kamer_in_het_kort/bezuinigingsoperatie.jsp accessed on 12/01/2010

2 www.geveninnederland.nl

Philanthropy is definitely not limited to, as David described it with a stereotype "rich people giving away money". For the ECSP, philanthropy is voluntary action for the public good. This is the title of Robert Payton's 1988 book, which more or less sparked the conception of academic interest for philanthropic studies. It must be clearly understood that voluntary refers to actions not mandated by law. Voluntary is much broader than volunteering, but I agree that the words can be confusing. Instead of voluntary we could use private action as Lester Salamon did in his 1997 book, a term comparable to the Dutch *particulier initiatief*. Private action emphasizes the idea that action is not done by a governmental institution. Anyway, what is essential here is to recognize that voluntary and private action for the public good encompasses both philanthropic money and philanthropic time.

Besides the broad interpretation of voluntary or private action, the ECSP also has a very broad definition for the term 'public good.' Using the typology of Charles Handy (1988), it encompasses both public service by nonprofit service delivery organizations as well as giving voice to a good cause by campaigning organizations. Mutual benefit and mutual support organizations, whose mission is to create value for members, are not really part of the ECSP conception of 'public good'. However, the face-to-face component of grassroots organizations (Smith, 2000) is important in order to create and maintain social capital (Putnam, 2000).

An important sector

But what is the importance of the philanthropic sector in the Netherlands and globally? Now, for anybody who is familiar with the Johns Hopkins Comparative Nonprofit Sector Project[3], it is obvious that the Dutch nonprofit sector is important for the Netherlands, since it is said to be one of the largest in the world. But this nonprofit sector includes, for example, about 70% of primary education, most social housing organizations and all public broadcasting organizations. So when talking about the philanthropic sector, I propose we focus on the substantive voluntary input in this sector. Voluntary input is defined as both gifts in money and in time.

3 www.ccss.jhu.edu/index.php?section=content&view=9&sub=3 accessed on 14/01/2010.

Luckily, the Johns Hopkins project analyses the income of the nonprofit sector from three different perspectives: government grants, fees for services and philanthropic income. This summarizing table (Table 1) from the Johns Hopkins project shows that the philanthropic part of the Dutch nonprofit sector is indeed limited when we only consider the financial figures. However, we must understand that 2.4% of the Dutch nonprofit sector is a substantial amount of money! The Dutch donate about $1,450 million which is per capita considerably more than the Germans with $3,211 million or the French with $4,398 million.

The picture changes even more dramatically when we take the volunteering input into account. Volunteering is popular in the Netherlands both as a percentage of the population (Dekker et al., 2007; Dekker and De Hart, 2009) and as the number of hours per week (Dekker et al., 2007; Dekker and De Hart, 2009).

Table 1: Outcomes of The Johns Hopkins Comparative Nonprofit Sector Project

Country	**Excluding volunteers**				**Including volunteers**			
	Percent share from			**Total**	**Percent share from**			**Total**
	Govern-ment	**Philan-thropy**	**Fees**	**Millions $ US**	**Govern-ment**	**Philan-thropy**	**Fees**	**Millions $ US**
Nether-lands	*59.0%*	*2.4% ($1,450)*	*38.6%*	*60,399*	*46.1%*	*23.9%*	*30.1%*	*77,391*
Europe								
Germany	64.3%	**3.4% ($3,211)**	32.3%	94,454	42.5%	**36.2%**	21.3%	**142,887**
United Kingdom	46.7%	**8.8% ($6,883)**	44.6%	78,220	36.4%	**28.8%**	34.8%	**100,196**
Sweden	28.7%	**9.1% ($964)**	62.3%	10,599	14.6%	**53.7%**	31.7%	**20,805**
France	57.8%	**7.5% ($4,398)**	34.6%	57,304	33.4%	**46.6%**	20.0%	**99,234**
Slovakia	21.9%	**23.3% ($68)**	54.9%	295	21.3%	**25.1%**	53.5%	**302**
Australia								
Australia	31.2%	**6.3% ($1,248)**	62.5%	19,810	25.4%	**23.6%**	51.0%	**24,295**
America								
United States	30.5%	**12.9% ($73,138)**	56.6%	566,960	25.6%	**26.9%**	47.4%	**675,973**
Mexico	8.5%	**6.3% ($97)**	85.2%	1,554	7.5%	**17.9%**	74.7%	**1,774**
Peru	18.1%	**12.2% ($155)**	69.8%	1,272	17.5%	**14.7%**	67.7%	**1,310**

Table 1: **Outcomes of The Johns Hopkins Comparative Nonprofit Sector Project (continued)**

Country	Excluding volunteers				Including volunteers			
	Percent share from			Total	Percent share from			Total
	Govern-ment	Philan-thropy	Fees	Millions $ US	Govern-ment	Philan-thropy	Fees	Millions $ US
Africa								
Tanzania	27.0%	**20.0% ($53)**	53.1%	263	12.8%	**61.9%**	25.3%	**552**
South Africa	44.2%	**24.2% ($578)**	31.7%	2,386	31.5%	**45.9%**	22.6%	**3,346**
Uganda	7.1%	**38.2% ($41)**	54.7%	108	5.5%	**51.8%**	42.7%	**139**
Kenya	4.8%	**14.2% ($57)**	81.0%	404	4.3%	**23.9%**	71.8%	**456**
Asia								
Philippines	5.2%	**3.2% ($35)**	91.6%	1,103	3.1%	**43.2%**	53.7%	**1,878**
Pakistan	6.0%	**42.9% ($133)**	51.1%	310	4.9%	**53.1%**	41.9%	**378**
Japan	45.2%	**2.6% ($6,733)**	52.1%	258,959	41.5%	**10.7%**	47.8%	**282,314**
India	36.1%	**12.9% ($390)**	51.0%	3,026	24.9%	**39.9%**	35.2%	**4,382**
South Korea	24.3.%	**4.4% ($869)**	71.4%	19,753	21.6%	**14.9%**	63.5%	**22,186**
Total		***100,501***		***$111,.78***				
Developed countries	**48.2%**	**7.2%**	**44.6%**	-	**37.5%**	**29.0%**	**33.5%**	-
Developing Transitional countries	21.6%	17.2%	61.3%	-	16.7%	33.0%	50.3%	-

Source based upon: www.ccss.jhu.edu/pdfs/CNP/CNP_table401.pdf (accessed on 13/01/2010)

The table also shows the importance of philanthropy worldwide. Maybe the most important result of the whole Johns Hopkins project is that the nonprofit sector and philanthropy is not just a USA invention!

Defining philanthropic organizations

There are various organizations within this sector. So let me define these philanthropic organizations. I have already explained that the ECSP focuses on service delivery and campaigning organizations (Handy, 1988) rather than mutual support organizations, such as sport associations or mutual benefit organizations, such as cooperatives. But there are two more aspects to be explained. First, of course, these organizations must be nonprofit or nongovernmental. According to the structural definition of, again, the Johns Hopkins Comparative Nonprofit Sector Project[4], a nonprofit or nongovernmental organization has the following aspects:

- Organized
- Not directed towards profit; any profit is used towards the mission of the organization and is not distributed among shareholders, members or management
- Self-governed by independent citizens
- Dependent upon considerable voluntary effort, either in the form of money or time (Dekker and Burger, eds., 2001)

Second, within this very broad sector, distinctions can be made, such as the difference between grant making and operating organizations as based on the NAICS industry classification. Grant making organizations have money to invest in other nonprofit organizations or private citizens, either by endowment or through fundraising, Operating organizations raise funds and receive grants to perform a service or give voice to a cause. Both are important in the field of philanthropy and in many cases, face similar challenges. One of the interesting aspects of the strategic philanthropy approach, and I will elaborate on this later on, is that grant making organizations are getting more involved in the operating organizations, while some operating organizations are setting up controlled grant making endowments.

As a final remark about organizations, I will certainly include the external independent corporate philanthropic foundations, such as Fortis Foundation, ING Chances for Children, and the Nuon Foundation, and probably also some activities of the social responsibility units of companies.

Since one of our goals is to adopt a European approach to strategic philanthropy, the ECSP will also include policy fields that, in contemporary Europe, are still mainly funded by government, but might become dependent on philanthropy in the near future, for example, the universities! It is a broad field, and that is why the ECSP and this chair are so important.

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4 www.ccss.jhu.edu/index.php?section=content&view=9&sub=3 Accessed on 14/01/2010

Strategic philanthropy: the challenges

Ladies and Gentlemen,

After having defined philanthropy, philanthropic organizations and having shed some light on the importance of philanthropy worldwide; let me now turn to the term which is central for the ECSP: Strategic Philanthropy. I think the starting motto of the ECSP "Doing good, done better" describes the emotion of strategic philanthropy. Philanthropic organizations are able to create a difference. Strategic philanthropic organizations can create an impact, not once but year after year. They can reach their goals and meet their mission over a longer period of time. Strategic means that they will perform better in the long run. They are impact driven (Tayart de Borms, 2005) and must be creative (Anheier and Leat, 2006). Before we take off on our journey on "Reinventing Strategic Philanthropy: the sustainable organization of voluntary action for impact", just a remark for my colleagues from the Rotterdam School of Management (RSM). The ECSP has a different view of strategic philanthropy than Kramer and Porter (2002) and Porter and Kramer (2006). They define corporate strategic philanthropy from the perspective of companies where giving or donating is related to the core business and strategies of companies and should be related to the competitive context (Kramer and Porter, 2002; Porter and Kramer, 2006).

Nevertheless, something puzzles me. Since the nineties, people in the Netherlands have reported that they not only volunteer to serve the good cause, but also to have fun or to learn something. Nevertheless, this self-profiting is still seen as questionable in the corporate social responsibility realm. Here the general public, but also the academics, mistrust corporate philanthropic behaviour in which the possible win for the company is combined with a win for society. Or the other way around, when individuals donate to Greenpeace, we do not ask about their ecological footprint. When companies donate to Greenpeace, we start questioning their motives. This perception-gap warrants specific research and I hope that one of the ECSP's new PhD students, Pushpika Vishwanathan, will solve part of this puzzle.

So what does 'strategic' mean for the philanthropic organizations that are the core friends of the ECSP. To me, strategic philanthropy means that a philanthropic organization faces two strategic challenges in order to be able to have an impact in the long run. The first is to view philanthropic commitment as a natural resource and to manage it in a way that the donation of philanthropic time and money can be harvested now and in the future. The second challenge is the need to select, fund and execute projects and programmes that have an impact, that make a difference (Frumkin, 2006). All this seems very obvious but it puts great pressure on the organization, especially on grant making organizations (Tayart de Borms, 2005). In between these two strategic challenges is the governance and board structure. As the focus of this address is on cooperation, I would like to point out that there is a need for collective governance in the sector too. For the first challenge, I will show that 'philanthropic commitment' is like a common pool resource in which the users have to cooperate to prevent deterioration or maybe even a tragedy of the commons (Hardin, 1968). For the second challenge of achieving a lasting impact, projects of different organizations have to be combined into well developed programmes where one plus one might become three.

Strategic challenge 1: Sustaining philanthropic commitment
Boards / Governance
Strategic challenge 2: Selecting and executing programmes

As I mentioned earlier I am adding the layer of cooperation to these two strategic challenges. I am not claiming that philanthropic organizations fail to cooperate enough, that cooperation is always better or that there are no costs involved. All these issues need substantial research which will be conducted by the ECSP, but today I would just like to focus on the why and how of working together.

Now I would like to turn to the challenges of strategic philanthropic management. Meanwhile, I will give you some results of past and current research, and I will invite you into the future research agenda of the ECSP. In doing so, I will elaborate more on strategic challenge number one, sustaining 'philanthropic commitment', since this has been one of my major topics over the past years. Partly sponsored by the Dutch Ministry of Health, Welfare and Sport (VWS,) I have been able to do research on volunteering as a natural resource. Today I will expand this into a more general perspective of philanthropic commitment as a natural resource. Of course, I will also inform you about my research agenda on strategic challenge number two, 'programme selection and execution', and about the governance and board issues linking the two strategic challenges.

Strategic challenge 1: sustaining philanthropic commitment

In my perspective, regular philanthropy is concerned with how to attract volunteers and people that donate money. The sector has become very efficient at this by using instruments such as direct marketing, television appeals and direct dialogue. My point is that a strategic perspective on fundraising and volunteer management should also take into account the future abilities of a society and people to donate and volunteer. The buzz word 'sustainability' is also valid in strategic philanthropy. What does the current system of fundraising and volunteer management mean for the future of philanthropic commitment?

Natural Resources

To answer this, I will use the metaphor of natural resources to explain what is happening to philanthropic commitment. This is based on the research I have been doing with Jeff Brudney and a group of Dutch practitioners for the past years. As a next step, Jeff Brudney and I are going to look into the possibilities of applying Nobel prize winner Ostrom's eight design principles of stable local common pool resource management to the future of philanthropic commitment.

Again, the essential strategic resource for the philanthropic sector is not money or manpower but the commitment to philanthropy of private citizens and companies. This commitment is the raw material that can be transformed into donating money, volunteering and other means of supporting civil society. It is exactly this commitment to the public good, to solidarity, to other people that seems to be under pressure in many Western countries. It is the decline thesis of, for example, Bowling Alone by Putnam (2000), in which social capital is perishing. Although it is less clear in the fundraising community, the volunteer management community is awash with stories raising concern about maintaining, let alone raising, current levels of volunteering. As Merrill (2006, p.9) remarks, "While the value of volunteering increases in importance, the time available for volunteering is seen as decreasing."

For my dear friend and colleague Jeff Brudney and I, these problems bear resemblance to accounts in the popular media of the deterioration of natural resources such as oil, the oceans and the tropical rain forest, with heated debates over their future and the consequences of their decline. In our 2009 NVSQ article, we show that philanthropic commitment and volunteering can be seen as a natural resource. As with real natural resources, philanthropic commitment can only be sustainable when the need of the current generation is satisfied without harming the potential satisfaction of the need of future generations (Brundtland, 1987). In the perspective of philanthropic organizations, this means that the concepts of philanthropic commitment, donating and volunteering have to be transferred from one generation to another. We believe that mismanagement of the current resources or endowments can create problems for philanthropy in the future. In popular words, every scandal of misused money by a philanthropic organization can and must be seen as pollution of the common pool of people that donate.

Having used the word *common pool*, the question must be asked whether philanthropic commitment is indeed a commons for all organizations. Maybe it is already privatized or maybe it can and will be privatized? Some organizations claim that their philanthropic commitment is not a commons, but still a privately owned resource that only they can use because donors and organization share a religious background. Like during the pillarization, in Dutch *verzuiling*, when every pillar, in this interpretation, was its own commons. Today, grant making organizations with large endowments may think that they own their resource, sometimes already for centuries, which indeed no one else can use. But, if grant making organizations do not spend enough, the tax office might claim that part of the endowed money is still common property, because it was tax-exempted to be used for the public good.

Jeff Brudney and I have shown that volunteer commitment (philanthropic time) indeed resembles a natural resource. In table 2, I extend this to the field of donating philanthropic money.

Table 2: Voluntary action as a natural resource

Natural Resource Characteristic	Application to philanthropic time	Application to philanthropic money
Human made flow	The amount of volunteer energy (number of people multiplied by number of hours) can be influenced positively or negatively by human intervention.	The amount of money donated can be influenced positively or negatively by human intervention.
Renewable/Recyclable	If managed in a way to sustain and grow the resource, volunteers tend to volunteer again.	If managed in a way to sustain and grow the resource, donators tend to donate again.
Current reserve	The amount of volunteer energy (people x hours) donated at present levels of promotion, recruitment and incentives (lower 'extraction' cost).	The amount of money donated / fundraised at present levels of promotion, and incentives (lower 'extraction' cost).
Potential reserve	The amount of volunteer energy (people x hours) that could be donated given greater promotion, recruitment and incentives (higher 'extraction' costs).	The amount of money that could be donated / fundraised given greater . promotion, and incentives (higher 'extraction' costs)

Table 2: Voluntary action as a natural resource (continued)

Natural Resource Characteristic	Application to philanthropic time	Application to philanthropic money
Resource endowment	The theoretical maximum amount of volunteer energy (people x hours) that can be donated.	The theoretical maximum amount of . money that can be donated / fundraised
Growable	Human and programme interventions can extend the current reserve of volunteer energy (people x hours) and/or increase potential reserve.	Human and programme interventions can extend the current reserve of money to be donated
Storage potential	Limited possibility to store some results of volunteering for later use (for example, when volunteers prepare mailings or food for events)	Very easy to store the results of money donations for later use
Alternatives	Alternatives can extend the lifecycle of the volunteer resource, for example, use of technology and transfer of un-wanted volunteer assignments to paid staff.	Alternatives can limit the dependence on current donations, for example, the use of investments and business-income or gifts in kind / time.
Common pool	Open access to potential volunteers for all organizations results in overemphasis on recruiting without commensurate attention to retaining volunteers.	Open access to potential donators for all organizations can results in donor fatigue (Murphy, 1997)

Source: Brudney and Meijs (2009, p. 574), extended

As you can see, the basic philanthropic commitment of donating time and donating money is quite similar. The main differences seem to lie in the possibility to store the resource and to use alternatives. Indeed, one of the important functions of the invention of money is to store value for later use (Mankiw, 2007). This is almost impossible with time. The difference is also fundamental from the donor's perspective. If money is donated to a philanthropic organization that misuses it, it can be reclaimed by the donor. However, if time is donated to the same philanthropic organization, it is impossible to reclaim the hours. They are lost forever and can only be compensated financially.

I think that our innovative approach to volunteer management can be inspiring for the whole philanthropic field. Table 3 shows the need for a new regenerative approach to volunteering by taking a different perspective on the community, on the resource itself and on the organizational management. Traditional volunteer management places the own organization in the centre of attention, while a regenerative approach understands and considers the community's perspective. Fundraising for bad projects or just building up reserves for your own organization could be detrimental for the donating capacity of the community. What a regenerative model of fundraising would mean for the resource itself and fundraising practices will be topic of further research!

5 www.dlc.dlib.indiana.edu/dlc/

Table 3: Contrasting Approaches to Volunteer Management

Dimension	Traditional Instrumental Volunteer Management	Regenerative Volunteer Management
The Community		
Nexus	Organization-centered	Community-centered
Parties involved in volunteering	Focal organization and its current volunteers, clients, funders and supporters	All parties to volunteer involvement, including the community of users, volunteers, clients, funders and supporters
Effectiveness	Impact on an organization's current needs	Impact on current organizational needs and on the possibility to have impact on future needs
The resource		
Volunteer 'resource'	Instrumental	Recyclable/growable
Valuation of volunteering	Replacement value	Life-time value
Time horizon/perspective	Single/current assignment or event (short term)	Prolonged interaction (long term)
Organizational Management		
Offering of volunteer work	Job description	Combination of availability, assets and assignments (Meijs and Brudney, 2007)
Image **Emphasis**	The fit Accomplishments for the organization	The negotiation Accomplishments for the organization and for the volunteer

Source: Brudney and Meijs (2009, p. 575).

A real 'Tragedy of the Commons' (Hardin, 1968) is unlikely to happen with 'philanthropic commitment' because it resembles a continuous flow resource like solar energy which has no generation effect like, for example, with herring where fishing all herring now will prevent new herring from being born. Still much can be learnt from the research on managing and governing common pool and natural resources as presented in publications by Elenor Ostrom (1990; Ostrom et al, 2002) (see also the Digital Library of the Commons of the International Association for the Study of the Commons[5]). One important claim made by Brudney and Meijs is the need for collective action in order to prevent the misuse of resources by a single philanthropic organization and collective overuse by the sector. Indeed, the philanthropic sector is in need of Philanthropic Social Responsibility policies, as in Corporate Social Responsibility, on how to mitigate the negative aspects of its own value chain. This issue will be an important part of our research agenda on the governance of philanthropic organizations.

Common Pool Management

Ladies and Gentlemen,

To find an answer to the challenge of collective action, we turn again to Nobel Prize winner Elenor Ostrom. Ostrom (1990) describes eight management and governance principles for a common pool resource. Today, I will just briefly describe how these principles of common pool management could be translated to the philanthropic sector. If you want to hear or read more, Jeff Brudney and I will be presenting a paper on this topic at the International Society for Third Sector Research in Istanbul in July. The first of her eight design elements is clearly defined boundaries. In other words, we need to understand what philanthropic commitment is and what it is not, we need to acknowledge the producers and users of this commitment, we need to identify whether other stakeholders are involved and whether the government has a stake. However, we must also understand that these conceptualizations and boundaries differ from one national context to the other, as international comparative research on volunteering has shown again and again (Handy et al., 2000; Haski-Leventhal et al., 2008; Meijs et al., 2003).

This contextualization relates to the second design element. Ostrom identifies the importance of congruence between the local conditions and the rules that are set. Solutions created in the USA liberal nonprofit regime (Salamon and Anheier, 1998) with low governmental involvement will probably not work in the European corporatist nonprofit regime (ibid) with high governmental involvement. The different regimes and the position of the government, constitutes an important raison d'etre of the ECSP. This contextualization of USA based philanthropic theories to other nonprofit regimes and philanthropic traditions will be an important issue on the ECSP research agenda.

Let me return to Ostrom's design principles. Third, there must be collective choice arrangements that form the basis for collaboration. The magic words are: Trust, Reputation and Shared Norms (Ostrom, 1990). If every party is convinced that the others will cooperate, collective choice arrangements are easy to accomplish. But what if they do not trust each other? According to Levi (1988 in Ostrom, 1990) parties will comply with a set of monitoring and sanctioning rules, when 1) they perceive that the collective objective is achieved and 2) they perceive that others also comply. A heterogeneous set of participants, as is the case with philanthropy, makes collective choice arrangements more complex

(Keohane and Ostrom, 1995), although face-to-face communication substantially improves compliance (Ostrom et al, 1994). To ensure the ongoing participation of all stakeholders, design elements 4 (monitoring) and 5 (sanctioning) are necessary. Following Ostrom, the monitors and sanctioners within a Common Pool Resource should be the organizations themselves or representatives of these organizations. The sixth design element is conflict resolution mechanism. If parties have to follow rules over a longer period of time, there must be some sort of mechanism to solve problems between these parties.

The sector is in need of a central actor that can govern collective action and can sanction the players who violate the rules. This contingent behaviour can be seen as a source of establishing a stable, long-term cooperative solution. Coercion in this context can also be perceived as a condition for success as long as the partners are confident that the others are cooperating and the ruler provides joint benefits. As you may have noticed, design element 4 and 5 act as a configuration of the design elements that can create sustainable partnerships (Ostrom, 1990). Let me explain this briefly. When partners design their own operational rules (element 3) to be enforced by partners or those who represent them (4), using sanctions (5) that define who has which rights to withdraw means from the shared resource (1) and that effectively restrict partner activities by given local conditions (2), the commitment and monitoring problem are solved in an interrelated manner (Ostrom, 1990, see p. 99). So, the actors who can organize the collective perspective differ depending on the local circumstances. In a country with a dominant government, such as the corporatist and social-democratic regimes, local government can take this role. In the Dutch context, financed by local government the volunteer centres should be expected to expand to philanthropic resource centres. In countries with dominant philanthropic traditions, such as the liberal regime in the USA, the philanthropic sector has to self-organize. I can envision a role for United Way[6] and community foundations. In the statist regime, in many cases less functioning and less democratic countries, it is the responsibility of (foreign) NGO's to start a sustainable civil society. Brudney and I foresee a new challenge and an additional task for grant making organizations here too!

The seventh element is minimal recognition of rights to organize. This means that the local government has to acknowledge and respect the rules set by the stakeholders themselves and therefore government must not interfere

6 www.national.unitedway.org/

and force new rules upon them. All the above mentioned seven principles have to be organized in multiple layers of nested enterprises – local, regional, national and international. Nested enterprises, which is the eighth principle, means that common pool resources are part of a larger system and that rules have to be set in every layer Table 4 lists Ostrom's eight design principles and shows how these could relate to the philanthropic sector.

Table 4: Common Pool Resources applied to the philanthropic sector

Design element of governing a Common Pool Resource (Ostrom, 1990)		
General		**Philanthropic sector**
1	**Clearly defined boundaries**	What are philanthropic organizations? Which third parties are involved (Haski-Leventhal, et al, 2010)? What are donations (time, money)?
2	**Congruence between local conditions and rules**	Understanding social origins (Salamon and Anheier, 1998)
3	**Collective choice arrangements**	Trust, reputation, shared norms
4	**Monitoring**	Transparency, accountability, governance
5	**Sanctioning**	In the Netherlands the CBF or ANBI recognition
6	**Conflict resolution mechanism**	Local courts or arbitrage (e.g. volunteer centres or United Way)
7	**Minimal recognition of rights to organize**	Constitutional right in the Civil Society
8	**Nested enterprises**	All design elements have to be organized in all layers of the common pool resource

Source: left column Ostrom, (1990) extended

Volunteerability

Understanding the natural resource dynamics of philanthropic commitment also puts emphasis on the production capacity itself; how can the philanthropic field harvest the philanthropic commitment into donations and volunteering. As part of the natural resource research, we also created an equivalent of employability in the philanthropic sector: *volunteerability* (Meijs et al., 2006). Volunteerability is made up of three components: willingness, capability and availability. In order to really produce philanthropic time and money, all three components must be positive. If people are not willing to donate, the process does not start. But willingness alone is not enough. People must be asked to participate in structures that fit their capabilities and availabilities. To explain the consequences of this at the level of the philanthropic sector, I would like to mention a research project I am doing in close cooperation with my colleague, Lesley Hustinx, from the University of Leuven in Belgium. This project started when Professor Paul Dekker from The Netherlands Institute for Social Research (SCP) approached us to research *guided volunteering* as one of the background studies of 'Volunteering up to 2015' (2007). The result of this project was an approach to re-embed volunteering, or in the terms of this inaugural address to reinvent philanthropy (Hustinx et al., 2009).

Many people have good intentions to donate but have no clear idea how to act upon these intentions. In other situations, like corporate volunteering, people are actually active as volunteers but might have no idea about their own true intentions. An actual philanthropic contribution, not just a good intention, is based upon two levers: 1) normative principles (people want to help out) and 2) functional rationales (people have a possibility to help out). Just as in the social movement literature, there is both consensus and action mobilization (Klandermans, 1994). This is why a church, or any other place of religious worship, is an effective place to recruit. At these places, a normative appeal is made by the priest, while people from philanthropic organizations that attend the same ceremony can ask the audience to act in accordance with this appeal. But what happens in societies where people are individualised and secularised?

Following processes of individualisation and secularisation, the old systems of normative principles and functional rationales no longer function (Hustinx and Lammertyn, 2003). They have to be reinvented. Lesley Hustinx and I are working together on this topic in one of our research projects. Normative principles are used to make people understand that philanthropy is needed and should be part of their private responsibilities as citizens. We observe that the growing concern about the decline in philanthropic commitment is countered by sometimes very enforcing systems like social activation, community service or corporate volunteering. It is interesting to note that many of these arrangements need third party involvement and cooperation (Haski-Leventhal, et al., 2010) from educational systems, governments or businesses. We also observe management systems in which non-volunteers pay higher membership fees or are even excluded as punishment.

The functional rationales are more concerned with facilitating donating and volunteering; offering the opportunity structures that are needed and reducing the anxiety that blocks people (Handy and Cnaan, 2007). Organizations create innovative mechanisms to get onto the agenda and priority lists of potential supporters. In the volunteering community, we see the rise of the 'one-day' events like NL-Doet[7] or even more sophisticated systems that combine a reduction in workload with a request to volunteer such as the Rotterdam run WorkMate.[8] In other words: if volunteering cannot beat the greedy institutions of education and work (Coser, 1974), volunteering should join them. I am glad that also the Erasmus University participates in WorkMate Rotterdam with staff, faculty and students.

A new way of reinventing philanthropy both functionally and normatively might be *participatory philanthropy* or citizen-centered philanthropy (The Case Foundation, 2006) as it has been used by the USA Case Foundation in their Make It Your Own Awards[9]. In this system, the beneficiaries are part of the decision process and may become part of the funding system too! This idea of connecting both strategic challenges – selecting effective projects and sustaining philanthropic commitment – by involving the beneficiaries and limiting donor control (Ostrander, 2007) will certainly be on the ECSP research agenda.

7 www.nldoet.nl

8 www.workmate.nu

9 www.casefoundation.org/projects/make-it-your-own-awards accessed on 14/01/2010

Boards, governance and cooperation for resources

Ladies and Gentlemen,

The balancing act between beneficiaries and donors brings us to my next topic: boards and management. Today I will not spend much time on the issues of accountability, transparency and governance. But let me assure you that the ECSP will offer executive education focusing on these issues in different contexts (Abzug and Simonoff, 2004). We will back up these activities by European based research on boards, transparency and accountability, also within multi-national philanthropic organizations. But for now, I would just like to discuss the strategic balancing act.

Philanthropic boards are well researched and described, but both practitioners and academics have no real answer to the many problems faced by these diverse set of boards (see Carver, 1990; Taylor et al, 1996; Abzug and Simonoff, 2004). The diversity of board roles, functions and structures is immense. The external functioning of philanthropic boards can be explained from at least three main theoretical perspectives: institutional, agency and resource dependency (Millen-Millesen, 2003). Today, I will concentrate on the resource dependency approach because it starts with the assumption that the board of a philanthropic organization has its own strategic objectives and is responsible for acquiring resources.

Resource dependency theory emphasizes the importance of the availability and the sustainability of the required resources for the survival of the organization (Pfeffer and Salancik, 1978). It seems to be the most used theory in explaining nonprofit board behaviour and efforts (Harlan & Saidel, 1994; Jun and Armstrong, 1997; Middleton, 1987; Pfeffer, 1973; Provan, 1980; Provan et al., 1980). It highlights the board's capacity to unite the organization with its environment. In this theory, the role of board members is to safeguard access to resources (for example, information) and reduce uncertainty (Millen-Millesen, 2003). It is also assumed that boards are responsible for boundary spanning and that they are in the position to make resource allocation decisions due to their power (Millen-Millesen, 2003). With boundary spanning, the board performs four primary functions: reducing organizational uncertainty, adapting the organization to ensure competitiveness in a dynamic environment, protecting the organization from environmental interference and representing the organization to external constituencies (Middleton, 1987). But resource dependency makes board life complicated, to say the least. Dennis Young (2002) made it very clear that the ultimate test for being accountable is when boards can and will defend the organization's mission, even if other funding paths which might create mission drift (Weisbrod, 2004; Jones, 2007) are more secure.

In my opinion, financial resource dependency is epidemic to operating foundations. Although fees for service can be a considerable stream of income also for philanthropic organizations, they cannot cover all the costs of a philanthropic organization. This is clear from part two of Peter Drucker's 1990 book "Managing the non-profit organization". That fees for service are insufficient to further develop the organization is part of the missing link´ between the two strategic challenges. Of course, we expect and hope that philanthropic organizations that perform better on impact also perform better on attracting resources. But, the impact itself will not generate the same kind of surplus it does in a for-profit organization. My favourite example to discuss the limits for fees for service, let alone profit making, is the food bank. There is simply no way a food bank can generate enough fees for service so that philanthropic commitment is not needed. To be honest, I think that there is no way a food bank can generate any fees for service at all if they want to serve the real needy! So even if your food bank solves Janet Poppendieck's (1998), seven deadly 'ins'-insufficiency, inappropriateness, nutritional inadequacy, instability, inaccessibility, inefficiency and indignity – you have to go back to your funders day after day! In this respect, I plan to debate and question the social entrepreneurship movement (Borzaga and Defourny, 2001; Dart, 2004a; 2004b), which seems to suggest that everything can be run as a business and that it is an organizational failure if philanthropic money and time is needed.

Now we briefly move from the external function of the board to more internal oriented obligations. Positioning board and management as the linking pin between the two strategic challenges puts emphasis on proving organizational effectiveness. In the field of nonprofit management this is the main research question of Bob Herman and David Renz (1999, 2000, 2008), who have conducted research into nonprofit organizational effectiveness. They pose ten theses on measuring organizational effectiveness (see text box 1). I intend to contextualize these ten points to our nonprofit regime. Together with the other ECSP researchers, we will link this work to our ongoing quest for the holy grail of impact measurement.

Strategic challenge 2: cooperation for sustainable impact

Text box 1: Ten effectiveness theses according to Herman and Renz

1. Nonprofit organizational effectiveness is always a matter of comparison; it can be regarded as a social construct or an objective reality. Either way, it has to be compared with itself or a standard.

2. Nonprofit organizational effectiveness is multidimensional and will never be reducible to a single measure: in the literature it is not quite clear which dimensions there are and which dimensions are most commonly used.

3. Boards of directors make a difference in the effectiveness of philanthropic organizations, but how they do this is not clear.

4. More effective philanthropic organizations are more likely to use correct management practices.

5. Nonprofit organizational effectiveness is a social construction: Herman and Renz (2008) argue that effectiveness in terms of stakeholder judgement (which is commonly used by researchers) is an ongoing process of sense making and negotiation.

6. Program outcome indicators as measures of philanthropic organizational effectives are limited and can be dangerous: Herman and Renz (1999) see the potential benefits of outcomes assessment, but at the same time they see three potential concerns using outcome assessments.

7. It is unlikely that there are any universally applicable “Best Practices” that can be prescribed for all philanthropic boards and management: at best, Herman and Renz (2008) propose to call them promising practices.

8. Responsiveness is a useful overarching criterion for resolving the challenge of differing judgments of nonprofit effectiveness by different stakeholder groups.

9. It is useful to differentiate among different types of nonprofit organizations in assessing the merits of different approaches to understanding nonprofit effectiveness.

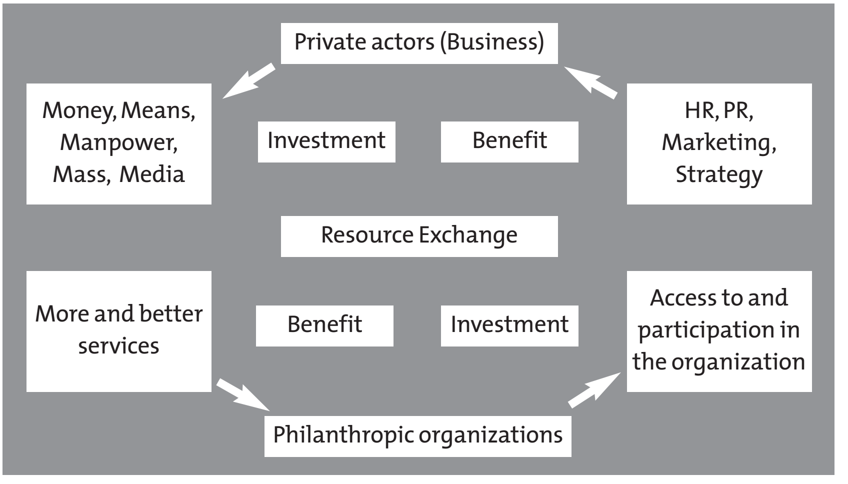
10. Level of analysis makes a difference in understanding effectiveness, and it is important to differentiate effectiveness at program, organization, and network levels

Source: Herman and Renz (1999; 2008)

Ladies and Gentlemen,

Given that securing resources while adhering to your mission is an important board task, I would like a part of the ECSP research agenda to focus on the possibilities of changing resource dependency thinking into a resource exchange partnership (Meijs, 2009). This kind of partnership can be observed in professional corporate community involvement relations and is called transactional or integrative by Austin (2000). As said earlier in this address, individuals and companies donate to philanthropic organizations with the dual intention of helping to achieve the goal of the philanthropic organization, but also to achieve goals for themselves. The simplest goal is probably the 'warm glow' one gets from donating. In resource exchange partnerships, private actors such as citizens, companies and foundations invest five different types of resources: money, means, manpower, mass and media (Meijs and Van der Voort, 2004). Money, means and manpower are pretty clear. Mass means that a good partnership will open new doors and attract other donors. In their 2002 Harvard Business Review article, Michael E. Porter and Mark R. Kramer illustrate mass by explaining that collecting a range of corporate philanthropists around your philanthropic organization and communicating about this externally will attract other funders. These other funders will bring different strengths into the philanthropic organization and the collective investment will be far more effective than a donation by an individual funder (Kramer and Porter, 2002). Media refers to the possibility of communicating your philanthropic mission using the media outlets of your partner. Next to fundraising, this is an important part of cause related marketing (Varadarajan and Menon, 1988). Celebrities that endorse charities invest mostly in mass and media, while they try to limit their time (Braun, 2007). The philanthropic organization's investment in the resource exchange partnership is to let private actors into the organization, for example, by letting them volunteer or by being accountable. The benefit is obvious. The philanthropic organization can offer more services, while the company profits in the fields of strategic management, HRM and marketing / PR.

Image 1: **Resource exchange partnership**

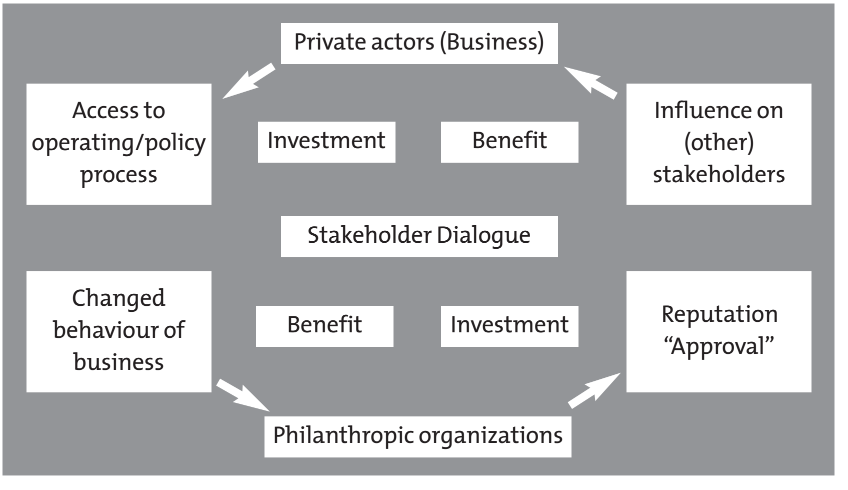


Ladies and gentlemen, honoured guests,

We are entering the last part of our journey: cooperation for sustainable impact. The ECSP will focus on researching and teaching about project and programme selection, funding and execution. It is one of the fundamentals of strategic philanthropy. Recently (2 December 2009) Karen Maas defended her PhD thesis, "Corporate Social Performance: From Output Measurement to Impact Measurement". Kellie Liket has just started as a new PhD student and will focus on measuring impact and sometime this year my co-professor at the Erasmus School of Economics will hold his or her inaugural address focusing more on impact measurement. Today, for the last few minutes of this public lecture, I would like to address cooperation as part of project and programme development and selection.

From a business-society perspective, partnerships between businesses and NGOs can create more sustainable impact than individual action. Huxham uses the term *collaborative advantage* (1996: p.14) to reach not only organizational goals, but also the higher goals of society. Austin uses the term inescapable interdependence (2000: p.10) meaning that both companies and philanthropic organizations need each other to make a sustainable contribution to societal issues. Philanthropic organizations have the knowledge about societal issues and thus the ability to offer possibilities in digestible chunks for businesses to contribute. On the other hand, businesses often have the means, manpower and money to help philanthropic organizations to fulfil their mission. This is the resource exchange partnership as presented before. In addition, there is also the stakeholder dialogue model – see image 2 – (Meijs, 2009) in which the philanthropic organization creates impact because it is able to change the behaviour of business. Although it is always risky to compare these partnerships to human relations, the resource exchange partnership is a bit like the parent who supports a child and receives some joy in return. The stakeholder dialogue partnership happens when the adolescent child has it own opinion and tells the parents that their behaviour is old fashioned. I intend to work together with professor Rob van Tulder's "Partnerships Resource Centre"[10] to develop these two fundamental different approaches to partnering.

Image 2: Stakeholder-dialogue partnership



Impact agenda

Ladies and gentleman,

Some years ago the Dutch committee *Vrijwilligersbeleid* used the concept of the impact agenda as a way to discuss local business community involvement. This is based on the World Bank's Independent Evaluation Group "results chain – from the intervention's inputs, leading to its immediate output, and then to the outcome and final impacts" [11].

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10 www.erim.nl/partnerships

11 www.web.worldbank.org/external/default/main?theSitePK=1324361&pagePK=64253958&contentMDK=20789730 &menuPK=5039271&piPK=64252979 accessed on 13/01/2010

The general idea is that a single project is defined in input, output and outcomes. Projects are combined into programmes on the level of outcomes and several programmes combine into impact. In my opinion, the impact agenda is a convenient tool to discuss cooperation in a certain area, for example a local community or an issue like a millennium goal. Indeed, it is a simple tool, but it is good to conclude with something practical.

I think that most of you are familiar with the eight millennium goals of the United Nations. I do not intend to present new insights in monitoring the results of this endeavour. The MDG monitor is already in place. I think it is clear that every millennium goal in itself is an impact area. The system is explained in table 5 and the chain of results for millennium goal 1 is presented backwards: from impact to output[12]. So we move from impact which is to eradicate extreme poverty and hunger to outcome which is to halve the proportion of people whose income is less than one dollar a day by 2015, – to output where more concrete criteria are established.

Table 5: Millennium goal 1; chain of results

Impact	Outcome: Program	Output: Projects
Millennium goal	**Target**	**Measurement criteria**
Eradicate extreme poverty and hunger	Between 1990 and 2015 to halve the proportion of people whose income is less than one dollar a day ,	Proportion of population below $1 (PPP) per day
		Poverty gap ratio
		Share of poorest quintile in national consumption
	Achieve full and productive employment and decent work for all, including women and young people	Growth rate of GDP per person employed
		Employment-to-population ratio Proportion of employed people living below $1 (PPP) per day
		Proportion of own-account and contributing family workers in total employment
	Between 1990 and 2015, to halve the proportion of people who suffer from hunger	Prevalence of underweight children under five years of age
		Proportion of population below minimum level of dietary energy consumption

12 see for all goals www.mdgmonitor.org

Another level of impact can be achieved by connecting the millennium goals. This is the idea behind the Millennium Villages, a cooperation between the Earth Institute of the University of Colombia, the Millennium Promise and the United Nations Development Program. The aim is to develop a village so that it can become self-providing. Annually, a village needs $250,000, plus some $50,000 for overhead costs.[13] The programme of the Millenium Villages is created so that each millennium goal has its own projects within which various actors cooperate to achieve that goal. Although it is hard to say if the millennium goals will be reached at national or global level by these projects, the institutional environment is created at local level, and with the use of a handbook, could be implemented in other areas as well. Of course, this sounds like a good, sound and wise approach, but who decides which village may participate first? Indeed grant making foundations face important but difficult decisions.

13 www.millenniumvillages.org

A new movement

Ladies and Gentlemen,

I understand that this way of creating a chain of results, connecting different projects into programmes that can have impact, is known to the professionals in the audience. Nevertheless, it is difficult to achieve in the real world. I think and hope that the ECSP can play an active role in implementing, and of course researching this way of thinking in the Netherlands too. I think it would be a great achievement if the philanthropic sector and the Dutch government could find a way of solving the big system errors we are facing at this moment. Who is going to fund innovative organizations after the well known three to five years? Who is going to invest in long term capacity building instead of short term impact? Who is going to keep or make the application system simple for ordinary citizens? Who is investing in community capacity (Kretzman and McKnight, 1993; Mayer, 1994)?

With these remarks we are back to the call for cooperation, for collective action in the philanthropic sector. Facing the challenge of a fundamentally smaller government financially, it is time for the philanthropic sector to improve internal and external management, to start managing the resource 'philanthropic commitment' and to cooperate to achieve more, lasting impact. We, at the ECSP, plan to be part of this movement!

Final remarks

Although the journey through the uncharted world of strategic philanthropy of the ECSP has just begun, for now we are almost finished. Before you go and start networking for new cooperation, I would like to add a few words of thanks.

My first 'thank you' is, of course, to the funders of the ECSP: the people from Adessium, the Executive Board of the Erasmus University, the Dean of the Rotterdam School of Management, George Yip and the Dean of the Erasmus School of Economics, Philip Hans Franses. I applaud you for making this happen. The ECSP is on time and Charles, Karen, Pushpika, Kelly, Ellen, Manuela, Lonneke and I are ready. Let's move!

My second 'thank you' is to all the people involved in philanthropic organizations and business community involvement units of companies. Without your openness and willingness to be bombarded by my questions, I would not be standing here. And as a reward for all this, I plan to haunt you even more with my research questions.

Another group that needs special attention and 'thank yous' today are my national and international co-researchers, or as Femida would like to call them: research-friends. Paul Dekker, Judith van der Voort, Lonneke Roza, Femida Handy, Ram Cnaan, Jeff Brudney, Lesley Hustinx and the rest of the ARNOVA breakfast crowd. It is a great pleasure to work together with you, and I have no intention of stopping!

Now, Lonneke. Thanks for helping me out with this inaugural address, the inspirational dinners and all the other research we have been doing over the last two years! I really look forward to your next big research in the world of community involvement. Margot and Danielle, thanks for letting us in so many times!

Now let me turn to my colleagues in the Department of Business-Society Management – Hans, Rob, Muel, David, Cees, Taco, Gail, Vanessa, Ed, Guido, Yolanda, Sacha and all the 30 others. It is not the name of our department that makes us unique, it is the group! There are more than forty of us now! That is a lot more than almost 20 years ago when I started as a PhD student with Henk van Ruller and the non-profit group of Jan Kooiman. Non-profit, how great, we just started a dedicated centre on philanthropy!

Now my parents, family, friends and fellow business administration alumni from 1985 and thereabouts. For some of you, this is the third time you are sitting in this auditorium and listening to me. In 1997, I defended my dissertation, in 2004 I held my first inaugural and now in 2010 again! Thanks for being here, again, again and again.

Dear Sandra, Ruben, Caspar and Benjamin:
What can I say. This was a speech on cooperation and philanthropy. I want to thank the four of you for all the cooperation and fun we have. And Sandra, without you everything would stop! Now let me thank Ruben, Caspar and Benjamin for offering me the opportunity to practise some real old fashioned philanthropy – giving away money with no idea about the impact – but I do trust that the three of you will have some philanthropic commitment later on. Caspar and Benjamin, a translation in Dutch will follow.

Ladies and gentlemen, to all the paid and unpaid professionals in the Dutch Philanthropic Community:

I have spoken!

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Appendix

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In his inaugural address, he presents the ECSP's future research agenda and focuses on three strategic challenges faced by philanthropic organizations: 1) sustaining philanthropic commitment, 2) selecting and executing programmes and 3) examining the role of management and boards which forms the linking pin between the first two challenges.

Professor Meijs' research focuses on issues related to strategic philanthropy, volunteer/-nonprofit management, nonprofit boards, programme selection and execution, corporate community involvement, business-society partnerships and sustaining voluntary energy. He also serves on several committees, advisory boards and boards of philanthropic organizations (nonprofit organizations and (corporate) foundations). He is a member of the Dutch Council for Social Development (*Raad voor Maatschappelijke Ontwikkeling*). As of July 2010, Meijs will be one of the three Editors-in-Chief of the *Nonprofit and Voluntary Sector Quarterly*, a leading academic journal in philanthropic studies.

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