









**Professor Christoph Loch Director, Cambridge Judge Business School** 

We remain incredibly grateful to Badr Jafar for his leadership support in establishing the Centre for Strategic Philanthropy. I am personally very proud of what the Centre and its team have managed to achieve since its official launch. In a very short space of time, the Centre has made a name for itself on the global stage and we couldn't have done this without Badr's vision and support as our founding patron; we'd like to express our gratitude to him. I am confident the Centre will go on to achieve great impact in the coming years and I am excited to see its progress go from strength to strength.

On behalf of Cambridge
Judge Business School (CJBS),
I wish to express my deep
gratitude to Badr Jafar for his
generous founding donation
to establish the Cambridge
Centre for Strategic
Philanthropy (CSP) within
CJBS.

The Centre is dedicated to examining strategic philanthropy within and from the world's highest-growth markets, including Africa, developing Asia and the Middle East, at a time when philanthropy's role in building social and environmental resilience is increasingly essential. Through a combination of rigorous research, executive education and the convening of diverse stakeholders, the Centre aims to become the leading hub of actionable knowledge to catalyse even greater philanthropic impact from the world's fastest growing regions.

The Centre's launch last year coincided with some of the most challenging and turbulent times in living memory. The spread of COVID-19 across the globe has posed significant and unforeseen challenges; countries around the world in lockdown, international travel all but ceased, health services under extreme pressure and daily life that continues to be restricted. Within Cambridge, University buildings have closed, and teaching and events moved to online platforms.

Despite these challenging circumstances, the Centre has worked hard and we are proud of the contributions already made to the philanthropic environment. At the end of its first year of activity, it is important to reflect on the Centre's achievements in its key areas of activity.



From left to right: Professor Christoph Loch, Director of CJBS; Badr Jafar, Chief Executive Officer of Crescent Enterprises; Professor Stephen Toope, Vice-Chancellor of the University of Cambridge

Through interviews conducted with two dozen Global South organisations and foundations during the pandemic, and an analysis of secondary data, the Centre has produced its first publication, Philanthropy and COVID-19: Is the North-South Power Balance Finally Shifting? It is a 90-page industry report on the current state of philanthropy in its core markets and the operational challenges associated with COVID-19 and the North-South power dynamic. Further, the Centre has defined an ambitious pipeline of research that will be relevant to individuals and institutions on the supply side, as well as the demand side, of social change. The Centre has also recently been published in the Stanford Social Innovation Review for an article submitted about the COVID-19 report.

The Centre has designed an Executive Education programme, 'Strategic Philanthropy in Emerging Markets: Maximising Impact', to help all those working in or with the philanthropic sector in emerging markets to navigate a plethora of new thinking, lexicon and best practice. This is a unique, bespoke programme that caters specifically to the practical needs of sector professionals and sectoral trends, which include not only the growth in capital coming to market but also the increasingly hybrid nature of the sector, the demand for greater transparency and accountability, greater scrutiny around impact, and calls for more efficiency through collaboration and partnerships. The

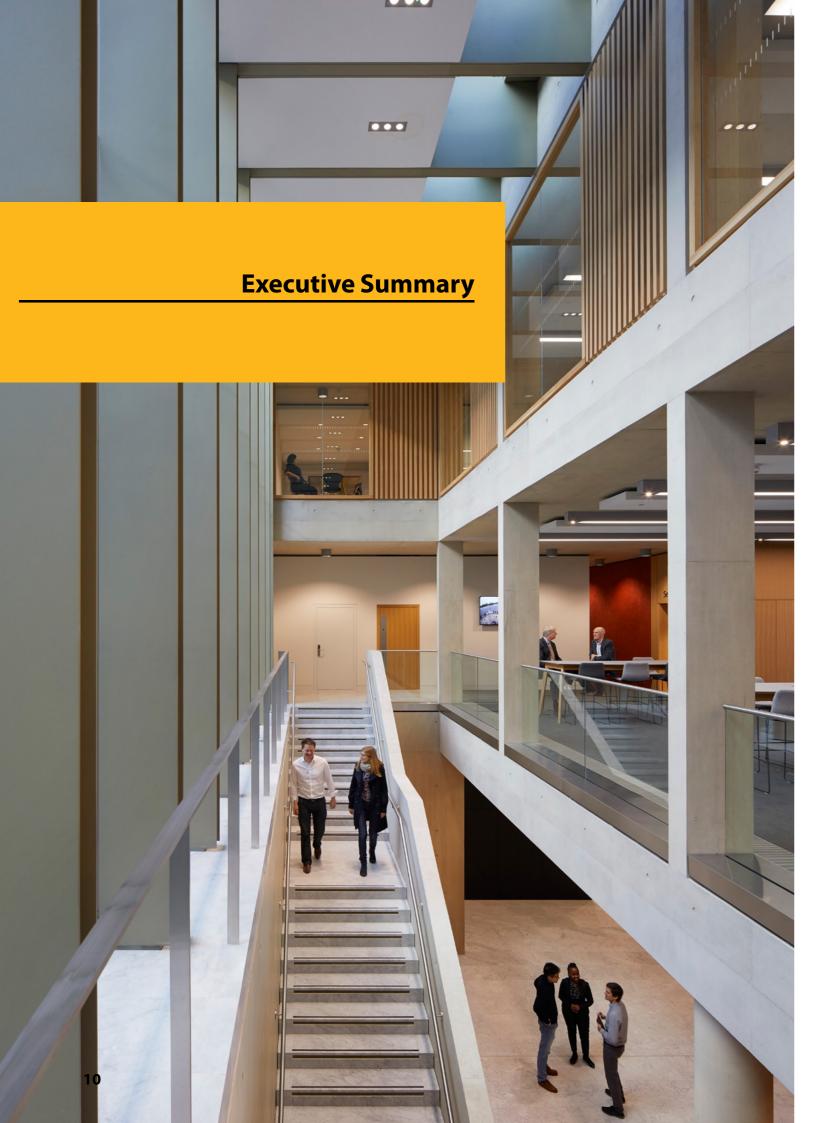
pilot of this programme is scheduled for June 2021 and the CSP has already finalised two case studies (one on the Middle East and one on South East Asia) to support this.

Additionally, the Centre has reached out to a wide range of global stakeholders and worked with relevant institutions and practitioners in our targeted regions, building relationships and encouraging collaboration and the sharing of knowledge and insights. Through a series of online events and networking activities, the Centre has worked to convene diverse voices advancing the global understanding and practice of strategic philanthropy. In a short period of time, the Centre has built an international profile that is already leading to unsolicited opportunities of partnership.

Detailed planning is now underway for our second year. Capitalising on the strong foundation created in year one, the Centre is looking forward to informing and strengthening the broader philanthropic ecosystem.

Professor Christoph Loch
Director of Cambridge Judge
Business School

Clevistoph Kolf



# From the Executive Director

The Centre's launch could not have been more timely as it coincided with the onset of the COVID-19 pandemic and subsequent renewed interest in philanthropy – notably as a source of rapid response capital as a means of bringing innovation to entrenched socio-economic global challenges. Indeed, COVID-19 was something of an epiphany for the sector, highlighting both its potential but also the need for change, with the realisation that emerging markets would be hit hardest. As Cambridge University went into lockdown and the world ground to a halt, the need for a rapid understanding of how to mobilise more philanthropic capital with increased efficiency and effectiveness was essentially embodied in the creation of the CSP.

One of the Centre's core stakeholder communities has always been remote to its base in the UK. The pandemic forced some quick thinking about how the Centre could respond to the needs of its stakeholders while also dealing with the technical challenge of moving immediately to virtual working in the absence of a fully resourced team, in the midst of a hiring freeze at the University and the impossibility of any physical outreach (notably with the broader University community) – a critical component of the Centre's initial operational activities. Overnight, virtual became the norm, demanding a whole new way of thinking about how the CSP could

quickly gain traction while building a brand and delivering some preliminary analysis and insights (in the absence of travel) that could guide its operational direction.

After just 12 months - and indeed a year wrought with challenges, both logistical and existential – we have been able to deliver 13 of the 16 deliverables envisioned for Year One of the Centre's operations as per the Strategic Plan. We have resourced up the team, built a global brand and engaged philanthropic practitioners and funders from across the globe; we are now sought-after to speak at events, partner in projects and speak authoritatively on the impact of COVID-19 on philanthropy. We have further published an article on our COVID-19 report in the Stanford Social Innovation Review and have already finished two case studies to support our Executive Education programme. These results stand testimony to the commitment of CJBS, the wider University and the CSP team to think creatively and work beyond their originally defined remit to leverage their collective social capital, delivering a solid 12 months of outreach, content development and thought leadership against all odds.

We are enormously proud of our achievements. Within a very short period, we have built a team with shared values, ambition and personal commitments to supporting up-and-coming philanthropists in emerging markets to deliver improved impact more quickly to support the third sector for real systemic change beyond the crisis. While it is clearly early days, we believe that the operational footprint that we have built thus far serves us well. Our stakeholders are aware of our ambition and proposed programmes and are keen to engage. We are regularly referred to and cited in the media as a core source of information and insights into philanthropy in emerging markets.

We have been approached for commissioned research by the private sector, asked to connect with various university communities working on low-to-middle income countries, and have been contacted by multiple external academic institutions seeking collaboration. Our team has worked tirelessly to ensure that, even if new relationships were hard to build in the absence of face-to-face meetings, we instead leveraged our existing networks and connections to fast-track our profile.

Our team has considerably upscaled the Centre's promotion and collaboration efforts; we have connected with dozens of likeminded institutions to introduce them to our work and mission through over one hundred virtual meetings. We have multiple partnership and collaboration agreements currently being processed or discussed. We also have significant internal opportunities within the University of Cambridge to collaborate around research and executive education; over time, we believe these will evolve into fullblown projects and products.

We would like to thank all of our colleagues at CJBS and the University of Cambridge more broadly for their consistent support, encouragement and enthusiasm for our work. It has been truly motivating and inspiring to be part of such a positive and uplifting community. Moreover, the constant reinforcement by the CJBS team of the quality and tenacity of our efforts – in particular, Christoph Loch's advice that we focus on the broader mission (or the North Star as our Academic Director Kamal Munir refers to it!) rather than get caught up in the drudge of the details of what might or might not work - was inspiring and helpful in advancing our mission. Feeling empowered and trusted by our peers was critical to delivering the outreach, research and programme developments that we did, despite the crisis.

I would like to thank all of our team – both permanent and transitional members – each and every one of whom worked flexibly, adapted to the very difficult external operating environment and pulled together to enable us to deliver a whole range of outputs and future opportunities. I am indebted to you all and humbled by your commitment.

The positive support and feedback from colleagues were paramount. During challenging times, consistently positive feedback from the CJBS team and their solidarity were hugely welcome, helping to maintain momentum and keep up the team's spirits.

We are delighted to set out here a summary of the Centre's year so far – the highlights, what has worked well, and where we have encountered challenges. As we review the Centre's first year of activity, we are excited to build on this work – the achievements and the learnings – and believe we are well-placed to take the Centre from strength to strength in 2021.

Glood of f

Clare Woodcraft Executive Director of the Centre for Strategic Philanthropy



From left to right: Sara Pantuliano, Chief Executive of the Overseas Development Institute; H.E. Sheikha Bodour Al Qasimi, Founder and Chair, Kalimat Foundation for Children's Empowerment; David Miliband, President & CEO of the International Rescue Committee. Davos 2020.



### **Professional associations**

The CSP has proactively taken the decision to work directly with professional networks in order to scale up its reach faster, given their multiplier effect. This strategy has served us well and all of the core global networks focused on our core markets are now fully aware of the work of the CSP, frequently cite our work and promote our COVID-19 report, regularly invite us to speak at industry platforms and generally promote the Centre and help build its profile. The CSP is planning to become a member of all relevant networks within its core markets and has already joined the Asian Venture Philanthropy Network to build its community in South East Asia, WINGS, which is focused on developing philanthropy in emerging markets. The CSP plans to become a member of the Arab Foundations Forum (AFF) and already has strong working links with them and has been provisionally accepted to the African Venture Philanthropy Alliance (AVPA). We have also joined the European Venture Philanthropy Association (EVPA) as their network comprises some of the largest most important and most influential foundations operating in emerging markets.

### **Internal collaboration**

Since its inception and despite the virtual working situation, the CSP has undertaken extensive work to connect with like-minded institutions inside the University to better understand who might already be doing research on similar

issues, and if and where we can collaborate with them. This process has been facilitated by the CSP being invited to sit on the Steering Committee of the Strategic Research Initiative (SRI) of Cambridge Global Challenges that convenes academics from across Cambridge to enhance research contributing to the delivery of the Sustainable Development Goals (SDGs). The CSP's Executive Director was appointed to the Steering Committee and has been actively engaged since and has presented the CSP's COVID-19 report to this group. On the back of this presentation, other organisations have contacted the CSP to ask for a similar presentation. The CSP is presenting the COVID-19 report to the Cambridge Food Security Group in May 2021.

# **Engagement activities**

Whilst we have been unable to bring people to the CSP itself, or to attend conferences and events in-person, delivering a virtual events programme has allowed us to engage audiences we might not otherwise have reached. The directors and founder participated in and delivered a range of virtual activities, outlined in more detail later in this document, and have contributed to media outlets, including the *Financial Times* and BBC Radio 4.

We very much hope we can begin gathering stakeholders in-person in 2021, and plan to do so with our hybrid conference 'Talking Philanthropy' on 14 May 2021 (see upcoming events section below).

However, we will also take what we have learnt about the power of virtual events from 2020 and use it to build a long-term hybrid engagement programme, with both physical and digital offerings that will allow us to engage effectively with our core stakeholders in emerging markets, even though they are not in our physical vicinity.

# Our engagement opportunities in 2020 have included the following:

The COVID-19 report has been critical in gaining traction around external engagement since it has proved a solid starting point for substantive discussions about the needs of the philanthropic sector in emerging markets. Moreover, its presence online and its promotion through multiple webinars have led to significant feedback and requests for engagement, which are outlined below. Indeed, overall, the COVID-19 report was the main driver of external engagement over the past few months (since its publication in December) and even before its publication, as a result of the interviews undertaken for its production. The report has also helped build profile for the CSP with key industry actors including the Stanford Social Innovation Review.

# COVID-19 Report Launch Webinar Series with Alliance (joint hosts)

Date: 1 July 2020. Title: How will the study of philanthropy contribute to social impact?
 Participants: Clare Woodcraft

 CSP, Badr Jafar, Bheki Moyo
 CAPSI, Naina Bhatra, CEO of AVPN, Charles Keidan - Alliance.

- **Audience**: 500 + multiple organisations have also listened to the webinar subsequently and have contacted the CSP, keen to connect given the CSP's unique focus on emerging markets.
- 2. Date: 26 January 2021. Title:
  Towards a new balance of power
  in philanthropy. Participants:
  Clare Woodcraft CSP, Kamal
  Munir CSP, J. Satrijo Tanudjojo
   Tanoto Foundation, Degan Ali –
  ADESO, Charles Keidan Alliance
  Audience: 500+
- 3. Date: 16 February 2021. Title:
  Future of Arab philanthropy:
  the who, what, where & how.
  Participants: Noura Selim Sawiris, Rasha Al-Turki Alnahda,
  Naila Farouky AFF, Moukhtar
  Kocache Rawa Fund. While the
  Centre did not participate in this
  webinar, we sponsored the event.
  All participants were sent a copy
  of the report and CSP branding
  was used widely during the event
  advertising and in the webinar
  itself. Audience: 500 +

## Webinar with the John D. Gerhart Center, American University in Cairo (Sole Speaker)

Date: 2 July 2020. Title: Actionable knowledge to catalyse greater philanthropic impact from the world's fastest growing regions and the role of research centres. Participants: Director Ali Awni, Clare Woodcraft <a href="https://www.facebook.com/gerhartcenter/videos/2758842604335340/">https://www.facebook.com/gerhartcenter/videos/2758842604335340/</a>.

# Movimento Bem Maior webinar on COVID-19 and philanthropy

Date: 29 October 2020. Title: Philanthropy in the Times of Coronavirus. Participants: Clare Woodcraft – CSP, Flavio Castro – FSB Comincacao, Rubens Menin – MRV Engenharia, Eugenio Mattar – Localiza, Patricia Villela – Humanitas 360, José Ermírio de Moraes Neto, AC Camargo Cancer Hospital. Attendees: 500+

### Save the Children (STC)

Date: 12 October 2020. **Title:** Local Voices: Creating an Equitable World for Girls, a roundtable conference discussion on female empowerment. Centre participant: Clare Woodcraft. Audience: 200+ comprising key female Arab philanthropists with whom the CSP has had follow-up engagement. This initial engagement has led to the current co-creation of a project plan looking specifically at building social purpose organisation capacity in Africa as per the recommendations of the CSP's COVID-19 report (see above).

### **Philanthropy Impact**

Date: 23 November 2020. Title: Sustainable Investment Goals Participants: Darshita Gillies – Maanch, Clare Woodcraft – CSP, Antonis Schwarz – Impact Investor, Jamie Webb – Synergos, Paul Bryant – Equity Analyst. Audience: This interview led to 2,000 hits online and the Executive Director was asked to participate in an additional longer webinar hosted by Philanthropy Impact on 4 March 2021.

#### **Do One Better! Podcast Series**

Date: 20 December 2020. Title: The Do One Better! Podcast is a weekly podcast with a loyal international audience, which has hit Apple's No.1 spot for non-profit podcasts in the UK and been recognised on Apple's New & Noteworthy chart. It aims to inspire global listeners to be more philanthropic, to act more sustainably and to embrace social entrepreneurship. The CSP was hosted in December 2020 with the Executive Director sharing insights into the work of the CSP, promoting the COVID-19 report and talking more broadly about philanthropy. We look forward to future collaborations between The Do One Better! Podcast and the Centre for Strategic Philanthropy.

# Tharawat Business Forum Three-Part Series on Aligning Philanthropy (joint hosts)

We have partnered with the Tharawat Family Business Forum to design and convene a three-part webinar series focused on family offices in the Gulf Cooperation Council. Targeted at family business members, family office principals and high-networth individuals interested in philanthropy in the region, the series aims to promote more strategic philanthropic decision-

making among current and future philanthropists from the GCC/MENA by sharing insights and tools and case studies. The sessions were recorded and shared online for broader outreach. The three webinars involved are:

- 1. Date: 25 November 2020. **Title**: The Next Generation of Giving: how philanthropists can decide which path to take. **Participants**: HE Huda Alkhamis Kanoo – ADMAF, Farida El Agamy -Tharawat, Clare Woodcraft -CSP Link: https://www.youtube. com/watch?v=Fq59ATdSNqA (Additional 127 views at 18 Feb 2021). Attendees: 29 family business members. Profiles: 3 chairmen, 2 vicechairmen, 3 board members, 6 executive managers, 2 CEOs, 5 directors, 1 COO, 1 founder, 4 family members, 1 partnership & philanthropy manager. Countries: Algeria, Egypt, Iraq, Kenya, Kuwait, Saudi Arabia, Spain, Switzerland, Sudan, Turkey, United Arab Emirates, United Kingdom, United States.
- 2. Date: 19 January 2021. Title: Collaborative Giving: how joint and collaborative philanthropy can add to impact and scale. Participants: Naila Farouky Arab Foundations Forum, Silvia Bastante de Unverhau Co-Impact, Farida El Agamy Tharawat, Clare Woodcraft CSP. Link: https://www.youtube.com/watch?v=UwsNQQgoog0 (48 additional views at 18 Feb 2021). Attendees: 20 family business

- members. **Profiles**: 2 chairmen, 1 vice-chairman, 3 CEOs, 1 corporate projects manager, 4 executives, 3 directors, 1 founder, 2 board members, 3 senior managers. **Countries**: Egypt, Lebanon, Oman, Qatar, Spain, Switzerland, United Arab Emirates, United Kingdom.
- **3. Date**: 17 February 2021. Title: Philanthropy, CSR and Corporate Strategy: how family philanthropy can align with company CSR. Participants: Omar Safeyeldin - EGIC, Farida El Agamy – Tharawat, Clare Woodcraft – CSP. Link: <a href="https://www.youtube.">https://www.youtube.</a> com/watch?v=8zl1uusc8E8 (additional views 28 at 18 Feb 2021). Attendees: 21 family business members. Profiles: 2 chairmen, 2 vice-chairmen, 4 CEOs, 4 executives, 3 directors, 2 board members, 4 senior managers. Countries: Egypt, Lebanon, Spain, Sudan, Switzerland, United Arab Emirates, United Kingdom.

The series of webinars will now be transformed into learning tools. Discussions of the way forward in this respect are underway and will likely result in co-created content that can be shared with relevant audiences about how to best align philanthropy for maximum impact. This content will draw from the recommendations offered by the speakers in this series.

#### **INGO/CROWE Conference**

■ Date: 2 February 2021. Title: Where next for INGOs? The Chief Executive/Chari's perspective. Participants: Sam Younger – VSO, Clare Woodcraft - CSP, Danny Sriskandarajah – Oxfam GB. Attendees: 230. Profiles: senior manager, CEO, chairmanlevel attendees, charitable organisations and academics. The ED of the CSP was invited to speak at this event after CROWE UK read the CSP's COVID-19 report and asked for the Centre to share via a 30-minute presentation at their annual event. The session led to followup engagement with Oxfam and discussions about future collaboration notably in Africa (see section about engagement with STC).

### CJBS Research Centre and Networks Summit

**Date**: 26 January 2021, 13:30-15:00. Participants: CJBS managers. This forum ensures that internal University stakeholders are aware of respective research projects and aligned where possible with a view to potential collaboration and ensuring that research is not duplicated. The summit is a regular event that aims to promote collaboration with colleagues in CJBS and other academic or practitioner partners. It captures research outputs co-authored with Centre fellows, with practitioners/policy makers, or otherwise facilitated

by centres' activities and to showcase how the research centres have facilitated public engagement/outreach activities.

## **Recent and upcoming events**

#### **Pearl Initiative**

**Date**: 1 March 2021. **Title**: Giving Collaboratives: Aligning diverse stakeholders around shared outcomes. Participants: Myrna Atalla, Olivia Leyland. The CSP's Executive Director, Clare Woodcraft, has been instrumental in providing content for this event and will moderate the panel. She has also briefed the new executive director of the Pearl Initiative on the work of the CSP, discussed the prospects for philanthropy in the region and offered some insights on how the Pearl Initiative can best support regional philanthropists. The ED was also asked to provide input on regional philanthropy for content being developed by the Pearl Initiative for the Gates Foundation and drew from the COVID-19 report to do so.

### FIFE webinar – keynote speaker

Philanthropy and COVID-19: Is the North-South balance finally shifting? Centre participant: Clare Woodcraft. Attendees: Registration as at 22 Feb 2021 – hybrid event with 850 attendees (300 in-person attendees in Florianópolis, the rest will be online).

# Centre for Disaster Philanthropy (CDP)

**Date**: 11 March 2021. This session will explore how grant makers and donors respond as communities worldwide especially black, indigenous and people of colour, as well as other populations that have been systemically marginalised and underserved – struggled amid the pandemic's impact on livelihoods, health, education and more. It will share key findings from the CDP's and the CSP's respective reports on the impact of the pandemic on philanthropy and vice versa. The panel will also address what funders should be doing as we move into year two of giving in this crisis. CDP Director of Strategic Initiatives, Sally Ray, will moderate the discussion and panellists will comprise: Grace Sato, Director of Research, Candid: Clare Woodcraft, Executive Director, CSP at CJBS, and David Maurrasse, Founder of Marga Incorporated. This webinar is co-sponsored by the Council on Foundations, United Philanthropy Forum, The Funders Network, National Voluntary Organizations Active in Disaster (VOAD), InterAction and National Center for Family Philanthropy and will be recorded for further online dissemination.

# Talking Philanthropy 2021: Asia Pacific

**Date**: 14 May 2021. As we plan for our future engagement programme, we are hugely excited to co-host our first conference in May 2021 hosted in Singapore (potentially in person) and at CJBS online. Talking Philanthropy 2021: Asia Pacific will offer a mix of (predominantly) virtual and in-person events in Cambridge and Singapore to address worldwide recovery from the pandemic. Regional moderators/chairs will run panel discussions and Q&A sessions, whilst workshops and breakout sessions will take place regionally at different times. All footage of the panel discussions, Q&As and case studies will be broadcast on the Talking Philanthropy website. Speakers and panel members confirmed so far include Professor Peter Mathieson, Vice-Chancellor of the University of Edinburgh; Daisy Liu, philanthropist and co-owner of the Xiami technology company; Jean Sung, Head of Philanthropy at JP Morgan; and Patricia Zurita, CEO of BirdLife International. The event will be moderated by BBC journalist Kirsty Lang who also interviewed the CSP's Executive Director in advance of the event for a CSP promotional piece (online shortly). The opportunity to partner on this event was thanks to an introduction by the Alumni Relations team at CJBS. It presented a timely opportunity

to build some brand presence in Asia given the inability to host a live CSP-branded event. Once the pandemic situation permits, we will plan for the latter.

# Executive Education – Strategic Philanthropy in Emerging Markets: Maximising Impact

**Date**: 1-4 June 2021. This programme caters to the practical needs of sector professionals and sectoral trends, including the growth in capital coming to market and the increasingly hybrid nature of the sector, the demand for greater transparency and accountability, greater scrutiny around impact and calls for more efficiency through collaboration and partnerships. The programme comprises video lectures, discussions, live online teaching sessions and assignments. It will explore how philanthropic capital can best be deployed to deliver impact and long-term system change. It will address many of the challenges and opportunities that face emerging market philanthropists - notably given the growing intergenerational wealth transfers - in trying to align their work with national development plans, the UN's SDGs and the need to deliver sustainable outcomes at scale.

### Other activities

The CSP supported the development of a Q&A series of videos by Badr Jafar by developing a list of suggested speakers in the CSP's core markets and engaging with potential PR support to manage the broadcast of these videos. 'The Business of Philanthropy' is a series of conversations with thought and action global leaders hosted by Badr Jafar, which explores the changing nature of philanthropy within and from the emerging markets. Interviewees include Bill Gates, HRH The Prince of Wales and Professor Stephen Toope, amongst other distinguished guests. Episodes to date include:

- Nandan and Rohini Nilekanie 113,084 views\*
- Bill Gates 1,397 views
- Stephen Toope 354 views
- Kristalina Georgieva 44,150 views
- Prof Klaus Schwab 1,088 views
- HRH Princess Lamia Bint MajedSaud Alsaud 25,760 views
- Mike Milken 43,069 views
- H.E Abdul Aziz Al Ghurair 17,594 views
- HRH The Prince of Wales 301 views

<sup>\*</sup> Figures accurate for 29 March 2021



Philanthropy is an increasingly important phenomenon in the contemporary world, which sees massive transfers of private funds towards a variety of causes. Unfortunately, our understanding of who gives, to whom, for what, when, and to what effect, is still limited. This is particularly true for the Global South where, despite an even more enhanced importance of philanthropy, knowledge of the motivations, frameworks, practices and impact of philanthropy remains limited. It is this gap that we are setting out to fill. We are striving to become a major global platform for the production and dissemination of knowledge about strategic philanthropy.

Dr Kamal Munir, Academic Director of the CSP



# **Research programme**

The fundamental research philosophy of the Centre is deep engagement; we have taken a market-based supply-and-demand approach to setting the research agenda for the CSP, and adopted a research methodology comprising:

- Relevant geographic focus
- Involvement of practitioners, experts and donors

In essence, it is a research philosophy that emphasises the relevance and applicability of research efforts to those actively engaged in philanthropy, while maintaining the necessary academic rigour.

The research agenda journey started when we convened our first focus group with key, high-level stakeholders at the Conduit Club in 2019, and developed six key areas of focus:

- Governance and risk
- Equitable partnerships
- Building effective teams
- Brand equity
- Scaling impact
- Innovative finance

Further insights were gleaned following the formal establishment of the Centre with a wide-ranging series of discussions and outreach to entities working in our chosen markets, or based in them. These consultations and engagements, coupled with the expertise of the team and the ongoing input from the market as individuals and institutions became informed about

the establishment and the mission of the CSP, fed into the development of an initial research topic longlist:

- Filling competence gaps: what key competences are missing in the sector?
- Philanthropic approaches/ models: evidence on which delivers greatest impact?
- Effective grantees: how to identify and prioritise highimpact beneficiaries?
- Scaling what works: how to deploy what's already worked in creating social value at scale?
- Restricted giving: why is this practice still in place and can it be changed?
- Impact measurement: what tools contribute to the most impactful outcomes?
- Blended finance: myth or reality?
- Donors & power structures: how to give better and align with beneficiary needs?
- System change: does philanthropic capital reinforce current systems?
- Aligning with SDGs: how can new wealth be harnessed for the SDGs?
- Governance: what constitutes best practice for philanthropic oversight?
- Taxation vs philanthropy: which creates most sustainable social value?
- Open data: how can the sector best share data and build open culture?
- Diversifying products and service: how to achieve outcomes?

- Giving vehicles: which ones work best (eg foundations, trusts, donor-advised trusts (DAFs))?
- Collaboration: what prevents collaboration and does this waste resources?
- Corporate foundations: derisking the transformation of underlying business?
- Impact investing: myth or reality?
- Effective philanthropy: developing a science around impact.
- Exit strategies and spend down see Atlantic Philanthropies' Zero is the Hero book.
- Randomness in grant giving: understanding the lottery bias.

Dr Kamal Munir then determined an initial programme with individual research activities linked to the questions above. This pipeline is detailed below.

Our COVID-19 report was released on 15 December 2020 and has helped enormously in affirming our initial longlist of research projects. If anything, it has served to confirm that the subject matter already identified is indeed aligned with practitioner needs. Now that the CSP has been able to hire a fulltime Research Associate, Dr Shonali Banerjee, we are prioritising the initial planned market mapping exercise that will aim to build a repository of data and research relevant to the CSP's mission for emerging economies. It will also ensure this is not replicating good quality work that has already been done, and that our research agenda is built on actual needs-based analysis and assessment, while also respecting the academic foundation of the CSP.

# Research pipeline – Centre Research Papers

Study Title	Supervisor	Status	End Date	Description
Pandemics and Philanthropy: COVID-19 in Emerging Markets	Dr Munir	Completed	Dec 2020	Please see 'Completed Research' section below
Philanthropy and Emerging Economies: Supply/Demand  This project aims to underpin the development of the CSP's future research agenda and, in particular, to ensure that it addresses practitioners' needs in the philanthropic sector.	Dr Munir	Active	Mar 2021	<ul> <li>This supply/demand research was initially identified as an important starting point for the CSP at the Conduit Club event held in June 2019 when the CSP's now Fellow, Caroline Fiennes, presented her UK-focused research on the topic. This inspired the idea to undertake a similar mapping for emerging markets. Initial investigation has revealed that this would be a very different exercise to emerging markets. The UK's academic community and third sector are mature, well-established and well-known, and hence an 'audit' of what exists and what doesn't was, while time-consuming, relatively straightforward.</li> <li>The COVID-19 report has revealed that the emerging market philanthropic sector is characterised by a large degree of fragmentation, with a lack of comprehensive datasets that cover emerging economies. Moreover, there is currently a mismatch between the supply (academic research) and the demand (practitioners' needs) sides of the sector.</li> <li>This project will evaluate existing research use by practitioners, ascertain practitioners' research requirements, survey the available research that has already been done, and then use this information to shape and inform the CSP's future research agenda. It will aim to build a repository of data and research relevant to the CSP's mission for emerging economies and ensure it is not replicating good quality work that has already been done and that our research agenda is built on actual needs-based analysis and assessment.</li> <li>Initial meetings have been held with the OECD's Development Centre and the Arab Foundations Forum (AFF), which have agreed, in principle, to partner on building emerging market databases (OECD is already undertaking this exercise for Africa, South East Asia and MENA, and the AFF is about to embark on a MENA-wide initiative, which it is keen to do in partnership with the AFF).</li> <li>The CSP expects to have MOUs/partnerships for data collection with both of these organisations by Q2 2021 and also has a draft MOU with CAPSI for a</li></ul>
From Hype to Impact: Examining the Translation of Social Stock Exchanges in Emerging Markets	Dr Grimes	Pipeline	2022	<ul> <li>Launched in July 2020, this project's research team comprises Dr Matthew Grimes, Reader in Organisational Theory and Information Systems and Co-Director of the Entrepreneurship Centre at CJBS, and Danielle Logue, Associate Professor at the University of Technology Sydney, and Associate Fellow of the Organisational Theory &amp; Information Systems group, at CJBS.</li> <li>They are working to understand how the development of institutional infrastructure has contributed to the translation of social stock exchanges into emerging economies, examining how the micro-processes associated with the establishment and translation of social stock exchanges play out within emerging economies. Their work will help to inform policy approaches in relation to the burgeoning impact-investing market across the globe.</li> </ul>
Regulating Philanthropic Capital in Emerging Markets	Dr Kerusauskaite	Imminent start	End 2021	<ul> <li>Led by Dr Ingrida Kerusauskaite, Affiliated Lecturer in the University of Cambridge Centre for Development Studies, this project will examine how philanthropic capital could be better regulated to encourage philanthropic flows while accounting for terrorism, money laundering, economic and other risks.</li> <li>Predicted start date: May 2021.</li> </ul>

### **Case studies**

Case studies form a critical component of the USP of the Executive Education programme. Indeed, multiple discussions with potential clients for this programme revealed that they would only truly be interested if the programme included case studies from the Global South. Case studies are thus a critical part of our work. We aim to build a representative portfolio of case studies that equally reflects our core markets. This has guided our initial selection process whereby we are undertaking a case study for each of our three core markets. We have equally selected examples that reflect some of the issues identified in our research longlist such that both the case studies and our executive education programme are aligned with our broader research programme. Selection is further determined by the capability and resources of the target organisation to engage. The case studies have also led to other engagement opportunities given that their production entails detailed interviews and meetings with staff and stakeholders who reveal broader insights about philanthropy in their markets, their challenges and their needs. This input, in turn, can feed into the Executive Education programme. To date, we have selected "blue chip" organisations that have a strong narrative aligned with our work, and the time and resources to ensure a quality end product. Case study subjects will be invited to contribute to the executive education programme (eg having key principals provide short presentations on their experiences).

# Research pipeline – Case Studies

Study Title	Supervisor	Status	End Date	Description
King Khalid Foundation (KKF) Saudi Arabia	Dr Munir	Completed	Dec 2020	<ul> <li>Our first completed case study is on the King Khalid Foundation in Saudi Arabia, a foundation which has served as a role model for others in the region.</li> <li>It outlines the Foundation's journey to strategic philanthropy from a more traditional model and explores both its internal institutional development, its external engagement with government and its broader commitment to developing the third sector.</li> <li>It provided the CSP with an opportunity to work closely with the team at KKF to build greater knowledge of philanthropy in the Kingdom, while also creating a template for future CSP studies.</li> </ul>
Tanoto Foundation Indonesia	Dr Munir	Active	Mar 2021	<ul> <li>This case focuses on the transition of the Foundation from an Indonesia-specific family-run foundation to one that has now adopted a private sector mentality, has global operations (eg in China, Singapore and Brazil) and is adopting a business-based approach to scaling, measuring and institutionalisation.</li> </ul>
Save the Children Nigeria	Dr Munir	Active	May 2021	<ul> <li>This case study is looking at the work of a Nigerian HNWI who has built a philanthropic operational programme in Nigeria in partnership with Save the Children. The case study is assessing the challenges facing individual philanthropists (and especially African women) seeking to drive system change locally but also to build credibility and voice internationally. Equally, it will look at the role of an international NGO in supporting this work and also in partnering with a local philanthropist to ensure local input into local programme planning and thus ensure relevance and impact.</li> <li>Initial meetings have been held and we have an 'in principle' agreement from the HNWI and Save the Children.</li> <li>Terms of reference have been sent to Save the Children, expected signature by March 2021.</li> <li>First interviews planned for March 2021.</li> </ul>
Tony Elumelu Foundation Nigeria	Dr Munir	Planned	July 2021	<ul> <li>Initiation meeting.</li> <li>MOU is being developed to send to the Foundation for review and signature.</li> </ul>

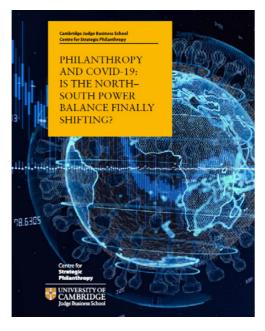
# Completed research project

Our first research project, Philanthropy and COVID-19: Is the North-South Power Balance Finally Shifting?, morphed into something larger and more salient than we had originally foreseen and has become a manifesto and foundation for the Centre's future research agenda.

It views the COVID-19 pandemic as an opportunity to assess the current state of emerging market philanthropy, identify future opportunities and challenges, and provide a manifesto that can inform and improve its impact.

The timing provided a unique opportunity: our research began just as the world went into lockdown and, given the gravity of the crisis and philanthropy's huge potential to play an important role in addressing it, we were uniquely positioned to offer insights into how COVID-19 had shaken up the sector. While the report is preliminary and qualitative, it provides important insights into fundamental issues and trends that will help inform the Centre's longer term research and education agenda.

Put simply, the crisis has provided a real-time 'natural experiment' laboratory for assessing some of the challenges facing the philanthropic community. The insights drawn from the interviews and data in this report suggest that coronavirus – for all its temporal and lasting pain – is a crisis from which the philanthropic world should and must draw lessons. While many of the issues identified



are not new, the scale of the crisis highlights that society has little time to waste in extracting the most from the dedication and capital that philanthropists are willing to invest in solving some of the world's most challenging problems. The pandemic could thus be a catalyst for positioning philanthropy to respond even more effectively to the next unpredictable, but not unforeseeable, crisis.

Organisations and individuals interviewed / cited in the report:

- ADESO Somalia
- Al Qassimi UAE
- Alaweed Philanthropies Saudia Arabia
- ALFANAR Middle East
- Arab Foundations Forum Middle East
- Asian Venture Philanthropy Network (AVPN)
- Candid Global
- CAPSI South Africa
- Charities Aid Foundation Global
- Co-Impact Global

- Community Jameel Saudi Arabia
- Conrad N. Hilton Foundation Global
- Dangote Foundation Nigeria
- Dubai Cares UAE
- Ecodoe Africa
- Global Fund for Community Foundations – South Africa
- Indonesia for Humanity Indonesia
- Investing for Good Global
- King Hussein Foundation Jordan
- Kenya Community Development Foundation – Kenya
- King Khalid Foundation Saudi Arabia
- Koalisi Seni Indonesia
- Laudes Foundation Global
- Lemann Foundation Brazil
- Milken Institute, Center for Strategic Philanthropy – US
- Movimento Bern Maior Brazil
- Prince Alwaleed Bin Talal Saudi Arabia
- Save the Children Africa
- Sawiris Foundation Egypt
- Shell Foundation Global
- South Lake Medical Centre Kenya
- Sumerian Foundation Africa
- Tanoto Foundation Indonesia
- Tharawat Family Business ForumMiddle East
- The Big Heart Foundation UAE
- Tony Elemulu Foundation Africa
- Tshikululu Social Investments South Africa
- West African Civil Society Institute (WACSI) – Africa

- WINGS Global
- YTL Foundation Malaysia

The report had a soft launch on 15 December 2020 with a global press release from both the CSP and *Alliance* magazine, which has already resulted in positive coverage and feedback from stakeholders and partners.

Feedback from the industry included:

- Great to see this report highlighting the role of strategic global philanthropy in challenging power imbalances – Kevin Watkins, CEO, Save the Children UK
- Unveils the power imbalances in philanthropy's response to COVID ... Proud to have contributed to it – Laudes Foundation
- Congratulations to the team it looks like a great report with a strong and important message – Maanch
- This is a most valuable report, and I will enjoy reading the thoughts and input especially from the funders and grantee organisations, as these provide valuable insights that we do not usually get to access Liza Kimbo, Director, Sustainable Healthcare Foundation and report interviewee

Building on this, a targeted outreach launch of the report, with multiple engagement and media opportunities, including a webinar series and extensive coverage in *Alliance* magazine, took place in January 2021. The first webinar was on 26 January, and had over 500

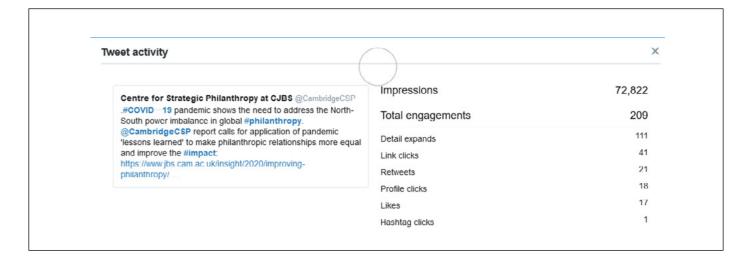
attendees and united the co-authors with other experts from the field to discuss the report's findings and invite feedback. It will also serve as an opportunity to further refine the areas where research is most needed and in demand. This event will provide a platform for future webinars around the issue of the power balance in philanthropy.

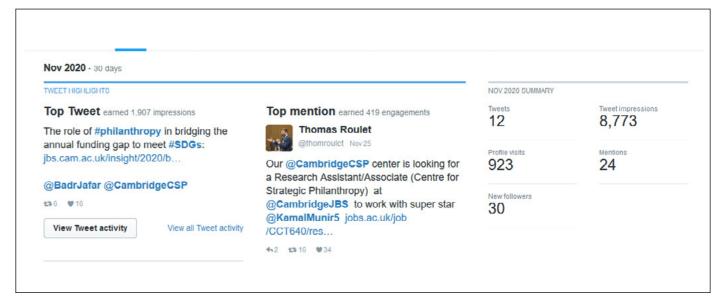
Articles and references to the report were published in Candid.org, AVPN, Sawiris Foundation, Third Sector Magazine, Alliance Magazine, Philanthropy News Digest, Civil Society News, GFCF, Charity Times, Swiss Foundations, IEDP Developing Leaders, Feedback Labs, via podcast on Lidji.com, and as far afield as the Texas Department of State <u>Health Services</u>. The report was also cited by Robert Rosen of the Gates Foundation in an interview with Arabian Business. The publication of the report also led to the invitation for the Executive Director to speak at the Crowe International NGO conference in February and at the Centre for Disaster Philanthropy webinar in March. The report was also used as a briefing document for engagement with the newly appointed Executive Director of the Pearl Initiative, whose philanthropy panel the CSP's Executive Director moderated in March 2021.

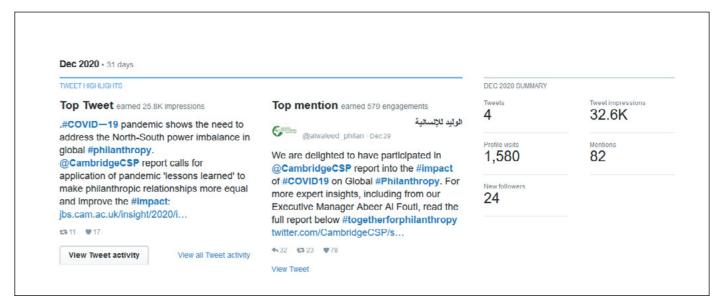
The CSP has also taken the opportunity to promote the report internally to the wider University of Cambridge, presenting to Cambridge Global Challenges, the Cambridge Food Security Group and the wider CJBS Research Forum.

Twitter activity for the launch announcement was significantly higher than previous engagement statistics; this was organic engagement as we had not yet started to promote tweets.

Additionally, the report launch has led to multiple requests for engagement and speaking opportunities, which are detailed in the section on Convening below.









## **Programme summary**

This new, unique and bespoke programme, developed with the CSP, caters specifically to the practical needs of sector professionals and sectoral trends. These include not only the growth in capital coming to market but also the increasingly hybrid nature of the sector, the demand for greater transparency and accountability, greater scrutiny around impact and calls for more efficiency through collaboration and partnerships.

Our pilot programme is comprised of video lectures, discussions, live online teaching sessions and assignments. It will explore how philanthropic capital can best be deployed to deliver impact and long-term system change. It will address many of the challenges and opportunities that face emerging market philanthropists - notably given the growing intergenerational wealth transfers - in trying to align their work with national development plans, the UN's SDGs and the need to deliver sustainable outcomes at scale.

### **Coverage of topics**

- The philanthropy paradigm shift
- Measuring impact
- Hybrid finance
- Venture philanthropy
- Creating effective governance
- Effective fundraising

### Who is this programme for?

- Professionals working in philanthropy
- Individual philanthropists seeking to create new funds or programmes
- ODA officials looking to engage philanthropic capital to support the UN's SDGs
- Academics seeking insights into operational challenges facing philanthropic practitioners
- Beneficiary organisations
- Corporate professionals or advisors looking to deploy commercial capital for social impact.

### **Confirmed speakers**

- Dr Kamal Munir, Reader in Strategy & Policy
- Dr Lionel Paolella, University Lecturer in Strategy & Organisation
- Dr Thomas Roulet, University
   Senior Lecturer in Organisation
   Theory
- Dr Shonali Banerjee, Research Associate, Centre for Strategic Philanthropy
- Clare Woodcraft, Executive Director, Centre for Strategic Philanthropy
- Professor Jaideep Prabhu, Professor of Marketing
- Dr Khaled Soufani, Faculty (Professor level) in Management Practice
- Professor Jennifer Howard-Grenville, Diageo Professor in Organisation Studies

# **Provisional programme**

#### **CSP EXECUTIVE EDUCATION OPEN PROGRAMME - JUNE 1-4 2021**

STRATEGIC PHILANTHROPY IN EMERGING MARKETS: MAXIMISING IMPACT

DAY ONE	DAY TWO	DAY THREE	DAY FOUR
9.00-10.00 Strategic Philanthropy: Why and How? Dr Kamal Munir (CSP)	9.00-10.15 Identifying Gaps to Maximize Impact Dr Lionel Paolella (CSP)	9.00-10.30  Collaborating for Impact (Part 1)  Dr Thomas Roulet (CSP)	9.00-10.15  Scaling for Impact  Tanoto Foundation (Case Study)  Dr Shonali Banerjee (CSP)  Dr Satrijo Tanudjojo (TF)
Break (15 mins)	Break (15 mins)	Break (15 mins)	Break (15 mins)
10.15-11.45 From Traditional to Strategic Philanthropy KKF Foundation (Case study) Clare Woodcraft (CSP) (Guest speaker)	10.30-12:00  Measuring Impact:  Dr Jennifer Howard-  Grenville (CJBS)	10.45-12.15 <b>Governance</b> Name to be advised	10.30-12.00  BRAC Case Study on  Scaling for Impact  Dr Jaideep Prabhu (CJBS)
Break (15 mins)	Break (15 mins)	Break (15 mins)	Break (15 mins)
12.00-13.30  Leveraging the Brand for Impact  Dr Eden Yin (CJBS)	12:15-13.30 Impact in EMs: A View from Africa Discussion with Dr Bheki Moyo (CAPSI)	12.30-13:30  Navigating Impact Investing  Dr Khaled Soufani (CJBS)	12.15-13.30 Impact & Leadership  Dr Thomas Roulet (CJBS)

### **Dates and fees**

Pilot programme: 1-4 June 2021

The programme comprises four half-day sessions (mornings, UK time). The programme fee is £1,875 (exclusive of VAT).

For more details please visit: <a href="https://www.jbs.cam.ac.uk/executive-education/open-programmes/strategy/strategic-philanthropy-live-online/">https://www.jbs.cam.ac.uk/executive-education/open-programmes/strategy/strategic-philanthropy-live-online/</a>

Or contact us on: executive. education@jbs.cam.ac.uk

Stay in touch on Twitter:@ CambridgeExecEd



# Our team

The Centre for Strategic Philanthropy is pleased to be running at full capacity in 2021 with four new appointments to the team, welcoming a new Centre Manager, Communications Manager and two Research Associates. Along with our existing Academic Director, Executive Director and Research Assistant, we are excited for the year ahead.



# **Dr Kamal Munir**

### **Academic Director**

Dr Kamal Munir is a Reader of Strategy & Policy at CJBS (he will be appointed Professor on 1 October 2021). His research focuses on institutional change at organisational and societal levels, and also spans inequality in organisations and philanthropy. Dr Munir has published several articles in leading organisational and technology journals and presented his work at numerous international conferences. His work has been quoted and cited in several forums, including BBC's Hard Talk, World Economic Forum, Financial Times, Wall Street Journal, Wired magazine and Business Week, among many others. Dr Munir has consulted for the State Bank of Pakistan, the World Bank and the Asian Development Bank. In the private sector, he served as a consultant and trainer for several leading organisations and regularly conducts strategy offsites for wideranging firms. He is frequently invited internationally to speak on issues related to social, technological and economic change. Dr Munir is a Visiting Professor in Economic Sociology at LUMS, Pakistan, where he served as Dean of Humanities and Social Sciences in 2015/16.



## **Clare Woodcraft**

### **Executive Director**

Clare Woodcraft is the Executive Director of the Centre for Strategic Philanthropy. She has over 27 years' experience in the field of socioeconomic development in emerging markets. She is the former CEO of Emirates Foundation, the national foundation of the UAE, where she led the organisation's transition from traditional grant-making to the model of Venture Philanthropy. She is the former Chair of the Arab Foundations Forum, a regional network of foundations and earlier served as the Deputy Director of Shell Foundation. Prior to this, she was the Regional Director of Communications for Royal Dutch Shell in the Middle East and North Africa, overseeing the company's social investment and, before this, headed Visa International's public affairs arm in emerging markets. She writes and speaks extensively on the paradigm shift in the philanthropic sector and is a vocal champion of venture philanthropy. Clare is a fluent Arabic and French speaker with a BA in Modern Languages and an MSc in Development from LSE.



# **Di Kennedy Centre Manager**

Di Kennedy joins us from the Institute of Criminology where she worked as a Research Administrator for The Centre for the Study of Global Human Movement. She has an MBA from the Open University and has worked extensively in retail and investment banking in both Australia and Switzerland. Her interest in philanthropy stems from her time working in the third sector in Australia as a development manager.



# **Jack Lilley**

## **Communications Manager**

Jack Lilley is the new Communications Manager for the CSP. Jack joins us from the Network for East Anglia Collaborative Outreach (neaco) partnership at the University of Cambridge. Jack has an MA in International Relations and Political Affairs and has previously worked within media and communications across several universities. In his spare time, Jack co-founded and manages The Cambridge Global Affair, which discusses topical issues ranging from human rights, gender equality, economics and international law.



# **Dr Shonali Banerjee**

### Research Associate

Shonali Banerjee is a Research Associate with the CSP. Her research focuses on emerging digital trends in philanthropy and giving, particularly crowdfunding platforms, with forthcoming pieces in *Development* in Practice and Third World Quarterly. Shonali began her career as a development practitioner, spending five years working for international organisations in the United States, Morocco, Thailand and Cambodia. Her roles focused around training charities in digital fundraising, strategic communications and impact evaluation. Most recently, she was the Research Development Officer at Queen Mary University of London, where she worked with faculty across all disciplines to develop proposals for the Global Challenges Research Fund. Shonali has a PhD in International Development from the University of Sussex, an MSc in Development Studies from SOAS, University of London, and a BA in International Affairs and Political Science from The George Washington University.



# **Zhiwan Rong**

## **Research Assistant**

Zhiwan Rong recently graduated from the University of Cambridge where she studied Land **Economy with Management** Studies. Interested in highimpact philanthropy and female empowerment, she joined the Centre as a case writer hoping to explore the best practices of leading philanthropic institutions in emerging markets, and learn about the political philosophy of philanthropy and the relationship between philanthropy and government. During her Cambridge years, she served in multiple student government positions. She will be studying Politics at the University of Oxford next year.



# **Dr Juvaria Jafri**

### **Research Associate**

Dr Juvaria Jafri joined the CSP in April 2021, from City, University of London, where she was Lecturer in International Political Economy. Over the winter of 2020-21, Juvaria held a guest appointment at the University of Kassel, Germany as the Wangari Maathai Visiting Professor, during which she ran seminars for MA students and created e-learning resources. Juvaria received her PhD in 2019 from City, University of London for her doctoral research on shadow banking and inclusive finance in Pakistan. Her previous degrees are from the University of Toronto in Canada, and SZABIST, in Karachi, Pakistan. She also has several years of work experience working for investment banking and management consulting firms in Karachi, and Islamabad. Juvaria's research interests are in financial development in the Global South, particularly strategies for funding interventions, including inclusive finance, impact investing, and digital identification databases. Her research has appeared in the Review of International Political Economy, and the Journal of Applied Economics, and includes a co-edited book published by Edward Elgar on Geofinance between Political and Financial Geographies. She has also written for The Conversation, The LSE Review of Books, and Renewal.



Cambridge Judge Business School University of Cambridge Trumpington Street Cambridge CB2 1AG United Kingdom

T: +44 (0)1223 339700 engagement@jbs.cam.ac.uk stewardship@jbs.cam.ac.uk www.jbs.cam.ac.uk