

Cambridge Judge Business School

Centre for Strategic Philanthropy

SYSTEM CHANGE IN PHILANTHROPY FOR DEVELOPMENT:

A RESEARCH FRAMEWORK FOR GLOBAL GROWTH MARKETS

Prepared by Dr Shonali Banerjee of the Centre
for Strategic Philanthropy

The Centre for Strategic Philanthropy (CSP) at University of Cambridge Judge Business School believes that changemakers from global growth markets are vital providers of solutions to societal and environmental problems, supporting global development. Consequently, the CSP aims to inform, cultivate and catalyse strategic philanthropy in and from these markets, and encourage collaboration between international and local impact-orientated initiatives. The Centre is designed as a global convening body to research philanthropy, elevate practitioner voices and disseminate best practice in three specific growth markets: Africa, the Middle East and Southeast Asia.

Contents

Executive Summary.....	4
Acknowledgements	6
Introduction.....	7
Methods.....	9
Section 1: Key thematic reflections from the philanthropy sector.....	12
1.1 Trust and sustainability.....	12
1.2 Are we really beyond grants?.....	14
1.3 Networks, collaboration, and alignment with the SDGs.....	16
Section 2: Regional findings from the Centre’s core markets.....	19
2.1 Africa	20
2.2 The Middle East.....	23
2.3 Southeast Asia	26
Section 3: Building a research agenda – System Change in Philanthropy for development.....	29
3.1 Decolonising and localising philanthropy in a post-Covid 19 landscape	29
3.2 Second generation and millennial leadership in philanthropy.....	31
3.3 New instruments in philanthropy for global growth markets	33
Conclusion.....	35
References.....	36
Participating organisations.....	38
Appendices	39

Executive Summary

Highlighting findings from 40+ philanthropists and philanthropic organisations in Africa, the Middle East, Southeast Asia, and Europe, this report identifies the pressing need for rigorous research on system change in philanthropy for development. To this end, insights detailed here serve two essential purposes:

Firstly, they seek to convey the diverse, crucial research interests of philanthropic principals and practitioners in global growth markets.

Secondly, the report establishes the formal research agenda of the Centre for Strategic Philanthropy at the Cambridge Judge Business School.

This report from the Centre for Strategic Philanthropy (CSP) serves the important dual purpose of presenting key research interests from the philanthropy sector, while simultaneously establishing the Centre's official research agenda: 'System Change in Philanthropy for Development'.

Based on mixed methods data collection – including elite interviews and focus group discussions with 44 principals and executives from philanthropic organisations in global growth markets – this report establishes the existing research and literature gaps on philanthropy in Africa, the Middle East and Southeast Asia. Moreover, the findings provide interested parties with a nuanced understanding of a varied and diverse range of research interests across rapidly evolving regions, along with valuable insights on how to engage with relevant knowledge creation opportunities.

The report is divided into three major sections focusing on thematic findings, regional insights, and future prescriptions. Section I principally covers thematic insights from existing literature and the Centre's primary data collection on the research needs of the philanthropy for development sector. This section demonstrates the deep interest from the market on research areas including trust and sustainability, the role of traditional grant-making in philanthropy and the critical importance of networks, collaboration, and alignment with the Sustainable Development Goals (SDGs).

Section II details insights subdivided by region, focusing on the CSP core markets of Africa, the Middle East, and Southeast Asia. While Section I explores the noteworthy thematic commonalities evident across participants' regional and programmatic focus areas, Section II reveals localised

nuances. These include African respondents' desire to see more research on power imbalances in philanthropy, Middle Eastern principals' reflections on 'traditional' giving mechanisms versus new financial instruments, and Southeast Asian discussions on moving beyond silo-ism in philanthropy.

Section III unveils the Centre's formal research agenda: 'System Change in Philanthropy for Development' which ties together both thematic and regionally specific findings to build a long-term, prescriptive knowledge production plan. Since system change is a wide-ranging and far-reaching concept, the CSP has categorised the agenda into three primary pipelines: 1) decolonising and localising philanthropy in a post-Covid 19 landscape 2) second generation and millennial leadership in philanthropy 3) new instruments in philanthropy for global growth markets.

The report concludes with an appeal to all parties interested in philanthropy for development to join the CSP in creating a cohesive, relevant, and methodologically rigorous body of research on philanthropy in global growth markets. These final remarks urge research centres and practitioner organisations alike to root their current and future research in the needs of local philanthropists and practitioners in Africa, the Middle East, and Southeast Asia, and encourages researchers to use this report as a foundational resource when building new lines of inquiry.



Dr Shonali Banerjee | Research Associate

Centre for Strategic Philanthropy

Judge Business School

University of Cambridge



Acknowledgements

With Special Thanks

This report and the resultant CSP research agenda are the result of immense support and commitment from many of the Centre's key global partners and stakeholders. Most primarily, the Centre wishes to express profound thanks to the **44 organisations and individuals** who participated in this study, without whom the development of the report and research agenda would have been impossible. A full list of all respondents can be found in 'Participating Organisations'.

Our enormous gratitude also goes to **Roshini Prakash, Ruth Jones, and Zara Dang** at the Asian Venture Philanthropy Network (AVPN) and **Peter Cafferkey, Ludovica Piergiovanni, and Alessia Gianoncelli** with the European Venture Philanthropy Association (EVPA) for their enthusiasm and support with data collection in Southeast Asia and Europe respectively. In addition to Roshini Prakash and Peter Cafferkey, we would also like to especially thank **Naila Farouky** of the Arab Foundations Forum, **Etemore Glover** of the Nigeria Impact Investing Foundation, and **Dr Bhekinkosi Moyo** of the Centre for African Philanthropy and Social Investment (CAPSI) for joining the virtual launch panel for this report on Wednesday 4 May, 2022. Your insights and broader support have been invaluable to this study and development of the CSP more broadly.

Within the Centre, we would like to particularly thank CSP Fellow **Clare Woodcraft** for her invaluable stewardship during early stages of this study and ongoing guidance, Centre Manager **Di Kennedy** for supporting data collection and report development, Research Associate **Dr Juvaria Jafri** for reviewing the report and advancing the Centre's research agenda, Communications Manager **Jack Lilley** for ongoing efforts to widely disseminate findings through varied channels, and Research Assistant **Xiaoyu Dai** for extensively reviewing relevant literature for this study.

The development and dissemination of this report would not have been possible without the wonderful assistance and guidance of esteemed colleagues at the Cambridge Judge Business School (CJBS), including CSP former Academic Director **Professor Kamal Munir**, CSP faculty associates **Dr Thomas Roulet** and **Dr Lionel Paoella**, CJBS Head of Media Relations **Charles Goldsmith**, and CJBS Online Communication Assistant **Elena Morgan**.

Finally, the CSP shares enormous gratitude to our Founding Patron **Mr Badr Jafar** for his continued support, invaluable research insights, and commitment to the Centre's value and vision.

Introduction

This report marks the second industry-facing publication from the Centre for Strategic Philanthropy (CSP), following on from our December 2020 study *“Philanthropy and COVID-19: Is the North-South Power Balance Finally Shifting?”* Since then, the CSP’s core goal has been to design and operationalise an academically rigorous, industry-relevant research agenda that will guide the Centre’s investigative portfolio for years to come. Key conclusions from the first report revealed shifts in the global philanthropic ecosystem that may not have occurred without pandemic-related disruption. Building on initial findings, coupled with deep insights into research interests from 44 key philanthropy stakeholders in Africa, the Middle East, Europe, and Southeast Asia, the CSP is delighted to present this report on areas of critical importance in philanthropy for development.

The report serves an important dual purpose, first presenting key research interests from the philanthropy sector in the CSP’s core markets, and then establishing the Centre’s formal research agenda: ‘System Change in Philanthropy for Development’. These findings further establish existing research and literature gaps on philanthropy in Africa, the Middle East, and Southeast Asia, and provide interested parties with nuanced understandings of the diverse range of research interests across these rapidly evolving regions. Crucially, the report functions as a germinal resource for any interested researchers or organisations looking for valuable insights on how to fill knowledge shortfalls on philanthropy for development.

When reviewing existing literature ahead of launching this study, the CSP noted a large degree of fragmentation in resources, with a lack of comprehensive data (be it quantitative or qualitative) that covers global growth markets. The Organisation for Economic Co-operation and Development’s (OECD) Centre on Philanthropy has conducted extensive surveys on private philanthropy for development, resulting in two global reports (OECD 2018, 2021). However, even these extensive datasets demonstrate a dearth of publicly available knowledge on private giving in Africa, Southeast Asia and the Middle East. Moreover, there is currently a mismatch between the supply (existing academic research) and demand (practitioner needs) sides of research on philanthropy for development. Until recently, this has resulted in studies produced by academic researchers often failing to serve the actual needs of practitioners and philanthropy principals. As detailed here, the CSP aims to remedy this disconnect by producing research that is both academically rigorous and vital to the philanthropic sector.

In this report, after a brief overview of research methods, findings are presented in three major sections focusing on thematic insights, regional specificities, and future prescriptions (in the form the CSP research agenda). Section I primarily covers thematic insights from existing literature and the Centre’s primary data collection on the research needs of the philanthropy for development

sector. Section II details findings subdivided by region, focusing on the CSP core markets of Africa, the Middle East, and Southeast Asia. Finally, Section III unveils the Centre's formal research agenda:

'System Change in Philanthropy for Development' which ties together both thematic and regionally specific findings to build a long-term, prescriptive knowledge production plan.

Since system change is a wide-ranging and far-reaching concept, the CSP has categorised the agenda into three primary pipelines:

1. Decolonising and localising philanthropy in a post-Covid 19 landscape

2. Second generation and millennial leadership in philanthropy

3. New instruments in philanthropy for global growth markets

Methods

“There are many private and public organisations conducting research on philanthropy in various parts of the world. But when I see some of the reports they write, I immediately look at their methods and see they are using outdated material or have only managed to collect a tiny sample of original data. The lack of methodological rigour makes it difficult to glean how insightful or indicative any of those findings are.” – Study participant, United Arab Emirates (UAE)

While the CSP could have feasibly designed a research agenda based purely on available literature and academic insights, the Centre believes that market perspectives are essential to creating a portfolio of studies that expand scholarship and truly serve philanthropic actors and communities in our core global growth markets. To accurately capture insights from key stakeholders and develop a robust, inclusive research agenda, the CSP gathered data from a wide range of philanthropic individuals and actors. This ensures the Centre’s research agenda is truly built on a diversity of interests from the industry rather than regional, thematic or scholarly siloes.

As such, the key research questions for this mapping study were designed to assess 1) what forms of literature and reporting already exist on philanthropy in the CSP’s three core markets 2) the types of research currently being utilised by philanthropists and philanthropic practitioners to carry out their funding and programming and most importantly 3) research topics that are of most crucial interest to key stakeholders in Africa, the Middle East, and Southeast Asia.

Findings in this report are based on extensive review of existing literature (and associated gaps) and mixed-methods qualitative data collected from 44 philanthropy-focused organisations and individuals in the Middle East, Africa, Southeast Asia, and Europe. Elite interviews and focus group discussions were conducted between May 2021 – January 2022 with family office heads, philanthropy principals, and senior executives at philanthropic organisations to determine research needs and interests from CSP core markets. Focus groups in Southeast Asia and Europe were carried out in collaboration with the Asian Venture Philanthropy Network (AVPN) and European Venture Philanthropy Association (EVPA) respectively. To maintain the confidentiality of respondents, no individual names have been included in this report. In certain instances where specific participants have indicated they are happy to be quoted or referenced, only their country has been indicated. In rare, approved instances, an individual’s organisation may be referenced. Please see the full list of respondents at the end of the report in ‘Participating Organisations’.

It is noteworthy that while Europe is not considered a CSP regional core market, insights were gathered from a limited number of EVPA members whose philanthropic activity is focused specifically in global growth markets.

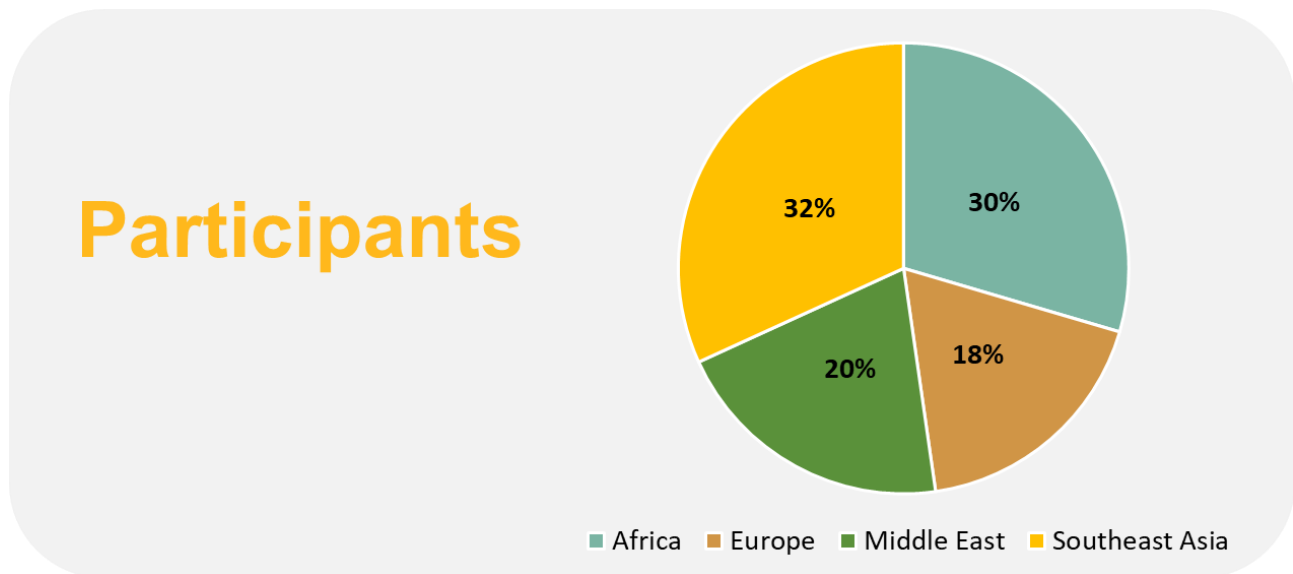


Fig. 1: Regional illustration of the 44 participating organisations and individuals

For the purposes of this mapping research, the Centre aimed to create a methodology that was both inclusive and reflective of realities in the core markets. Participation in the data collection was entirely voluntary and involved the individual respondent taking work time to participate in an interview or focus group discussion. As such, while the CSP aimed for standardisation in sample sizes across areas, certain regions supplied higher numbers of interested participants. The research team also aimed for high levels of gender equality and regional diversity. Participants were almost evenly divided across gender (in fact, there were four more women than men that served as respondents), but some challenges arose in ensuring a fully comprehensive range of geographical breadth. Though viable sample sizes were garnered in each of the four regions studied, certain countries in each region featured more prominently than others. For instance, participants from Africa were mostly based in Nigeria, South Africa, and Kenya. In the Middle East, participants clustered in Egypt, Jordan, and the UAE. And in Southeast Asia, the majority of respondents were from Singapore, Malaysia, Indonesia, and the Philippines.

Key thematic reflections from the
philanthropy sector

Section 1: Key thematic reflections from the philanthropy sector

1.1 Trust and sustainability

As referenced above, data for this study was collected from participating organisations and individuals in four key regions: Africa, the Middle East, Southeast Asia, and Europe. While Section II analyses regionally specific findings, here in Section I we outline three of the prominent thematic reflections that came through pertinently from participants across all geographic locations.

The first such core theme involves achieving trust and sustainability in philanthropy for development. Though these two issues can be tackled separately – and indeed they often are – the CSP has opted to couple them together here given that trust and sustainability are intrinsically linked in philanthropic practice, and it is likely that first precedes the second. Trust comes in many forms throughout the philanthropy sector, most prominently referring to the trust between a philanthropic donor and funding recipients. Insights revealed in this study come at an interesting time; currently there is active debate around the meaning, value, and practical application of ‘trust-based philanthropy’. To facilitate trust-based philanthropy, private donors must be willing to “...give money and then get out of the way, realizing that they lack experience with racial justice, climate change, or other intractable issues they may be funding” (Beasley and Cheney 2022). While this model has many vocal advocates – particularly victims of the burdensome bureaucracies and power structures usually associated with international philanthropic donations (more on this below) – and some notable sceptics (Keidan 2022), limited current literature on trust-based philanthropy focuses on funding in and to global growth markets. This research gap is one that must be filled, as most recipient organisations that participated in this study reflected frustrations with the lack of trust they experience from their international philanthropic donors. As one respondent in South Africa said, *“After all, we are the local experts – who knows the local needs and development challenges better than us? But we feel a distinct lack of trust from our international partners, and we are constantly having to justify the use of every cent. At certain times, our team spends more time reporting than working on programme delivery!”*

While more research on effective trust-based development philanthropy models is undoubtedly needed, the findings in this study also show an equally important form of trust that often gets overlooked as donor needs take priority: the recipient organisation’s trust in the donor. Participants revealed a growing degradation of trust between recipients and their philanthropic donors; this was noted specifically by numerous respondents based in Nigeria, South Africa, Egypt, and Jordan. The reasons for the steady dissolution of trust in these areas are complex and related to a combination of factors including funding breakdowns during the COVID 19 pandemic; long-running bureaucratic frustrations; paternalistic power dynamics from large donors toward smaller recipients; lack of transparency in funding allocation; and public criticism of donor organisations in the media. These findings should concern not only international philanthropic donors, but also African, Middle Eastern, and Asian philanthropists seeking to broaden their funding portfolio with more local partners. These regional philanthropists must recognise the funding environment in

which they are operating, acknowledging that building fruitful working relationships takes time, and a lack of trust impacts the sustainability of development programmes.

Trust and sustainability in philanthropy are bound together for many reasons, notably because local partner organisations cannot plan long-term projects or programmes without funding security and renewal commitments. In this sense, recipient organisations in global growth markets have begun prioritising – at least in part – fundraising from local and regional philanthropists over international donors. Perhaps an African philanthropist will better understand the development challenges faced on the continent and will therefore be more likely to provide sustained funding without the added bureaucratic red tape associated with international donors. From a research perspective, the Centre is interested to see if governments in CSP's core markets follow the suit of countries like India, which has employed legal mandates and incentives for highly profitable corporations and wealthy individuals to make philanthropic contributions (Banerjee 2020). In global growth markets where the number of very successful companies and individuals is rapidly growing, regulatory incentivisation could rapidly increase the amount of available domestic philanthropic capital, potentially competing with – and in some cases outstripping – international funding flows. As one respondent from Nigeria noted, *“Right now we do not have any philanthropic tax incentives or mandates in the country. I think if the government were to really focus on this issue, there could be a powerful pool of local funding that becomes available to Nigerian organisations. But unfortunately I think that type of policymaking is still a long way off.”* While many lines of inquiry into trust and sustainability in development philanthropy are needed, interested stakeholders should consider creating studies for the purpose of advocating formalised giving structures and incentives to local and national governments in global growth markets. These models are certainly not without their myriad issues, as the India case has already revealed, but there is growing potential for improving long-term philanthropic sustainability.

Section 1: Key thematic reflections from the philanthropy sector

1.2 Are we really beyond grants?

Traditional grant-based philanthropy models have long been challenged, facing increasingly heavy scrutiny over the past decade. As Zinsmeister (2016) notes, many in the sector – namely those on the demand side – view grant-making as an undemocratic means to distribute philanthropic funds given the potential for piece-meal solutions or a disproportionate preference for projects based on the principal's interests and connections. Frustrations with grant-based models are undoubtedly high; evidence from this study reveals that 86% of respondents showed an interest in research focusing on new giving vehicles. Proposed solutions to these challenges range from overhauling the practice entirely in favour of new philanthropic instruments (impact investing or blended finance, for example) or arguably less extreme systemic shifts within grant-making to models like the increasingly visible trust-based philanthropy (detailed above). Though certain cohorts within the development philanthropy sector may be prepared to move away from traditional grants and fully invest in new philanthropic instruments, participants in this study reflected decidedly mixed reactions when asked about their desires to shift from grant-making (or grant-receiving) models.

There is unquestionable evidence that philanthropic grants, particularly those from large international funders that involve harsh restrictions, generate enormous bureaucratic red-tape and administrative hardship for recipient organisations. As a recent study on philanthropy and civil society in Africa revealed, international grants are difficult to process locally, leading to frequent funding allocation to large delivery partners or local branches of the funders themselves (Moyo and Imafidon 2021). For example, funds raised by large multinational organisations like Save the Children for programmes in Nigeria are first distributed to Save the Children's Nigerian headquarters, rather than to local non-profits or civil society organisations (Banerjee and Rong, *in press*). When local organisations do receive grants, serious scepticism remains from non-profits around how grantees are chosen, with many believing that selections are made through informal channels or word-of-mouth referrals to principals and funding managers. CSP's research demonstrates that some apprehension from local organisations is indeed warranted. As one respondent from Switzerland revealed, *"Our foundation supports programs in Asia and Africa, but you will never see any grant open-calls on our website. The philanthropic portfolio is actually not very heavily publicised because we already have a small group of local partners we work with and we don't want to receive more interest that we are able to handle."* From the Centre's perspective, these issues within grant-making models present interesting possibilities for lines of inquiry around the challenges embedded in traditional philanthropic distribution models.

Despite the critiques of traditional grant-making captured in the existing literature and this study, the reality is that grants are still the backbone of most philanthropy in global growth markets. As one participant from Jordan commented, *"It's a really difficult situation for organisations like us, because we have our own philanthropic endowment, but we partner with international funders to substantially increase the scope of our programmes. The bureaucracy is painfully restrictive, but*

without that additional funding our efforts would be hugely limited. We depend on those grants."

Moving away from philanthropic grant dependency is a long-term aspiration for many foundations and non-profit organisations in the CSP's core markets, with respondents reflecting goals to diversify funding streams through partnerships, alternative forms of fundraising, and new financial instruments. However, these options have yet to achieve the prominence or accessibility of grant-making models so even the most sceptical organisations find it difficult to abandon grants entirely. As organisations in global growth markets – philanthropic funders, recipient organisations, or those that serve a hybrid function as both – begin to seek alternative funding streams, more research is needed into how the sector can create inclusive, democratic philanthropic models be they grant-based or not.

All
Respondents



86 % - showed an interest in research focusing on new giving vehicles

Section 1: Key thematic reflections from the philanthropy sector

1.3 Networks, collaboration, and alignment with the SDGs

The CSP's inaugural report, on philanthropy and COVID 19 established the urgent need for more investment—both in terms of financing and capacity building—in philanthropic network organisations, particularly in global growth markets (Munir and Woodcraft 2020). To build on these initial findings, perspectives from network organisations were once again well-represented in this study; the CSP partnered directly with the AVPN and EVPA to carry out data collection among their member organisations. We further secured participation from executives at the Africa Philanthropy Forum, Arab Foundations Forum (AFF), and Africa Venture Philanthropy Alliance (AVPA). Reflections from these various networks, along with insights from members, show that the need for regional collaborative networks has clearly only expanded since the early stages of the pandemic.

COVID 19 caused enormous disruption to the global philanthropic sector, both in the short and long-term. Our research reveals how, in the sudden absence of coherent guidance and disbursement from international actors, many local philanthropic organisations sought out their national and regional network associations to effectively deliver their programmes and commitments. As one network executive said, *"We were in a unique situation because everyone was suddenly coming to us for advice. One member said 'OK, our international partners are struggling but we are here and ready to provide support. What do we do, who do we contact?' So we served not only an advisory function, but a facilitation function during this period as well."* A key lesson here determines how the pandemic catalysed activity and usage of regional philanthropic networks. Many philanthropic associations have hundreds of members, with only a fraction regularly active. COVID 19 unlocked the value of creating sectoral alliances and collaborations, and these expanded relationships will be useful long after the pandemic subsides.

Despite setbacks in the last two years, the United Nations target for the Sustainable Development Goals (SDG) is still for commitments to be met by 2030 (see Exhibit B for an illustration of the 17 SDGs). As evidenced later in this report, philanthropic organisations are increasingly recognising their vital role in achieving the SDGs and are aligning their programmatic missions with specific targets. Regional and national philanthropic networks provide a valuable space for principals and practitioners to convene, share learnings, and collaborate toward mutual aims. These collaborations also provide philanthropic actors with opportunities to work with key development stakeholders in a specific country or region. For example, one African study respondent from indicated that their organisation was seeking education sector contacts in a particular province outside their operating remit. Though their local philanthropy network, the respondent was able to send out a blast notice to other organisations working in the area and was able to make a quick connection to the relevant parties. The United Nations understands that none of the SDGs will be successfully achieved in a vacuum, and likely cannot even be reached by national governments alone. As such, they outlined SDG 17, the final SDG, as 'partnerships for the goals' to emphasise

the importance of mutual collaboration across sectors and industries. Findings from this study reveal that ongoing research into regional philanthropic networks and multi-stakeholder partnerships is needed to determine long-term impacts to member organisations.

2030 Sustainable Development Goals

- 1. No poverty**
- 2. No hunger**
- 3. Good health**
- 4. Quality education**
- 5. Gender equality**
- 6. Clean water and sanitation**
- 7. Renewable energy**
- 8. Good jobs and economic growth**
- 9. Innovation and infrastructure**
- 10. Reduced inequalities**
- 11. Sustainable cities and communities**
- 12. Responsible Consumption**
- 13. Climate action**
- 14. Life below water**
- 15. Life on land**
- 16. Peace and justice**
- 17. Partnerships for the goals**

Regional findings from the Centre's core markets



Section 2: Regional findings from the Centre's core markets

2.1 Africa

While many thematic concerns and research interests were reported by participants across the CSP's core markets, unsurprisingly numerous regional and sub-regional specificities emerged during this study. Given that 54 countries comprise the continent, participants from Africa were adamant not to be painted with too broad a brush, an issue that has persisted in international development programming and foreign policy for decades. As one colleague from Nigeria noted, *"It is crucial that we do not fixate on the idea that there is such a thing as 'African philanthropy', but instead focus on the nuances and mutual lessons learned from philanthropy in and across Africa."*

Long-term Impacts of COVID 19 on Philanthropy in Africa

Data collected from African principals and practitioners saw significant emphasis on the impact of COVID 19 on philanthropic and development programming. The pandemic caused substantial disruption to philanthropy globally, but African participants in particular voiced a reluctance to 'return to normal' after the initial challenges subsided. 79% of research participants representing African organisations specifically referenced a need to maintain practices necessitated during COVID 19. As evidenced in the CSP's first report (Munir and Woodcraft 2020), the pandemic precipitated a number of changes that local actors in the philanthropy sector (among others) have long been advocating; increased use of unrestricted funding models; expansion of local and regional philanthropy networks; and standardising digitisation within the sector. African participants in this study noted a need for further research into institutionalising these rapid changes, turning short-term solutions into standard best practice.

Sustaining Linkages between Philanthropic Actors and Civil Society

One particular best practice from the COVID 19 era that African colleagues noted with high importance is increasing the direct relationship between philanthropic actors and civil society organisations. As reflected by a participant based in Kenya, *"Often you have government or the civil society working in parallel to philanthropic actors, or in their individual siloes. The pandemic forced these two sectors to work together directly, both due to the urgency and because international donors were often struggling to operate."* One clear example of this collaboration is Nigeria's landmark Coalition Against COVID 19 (CACOVID) initiative, a self-proclaimed private sector task force that partnered directly with the federal government to combat the disease through financial, operational, and technical support. In 2020 alone, CACOVID distributed more than 38.5 billion Naira (approx. £74 million) toward pandemic relief programmes. Beyond the pandemic, the CACOVID framework for public-private collaborations has inspired Nigerian organisations and philanthropic actors across Africa, demonstrating the effectiveness of local and national responses when private stakeholders commit to working hand-in-hand with the public sector.

Decolonisation of Philanthropy in Africa

On a more conceptual level, African participants also reflected on the nature of philanthropy in Africa, and questioned whether transformative system change in the sector can truly occur if many philanthropists (local and international) continue to use their giving to mask problematic corporate activities. Participants commented that philanthropic organisations, particularly those representing high net-worth individuals or corporations, often fund programming in Africa but may do so to obscure their unethical business practices. As one leader of a philanthropic network organisation noted, *“We do welcome the funding and advocacy that many high-profile African and international philanthropists bring to social issues on the continent, but these donors also seem to use funding to draw the public eye from questionable business actions— anything from treatment of their employees to environmental destruction. African development must not be used as a tool to distract attention from corporate greed.”* These reflections led to calls for further research on the decolonisation of philanthropy for development, an endeavour that must be undertaken not only by international donors but also those based in Africa.

Africa



79 % - organisations specifically referenced a need to maintain practices necessitated during COVID 19



Section 2: Regional findings from the Centre's core markets

2.2 The Middle East

Since its inception, the CSP has identified the Middle East as an exciting region for research on strategic philanthropy, not only due to its diversity of philanthropic activity but also the many important sociocultural paradoxes that exist within the sector. As with each CSP core market, the Middle East is far from homogenous, with different perspectives reflected in this study by participants primarily from the UAE, Saudi Arabia, Jordan, and Egypt. Commonalities among respondents emerged when they reflected on the deep historical, religious, and cultural roots of philanthropy in the region, with *zakat* serving as a key driver of charitable giving. But whereas most respondents from Africa and Southeast Asia shared a common interest in broadening their philanthropic scope, exploring new giving instruments, and creating alignments for global development initiatives, most Middle Eastern participants were more concerned with local regulatory frameworks, building sound organisational governance structures, and how to achieve successful grant-making.

Regulations, Policy, and Targeted Advocacy

When asked what research areas demand the most attention, a key theme emerged from Middle East participants – a need for research and data that can be used by philanthropists and practitioners in the region to advocate for more conducive regulatory frameworks and policies. While nuances differed based on nationality, a unifying frustration among Middle Eastern respondents was the difficulty they all have faced with basic procedures that are seemingly much more straightforward in other parts of the world. As one participant from the UAE noted, *“Even the most basic things that might seem trivial to someone working in the American or European philanthropy sector are enormously complex in this region. In many cases the policy is convoluted and unclear. In others, the regulatory framework simply does not exist. It can often discourage local philanthropists from operating in the region.”* Notable challenges referred to in the study include: legally establishing a charity or foundation, easily making donations or funding disbursements, creating a governance structure for a philanthropic organisation, partnering with international donors, and collaborating with the private sector.

In many cases, participants noticed a reluctance from regional governments to engage meaningfully with philanthropic actors, as they may be *“... seen as a threat rather than an ally”* (Woodcraft and Munir 2021). However, as the need for organised philanthropy in the region grows, these findings demonstrate an urgent demand for further research on how insufficient or deficient regulatory policy in the Middle East is hindering local efforts at strategic philanthropy.

Building Networks and Sound Governance Structures

Active, coherent regional networks and effective organisational leadership are systemic challenges across the global philanthropy sector, but Middle Eastern respondents in this study specifically noted them as high priority concerns. As mentioned above, in many instances regional philanthropists prefer not to publicise their activities too widely, lest they draw undesired attention from the government. While prominent regional philanthropic networks do exist – for example, the Arab Foundations Forum (AFF) – even those organisations find it difficult to foster a culture of transparency, mutual collaboration, and advocacy. This evidentially connects with a need for sound leadership and governance structures in philanthropic organisations. One former AFF Board member reflected on a previous employer, noting that regulations required members of various government bodies to sit on philanthropic governing bodies. In a regional context, this often means a blend of unelected officials from various ruling families. From a governance perspective, such bureaucracy generates significant hurdles for regional philanthropy principals and practitioners, resulting in inefficiency for funding and programme delivery. Participants in the Middle East noted that research on philanthropic governance and network-building would be greatly beneficial to the region.

A Grant-Making Success Story?

As explained previously in this report, many argue that traditional grant-making is a philanthropic model well past its prime, particularly as the sector globally pivots to new funding instruments that promise more longevity and less financial dependency for recipients. However, research participants in the Middle East shied away from overhauling grants-based approaches, citing reasons that were both sociocultural and logistical. From a cultural standpoint, the reluctance to move away from grants – a more traditional form of organised philanthropic giving – stems from a lack of wider perspective; as Naila Farouky (2015) of the Arab Foundations Forum writes, “the philanthropic sector must shift from simple charity to social change, and strategic philanthropy is key to building a more impactful path.” However, there are more practical concerns to making philanthropy more strategic than just grants, namely from those working in countries where regulations only allow grant-making as the most straightforward option for funders to disburse to their partner organisations. As one Egyptian respondent said, *“I don’t see how organisations here can begin thinking about things like impact investing or even alignment with the SDGs – we have to first get our local grant-making right. We need to create long-term partnerships based on more than word-of-mouth recommendations. Maybe this is controversial, but we must succeed first at ‘traditional’ philanthropy before we can move on to the rest.”* It remains to be seen if the global discourse on philanthropic grants has moved entirely in a new direction, one where traditional funding models are becoming increasingly obsolete. But in the case of foundations in the Middle East, grants-based models are still the primary mode of philanthropic activity, necessitating further lines of inquiry into how this funding can be deployed more strategically.

20.72

51.79

03.33

17.66

78.69

12.41

71.91

07.15

88.77

71.82

18.07

Section 2: Regional findings from the Centre's core markets

2.3 Southeast Asia

Like other CSP core market insights illustrated in this report, Southeast Asian participants in the study clustered primarily around specific countries (Indonesia, Malaysia, Singapore, and the Philippines) with an additional participant in Thailand. While social and economic development activities are actively occurring throughout Southeast Asia, the countries reflected here have well-defined philanthropic eco-systems and are highly represented in our partner organisation for this study, the Asian Venture Philanthropy Network (AVPN). Key findings from Southeast Asian participants demonstrated that the philanthropic environment in the region is quite mature, arguably more so than in other global growth markets. As such, the thematic research interests noted by respondents dealt with the more practical side of 'System Change' topics: out of 14 Southeast Asian respondents, 12 listed impact measurement as a research priority, 10 noted a desire to diversify their programmes, and 9 wanted more research on new giving instruments.

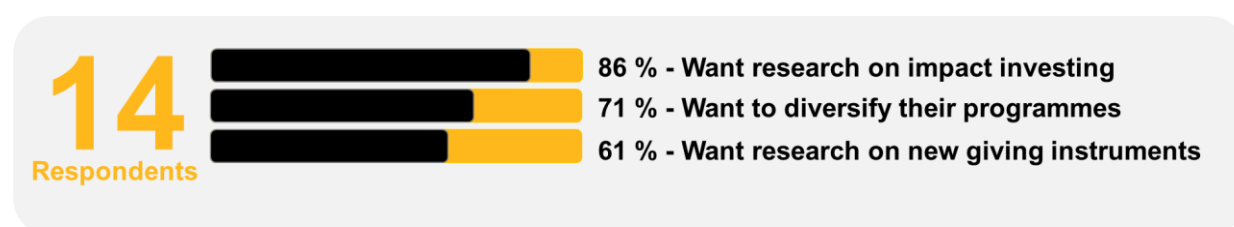


Fig. 2: Top research priorities from Southeast Asian respondents.

Maximising (and measuring) philanthropic impact

Most Southeast Asian participants in this study discussed a pressing need for more research and resources on how to best measure and maximise philanthropic impact. These topics reflect not only a regional concern but a global one: the international philanthropy industry – as part of the broader international development sector – has noted the need to provide better, accessible tools on impact measurement. From respondent reflections, the main issue seems not to be a lack of general resources on philanthropic impact measurement, but rather the need for more country or regionally-specific literature, training, and skills development opportunities. As one participant from Singapore aptly noted, *"We are a foundation that supports education, and to date, our main focus has been on providing scholarships. We measure our success at the end of the year based on how many of these scholarships were distributed compared to previous years, but we never track the students' journeys through education."* This practice of measuring the outputs of a programme, rather than outcomes or impact has created a situation where many philanthropic organisations are not clear if their funding has contributed to long-term solutions to development challenges in their respective countries. In addition to collaborating with local networks and organisations to generate more pertinent, localised research on these issues, the CSP is also tackling the need for

better impact maximisation resources by offering an Executive Education programme on this topic at the Cambridge Judge Business School.

Diversifying Programming and Avoiding Silo-ism

Southeast Asian respondents also voiced topical interest in diversifying their philanthropic programming and avoiding the silo-ism that often hampers collaboration and funding efficacy in the sector. For many, the desire to expand their funding and programmes reflects greater awareness of the interconnectedness of many development issues experienced in the region. As one colleague from Indonesia discussed, *“Our work mainly concerns early childhood and primary education in various Indonesian provinces. We are really focusing on improving the targets on this SDG. But we realised that childhood health issues, like stunting for example, have a huge impact on a child’s ability to attend school and learn effectively. So, then we realised we need to start working with health organisations that work on these problems as well.”* Acknowledging the need for a wider programmatic lens can often strengthen an organisation’s existing portfolio, so long as the diversification is careful, deliberate, and avoids resorting to a ‘scatter-gun’ approach to funding. Many Southeast Asian respondents – comprised of primarily family office and corporate foundations – also reflected that their organisations historically were reluctant to work with others in the sector given that they are often direct competitors in the broader market. However, the unification provided by common national and international goals like the SDGs presents interesting opportunities for philanthropic actors to move out from their siloes and collaborate with organisations that historically may have been unlikely bedfellows.

An Era of Leadership Transitions

Among the reflected research interests from Southeast Asian participants, another interesting theme emerged as details about participating organisations were revealed during focus group discussions and elite interviews. Many respondents, particularly those involved with organisations run by prominent families or private donors, were experiencing periods of generational or strategic shifts in their leadership structures. In most cases where this process was occurring, it involved an older leader stepping down from their role in order for a younger family member to take up the position or a transition to an executive that has been recruited from outside the non-profit sector. These transitions are becoming so prominent within Southeast Asia that Singapore’s Wealth Management Institute, which has historically provided clients with traditional wealth and investment advising, has launched a family office network to provide new services on philanthropy (Amala 2021). As will be noted in the next section of this report on the CSP’s research agenda, generational and operational leadership transitions are of great interest to the Centre, and we firmly believe that research on these topics will provide invaluable insights both for philanthropic organisations currently in transition and those planning future leadership changes.

Building a research agenda – System
Change in Philanthropy for
Development

Section 3: Building a research agenda – System Change in Philanthropy for development

In this Section, we unveil the Centre's formal research agenda: 'System Change in Philanthropy for Development', which ties together both thematic and regionally specific findings to build a long-term, prescriptive knowledge production plan. This agenda will be a living document that evolves over time, particularly given how rapidly the philanthropic ecosystem changes in global growth markets. Since 'system change' is a wide-ranging and far-reaching concept, the CSP has categorised the agenda into three primary pipelines as follows:

3.1 Decolonising and localising philanthropy in a post-COVID 19 landscape

"I do not see how any progress can be made in our sector if we do not address the absurdity of colonial structures in philanthropy. The local actors – philanthropists, NGOs, delivery organisations – we are hardly ever taken seriously by Western donors. But how can they know what is best for us? They have not even fixed their own problems." – Study participant, Jordan

Since its inception in 2020, the CSP has produced a body of work analysing the ways COVID 19 has shaped and restructured philanthropic practice in global growth markets. As the world continues to tackle the ebbs and flows of the ongoing pandemic, sustained and long-term impacts of the crisis on philanthropy remain to be explored. Will development philanthropy programming and funding function like a rubber band, springing back to its original form as countries 'return to normal'? Or will long-term lessons finally be learned about the pitfalls of philanthropic normality, allowing space for true decolonisation and localisation of the sector?

To contribute learnings on these important questions and add to the growing body of literature on decolonising wealth and philanthropy (Moray 2021, Villanueva 2021), this research pipeline expands and entrenches the Centre's broader commitment to shifting power in development philanthropy from actors and narratives in the so-called global North to those in our core regional markets. The COVID 19 pandemic demonstrated innumerable ways practitioners on the ground in Africa, the Middle East, and Southeast Asia were able to rapidly adapt programming to the needs of their communities. Key lines of inquiry in this pipeline will focus on researching and elevating local voices, analysing challenges and best practice, and investigating the increasingly urgent need for sustained power shifts in philanthropic funding deployed for international development. Research questions explored in this pipeline will include:

How can the philanthropy sector maintain the best practices and shifts toward local autonomy in a post-COVID 19 landscape? The CSP's 2020 report on the relationship between the pandemic and development philanthropy demonstrated profound shifts in how funders interacted with their recipients, allowing more autonomy for local organisations. This research question will investigate the long-term effects of these changes and how they serve the broader goal of decolonising the philanthropy sector.

To what extent can localised philanthropic practices be scaled significantly enough that they alter traditional funding models? As large parts of the world begin lowering pandemic-related restrictions, the philanthropy sector is similarly facing its own questions on how a 'return to normal' should manifest itself. Participants in the CSP's recent 'System Change' study, particularly those in Africa and the Middle East, indicated a distinct preference for scaling up domestic, regional, and community-based philanthropic models that were so successful during the pandemic rather than reverting to those historically dominated by Northern actors.

How are emerging philanthropic leaders in global growth markets manifesting and elevating decolonial voices and best practice? Research participants noted important leadership shifts happening throughout the philanthropy sector in the Centre's core markets. In some cases, this heralds younger generations taking over a family office (see relevant pipeline below), whereas in others this change involves bringing in leadership from a different industry – often the private sector. This line of inquiry delves into the changes in perspective, influence, and practice wrought by leadership changes, and how they may enhance (or perhaps detract from) efforts to decolonise and localise development philanthropy.

Afterlives of philanthropy: How can principals and practitioners in the sector avoid perennially recreating the broken and ineffective practices of the past? In development studies, 'afterlives of development' is a concept which refers to the inability of the development industry to fully break free of historically problematic power hierarchies and ineffective programming (Rudnyckyj and Schwittay 2014). While the concept primarily refers to official development assistance and international programming, it can likewise be applied to the philanthropic sector given how extensively development philanthropy is influenced by national and international policies. This research question will interrogate if and how philanthropic actors, particularly those based in global growth markets, can create sustainable development solutions that are transformative and free of 'afterlives'.

Section 3: Building a research agenda – System Change in Philanthropy for development

3.2 Second generation and millennial leadership in philanthropy

"We are experiencing a period where the need for professionalisation of philanthropy in our region is overlapping with a new generation of leaders taking over from their parents. Maybe it's a coincidence, but I think many of the new leaders are driving this change." – Study participant, Singapore

The CSP's data collection, case studies, and seminar convenings have demonstrated a key gap in the philanthropic literature around the role of 2nd generation and millennial philanthropy as a driver of system change in global growth markets. While material does exist on generational shifts in Northern philanthropy – including recent literature by firms like Deloitte (2019), CCS Fundraising (2021), and the Dorothy A. Johnson Centre for Philanthropy (2021) – these pieces primarily focus on North America broadly or the United States specifically as their sample. The CSP is seeking to understand 2nd generation and millennial philanthropy in global growth markets, particularly given the current leadership changes and familial handovers occurring as older generations of principals and family office heads pass the torch on to their successors.

Across the CSP's three core markets, our recent findings expose a generational transition in private sector giving, largely through family offices and corporate foundations. As original company heads retire and turn over their business operations to the next generation, so too have they been passing the reins of their philanthropic activities. This pipeline investigates the thematic and operational shifts 2nd generation and millennial African, Middle Eastern, and Southeast Asian philanthropists are making, and analyses how these rising philanthropists view their power and responsibilities to broader development goals. The CSP will collaborate with our growing network of participants to launch this pipeline in 2022, primarily focusing on the following areas:

How are younger generations of philanthropists interpreting and implementing their roles, powers, and responsibilities? In regions like Africa, the Middle East and Southeast Asia, philanthropy has taken on myriad forms in recent generations; in many cases, transitions to what now constitutes formalised, strategic philanthropy have occurred only recently. As such, 2nd generation and millennial philanthropic leaders are facing increasing pressure to create sustainable impact that far exceeds the philanthropic expectations of previous generations. This inquiry will investigate how 2nd generation and millennial philanthropy manifests in the CSP's core markets, and what implications it has for existing discourse on power in philanthropy.

What avenues for collaboration are opening up for younger philanthropic leaders, and how can they advance progress toward the SDGs? As the 2030 deadline for the SDGs rapidly approaches, philanthropists around the world have become increasingly involved with governmental efforts to achieve a variety of targets. Findings from this study demonstrate how philanthropic organisations in the CSP's three core markets are working closely with local, national, and even regional stakeholder organisations in an effort to limit silo-ism in their programming and align their funding with key goals. This research question will analyse public-private partnerships (PPPs) between philanthropists and government organisations, particularly in relation to SDG 17 – partnerships for the goals.

Are millennial and 2nd generation philanthropists in global growth markets driving decolonising practice within their own organisations? This question looks internally at organisational culture within philanthropic entities, particularly how a switch in leadership has affected change within the organisation. Whereas the pipeline outlined earlier focuses on decolonising philanthropy externally, this question explores how 2nd generation and millennial philanthropists create (or do not create) a decolonial culture within their own organisations.

Section 3: Building a research agenda – System Change in Philanthropy for development

3.3 New instruments in philanthropy for global growth markets

"It's amazing to see how we all say we're interested in something like impact investing, but few of us actually know what it is or how to do it. I am concerned that these models are just another attempt at a silver bullet solution to development problems, but there is always a desire to explore new opportunities." – Study participant, Nigeria

The CSP is already deeply involved in the study of new instruments for philanthropy and their use in global growth markets. As critiques of more traditional grant-based approaches became increasingly vocal over the last decade, emphasis was placed by many actors in the sector on finding more viable options. The catalogue of philanthropic alternatives seems to be evolving at a rapid pace, with several financial and technological instruments becoming popular in global growth markets. These include, but are not limited to, models like impact investing, platform philanthropy (crowdfunding), and blended finance.

Considering that there are numerous organisations globally doing very rigorous and important work specifically on new financial instruments for development (Global Impact Investing Network (GIIN), Convergence Finance, etc.), the CSP does not intend to examine the technicalities of these vehicles. Rather, the Centre aims to study the relationship between philanthropy in global growth markets and these emerging models. Going forward, the CSP will investigate the effects new instruments and models have on philanthropy including the following research questions:

Are new mechanisms in philanthropy for development – blended finance, impact investing, innovative finance – simply new attempts at silver bullet solutions or can they truly lead to more effective and impactful socioeconomic change? The CSP and affiliated researchers are currently conducting a series of studies on various new financial instruments for development and their direct and indirect effects on philanthropic impact. As of early 2022, these studies include an investigation into the demand side of impact investing in Nigeria and an exploration of innovative finance models through the Aga Khan Development Network.

How revolutionary are new technological tools for philanthropy and giving (e.g. crowdfunding platforms, social media-enabled giving) and can they truly create more strategic and egalitarian spaces for both donors and recipients? Digital fundraising platforms and social media-enabled giving currently generate enormous sums of money for development causes. In certain cases, prominent philanthropists become involved in these online efforts, but more commonly they are used to garner smaller donations from large numbers of people. The COVID 19 pandemic has also significantly increased the popularity of crowdfunding models. This line of inquiry expands on the existing work of researchers at the Centre (Banerjee 2020, 2021, 2022), investigating the democratising opportunities provided by digital philanthropy.

Can philanthropists in global growth markets lead transitions towards new instruments and models in a way that leads to sustainable system change across the sector? This research question connects with the Centre's 2nd generation and millennial philanthropy pipeline (described above) by interrogating how new, younger leadership may influence uptake of new instruments, be they financial or technological. It further begs the question – do new instruments serve the broader goal of system change in philanthropy for development? This line of inquiry will explore how emerging generations of philanthropy leaders tackle systemic problems within the sector, and to what extent new models play a pivotal role.

Conclusion

As evidenced throughout this report, principals and practitioners in the philanthropy for development sector have noted a wide range of issues and interest areas that require rigorous research – in some cases quite urgently. 44 respondents across four regional markets voiced increasing needs for thematic research on trust and sustainability, moving beyond grants (or changing them from within), and collaboration for SDG attainment. Cross-cutting themes gave way to regional specificities, with African respondents demanding research on public-private partnerships, Middle Eastern organisations articulating pressing concerns around regulatory frameworks, and Southeast Asian colleagues looking to avoid philanthropic silo-ism.

Using these findings, the CSP has designed its seminal research agenda, 'System Change in Philanthropy for Development', which reflects the insights of stakeholders and practitioners in our core markets who are deeply concerned about reverting to the 'status quo' of philanthropic practice in the aftermath of COVID 19. By rooting the 'System Change' agenda in the Centre's intrinsic values of shifting power from the so-called global North to actors and stakeholders in the core regional markets, the CSP's forthcoming research pipelines will be centred around three fundamental themes: 1) decolonial and grassroots practices in a post-COVID 19 landscape 2) millennial and 2nd generation philanthropy in global growth markets and 3) new financial models and instruments for philanthropic implementation.

As an academic research centre, the CSP will use this report and the resulting research agenda as a framework for designing philanthropy studies that are both methodologically rigorous and serve the industry practitioners facing a challenging landscape on a daily basis. We further commit to generating research that delivers on conceptual, practical, and regionally-specific concerns, since failing to do so will lead to severe limitations in the scope and depth of findings.

We conclude this report with an appeal to all parties interested in philanthropy for development to join us the CSP in creating a cohesive, relevant, and ambitious body of research on philanthropy in global growth markets. We urge fellow research groups and practitioner organisations alike to root their current and future studies in the needs of philanthropists and practitioners on the ground in Africa, the Middle East, and Southeast Asia, and encourage researchers to use this report as a foundational resource when building new lines of inquiry.

References

- Amala, J., 2021. WMI creates family office network to boost Singapore's position family office hub. *Private Banker International*. <https://www.privatebankerinternational.com/news/wmi-family-office-network-singapores-family-office-hub/>
- Banerjee, S.A., 2022. Intimate technologies for affective development: how crowdfunding platforms commodify interpersonal connections. *Third World Quarterly*, 43(3), pp.580-598.
- Banerjee, S.A., 2021. Digital philanthropy for the masses: crowdfunding platforms marketising NGO partnerships for individual giving in India. *Development in Practice*, 31(7), pp.896-908.
- Banerjee, S.A., 2020. *Intimate technologies for development: micro-philanthropy, crowdfunding platforms, and NGO fundraising in India* (Doctoral dissertation, University of Sussex).
- Banerjee S. A. and Rong, Z. (in press). "Increasing Impact through Partnership: Florence 'DJ Cuppy' Otedola and Save the Children".
- Beasley, S. and Cheney, C., 2022. Tech entrepreneurs bring new approaches, challenges to philanthropy. *Devex*. <https://www.devex.com/news/tech-entrepreneurs-bring-new-approaches-challenges-to-philanthropy-102174>.
- CCS Fundraising, 2021. Engaging the Next Generation of Philanthropists. <https://www.ccsfundraising.com/insights/engaging-the-next-generation-of-philanthropists/>.
- Deloitte, 2019. The Deloitte Global Millennial Survey 2019. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/deloitte-2019-millennial-survey.pdf>.
- Farouky, N., 2015. "Trends in philanthropy in the Arab region: Beyond a charity-based model." *CIVICUS*. Available at: <https://www.civicus.org/images/StateOfCivilSocietyFullReport2015.pdf>.
- Keidan, C., 2022. Is the trust-based philanthropy bubble about to burst? *Alliance Magazine*. <https://www.alliancemagazine.org/blog/is-the-trust-based-philanthropy-bubble-about-to-burst/>
- Moody, M. and Peterson, K., 2021. Philanthropy's Next Gen Is Starting to Make Big Changes. <https://johnsoncenter.org/blog/philanthropys-next-gen-is-starting-to-make-big-changes/>.
- Morey, M., 2021. *White Philanthropy: Carnegie Corporation's An American Dilemma and the Making of a White World Order*. UNC Press Books.
- Moyo, B. and Imafidon, K., 2021. *Barriers to African Civil Society: Building the Sector's Capacity and Potential to Scale Up*. <https://www.raceandphilanthropy.com/files/docs/Summary-Report->

[Barriers-to-African-Civil-Society-%E2%80%93-Vodacom-Safaricom-Vodafone-Foundation-2021.pdf](#)

Munir, K. and Woodcraft, C., 2020. *Philanthropy and COVID-19: Is the North-South Power Imbalance Finally Shifting?* <https://www.jbs.cam.ac.uk/wp-content/uploads/2021/03/2020-csp-report-covid.pdf>.

OECD (2021), *Private Philanthropy for Development – Second Edition: Data for Action*, The Development Dimension, OECD Publishing, Paris, <https://doi.org/10.1787/cdf37f1e-en>.

OECD (2018), *Private Philanthropy for Development*, The Development Dimension, OECD Publishing, Paris, <https://doi.org/10.1787/9789264085190-en>.

Rudnycky, D. and Schwittay, A. (2014). Afterlives of development. *PoLAR*, 37, p.3.

Villanueva, E., 2021. *Decolonizing wealth: Indigenous wisdom to heal divides and restore balance*. Berrett-Koehler Publishers.

Woodcraft, C. and Munir, K., 2021. How COVID-19 is shifting the North-South philanthropic power dynamic. *Stanford Social Innovation Review*. <https://doi.org/10.48558/0FVS-WM17>.

Zinsmeister, K. (2016). 12 Common Criticisms of Philanthropy—and Some Answers. *Stanford Social Innovation Review*. <https://doi.org/10.48558/JM41-V703>.

Participating organisations

Africa:	Southeast Asia:
<p>African Philanthropy Forum</p> <p>Africa Venture Philanthropy Alliance (AVPA)</p> <p>Centre for African Philanthropy and Social Investment (CAPSI)</p> <p>Ford Foundation</p> <p>Global Fund Community Foundations</p> <p>Ideanest Nigeria</p> <p>Impact Investing Forum</p> <p>Macarthur Foundation</p> <p>Nigeria SME</p> <p>Overseas Development Institute</p> <p>Prof Kenneth Amaeshi (University of Edinburgh)</p> <p>Tony Elumelu Foundation</p> <p>Tshikalulu Social Investment</p>	<p>ABS CBN Foundation</p> <p>Asian Venture Philanthropy Network (AVPN)</p> <p>Changi Foundation</p> <p>Consuelo Chito Madrigal Foundation</p> <p>DBS Foundation</p> <p>Djarum Foundation</p> <p>Indika Foundation</p> <p>Ishk Tolaram Foundation</p> <p>Lopez Group Foundation, Inc.</p> <p>PLDT-Smart Foundation</p> <p>Tanoto Foundation</p> <p>Thai Young Philanthropist Network</p> <p>Yayasan Hasanah</p> <p>Yayasan Tahija</p>
Europe:	Middle East:
<p>Bank of America</p> <p>European Venture Philanthropy Association (EVPA)</p> <p>Fondation L'Oréal</p> <p>Hivos Impact Investments</p> <p>IKEA Social Investment</p> <p>Jacobs Foundation</p> <p>Laudes Foundation</p> <p>OECD Centre on Philanthropy</p> <p>Vitol Foundation</p> <p>Yunus Social Business</p>	<p>Arab Foundations Forum (AFF)</p> <p>Badr Jafar (CSP Founding Patron)</p> <p>Clare Woodcraft (CSP Fellow)</p> <p>King Hussein Foundation</p> <p>King Khalid Foundation</p> <p>Ruwwad</p> <p>Sawiris Foundation</p>

Appendices

Appendix A: List of potential research topics provided as a sample to study participants.

Topics
<ol style="list-style-type: none"> 1. Filling Competence Gaps: What key competences are missing in the sector? 2. Philanthropic Approaches/Models: Evidence on which deliver greatest impact? 3. Effective Grantees: How to identify and prioritise high-impact beneficiaries? 4. Scaling What Works: How to deploy what's already worked in creating social value at scale. 5. Restricted Giving: Why is this practice still in place and can it be changed? 6. Impact Measurement: What tools contribute to most impactful outcomes? 7. Blended Finance: Myth or Reality? 8. Donors & Power Structures: How to give better and align with beneficiary needs? 9. System Change: Does philanthropic capital reinforce current systems? 10. Aligning with SDGs: How can new wealth be harnessed for the SDGs? 11. Governance: What constitutes best practice for philanthropic oversight? 12. Taxation Vs Philanthropy: Which creates most sustainable social value? 13. Open Data: How can the sector best share data and build open culture? 14. Diversifying Products and Service: How to achieve outcomes? 15. Giving Vehicles: Which ones work best (E.g. foundations, trusts, DAFs)? 16. Collaboration: What prevents collaboration and does this waste resources? 17. Corporate Foundations: De-risking the transformation of underlying business? 18. Impact Investing: Myth or Reality? 19. Effective Philanthropy: Developing a Science around Impact 20. Exit Strategies and Spend Down - See Atlantic Philanthropies Zero Book 21. Randomness in Granting Giving: understanding the lottery bias

Appendix B: Visualisation of the United Nations Sustainable Development Goals.





Centre for
**Strategic
Philanthropy**



UNIVERSITY OF
CAMBRIDGE
Judge Business School

Centre for Strategic Philanthropy
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge
CB2 1AG
United Kingdom

csp@jbs.cam.ac.uk
www.jbs.cam.ac.uk



You Tube

