RAMBØLL

Bright ideas.
Sustainable change.

# Transforming foundation impact

## The Ramboll Management Consulting approach



# Partnering with foundations for impact and systems change

## WHO WE ARE?

Ramboll Management Consulting's Foundations Team acts as a genuine strategy and learning partner for philanthropic foundations. We build ongoing relationships characterised by honest, constructive challenge and deep curiosity about your pathway to change. From initial vision through to implementation and evaluation, we walk alongside you - not just delivering services but engaging as a critical friend committed to your long-term impact.

Our services span the full spectrum of foundation work: strategic advice and foresighting, organisational development and good governance, impact investment advisory, systemic change and collective impact, project management and implementation support, monitoring, evaluation and learning.

We work at the intersection of ecosystem approaches and collective impact, helping foundations navigate complexity and turn bold ambitions into measurable, lasting change. Our work is grounded in deep expertise within green, economic, and social sustainability. We prioritise strong stakeholder engagement and co-design, using creative and adaptive approaches to generate action-oriented evidence that fuels learning, supports strategic adaptation, and strengthens your ability to document and communicate impact.



# Strategic advice and foresighting

Ramboll provides strategic advice and foresighting to help foundations navigate uncertainty, identify emerging opportunities, and make informed decisions for long-term impact:

**Strategic & donation advisory**: We help foundations clarify vision, refine theories of change, and translate strategy into concrete grant-making decisions. Whether launching new initiatives, pivoting strategy, or reviewing your approach, we bring rigorous analysis and sector insight. This includes scoping projects, mapping funding opportunities, assessing partner readiness, and designing high-impact funding mechanisms.

**Foresighting & opportunity mapping**: We help foundations anticipate trends and identify unexplored territories through horizon scanning, scenario planning, and expert consultation. We uncover underfunded areas and emerging opportunities, helping you understand where your unique assets could make the greatest difference in a changing landscape.

## OUR WORK

**Mapping white space opportunities in urban development**

We supported one of the largest foundations in the world to explore the health impact potential of investing in healthier urban environments. Through a white space opportunity mapping focused on urban development, city planning, and public space design, we identified areas where strategic interventions could deliver significant health benefits. Our approach combined comprehensive research review, interviews with leading experts and practitioners, and creative ideation sessions with the foundation and external stakeholders. The mapping informed early scoping of potential future strategic investment areas for the foundation.



# Organisational development and good governance

We help clients navigate transitions, strengthen internal structures, and build governance frameworks that enable long-term impact and sustainability:

**Change management**: We support foundations through transformation, helping leadership and teams adapt to new strategies, structures, or operating models. We design change processes that build buy-in and maintain momentum, ensuring sustainable transitions.

**Organisational development**: We assess and enhance organisational effectiveness - from clarifying roles and strengthening team dynamics to improving internal systems. Our approach aligns capacity-building with strategic ambitions.

**Good governance**: We establish and refine governance structures that balance accountability with agility, including board effectiveness reviews, governance frameworks, and alignment of practices with mission and values. Our in-house legal team provides additional support as needed.

## OUR WORK

**Establishing shared governance for a cross-foundation knowledge centre**
Ramboll supported three major international foundations in creating a joint governance model to co-invest in a new knowledge centre for early childhood education. We designed the partnership structure that enabled these foundations to move from independent actors to formal co-investors with aligned decision-making. Through rapid evidence review and interviews with over 100 stakeholders, we helped shape both the research programme and the governance framework. This dual focus ensured the foundations could effectively collaborate while keeping the research center focused on delivering practical, evidence-based knowledge to parents and early childhood professionals.



# Impact investment and advisory

Ramboll's team of sustainable finance and economics advisors specialises in enabling the intentional use of both financial and philanthropic investments to generate a positive outcome:

**Fund strategy and structuring**: We support clients to design their theory of change, design their fund /portfolio structure and embed the relevant investment frameworks for impact investing.

**Screening and investment execution**: We help clients align their capital allocation and deployment with the intent to generate a positive impact. We screen potential investment opportunities and conduct impact due diligence reviews, identifying where greater clarity, data, or alignment is needed.

**Portfolio management and active ownership**: We aid clients to measure the impact their investments make in both a quantitative and qualitative manner, report this to stakeholders and actively engage with their portfolios to deepen the impact generated.

**Exit strategy and impact continuity**: We support endowments and impact investors to responsibly exit their holdings to ensure mission-lock.

## OUR WORK

**Creating an in-depth understanding of the Danish impact investment market**
In collaboration with a newly established national partnership, Ramboll developed a baseline analysis of the Danish impact investment market, focusing on both green and social impact investments. The objective was to gain an in-depth understanding of the current Danish impact investment landscape. The analysis maps the ecosystem for impact investments, identifies key barriers and opportunities, and estimates the size and characteristics of the sector. The resulting report has helped define the future-looking strategic priorities for further mobilising the Danish impact investment market.



# Systemic change and collective impact

Ramboll helps clients move from traditional funding to collaborative models that address root causes, build ecosystem capacity, and create lasting change:

**Partner capacity building**: We help clients strengthen funded organisations and networks through developmental partnerships. This includes co-designing capacity programs, establishing mentoring and peer-learning, and creating funding mechanisms that enable partner growth.

**Collective impact facilitation**: We convene and coordinate multi-stakeholder initiatives for systems-level change through stakeholder mapping, collaborative strategy development, and shared measurement frameworks that align diverse actors toward common goals.

**Participatory grantmaking**: We design participatory approaches that redistribute decision-making power to communities. This includes developing processes, governance structures, and capacity-building strategies that enable meaningful participation while maintaining accountability.

## OUR WORK

**Supporting mission-driven innovation in Sweden**

Ramboll supported a national Swedish innovation agency to design and deliver a mobilisation process for a new strategic innovation programme. We brought together hundreds of organisations from different sectors through workshops, lectures, and networking events to build shared understanding of systems-level change and mission-driven innovation. Using insights from behavioural economics and systems thinking, we helped stakeholders develop new networks and practical approaches to tackling complex challenges. This work enabled both government agencies and participating organisations to better design and lead innovation processes aimed at systemic impact.



# Project management and implementation support

Ramboll provides Project Management Office (PMO) and implementation support to foundation clients:

**Program Development**: Ramboll works with foundation clients from the earliest stages of their journey to shape programmes that are strategically sound and deliverable. Drawing on our cross-sector expertise, we support clients in defining their vision, identifying the right levers for impact, and designing programmes with clarity and coherence.

**PMO**: We focus on supporting clients with practices, such as methodologies and tools to maximise the value of their projects. We mainly focus on helping clients handle large-scale projects, supporting them to develop the programme, the content, the PMO tools and the stakeholder communications cycles and partnerships they need for success.

**Implementation Support**: Ramboll also provides support in the implementation phases of foundation clients' projects. Drawing on our expertise in project management and the Ramboll 360-degree programme management approach, we ensure projects run effectively and deliver on their intended impact.

## OUR WORK

**PMO support for National Children's Wellbeing Initiative**
Ramboll provided strategic advisory and PMO support for a multi-billion DKK national initiative funded by a major international foundation and corporation. The programme harnesses football's power to make Denmark the world's best country for children to grow up in.

We designed the overall programme structure and governance framework across three tracks: capital infrastructure, social impact grants, and nationwide engagement. Our work included developing internal programme management capacity, establishing the budget and implementation plan, and creating governance models and management procedures. Ramboll continues as a strategic partner during implementation to ensure successful execution and lasting impact.



# Monitoring, evaluation and learning

Ramboll has extensive experience in Monitoring, Evaluation, and Learning (MEL) services. We help clients conduct evaluations, develop monitoring and learning systems, indicators, and metrics to track impact, providing decision-makers with the insights needed for strategic action:

**Monitoring**: We have expertise in helping clients set up monitoring systems to inform both evaluation and learning. We work with clients to design and implement monitoring systems, tracking project progress against objectives, and preparing the ground for future decision-making.

**Evaluation**: We also help foundations systematically assess project design, implementation, and outcomes, ensuring evidence-based understanding of what works and why.

**Learning**: We translate data into actionable insights, using co-productive approaches such as team-wide evidence days to ensure deep sense-making processes that can inform clients' strategic decisions and future-proof their initiatives.

## OUR WORK

**Assessing family-wide impacts at a hospital-level**

We supported the evaluation of a major new public hospital in Copenhagen that aspires to set new standards for the treatment of children and their families. The evaluation was funded by one of the largest international foundations in the world and provided knowledge about the adverse effects that not only the patient but the whole family experiences when a child is hospitalised, and how these adverse effects could be reduced by rethinking the experience of hospitalisation. The evaluation thereby highlighted the full potential of investing in a new and improved children's hospital approach.



# About Ramboll

As a foundation-owned company with a clear societal mission, we share your commitment to creating lasting change. Our ownership structure enables a long-term strategic mindset. We're here to partner with you over time, not just deliver one-off projects.

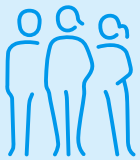
Together with foundations and their partners, we work to shape a more sustainable, just, and accountable future.

We combine insights with the power to drive positive change to our clients in the form of ideas that can be realised and implemented.

We call it **Bright ideas. Sustainable change.**



**300**
Global offices in 35 countries



**18,000+**
Employees



**2.7 B**
Global revenue, in 2024 across all markets

The Ramboll Management Consulting Foundations Team is supported by teams across the world, all dedicated to making a positive difference.

Our colleagues' expertise across the real economy, from buildings and energy to the environment, gives the Foundations Team the cross-sector insight needed to help clients deliver meaningful, lasting impact.

This unique advantage enables us to deliver real-world impact to communities across the globe.

To discuss how we can support your organisation please reach out to the contacts below.




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