Event Report

Planning for Impact

Frameworks for CSR Initiatives

Governance in Philanthropy Programme

Event Date: 17-18 December 2018
Event Location: Movenpick Hotel and Resort, Al Bida'a, Kuwait

Executive Summary

On December 17 – 18th, the Pearl Initiative in collaboration with en.v hosted a two-day workshop titled *Planning for Impact - Frameworks for CSR Initiatives event* (the "Workshop") in Kuwait.

The Workshop was held as part of the Pearl Initiative's Governance in Philanthropy programme, a programme supported by the Bill & Melinda Gates Foundation.

The purpose of the Workshop was to bring together CSR managers and directors in leading corporations and family firms based in Kuwait. The fifteen (15) participants represented fourteen (14) organisations, including regional banks, holding companies, and construction companies.

The Workshop was designed following feedback from a [focus group discussion](#) hosted by the Pearl Initiative in Kuwait in November 2017 identifying the challenges faced by institutional donors and non-profit organisations operating in Kuwait. A key trend that was highlighted was the lack of clarity on the structure of philanthropic programmes amongst family firms and corporations, as well as the need to be developing standards in reporting.

The Workshop focused on results-based programme design and monitoring & evaluation for CSR and philanthropic initiatives, introducing frameworks and key areas for consideration when designing results-based philanthropic and CSR programmes. The agenda (**Annexure 1**) began with introductions from the Pearl Initiative and en.v, followed by contributions from the audience on their background and the programmes they currently handle within their organisations.

Siham Nuseibeh and Lisa Philp (**Annexure 2**) facilitated the workshop providing both local and international perspectives. As the former CSR Manager at Agility in Kuwait, Siham Nuseibeh (SN) demonstrated technical know-how, as well as knowledge of the trends and challenges of the CSR sphere in Kuwait.

As the Senior Advisor at the Foundation Center, Lisa Philp (LP) presented international case studies and some of the most useful tools that could be used when designing CSR programmes.

This report is a summary of the Workshop's interactive discussions and key takeaways. To view the full presentation developed by the facilitators, please refer to their slides [here](#).

Introduction

Yasmine Omari, Executive Director at the Pearl Initiative opened the Workshop providing a brief overview of the agenda and the Pearl Initiative's collaboration with en.v.

Following her introduction and an interactive ice-breaker led by en.v, SN encouraged the participants to introduce their current CSR and philanthropic programmes and some of the key focus areas their organisations endorse.

Building on from the participants' discussion, LP presented global trends in CSR programme design, including the environmental, social, and governance (ESG) integration model, increasing partnerships and brand activism.

Examples of exciting CSR initiatives shared by workshop participants:

- Partnering with a number of youth initiatives including The Proteges, Injaz and Tmkeen Entrepreneurship Platform highlighting their commitment to the development and training of future leaders.
- Setting up a social enterprise owned by the family charity trust fund. Proceedings of the mall continue to support the various activities of the charity trust fund.
- Supporting local produce by empowering local fishermen and skilled women communities.
- Activities delivered in partnership in NGOs, such as Injaz and Family Business Council, and Private Sector players to generate greater impact.

Key Contextual Considerations

Workshop participants identified several key contextual factors to be taken into account when thinking about their CSR and philanthropic initiatives, including the fact that NGOs and civil society actors continue to request sponsorships from businesses operating in Kuwait.

To this extent, all participants confirmed that the majority of approvals for such sponsorships are often based on pre-existing relationships with applicants.

In terms of the current legal framework, in 2015 the Kuwait Capital Market Authority (CMA) mandated that all listed companies must set up CSR programmes and report on their activities in this regard to the CMA on their activities.

In 2018, the requirements changed, and the CMA has yet to establish standards for such reporting. It was agreed by all participants that the lack of clarity from the CMA is challenging and contributes to the lack of the development in the CSR landscape in Kuwait.

> "By quantifying the amount of sponsorship money granted for personal reasons and the more strategic grant-making and evaluating their impact, management might be bought into changing their approval processes for sponsorship requests."
>
> Lisa Philp

Understanding the Challenges

To better understand the needs of the current CSR landscape in Kuwait, SN encouraged participants to share the most challenging issues individuals faced in their departments. The top challenges identified are outlined in the table below.

Key Challenges	Associated Questions
Ad-hoc grant-making (sponsorships)	▪ How are sponsorships sustained? ▪ Do sponsorships contribute to long-term projects and programmes? ▪ How are decisions on sponsorships made?
Impact and financial reporting	▪ What is the value of reporting? ▪ What are some of the best practices in reporting
Strategic planning	▪ How should priorities be identified? ▪ Who should be consulted when planning for CSR and philanthropic programmes?
Setting key performance indicators (KPIs) for programmes	▪ What metrics need to be measured when planning for results-driven programmes?

Overview on Programme Design

The first session of the workshop covered the topic of programme design and some of the most commonly used frameworks that help organisations develop results-driven programmes, including social purpose paradigms, the theory of change, logical frameworks, and the ESG materiality matrix. To provide more context and practical knowledge, the facilitators shared international and local case studies.

> "Over the years, we've moved from charity to CSR and now to creating shared value which looks at social problems as business opportunities that not only help society but help grow their businesses."
>
> Siham Nuseibeh

International Case Studies

Outlined below are some of the key examples referred to by LP in her presentation of international case studies.

- **IBM** Corporate Service Corps: Provide pro-bono services to NGOs and their key stakeholders to address high-priority issues, such as education, health, and economic development.

- Nielsen: Partnered on a one-year programme to transform the United Nation's World Food Development Programme's data collection methodology from solely in-person interviews to incorporating remote mobile data collection into WFP's survey toolkit.

- Fed-Ex: Work with Direct Relief aid to provide local first-responders in Medical Reserve Corps units with "grab-and-go" med-packs that are filled with critically-needed medical supplies, ensuring continuity of care for vulnerable people during times of disasters.

Local Case Study

SN presented on Agility, where she had previously worked, as a local case study to shed light on the framework that was used to build their sustainability platform.

- Agility set its four (4) sustainability pillars in accordance with the priorities of their key stakeholders; these include their employees, customers, and the environment. This was done to ensure that the sustainability framework is in line with their business strategy and not a bolt-on.

- The four (4) main pillars of sustainability for Agility are community, environment, business ethics, and people. All their programmes, sponsorships, and partnerships are linked to these four key pillars. .

Overview of Monitoring and Evaluation

The second day of the workshop provided an overview of the basics of monitoring and evaluation and an understanding of programme outputs and outcomes with reference to local and international case studies.

LP commenced the first session of the day with a presentation on global best practices and benchmarking in monitoring and evaluation (M&E), with reference to statistics and data from CECP.

The following session included a detailed explanation and exercise on the differences between outcomes and outputs and how to measure both. To provide international context, LP presented examples from PWC and UnitedHealth Group as an exercise for the audience to identify the outputs and outcomes.

> "Monitoring and evaluation is not only learning from successes, but also learning from failures."
>
> **Siham Nuseibeh**

M&E Framework

To help guide the M&E understanding of the participants, SN provided simple steps they could follow for all their programmes.

1. Track only necessary data.

2. Select appropriate data collection tools.

3. Identify M&E roles and responsibilities within the organisation.

4. Choose SMART indicators (specific, measurable, attainable, relevant, and time-based).

5. Develop a logic model that identifies goals, outputs, and outcomes.

6. Create a comprehensive plan for analysis.

7. Share with stakeholders.

Additionally, SN discussed issues around setting sustainability indicators with a focus on the Global Reporting Initiative (GRI).

LP ended the session with a presentation on some of the tools and resources made available by the Foundation Center's Issue Lab, Grantcraft, and Glasspockets initiatives.

> "Never underestimate the power of humility in sustainability reporting."
>
> **Siham Nuseibeh**

Wrap-Up

en.v concluded the workshop with a quick "Roses and Thorns" exercise with the participants to identify some the key takeaways from the workshop. There was a consensus amongst the participants that the workshop was enlightening, asked the right questions, and provided opportunities to network, form potential partnerships, and share knowledge in an open platform.

Additionally, the audience thought it might be best to focus on one subject over the course of two days to allow for more in-depth conversations and exercises. A few participants suggested providing more industry-focused analyses and highlighting regional learnings.


Next Steps

Discussion at the workshop identified gaps in the CSR and philanthropy landscape with the need to focus and move forward on the following:

1. **Partnership and Collaboration** amongst various players including Private Sector and civil society actors with similar vested interests.
2. **On-going dialogue** to continue to bring professionals from various sectors, including government representatives, to discuss priorities, best practices, successes and challenges in an open platform.
3. **Support** in terms of education / training and policies / regulations for reporting on philanthropic and CSR activities.

Media Coverage

The workshop was covered in Kuwait and the UAE inn both traditional and social media. Two releases were published by the Pearl Initiative and Burgan Bank on 23 December 2018.
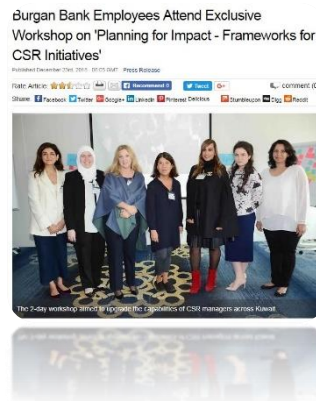
Attendee Feedback

Over 90% of the workshop participants attended to gain more skills and knowledge in monitoring and evaluating their philanthropic and CSR initiatives. We asked the participants to fill out event satisfaction forms to capture their feedback, thoughts, and recommendations for future workshops.

Overall, the participants found the workshop to be useful and interactive. However, as is the case with almost all workshops, the participants would have liked to spend more time learning about useful tools and how they can be practically applied in their projects and initiatives.
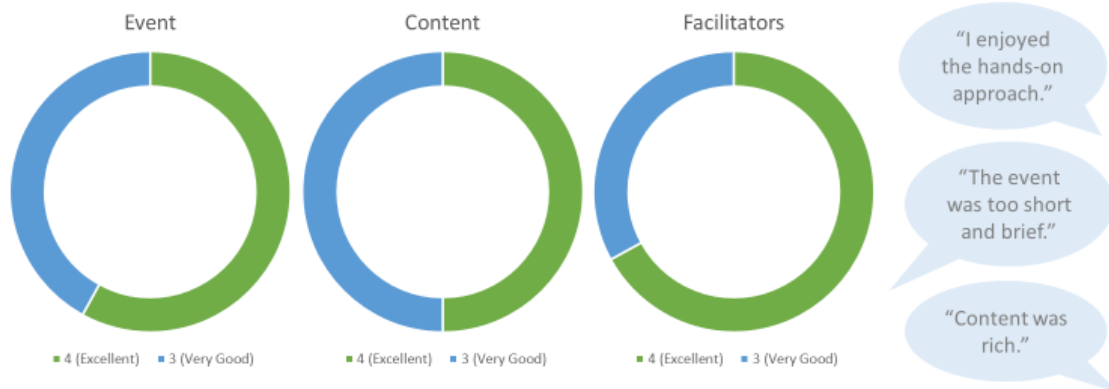
Figure 1: Participants were asked to rate the following from 1-4 (4 = Excellent, 3 = Very good, 2 = Good, 1 = Fair)

Annexure 1

Agenda

Day 1: Programme Design		
TIME	SESSION	THEME
8:30-9:00		Registration / Coffee & Tea
9:00-9:30	1	Introductions and Ice-Breaker
9:30-11:15	2	**Understanding the Current State of Play** Following discussions from participants about their CSR initiatives and some of the main choices they face, key global trends and opportunities in the CSR field were highlighted in this session.
11:15-11:45		Networking Break
11:45-13:30	3	**Overview of and Promising Practices in CSR Programme Design** This session explained elements of CSR programme design, along with promising practices from diverse regional and international industries. Participants engaged in an exercise to gain practical learning on CSR programme design.
13:30-14:45		Lunch Break
14:45-15:45	4	**Speed Dating and Useful Tools** Through a speed dating exercise, participants shared their preliminary programme designs followed by a discussion with the facilitators on useful tools for designing results-based CSR programmes.
15:45-16:00	5	Wrap-up / Day close

Day 2: Monitoring & Evaluation		
TIME	SESSION	THEME
8:30-9:00		Registration / Coffee & Tea
9:00-9:30	1	Ice-Breaker
9:30-11:15	2	**Developing a Monitoring & Evaluation Mindset** Following a benchmarking presentation about monitoring & evaluation (M&E) for CSR, the participants will be asked to reflect on their current M&E practices and assess their performance. At the end of this session, participants will discuss M&E challenges with their peers.
11:15-11:45		Networking Break
11:45-13:30	3	**Overview of and Promising Practices in M&E** Featuring local and international case studies, this session will demonstrate the various ways M&E could be addressed in organisations.
13:30-14:45		Lunch Break
14:45-15:45	4	**Useful Tools and Guidelines** Participants will be encouraged to develop and build on their current M&E framework with guidance and tips on various tools from the facilitators.
15:45-16:00	5	Wrap-up / Day close

Annexure 2

Facilitators

Siham Nuseibeh

External Relations Analyst, United Nations Population Fund (UNFPA), Switzerland

Siham Nuseibeh is a certified human rights and labour auditor with 10 years' experience in the non-profit and private sectors. She currently works with the UNFPA on issues pertaining to human rights, sexual reproductive health and rights, gender-based violence and harmful practices. She spent the previous five years in the private sector as a labour auditor and trainer specialising in migrant labour and human trafficking issues in the Middle East, Africa and Asia-Pacific regions. Prior to that, she spent time working and researching with various non-profit organisations in the Middle East with refugees, disadvantaged children, and in the field of corporate social responsibility more generally.

Lisa Philp

Senior Advisor, The Foundation Center, USA

Lisa Philp, based in Abu Dhabi and New York, works at the Foundation Center where she connects donors with data, research, and technology to encourage more strategic and collaborative giving. Lisa previously served as Managing Director and Global Head of Philanthropic Services for the J.P. Morgan Private Bank, where she supported over $100 million in annual grant-making by client foundations. Prior to this, she was Programme Officer for Youth Development and Education at The Robin Hood Foundation and Director of Communications and Government Relations at Philanthropy New York.