



REVIEW OF THE FOUNDATION'S PERFORMANCE

Analyzing the foundation's performance, its philanthropic approach and its relationships with partners

NOVEMBER 2, 2016, 16:00-17:30, DJANOGLY HALL, MISHKENOT SHA'ANANIM

When the foundation was established, the first decision made by the foundation team was to make working relations with mission partners their highest priority. At the beginning, we did not know exactly what that meant, because we did not have any mission partners yet. But we learned from other people's experience that working with a philanthropic foundation can be exhausting and might suffer from a lack of both honesty and consideration.

Over and over again, we repeated the same mantra that grant-making foundations tell themselves: "Our success is inseparable from the success of our grantees and partners." We very much wanted to get to a point where our partners would experience true partnership and mutual responsibility, and feel that the strategic roadmap conceived of by the foundation belonged to everyone. This notion is the foundation of philanthropy that works on the "collective impact" model.

We dreamt of building relationships based on trust. We strove for a situation in which, if a problem or difficulty arose with a project, we would immediately get a phone call from the grantee, to update and consult with us. We knew that every program would encounter several hurdles on the way, and we wanted to be able to lend a hand should a project hit a snag. We were afraid that partners would keep telling us that everything was OK until it was too late.

At the end of the first three years, we were very happy to receive positive feedback on relations from our partners, and a very high ranking in this field relative to other foundations by the Center for Effective Philanthropy. But we were worried about the future. We had decided to increase our grant portfolio and recruit new members to the staff. We felt that, in the new situation, relationships with partners we had started to nurture by means of convening and networking would be no less important.

On the other hand, when our partners told us in 2014 that we have no impact in the field, nor on their organizations, we were greatly concerned. We told ourselves that this was the price we were paying for the great transparency of our data, and decided it was still too early in the foundation's lifespan for it to make its mark. But when they continued to tell us this in 2016, we understood that we need to take action. While they considered our public impact to be important, grantees and partners did not yet see our impact in the field, or in their own organizations.

QUESTIONS FOR DISCUSSION

1. Do our partners feel that the foundation's way is their own? Or do they pay lip service while using our resources to further a different approach?
2. What steps must the foundation team take to preserve the good relations they built with foundation partners in its early years?
3. Are effective relationships being built among the foundation's partners as the result of the professional networks the foundation has created for them?

4. Why is the foundation unable to influence the organizations with which it collaborates? What are the reasons, and what can the foundation do to change this?
5. Will the foundation's philanthropic approach – in which it views itself as the temporary scaffolding [supporting a building] – withstand the test of time? Will the organizations and networks continue the foundation's agenda even after it ceases to exist?

As **background** to the discussion, we recommend reading the following:

- A. [Grantee Perception Report \(GPR\) 2016 – Key Findings](#)
- B. Documentation case: "[The Trump Foundation's Relationship with its Partners](#)", Dalia Magnat
- C. Documentation case: "[The Philanthropic Approach of the Trump Foundation](#)", Guy Ravid
- D. Evaluation Report: "[The Trump Foundation as Convener](#)", Yael Steimberg, Ronna Raphaeli-Hirsch

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