



King Khalid Foundation- Essential Organisational Strategy Shifts and Highlights in Times of Crises

Case Study Summary

King Khalid Foundation (KKF) envisions the Saudi society with equal economic opportunities for everyone through various tools like mobilising and enabling stakeholders via social investments, capacity building, policies and advocacy. There are various programs at KKF ranging from employment, policy changes to improving sustainability practices for corporations. One of the core beliefs of KKF is to have a collective and significant impact on the wider community, as the organisation is formed on principles of collaboration, innovation and accountability.

Impact of Covid-19 and Essential Shifts Implemented

KKF planned out a three-year strategy which enabled the organisation to adapt with speed and agility, allowing it to response to a variety of changes around them with a reasonably fast pace. The organisation has a systems-change approach, firmly believing that issues are connected therefore the solutions should be too. The Foundation believes that it is essential to find the root cause of issues and fix it, as well as be strategic and collaborative in order to be effective.

A significant amount of time and effort is spent on strategy development to ensure a quick and agile strategy shift during times of change is possible; preparing KKF well for the response to the COVID-19 pandemic. An essential point was not only to proactively develop a new strategy in line with pandemic response, but also to approach and communicate with stakeholders and beneficiaries effectively. With that, there were checks and balances in place to ensure the dynamic changes were still in compliance with KKF's rules and regulations.

External Changes that Were Implemented

Budgets were reallocated into two areas; one for existing grantees, where KKF provided thirty additional grants, whilst the other part of the budget was provided to the local government to support them in their fight against the global pandemic. Additionally, reporting structures and policies were constantly monitored and adjusted.

Internal Changes that Were Implemented

A shift in the KPIs and desired output achievement were made across various progress. Various changes were made in different programmes, some programmes were put on hold. Moreover, majority of the organization shifted online but overall a few programs got delayed however, majority of the desired outcomes were achieved.



"Your strategy, goals and objectives have to be adaptable and cannot be set on stone. These have to be reviewed annually based on local and global changes that your organisation might respond to. They keys to successful strategies are clarity and nimbleness."

*Dr. Natasha Matic, Chief Strategy Officer,
King Khalid Foundation*

Lessons learned from the Covid-19 Pandemic

- Organisations need to be flexible and have to consistently work on building their capacity.
- As a foundation, capacity building is key not only for themselves but for their grantees as well.
- Multi-sector partnerships should be promoted and it is important to find solutions to problems that everyone can benefit from and not just the organisation itself.

General Advice on Foundation Strategy

- It is necessary to have a supportive and visionary board of trustees who are willing to learn and become an inspiration for everyone
- An inspirational CEO who fits to the organisational Vision and Values is a key asset for the organization
- To have a greater impact, it is important to become learning organisations, where both entry level as well as higher level are constantly being trained and educated in order to efficiently and effectively respond to changes and that the focus on having an impact should be a beginning and not the end.

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