Insights & inspiration for social innovation

THE ERA OF SOCIAL CONVERGENCE

30  A Business Pact for Climate Sustainability
50  Shaping the Changemakers of the Future
58  Where Social Enterprise & Government Meet
70  How Asia’s Richest Give

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Each day FrieslandCampina provides millions of consumers all over the world with dairy products such as dairy-based beverages, infant nutrition, cheese, yogurt, desserts, butter and cream products and dairy-based ingredients.

FrieslandCampina brings the best of both worlds together. The craftsmanship and entrepreneurship of the member dairy farmers are combined with the expertise of the employees; from the quality of the pastures on which our cows graze to the presentation of trustworthy and tasty dairy products. Through the Dairy Development Program, FrieslandCampina supports local dairy farmers in Asia and Africa to run their business optimally and raise the quality and quantity of their dairy production.

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It would be easy for us to sit back and reflect on what we've achieved after more than 150 years of innovation. It is much harder to take history and build on it, but that's how we work and that's exactly what we've done. Future success depends on continual innovation, nurturing talent and searching for bigger ideas. Ideas like Solar Impulse – a plane attempting to fly around the world powered only by the sun and utilizing innovative materials from Covestro.
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Schneider Electric invents technologies to support the undisputable right of everyone to quality energy.
The Era of Convergence

The sphere of international development is evolving, with the three main drivers of sustainability increasingly meeting at its nexus—civil society, the private sector and the public sector.

We now live in a world where all change agents share the burden of accountability and action in resolving rising inequalities and other pressing social challenges, amidst growing public scrutiny, a fast-paced digital revolution and innovations in financing. The future of social good is no longer the domain of one sector alone, particularly of civil society, unlike in decades past.

New roles, duties and structures are appearing on the horizon, merging the best aspects of private, public and civil society into one ecosystem that promotes improved social outcomes. Accenture, in its report “The Convergence Continuum,” called this new collaborative space the Fourth Sector.

The Fourth Sector, combining the resources and competencies of the components of multi-stakeholder coalitions, is anticipated to enable and deliver groundbreaking initiatives with a bigger impact. Whereas standalone programs or basic partnerships—between civil society and business, for instance—favor single or low-complexity social problems, the Fourth Sector has the potential to tackle broader, more enduring issues on a more ambitious scale.

This symbiosis promises upsides for all of the sectors involved—competitiveness and commercial attractiveness for the private sector, enhanced implementation in the public sector and new sources of support for nonprofit organizations—and takes the best part from each sector to build a new vessel for impactful and inclusive social development programs.

In this Edition of AsianNGO, we herald the arrival of the New Year with a spotlight on their emerging Era of Convergence featuring voices from some of the most innovative and successful partnerships that exist today. We wish you a fruitful and productive New Year as we continue to partner for social improvement and sustainable transformation!

A nonprofit staff went on a blind date. At the end of the dinner, her date said, “Ok, here’s how this works. I need you to pay for this meal. Then I’ll reimburse you for it. However, I can’t pay for the drinks or appetizers or the sales tax or the tips. And the check will take four to 16 months to arrive.”

“All right, fine,” she said, “remind me what do you do again?”

“I work in government. Contracting department.”

A development director walks into a bar and orders six shooters. “Rough day?” asks the bartender. “Yeah,” the director responded, “My car got stolen and I walked home to find my house on fire and my dog missing.” “I can see why you ordered six shots,” said the bartender. “Oh, no,” said the Development Director, “those things are easy to deal with. These shots are for an annual event I have next week.”

Why did the founding board member cross the road?

“Don’t be ridiculous. A founding board member would never cross a road.”

One nonprofit had their office broken into and had many things stolen. “Oh no,” said the executive director, “we got a check for a major donation at the event last night, and it was so late I thought we would deposit it today. I hope the thieves didn’t get it.” “No worries,” said the Finance Director, “I put it some place no one would ever look in a million years.” He came back a moment later with the check.

“Where did you put it?” the Executive Director asked.

“In a copy of our strategic plan.”

---

**IF THEY HAD WORKED IN NONPROFIT...**

“Don’t judge each day by the number of emails you clear from your inbox, but by the number of your own emails you prevent from clogging up other people’s inboxes.”

Robert Louis Stevenson

“Remember, no one can make you feel inferior without being related to you and repeatedly questioning why you’re in nonprofit.”

Eleanor Roosevelt

“Life is what happens to you while you’re busy attending meetings.”

John Lennon

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Vu Le, www.nonprofitwithballs.com
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NEWS ROUNDUP

Trans-Pacific Partnership reaches milestone pact

Twelve countries along the Pacific rim have concluded what some have called the largest economic framework for the Asia-Pacific region.

Trade ministers of countries belonging to the Trans-Pacific Partnership (TPP) have finally sealed the pact on October after seven years of negotiations. The pact, led by the US, sets rules and standards for more liberalized trade and economic policy between its member nations.

TPP is expected to liberalize 40 percent of the world economy and promises to end more than 18,000 tariffs on products.

Member nations of the trade agreement include Australia, Brunei, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, Vietnam and the US. In Asia, South Korea, the Philippines and Thailand have been considering joining the partnership.

Choi Kyoung-hwan Hwang Woo-yea, finance minister and deputy prime minister of South Korea, said the East Asian country may take part in the agreement, adding that TPP has been the “largest economic framework of the Asia-Pacific region.”

“It would contribute largely to our nation’s security and Asia-Pacific regional stability, and it would have significant strategic meaning if China joined the system in the future,” said Shinzo Abe, prime minister of Japan.

Partnership to promote sustainable dev’t in South Asia

UK’s Department for International Development, Unilever and the Clinton Giustra Enterprise Partnership have drafted a new partnership to create new jobs, raise income and boost health outcomes among 100 million people in developing nations.

The partnership initiative, dubbed Transform, is a five-year program for South Asia and Africa backed by more than US$15 million in funding.

It is the first initiative to be launched since Unilever and the UK Department for International Development (DFID) committed to working together in 2014, in response to the launch of the Sustainable Development Goals.

Transform seeks to identify and develop social business models that serve low-income households and contribute to the evidence base around behavior change, with a focus on digital and mobile platforms.

The three organizations will mobilize their teams across Africa and South Asia to find viable investments, provide capital, and deliver technical expertise and capacity building in support of Transform. Efforts will center on developing water, sanitation and hygiene projects.

DFID Secretary Justine Greening said Transform supports the success of the global agenda by utilizing the best resources, networks and know-how of the partnership to advance social enterprises in Africa and Asia.
WB sees first-ever drop in extreme poverty

A world first, the World Bank has forecasted that less than 10 percent of the global population lived in extreme poverty in 2015.

The global financial institution has projected that extreme forms of poverty have fallen from 902 million, or 12.8 percent of the global population in 2012, to 702 million, or 9.6 percent, in 2015. The World Bank has used an updated international poverty line of US$1.90 a day.

The World Bank has revealed that a third of the world's extremely poor, found in South Asia, has sunk to 13.5 percent of the population in 2015 compared to 18.8 percent in 2012.

The bank believes that poverty in East Asia and the Pacific has fallen to 4.1 percent of its population, down from 7.2 percent in 2012; Latin America and the Caribbean has lowered to 5.6 percent from 6.2 in 2012, and; Sub-Saharan Africa has declined to 35.2 percent in 2015 from 42.6 percent in 2012.

"This is the best story in the world today—these projections show us that we are the first generation in human history that can end extreme poverty," said Jim Yong Kim, president of the World Bank.

"This new forecast of poverty falling into the single digits should give us new momentum and help us focus even more clearly on the most effective strategies to end extreme poverty," he added.

ASEAN adopts new renewable energy target

Southeast Asian countries have agreed to boost renewable energy adoption in the region by 2020.

The agreement was etched at the 33rd ASEAN Ministers on Energy Meeting in Kuala Lumpur on October, aiming to increase the share of renewable energy use among member countries of the Association of Southeast Asian Nations (ASEAN) to 23 percent.

The states include Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam.

Energy ministers of ASEAN said the states have decided to adopt a reduction in the region’s greenhouse gas emissions by 20 percent over the course of 10 years.

Six of the ten member countries were introduced to the Global Atlas for Renewable Energy, a new tool that supplies vital information and support to governments and project developers in determining renewable energy potentials in the countries.

Source: The State of Asian and Pacific Cities Report 2015, ESCAP and UN HABITAT

More than 50% of Asia-Pacific will become urban by 2018

17 of the world’s megacities are in ASIA-PACIFIC with populations over 10 million

The region will have 22 MEGACITIES by 2030

1 BILLION more people will live in the region’s cities

3.2 BILLION urban population in Asia by 2050

Source: The State of Asian and Pacific Cities Report 2015, ESCAP and UN HABITAT
1. Singapore, Singapore | October 1

2015 Sharing Value Summit is a full-day corporate-led event revolving around the theme "Delivering Impact with Scale."

2. Manila, Philippines | October 2

Social Impact, Accelerated is NetSuite.org's half-day conference designed for leaders in the charity and social enterprise sectors to take their organization's impact to the next level.

3. San Francisco, USA | October 6-9

Social Capital Markets Conference (SOCAP) is the leading gathering for impact investors and social entrepreneurs, convened once again for the eighth year in a row.

4. Bangalore, India | October 7-8

India CSR Summit 2015 is a landmark forum bringing together businesses, NGOs and government agencies.

5. Kuala Lumpur, Malaysia | October 27-29

ASEAN Responsible Business Forum is organized by ASEAN CSR Network, Oxfam, the Federation of Malaysian Manufacturers and the ASEAN Foundation bringing together government officials, civil society and businesses in a multi-stakeholder platform to leverage responsible business.

6. Seoul, South Korea | November 12

2nd CSR Seoul Initiative Conference gathers key stakeholders together under one roof to discuss and explore best practices and practical CSR initiatives in Korea and other countries.

7. Singapore, Singapore | November 13

Project Inspire calls for inspiring ideas on transformative solutions that will impact women throughout Asia, the Pacific, Middle East and Africa.

8. Dubai, UAE | November 16-19

International Disaster Convention 2015 is a one-day seminar and three-day workshop, organized by MDF Training and Consultancy, around crisis management competencies.

9. Brussels, Belgium | November 18-19

Now on its 5th year, AidEx 2015 serves as a platform for the development community to engage with the private sector to drive innovation and support for emergency aid and development programs.
Upcoming Events

**Bond Annual Conference & Exhibition**  
*February 29-March 1*  
London, UK

**Disaster Relief Asia**  
*March 16-18*  
Bangkok, Thailand

**DIHAD**  
*March 21-23*  
Dubai, UAE

**Aid & Trade London**  
*April 12-13*  
London, UK

**Power & Trade World Asia**  
*April 13-14*  
Jakarta, Indonesia

**2nd Annual World Conference on Women’s Studies**  
*May 5-7*  
New York, USA

**2nd Smart Cities India**  
*May 11-13*  
New Delhi, India

**Power & Energy Africa**  
*May 12-14*  
Nairobi, Kenya

**Power & Electricity World Philippines**  
*May 17-19*  
Manila, Philippines

**World Humanitarian Summit**  
*May 23-24*  
Istanbul, Turkey

**AVPN Conference**  
*May 23-25*  
Hong Kong, China

**International Conference on Agriculture & Forestry**  
*June 14-16*  
Manila, Philippines

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10. Jakarta, Indonesia | November 19-20  
**Sankalp Southeast Asia Summit** has the spotlight, “The Next Frontier of Innovation and Entrepreneurship for Social Impact,” focusing on developing an effective India-Africa-Southeast Asia knowledge and innovation corridor.

11. Amsterdam, The Netherlands | November 20-22  
**Nudge Global Leadership Challenge** is a prestigious development program and competition for the leaders of the future organized by Nudge.

12. Jakarta, Indonesia | November 25-27  
**4th SR Asia International Conference** has the theme “Welcoming SDGs: Global Partnership for Sustainable Development.”

13. Chennai, India | December 11  
**Unconvention|L** is a series of conferences organized by Villgro across India, with the aim of unearthing and nurturing social entrepreneurs, and growing the social enterprise movement in the country.
PPPs: The Way Forward
Public-private partnerships are continuously gaining popularity as a tool for international development.

While these type of partnerships have typically involved collaboration between governments and business agents, voluntary organizations—including nonprofits and knowledge institutes—are increasingly cutting a large share.

Public-private partnerships (PPPs) comprise of organizations that agree to work together to reach a common goal or to carry out a specific task, while jointly assuming the risks and responsibilities, and sharing resources and competencies, according to the OECD.

One such example is the PPP behind “Under Stand Avenue,” a hugely ambitious initiative in South Korea backed with US$8.6 million from retail giant The Lotte Group in cooperation with the Arts & Community Network (ARCON) and the national government. It’s a set of working spaces and public-awareness initiatives for unprivileged populations, artists and young entrepreneurs. Under Stand Avenue is being constructed using second-hand shipping containers in a 42,699 square-feet of fallow land. It’s expected to create up to 6,000 jobs over five years.

In Jung Heo, President and Founder of ARCON, speaks with AsianNGO about this vanguard project and the promise that PPPs in Asia hold.

Please tell us more about ARCON and its work.

ARCON is a networking platform that aims to promote the creation and enjoyment of the arts, and contribute to sustainable development through the arts. Our vision is to develop the resources of every sector—private, public and voluntary—and expand the value of the arts by connecting local artists and art organizations to the national social welfare program, with the goal of contributing to the artistic and cultural growth of South Korea. ARCON has so far formed a partnership with about 50 different organizations and firms, and has directed various CSR programs focusing on the arts.

How did ARCON get its start?

I had originally planned on becoming a business journalist, but that changed in 2003 when I started a new media project called the “Minority Report.” The report told the life stories of underprivileged people in South Korea—immigrant laborers, unemployed workers and homeless persons. Through this project and another social welfare campaign called “Our Neighbors,” I met various stakeholders from governments, private firms, NGOs and other sectors.
Meet Kaoum.
She's a working girl.

By day, Kaoum* picks up scraps and begs for money in busy streets. By night, she sleeps on the sidewalk, exposed to various dangers. She dreams of attending school one day. Most of all, she wants to go home.

Sponsor a child today and help keep children like Kaoum off the streets.

Children from Asian countries – RM65 per month
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www.worldvision.com.my

*The name has been changed to protect the child’s identity.
I saw and heard about the problematic side of Korean society that remained in the dark because of economic growth.

I realized then that I had to do something to help resolve these social problems. After the Korean War, South Korea rapidly developed in a matter of 60 years. This economic growth has led to a loss in the spirit of community, as national policies focused primarily on economic progress and industrialization.

I quit my job and joined CJ Group, a South Korean conglomerate to manage and direct their CSR schemes. During this time, I realized that if I wanted to genuinely help people, I had to help them maintain their independence and confidence rather than supplying one-time aid. I came up with the idea of combining art and welfare, and left the corporate world to establish ARCON and “The Better Future,” a media company covering various social issues in the country.

In 2015 ARCON forged a new partnership with The Lotte Group. What are its highlights?

The Lotte Group, a company that understands the importance of linking social contributions with business, acknowledged the potential of our idea and became a partner. Meanwhile, Seoul and Seongdong-gu offered us public spaces for free, which then gave birth to the Under Stand Avenue project.

PPPs were the driving forces behind the project. The Lotte Group funded the project, while the Korean government supplied the necessary social infrastructure, and we, at ARCON contributed our know-how and experience.

What lessons have you learned from partnering with a big company like The Lotte Group?

Private firms, NGOs and governments have different organizational cultures, governance systems and work processes. This means that each sector has a different role and approach to dealing with a social issue.
For instance, it takes time for some governments to notice certain social issues and make related laws. On the other hand, private firms can respond quicker to these issues and make more efficient decisions. NGOs, in the meantime, can work as mediators between both sides, as well as between other stakeholders.

Our partnership with The Lotte Group also involves such process. It made a swift decision to make a social investment in Under Stand Avenue. ARCON’s role became helping the company understand that the quality of a CSR program is more important than its speed or profitability. This is so that a large firm like The Lotte Group can approach social issues with a different slant and to encourage it to start thinking smartly about how to give back.

We know that we can’t solve the complicated problems of society by ourselves.

We’ll sustain the partnership we have with The Lotte Group and will continue to foster collaboration among governments, businesses, civil society and local artists, because we know that participation from across sectors will have a more sustainable social impact.

What are your thoughts on the current state of PPPs in Asia?

If we look at the trend of PPPs not only in Asia, but also in Africa and Latin America, firms and governments have tended to focus more on the benefits they receive and the political relationships they

PPP in Korea and the greater East Asian region should focus more on finding out the real needs of local communities and on resolving social problems, rather than on making profit or generating tax revenues. South Korea now has the economic power and the know-how to maintain its socio-economic development. I do believe that PPPs in South Korea will play a crucial role in East Asia.

However, PPPs in South Korea must be different from those in Japan, China and other Asian countries. After the Korean War, South Korea was able to achieve rapid economic growth with the help of international aid, so Koreans do notice the value of community service and sharing. The fact that South Korea has been ranked as fourth or fifth largest donor to global NGOs proves such point.

What opportunities remain for PPPs?

PPP that are motivated by profit-seeking can be both a challenge and an opportunity. In the short-term, these PPPs may actually look like programs that are going in a positive direction. However, what we have to know is that people do realize in the long-term when a program is only driven by economic motives and will thus regard the program as insincere.

Firms have to establish PPP programs that are solely focused on public benefit and social support. At first, it may seem like a program isn’t generating any revenue. But in the long-term, the organization’s value and brand image will increase gradually, together with consumers’ loyalty and trust towards the brand.

In order to do this, firms must keep other perspectives in mind and select their priorities accordingly. For instance, the target beneficiaries of Under Stand Avenue are underprivileged people, so we give them priority.

In a nutshell, PPPs spell a unique opportunity to contribute towards positive and sustainable change in society. The time has come for leaders of this new way of doing PPPs to come
In today’s increasingly integrated world, the post-2015 development agenda must be conceived as a truly global agenda with shared responsibilities for all countries.

The world has changed fundamentally since the adoption of the Millennium Declaration. It’s faced with new challenges and opportunities, many of which require collective action.

The renewed global partnership for development underpinning the post-2015 development agenda will need to evolve with the changing development landscape to enable transformative changes.

To do so effectively, it should build on the strengths of the current global partnership for development while going beyond its present framework. Most importantly, it will have to be based on a strong commitment to engage in collective actions with a clear distribution of tasks between developed and developing countries.

The Millennium Development Goal 8 (MDG 8) on partnerships has played a central role in galvanizing aid, increasing market access, providing debt relief, improving access to ICT and essential medicines and other forms of support. It also helped bring greater focus to the special needs of the most vulnerable countries.

Yet, MDG 8 also had important gaps and systemic shortcomings, and there is a large discrepancy between its initial level of ambition and its implementation. In addition, MDG 8 perpetuated a “donor-recipient” type of relationship and didn’t pay sufficient attention to mobilizing development financing other than aid.

Important lessons can be learned from the experience with the past global partnership for development.

Aid remains an important source of development finance, and the international community should reaffirm and set clear timelines for achieving its official development assistance (ODA) targets, especially for countries with special needs. Part of these external resources should be geared towards increasing the capacity of developing countries to mobilize domestic resources, while also promoting good governance and combating capital flight.
The renewed global partnership should also continue to foster dialogue on debt sustainability beyond its narrow focus on heavily indebted poor countries (HIPCs) and should further look to build a more equitable multilateral trade system, concluding the Doha Round but also addressing supply-side constraints in developing countries, including improved access to new technologies and long-term investment.

Further, a renewed global partnership will have to strengthen global governance by addressing weaknesses in international arrangements for collective decision-making. Currently, there is an inconsistency between a rules-based multilateral trading system and an essentially unregulated financial system. Areas such as investment, technology and aid are managed at the national level or through ad hoc coordination, global public goods are under-provisioned, and developing countries are not adequately represented in multilateral institutions and other norm- and standard-setting bodies.

Creating a more inclusive and equitable system of global governance would help strengthen coherence within the global partnership and would contribute to creating an international enabling environment for development.

Within the post-2015 framework, the global partnership will have to include explicit commitments from all countries across the goals and targets of the new development agenda, according to the principle of common but differentiated responsibilities.

There could be explicit commitments towards a renewed global partnership for development, with a focus on creating an enabling environment for development, promoting the contribution of multiple partners, covering areas of common, and, in some cases, differentiated responsibilities.

For accountability purposes, multi-stakeholder partnerships could also be mainstreamed under each thematic goal, strengthening the links between goals and the means of achieving them. This structure would help to better reflect the contributions of voluntary and purpose-specific partnerships, which could be coordinated and linked to the priority needs of developing countries in a more systematic manner.

Lastly, robust accountability mechanisms at the global, regional and national levels will be critical to increase the effectiveness of the renewed global partnership. By keeping track of progress, robust accountability will help ensure that commitments are being honored by all sides.
Beyond Political Correctness: Building a Diverse Board

Achieving diversity on a nonprofit board is a challenging—but doable and essential—task.

Exceptional nonprofit boards recognize that diversity is essential to an organization’s success. They see the correlation between mission, strategy and board composition, and understand that establishing an inclusive organization starts with establishing a diverse and inclusive board.

Many board members already understand that a homogeneous board can result in near-sightedness and group-think. By contrast, a heterogeneous board—one composed of individuals with a variety of skills, perspectives, backgrounds, and resources—promotes creativity and innovation. It yields differing voices that can play an important role in accomplishing the organization’s mission and raising understanding of constituents and community needs.

Diverse boards are also more likely to attract diverse donors, as grantmakers are increasingly focused on diversity. Yet, many—if not most—nonprofit boards are not making meaningful headway towards achieving diversity.

Here are three strategies to assist boards in embracing diversity and an inclusive environment. To implement these strategies, you should begin by appointing a task force to oversee the process.

1. Communicate

Don’t assume everyone agrees about what diversity and inclusion mean for the board. Before asking “How do we become more diverse?” boards must ask “Why do we need to become diverse?” Your board should have an open, thoughtful discussion to consider how it and your organization, community and constituents might benefit from diversity within the board. Equally important, your board should discuss the opportunities that might be missed if it remains homogeneous. Also, you must anticipate and address how the board will react and potentially resolve issues.
2. Act—Develop a case and plan for change

Some boards will buy into the need for becoming more diverse and inclusive based on their individual visions and values. Some will require a business case to convince them of the necessity. To help your board develop, articulate and embrace a shared vision for inclusiveness, it’s important to write a compelling case statement.

Think of it as an inclusiveness vision statement with detail. Consider incorporating your board’s definition of inclusiveness, data about your community, a description of what your board will look and feel like when inclusive, an indication of how inclusiveness relates to or will impact the board’s ability to fulfill your organization’s mission, and information about how you plan to put your commitment to inclusiveness into action.

To put your commitment into action, develop a plan that includes strategies, concrete goals, objectives, tasks and a timeline. When setting goals, your board will have to decide whether it wants numeric goals. In no event should diversifying the board become a matter of filling a quota.

Create a pipeline of candidates

Once your board is clear about what it wants to achieve, the task force should create a pipeline of diverse board member candidates.

The task force should cast a wide net and look at non-traditional as well as traditional sources for candidates. These might include the local chamber of commerce; members of other nonprofit boards; community leaders; clients or customers; professional, trade, or fraternal associations; organizations representing various racial or ethnic groups; local colleges and universities; MBA programs; and executive leadership programs. Consider using an executive search firm if funds permit or if it will donate its services for free or at a reduced cost.

Avoid tokenism

It’s important to remember that building a diverse board isn’t about tokenism. No board member wants to fill a quota, and no one is able to represent an entire sub-section of the population. You must treat each board member equally and expect the same from everyone.

Organizations are often more successful integrating new voices when the new group makes up 30 percent of the total—or, at a minimum, three people. This helps change the culture, and the new participants won’t feel isolated.

To better integrate new members, incorporate informal social time and training on diversity and inclusiveness into board meetings. Also consider whether or not your board and organization would benefit from cultural competency training.

Involve

When you have identified promising candidates, find ways to connect with them and cultivate their interest.

The board’s commitment to inclusiveness needs to be articulated and clarified early in the recruitment process. Discuss it as well as board member expectations and responsibilities. Tell prospective members why they are wanted and needed, invite questions, elicit their interest, and find out if they are prepared to serve and lead.

3. Monitor and measure results

To stay focused on your objectives and goals, monitor your progress on a quarterly or semi-annual basis. Track your retention rates of diverse members. Conduct exit interviews to further assess your progress and identify areas where you could improve. Administer board self-assessments that include questions related to diversity strategies and goals. Survey staff, constituents, and stakeholders about their perceptions of the organization’s culture of inclusiveness.

“Meaningful change in board composition, dynamics, and culture won’t occur overnight. It takes time and commitment.”

Creating a climate for change through ongoing communication and engagement of the board in the process will help sustain your efforts and overcome resistance along the way.

BoardSource is a company dedicated to building exceptional nonprofit boards and inspiring board service among nonprofit organizations.

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www.boardsource.org
EVENT MANAGEMENT 101
Launching your Event

From AsianNGO’s Learning Series

PREPARING AHEAD
Project plan and design before the event.

01 Agreement & contract signing
Mutual agreement marks the beginning of project partnerships while projects are officially started once documents like Memorandum of Understanding are signed.

02 Project planning & scheduling
For the next three to six months or more, activities will be planned and scheduled. For the kick-off, it is necessary to plan and finalize the launching date, venue, invitees, agenda, and speakers. Six to eight weeks would be a good lead time.

03 Budget Allocation
Partners and proponents must allocate a budget accordingly. The launching event should have an allocated budget because some of the components such as venue, duration, number of participants, printing and fees will be based on the budget allocation.

04 Prepare event collaterals
Brochures, flyers, banners and posters, IDs, etc., must be printed along with the dissemination of invitations, which can be done by phone, email, fax or personal invites. Ideally, speakers must be finalized one or two weeks prior to the event to give them time to prepare their speeches and presentations.

05 Supplies & checklist
Ensure that all deliverables are complete a week before the event and that everyone is updated with all the preparations and progress. During the planning and scheduling phase, prepare a checklist stating who’s responsible for each task and deliverable, including third-party suppliers.
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THE IMPORTANCE OF INNOVATION IN HUMANITARIAN AID AND DEVELOPMENT

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ADB welcomes the participation of civil society organizations and NGOs to its 49th Annual Meeting
How Nonprofits can Increase Engagement through Gamification

by Jim Pugh

If you work at a nonprofit organization, you know it can be tough to engage your supporter base. Even though the work you’re doing to save the world is critically important, it’s hard to compete for people’s attention.

Fortunately, there are ways to increase supporter engagement—and a particularly powerful one is gamification.

WHAT IS GAMIFICATION?

Gamification is the process of taking tactics often used in games and applying them to serious activities.

Games do a great job of engaging people—the idea of gamification is to capture that appeal and use it to make non-game activities more interesting and fun for users.

You’ve probably used gamified systems before, even if you haven’t realized it. If you can think about some time when you’ve received points for doing a non-game activity or have competed against friends on some serious task, you’ve experienced gamification.

One common point of confusion around gamification is to think that it means creating a game with a focus on a serious topic. While this can be a powerful way to spread a message, meaningful games are different than using gamification to increase the appeal of non-game tasks.

POINTS, BADGES, AND LEADERBOARDS

So what kind of game tactics can make serious activities more fun? We’ll start with the big three:

**Points:** Rewarding points is one of the easiest and most common elements of gamification. They attach a clear value to taking specific actions and make it simple for users to track their progress. By awarding points for completing them, otherwise menial tasks can be turned into compelling activities.

A good example of points in gamification is how Treehouse awards users with points for taking quizzes and completing courses on their site (Figure 1).

**Badges:** Badges are a visual reward for completing a certain task or set of tasks and are designed to give users a sense of accomplishment. While points provide a more gradual measure of progress, badges give the sense of suddenly taking a big step forward. Swarm (formerly Foursquare) makes extensive use of badges called “stickers” to reward users for “checking in” at certain locations (Figure 2).

A good example of points in gamification is how Treehouse awards users with points for taking quizzes and completing courses on their site (Figure 1).

Fig. 1

Fig. 2
Leaderboards: Competition can be a major motivator in games, and the same holds true for gamification—being able to compare yourself to other players through leaderboards can drive users to spend more time and effort on the desired activities. Leaderboards pair particularly well with points, since they provide a clear quantitative indicator of success.

A good example is how Fitbit shows your how you rank against your friends in total steps taken over the previous week (Figure 3).

Points, badges, and leaderboards (PBL) are the most commonly-discussed gamification elements, but there are many more. Leveraging social connections can make activities more fun, and can enhance the effect of other game elements like badges. Challenging users to “quests,” where they must complete a certain collection of tasks, can be a big motivator for people. And mixing in surprises, where certain badges or virtual rewards are given unexpectedly, can keep things from getting boring and engage the reward centers of users’ brains.

GAMIFICATION IN THE NONPROFIT SPACE

While not terribly common, gamification has been used by various nonprofit organizations to engage more supporters. Here’s an example:

RePurpose (AFL-CIO): In 2012, AFL-CIO rolled out a new system to increase volunteer engagement called RePurpose. The premise was that people who spent more time volunteering for the organization would have a greater say in how the organization’s money was spent. The means of managing this was via volunteer points, which could be “repurposed” to fund specific efforts. AFL-CIO introduced additional gamification elements to the tool, including volunteer challenges and surprise point awards for using the tool multiple days in a row, and ultimately engaged more than 10,000 volunteers through the site.

USING GAMIFICATION AT YOUR OWN ORGANIZATION

You work for a nonprofit, and you’re interested in using gamification to engage more supporters. How do you make that happen?

While there are certainly common tactics, gamification isn’t a one-size-fits-all approach—you need to think about your specific audience, what will motivate them, and how that connects to the actions you want them to do. Will they be motivated by tracking points? Are there certain “quests” you can send them on? Can you leverage their social network to make their activities more interesting?

Just as designing a compelling game requires a lot of careful planning and effort, designing a compelling gamified system is a difficult task. But if you can get it right, it could mean that your supporters decide to give your organization the attention it deserves.
Tough competition exists in today’s social sector and any nonprofit organization will require smart tools to make it stand out from the rest.

One key tool is an effective communications approach that highlights what you want to say as an organization and how you want to say it.

Communication is vital to any organization’s success. It helps an organization raise visibility for its brand, advocate for causes, attract donors, grow funds, create partnerships, increase its number of supporters, offer services, influence behavior and organize communities, among other ways.

Communication also helps heighten impact—by engaging with your community, you identify their needs and the messages you want to send. Internally, communication helps facilitate the work and ascertain responsibilities.

To finetune your organization’s communications approach, here are the six questions to keep in mind.

**Who are you?**

Begin by naming the phrases and words that define your organization. Your identity goes beyond the logo— it’s the relationship that you build with your audience, and their understanding of the work that you do and your organization’s story.

Define your organization’s personality, so you can keep your tone and style consistent. Learn your nonprofit’s personality by doing internal leadership interviews, answering such questions as: “If we had a mascot, what would it be?” and “What color represents us?”

**Who is your key audience?**

Who are your supporters? Who are your advocates? Who can help improve your impact? Your key audience may be your partner community, donors, media, government leaders and other stakeholders. Or, internally, board members and staff. Build a list of your preferred audience and
make a table cataloguing their background—their current perception of your brand, your desired perception, their needs and your desired actions. Take a step forward from just making assumptions about what appeals to them, what drives them to act and how they interpret your messages. Invite them to share their feedback and recommendations.

What are your priorities?

Select your top three audience categories in order of priority and note down all you can about them—their demographics, motivations, barriers from engaging, and the benefits they reap from interacting with and supporting your organization.

You can use this information later on to select the communication channels to reach them on. You shouldn’t have to please all those who interact with your organization, especially when resources are low.

What are your key messages?

Critical to successful communications is how you talk about your organization and its work. Think about what kind of messages will motivate your priority audience to do the actions that you desire. Be clear and straightforward.

Draft talking points that discuss the actions that you want and emphasize the upsides of doing those actions. Ensure that your nonprofit’s spokespersons and communications team have memorized these talking points by heart. Align your talking points with your mission and vision statements, as well as your logo and tagline, to ensure the consistency of your messaging.

How can you best promote your organization?

Determine which communications channels and marketing activities will promote your organization best. A vital consideration is which channels are being used the most by your audience—whether it’s broadcast, print or social media, websites and other means.

Select the marketing activities that strengthen the experience of your brand. These activities may include media relations, special events, social media campaigns and direct mail, among other efforts.

How can your staff get involved?

Your communications will only be as effective as your team. To help with this, create an internal guide that provides information that sum up your communications approach, including your target audience, key messages, communication channels, marketing activities and assigned staff, with a breakdown of their specific roles.

Address any questions and feedback they may have. Also, ensure that each member of your staff, as well as your board and partners, are well-versed in your messaging points and their delivery.

Communications should be performed with a strategic mindset, with a smart approach that is message-driven, clear to your audience, and is comprised of a mix of communications vehicles that best highlights your organization and the important work that it does.

Test the effectiveness of your key messages by asking the following questions: Is there a call to action? Does it list the benefits of this action? Is it personal? Does it add...
1. Understand the issue to ensure the program is relevant and sensitive to the problem and the context: What are the major needs? Who are the key stakeholders? How might the partnership fit with existing activities?

2. Know and respect your partners: Understand the resources and value they bring, their culture, their specific drivers for engagement, as well as their limitations and internal challenges. And be open and transparent about your own drivers, value and limitations to help build trust.

3. Ensure that all partners have the knowledge and skills around the process of partnering in order to agree principles and co-create the partnership. Specialist, independent partnership facilitators may help take partners more efficiently through the process of building a robust, effective partnership.

4. Identify clear partnership objectives that deliver results and add value to each of the partners. Objectives should have specific measurable goals to allow the partnership to track progress and demonstrate success and value-add to each partner.

5. Start small and scale up to allow partners to develop effective relationships, build up trust, and test and adjust the partnership’s operational and governance arrangements before moving to more ambitious plans.

6. Co-create a partnering agreement that sets out clear roles and responsibilities along with objectives and a governance- or decision-making structure that ensures proper accountability and efficient delivery.

7. Build strong institutional commitment to the partnership by identifying the clear value of the partnership to each partner’s priorities, engaging senior champions, and integrating where possible with other partner activities.

8. Ensure the highest standard of project management to support a task-focused approach, with all partners actively engaged in delivering tangible and practical results.

9. Embed the highest standards of relationship management to ensure that partners are kept fully engaged and valued, the principles of partnership—equity, transparency, and mutual benefit—are achieved, and that any challenges or issues can be recognized early.

10. Ensure strong communication both within the partnership—contributing to the project and the relationship management and externally to celebrate success and continue to build buy-in with other stakeholders.

11. Build an ongoing review, including “health checks” to assess the partnership and determine and implement changes that would improve its effectiveness.

12. Plan for the longer term by understanding how the program, as opposed to the partnership, may be made sustainable or, if designed to be temporary, that the outcomes of the program are sustained.

**AUTHOR**

*The Partnering Initiative is an independent nonprofit dedicated to driving cross-sectoral collaboration for a sustainable future.*

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- @TPI_Tweets
- www.thepartneringinitiative.org
The first day of the year is a great time to check in with your organization to make sure you’ve made considerable progress.

It’s important to be realistic when you’re setting goals for the year ahead. While there are plenty of resolutions to make for your organization, there are a few low-hanging, but important, fruits to check off this year.

Revamp your donor, supporter and volunteer thank you’s. Personalization is incredibly important in this day and age. If you examine trends in the consumer space, personalization is one of the most important pieces of a shopping experience. People crave attention and genuine interaction.

Use this year to rethink the way you thank your donors. While revamping your “thank you” note is a good start, consider using your social media platforms to recognize donors and supporters. A heartfelt “thank you” goes a long way.

Bring on that board member you’ve had your eye on. Whether it’s a specific person you’ve had in mind, or simply a position that you’ve needed to fill for a while, make it a point to get it done this year. Use your resources—donors, friends, email and social media—to find the best candidate for the job.

Review your by-laws. Making sure the organization is running as efficiently as possible is incredibly important, but are you still operating the way your original by-laws outline? If so, does this still make sense? Are there any ways to make your operation more efficient? If not, update your by-laws to reflect your current practice. Or, if it adds value, make some organizational changes to get back into what your original by-laws state.

Archive and update your website content. Like most online spaces, your website can accumulate clutter throughout the year. Take a look at your website and make sure all of your current content is front and center, and move anything that’s passed to an archived space. Don’t delete content, as you never know when you’ll need to revisit it, but don’t let it take up space on your page.

And finally, make a personal resolution to continue to learn and grow in your knowledge of nonprofit management. I look forward to sharing with you a more productive 2016!

**Author**

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Trends in Nonprofit Communications


Top Communications Goals

- Engaging our Community: 57%
- Retaining Current Donors: 53%
- General Brand Awareness: 51%
- Acquiring New Donors: 50%
- Thought Leadership: 33%

6 Most Important Communications Channels

- Website: 81%
- Email Marketing: 64%
- Social Media: 62%
- Events: 19%
- Print Marketing: 39%
- PR/Media Relations: 34%

Top Social Media Sites

- Facebook: 96%
- Twitter: 76%
- Instagram: 46%
- LinkedIn: 32%
- Other: 20%

Can You Make the World a Better Place with Your Actions?

Strongly or somewhat agree

- Brazil: 90%
- Canada: 81%
- China: 82%
- Germany: 56%
- India: 78%
- Jordan: 80%
- Mexico: 87%
- USA: 81%

Technology Staffing in the Nonprofit Sector

Average among surveyed nonprofit organizations:

- 4.6 technology-responsible staff
- Each technology-responsible staff supports about 28 organizational staff members
- “Leading” organizations have nearly thrice more total technology staff than “Struggling” organizations
- “Leading” organizations are nearly twice more likely to include technology in their strategic plans than “Struggling” organizations

“The size of the technology budget doesn’t directly correlate to a higher technology adoption level—smarter spending, like per-staff, correlates more positively than simply spending more.”

Source: 9th Annual Nonprofit Technology Staffing and Investments Report, NTEN

Top 5 Recipients of Global Humanitarian Aid

Source: Global Humanitarian Assistance Report 2015, Global Humanitarian Assistance

- Syria
- occupied Palestinian territory
- Sudan
- South Sudan
- Jordan

Humanitarian Funding Channels

- Public sector: 63%
- International Red Cross & Red Crescent Movement: 5%
- NGOs: 19%
- Multilateral Organizations: 8%

*Source: Social Change Impact Report, Walden University

*Based on a survey of more than 9,000 adults in Brazil, Canada, China, Germany, India, Jordan, Mexico and USA.
A Business Pact for Climate Sustainability
A historic accord has been reached in the global fight against climate change—and business is set to take a central role.

Government leaders from 195 countries have etched a legally-binding agreement to keep global warming below 2°C and limit the planet’s temperature rise to 1.5°C at the 2015 Paris Climate Conference (COP21), for the first time in more than 20 years of UN negotiations.

Lise Kingo believes that the “Paris Agreement sends the right market signals, which will provide predictability, unlock capital, drive innovation and reward responsible business.” Klingo is the executive director of UN Global Compact, a platform for the business community to act together towards global sustainability, having formed the largest coalition of enterprises taking action on climate concerns.

What’s the impact of business participation and partnerships in pushing forward the sustainability agenda? We ask Kingo, as UN Global Compact’s Caring for Climate signatories pledge new targets expected to generate an estimated annual savings of 93.6 million metric tons of carbon emissions.

How has business involvement in global sustainability evolved in recent years?

What struck me leading up to and throughout the COP21 is that we’ve never seen this level of engagement from the private sector related to global sustainability.

At the Caring for Climate Business Forum held at COP21, it was clear that CEOs agree that the momentum to join climate action is unstoppable. At the event, over 450 CEOs from 65 countries—including China, India, Japan, Republic of Korea, Singapore, Thailand and Sri Lanka—across 30 sectors have committed to set targets, report on progress and work with policymakers to drive climate action through our Caring for Climate Initiative.

The Asia-Pacific region in particular has shown their commitment to change. For instance, China is the world’s largest investor in wind turbines, solar panels and other clean or renewable energy sources. We have reason to be encouraged by the resolve that the Asia-Pacific region has shown to find solutions to climate change.

What role have partnerships played in this evolution?

For perhaps the first time, we’re beginning to see a united front of business leaders and policymakers. They’re working together to tackle climate change and close the gap between ambition and execution. All parties realize that for this to happen, it must be a
At the UN Global Compact, we firmly believe that the private sector can help to fill the gap between what has been committed by governments through the Intended Nationally Determined Contributions (INDCs) and what’s needed to reach a carbon-neutral economy by mid-century.

Businesses can’t thrive if the planet fails. Even the most principled and best-managed companies are challenged to thrive in communities marked by instability, to find skilled labor where adequate education is lacking, or to withstand natural disasters stemming from climate change. We must all pull in the same direction.

But what challenges face these partnerships?

While in recent years we have seen more companies than ever before commit to sustainable business practices, it’s not enough.

We need a 100-percent participation from the business community, including an increased willingness to engage with government, civil society and companies within and across sectors.

As corporate leaders continue to understand that sustainability and profitability aren’t mutually exclusive, we’ll see an even greater increase in acceleration, ambition and collaboration. What’s more, governments must send a clear signal to markets on regulations and policies that will lead to more predictability and help unlock the power of responsible business. This is why reaching an ambitious agreement at the COP21 in Paris was so important.

Which sustainability issues need more involvement from the business community?

So many global challenges—climate, water and food crises, poverty, conflict and inequality—are in need of solutions that the private sector is uniquely positioned to deliver upon. There’s a world of opportunity for businesses to collaborate with industry peers to foster leadership, innovation and
scaling of solutions. And, as key players in the global economy, there are countless opportunities for businesses to engage with governments by providing proactive, constructive input for governments to create effective policies.

What’s more, with their far-reaching networks and sector-specific expertise, trade and industry associations are equipped to scale up collaboration and partnerships and distill sustainability solutions, particularly to small and medium companies. These new partnerships can stimulate innovation, investments and positive engagement.

How can businesses grasp these new opportunities to participate?

Businesses can grasp these new opportunities as they transform their business models, set ambitious sustainability goals that drive performance, and then measure and report their outcomes.

New opportunities are also created as companies leverage their core business strengths to tap into new markets and develop solutions to the global challenges we face today.

At COP21, for example, dozens of global companies announced their commitments to smart, sustainable business in regards to climate. One such US food and beverage company committed to reduce absolute emissions by 28 percent across their entire value chain, from farm to fork to landfill, by 2025. Also in Paris, a large UK-based personal goods company pledged to become carbon positive within 15 years, by sourcing all of its energy from renewable generating resources.

If all companies took these fundamental steps—whether related to climate, water, poverty or human rights—we’d make enormous progress towards better-protecting our people, our planet and the resources that make the work of the private sector possible.
Holcim Vietnam keeps moving towards sustainable development.

In pursuit of long-term business sustainability, Holcim Vietnam has been implementing many initiatives to create value for our stakeholders. Among them, sustainable construction and waste management solutions are the two key areas where Holcim Vietnam can add most value to our customers. Also, water & air emissions, energy & alternative fuels and raw materials, biodiversity & site restoration are placed on top of its priorities and considered as the company's sustainable development strategy.

Since our very first day of operation we have spared no effort to provide our customers with a range of premium products that increasingly meet the following four targets:

- Maximize renewable resources: Zero energy from fossil fuels
- Maximize environmental restoration: Minimum emissions
- Maximize recycling: Zero waste
- Maximize water restoration: Footprint water
The challenges to corporate social responsibility in Asia are as varied as the stakeholders in a business.

Today, CSR is being used by stakeholders—be it management, investor, labor, consumer or community—as a way of promoting a culture of legal compliance and respect for standards. Added to this are heightened expectations from a far more enlightened marketplace and civil society.

Challenges abound on all sides. Corruption tops the list, followed by a pervading view of CSR as a cost, the challenge of actual implementation, heightened societal expectations coupled with a lack of global standards and benchmarking.

Corruption

Corruption and the state capacity to enforce legal compliance are often two sides of the same coin. There is growing recognition that in many countries, current frameworks meant to hold business accountable are inadequate in today’s globalized world. Although corruption is not a new phenomenon, it’s of growing concern around the world and a major obstacle to a credible CSR strategy in business.

CSR as Cost

Today, businesses have based their competitive advantage on the low cost of labor and other inputs. The “de-industrialization” of the West over the last three decades where multinational corporations have moved their manufacturing facilities over time to low-cost destinations, challenges companies to respond to the CSR demands of stakeholders as against the
Companies are hesitant to take on the first mover’s advantage, as there is a cost attached to embarking on the CSR journey.

Capacity of Business

With performance so tightly tied to profitability, companies are challenged to make the financial and human resources required to undertake meaningful CSR initiatives. Though anecdotal evidence points to CSR as a long-term investment, initial costs oftentimes outweigh both short-term and long-term benefits that may accrue when starting out on the CSR journey.

To undertake meaningful CSR, companies have to very often start with a major shift in corporate thinking and mindset, starting from the boardroom down to the shop floor. Such changes require an initial investment of time, money and personnel, frequently in short supply in a globally competitive business.

And in companies that have mustered the political will to embed CSR at all levels of functions, taking the first steps towards action are the most challenging in a discipline that has little precedence.

Civil Society Expectations

Modern information communications technology has resulted in a well-informed consumer and cohort of global citizens that closely monitors the actions of the global business community. Business is challenged to meet the heightened expectations of a far more enlightened market place and the consequent demand for business to respond with a greater level of urgency and commitment.

In Asia, stakeholder activism has yet to reach a level anywhere close to that in developed countries, but levels of awareness are much higher than a decade ago.

Asia may well see this awareness translate into activism as economies prosper and countries see the deepening of the middle class. Such activism will necessarily see business moving up the CSR value chain.

Measurement and Impact

Comparing the CSR progress of countries is difficult to achieve, not least because there are no globally-agreed benchmarks. Independent CSR monitoring and benchmarking is relatively weak in Asia, although some companies may have internal metrics to measure CSR effectiveness.

However, some proxy indicators allow for a preliminary effort at comparison—ISO adoption or certifications by country, GRI reporting, UNGC membership and Communication on Progress, and UNPRI numbers, to name a few.

The challenge for Asian business is to envision and redefine the CSR debate and action to meet its local realities, rather than respond to the West’s articulation of the CSR space.
Leadership is all about making a difference in other people’s lives. The question is whether it’s a positive or a negative difference that you make.

John Maxwell, the American leadership guru, once said that “everything rises and falls on leadership.” I couldn’t agree with him more. Leaders are supposed to focus on others and serve them. However, there are a lot of indicators that, often, this isn’t happening.

Leadership is in a crisis. Take for example the findings of the 2015 Edelman Trust Barometer, a survey on trust conducted by the Edelman public relations firm. While 57 percent of survey participants have faith in companies, only 43 percent trust company leaders.

In surveys across the globe about the most admired professions, medical doctors typically come first. But look who are ranked at the bottom of lists: politicians and business leaders, respectively.

Combine these findings with the expectations of millennials who are looking for a different leadership style, and the needs of baby boomers who near retirement wanting to make sure that they have made a difference—and you have a clear case for a change in leadership.

After having worked for more than 30 years in the corporate world as a senior executive and a few years as a strategic advisor to an NGO, I’ve distilled my key leadership experiences into a seven-step framework on people-centered leadership.

**STEP 1: Know yourself.**

- Do some personality tests.
- Obtain feedback. Either informally through asking colleagues, friends and family members, or in a more formal setting through a 360-degree feedback survey in your organization.
- Reflect about your career- and life-defining moments. Look for patterns in them.

- Focus on your strengths.
- Be aware of the importance of your emotional quotient (EQ). It’s your EQ that has a much bigger impact than your intelligence quotient (IQ) on what you’ll achieve in your career and life.
STEP 2: Develop your own leadership vision and values.

Ask yourself:

• What gives you meaning, purpose and passion?
• Who are the influencers in your life? Who do you admire and why?
• What do you expect from yourself and from others?

When you define your leadership vision, remember that leadership is all about making a difference.

YOUR LEADERSHIP VISION

• Must be inclusive. Otherwise, there’s no inspiration for others to follow you.
• Must have sustainability and a long-term orientation.
• Includes a “growth mindset” that highlights development not only of yourself, but also of your subordinates and your organization.
• Must show positivity or a strong belief in a positive future.

Don’t forget to define three to five values that serve you as a guiding light. My own are for example people-orientation, result-orientation and positivity.

STEP 3: Communicate, communicate, communicate.

The art of communication is the language of leadership. As a leader, use every opportunity to talk about your vision, values, strategy and goals. When you communicate, be open, transparent, sincere, encouraging and inspiring. Connect on an emotional level. Communication done in the right way builds mutual respect and trust, a key ingredient for success in any organization.

STEP 4: Focus on others.

At the beginning of your career, success is all about growing yourself, but the moment you get promoted to a leadership position your focus needs to shift. Then, it’s all about growing others. As a company leader, you have to focus not only on shareholders, but also on the interest and the long-term growth of other stakeholders, such as employees, customers and society.

STEP 5: Care.

There are different levels of making a difference and caring for others: communicating, connecting, including, engaging, bonding, collaborating, building relationships and building partnerships. Rightly done, all those address step two to four—safety and security, love and belonging, self-esteem and mattering—of Abraham Maslow’s pyramid of human needs.

STEP 6: Emotionalize the business.

Emotions create motion. You can also say that emotions drive people and people drive performance. Therefore, it’s important to connect with people on an emotional level.

Out of my experience, there are three cornerstones to achieve that:

• Employee experience management by providing an excellent workplace atmosphere.
• Customer experience management by delivering outstanding experiences to your customers.
• Employee and customer volunteering by offering opportunities to volunteer.

Volunteering is one of the best and at the same time most overlooked people engagement tools for any organization.

STEP 7: Celebrate the results.

Lack of recognition and appreciation is the number one reason why employees leave an organization. Always look for opportunities in your organization to celebrate success.

Apart from frequent recognition through, for instance, thanking someone for his or her contribution, also consider celebrating milestones, sales progress, project completion and other important events.

Leadership, life, business and work are all about people. People matter. They are the key success factor. So always remember to ask yourself: "What difference will you make in someone’s life today?"

Heinz Landau is the former chair & managing director of Merck Ltd., Thailand. He’s a strategic advisor to the NGO, Raks Thai Foundation. He founded Yes, People Matter!, Inc., a leadership advisory company.

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4 Skills Leaders Need to Drive Multi-Sector Partnerships

by Paula Luu

In today’s ever-connected world, the process of driving change requires that impact leaders be effective boundary-crossers, working in partnership with organizations across sectors and industries.

Research appears to support this. According to a recent survey by GlobeScan/SustainAbility of more than 500 sustainability experts from around the world, multi-sector partnerships will be key to advancing sustainability in the future.

But what does that mean for impact leaders?

If multi-sector partnerships hold the highest potential for creating pivotal shifts in our underlying systems, skills for building these effective partnerships will be increasingly valuable. Here are the skills we believe that impact leaders need to drive these partnerships forward.
4000 TREES and COUNTING
Build Trust

An African proverb says, “If you want to go fast, go alone. If you want to go far, go together.” This describes multi-sector partnerships accurately.

A multi-sector partnership is a long-haul effort requiring a lot of resources, time, and energy, so the leaders moving these partnerships forward need to trust the process! A lack of trust can sometimes be the biggest barrier to collaboration.

The first part stakeholders in these kinds of partnerships should focus on is building relationships and trust, so that people can work together on solving community problems.

Setting up governance policies early will build trust and reduce opportunities for mistakes and misunderstandings.

Establish a Governance Structure

Managing the expectations of all stakeholders can be the difference between a disastrous partnership and a successful one.

All stakeholder need to agree and understand the governance process for the partnership: how success will be measured, what the accountability mechanisms look like, what will be considered confidential, how information will be distributed, what the role of the representatives will be, and any other important procedural guidelines.

Also important is a contingency plan and an exit strategy to which all parties agree in case the partnership fails.

Be Inclusive

Multi-sector partnerships are based on cooperation rather than competition. In many situations, more effective results are achieved when people come together, pool their resources, and assist one another.

The shift is profound. When business works with government as an ally as opposed to a regulatory force, and when communities work together with business to solve local challenges, change happens.

The strongest multi-sector partnerships include all stakeholders: the private sector, the public sector, government, and the

Unfortunately, many multi-sector collaborations do not give community members an equal role in the process. While these partnerships may improve conditions for communities, they don’t help them build their own capacity for making change occur.

Communicate

Like interpersonal relationships, the success of a multi-sector partnership hinges on the ability of all groups to effectively communicate with one another. Effective multi-sector leaders understand that communication is key from the get go.

Stakeholders may view the problem differently, representing differences in values, cultural perspectives, and other significant factors. It’s important for the group to explore this through discussion in order to build a common understanding of the nature of the problem.

Lastly, multi-sector leaders need to continually seek feedback from the community. The group can conduct open meetings, hold forums, distribute surveys, or use any other method that helps those in the partnership both give people information and get their input.

Failing to do so could make community members become suspicious of the process, withhold support, or hinder the efforts of the partnership.

It’s true that multi-sector partnerships require more time, energy, and resources, yet this kind of collaboration is increasingly recognized as vital for entire systems surrounding communities to change.

While breaking out of the silos of traditional partnerships can be a challenge, the net benefit is well worth the investment.

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In multi-sector partnerships, all stakeholders need to agree on what problem they’re trying to solve.”
Four pillars make up Sanofi Pasteur’s CSR strategy: Patient, Ethics, People and Planet.

The leading global healthcare company seeks to ensure that as many patients as possible have access to essential medicines, vaccines and a full continuum of care. Sanofi Pasteur is also dedicated to upholding high standards of ethical conduct. It continues to build on the skills and talents of its workforce, while also embracing a proactive approach to environmental conservation by reducing potentially harmful traces of pharmaceuticals in the environment and by curbing its carbon emissions to fight climate change.

Sanofi Pasteur leads more than 300 CSR programs every year in more than 80 countries, with over 190 million benefited, including at least 100 million people targeted by vaccination and disease awareness campaigns.

The company is looking towards partnerships to improve its already vast social impact and Christina Celestine, Dengue Communications Lead for Sanofi Pasteur for Asia-Pacific, discusses why.

Why are partnerships important to Sanofi Pasteur?

As pharmaceutical firms experience rising societal pressures to act responsibly in a changing world, cross-sector partnerships have gained importance to us at Sanofi Pasteur. These partnerships, in particular, have become a means for achieving overarching development policy goals and have the ability to turn divergent interests into engagements that combine unique capabilities and resources to achieve great outcomes.

"Partnerships can positively impact social status, earning potential, and access to services and resources for socially-excluded populations."

An increasing number of businesses are finding that it makes good business sense to fully integrate the interests and needs of customers, employees, communities and shareholders into corporate strategies.
Can you give us an example of a successful partnership involving Sanofi Pasteur?

Dengue, a viral disease transmitted through a mosquito bite, remains a serious health problem in Asia. According to the World Health Organization, the incidence of dengue has increased 30-fold in the past 50 years, with 75 percent of the global population at risk of dengue residing in the Asia-Pacific region.

To step up dengue preventive measures and actively support public educational initiatives, we’ve partnered with health ministries, healthcare educators and NGOs, and have rolled out a “Dengue Mission Buzz” in June last year to mark the 5th ASEAN Dengue Day.

The Dengue Mission Buzz is an educational bus designed to empower communities to take action on dengue preventive measures, boost dengue awareness across all levels of society and ultimately achieve better health outcomes in the region. The truck traveled to selected dengue hotspots in Indonesia, Malaysia, the Philippines, Thailand and Vietnam. It covered an estimated distance of 4,000 km and reached a population of about 50 million among 30 communities.

In many countries, the program strengthened relationships with local authorities and key opinion leaders—such as doctors and policymakers. This was made possible by PPPs. Collaboration with local stakeholders and NGOs certainly helped to heighten engagements and bring life to our campaign and initiative.

From experience, what makes a partnership successful?

A partnership is effective if it addresses long-term strategic challenges facing the company and helps to build creative partnerships that accrue significant benefits to both sides. A company can start by looking into where its CSR activities have focused on in the past. Most importantly, where the focus should be in the future—organizations have to balance limited resources and effort, so the challenge is how to best deploy your efforts in order to maximize the benefits for your business, as well as for society.
Aid & Trade London is a unique and premium event combining aid and trade for international development, humanitarian aid and emergency as well as bringing together all related bodies under one roof. It isn’t just a trade show; it is a 2 day conference and networking platform.

*take part to be part of it...*
What are some of your best practices in selecting partners?

In terms of selecting effective partners, these partners will be those who essentially benefit from our core activities and capabilities so that, in turn, we too can benefit.

“Partnering may be less difficult when both sides see clear mutual benefits, creating greater motivation to realize the substantial outcomes.”

Strong relationships, particularly long-term commitment which Sanofi Pasteur believes in, are built on a realistic understanding of the true strengths of both sides. This will provide greater opportunity of being both successful and sustainable.

We’re committed to driving the open innovation strategy in improving global public-health concerns and such collaboration showcase a win-win partnership built on mutual strengths and expertise of each organization. These will and should also enlarge our unique portfolio of products, embracing the value of open innovation.

What opportunities exist for those interested in partnering with Sanofi Pasteur?

Firstly, the partnerships we look for need to be linked with our mission of discovering innovative therapeutic solutions, while respecting ethical principles, and making them available as quickly and as broadly as possible.

Our CSR thrust also means supporting local communities, while contributing to global health through specific research and development programs and collaboration. With the large number of cultural sensitivities and ways of working across borders, employee diversity is an asset that contributes to our overall success.

Finally, the protection of the environment remains a challenge, including the need to limit climate change and its impact on health and in ways that go beyond ongoing efforts aimed at reducing Sanofi Pasteur and the industry’s carbon footprint.
Global CSR policies will create new challenges and opportunities for internal collaboration

Companies worldwide will have to navigate through new CSR requirements. In India, for instance, the India Companies Act, a legislation passed into law in 2013, mandates that companies of a certain size donate 2 percent of their net profits generated by the Indian entity to social impact initiatives.

While this has created an opportunity to increase the scope of companies’ existing programs, it has also presented the challenge of determining the degree to which these investments and programs will align with corporate strategy and procedures developed at headquarters.

Companies and our clients at Silicon Valley Community Foundation (SVCF) impacted by this legislation are currently determining if adjustments should be made to partner criteria, vetting standards and focus areas, and if so, how to create a cohesive story.

Employees will have a greater influence over CSR efforts

A trend led by technology companies, but likely to expand into other sectors, is companies placing a greater emphasis on employee opinion to determine the issues they address and the partners that they choose. Organizations such as Yelp and Yahoo Employee Foundation empower their employees to “champion” an NGO they’re passionate about to compete for funding.

This strategy is closely aligned with research such as Deloitte’s Millennial Survey 2015, which indicates that millennials select employment opportunities based on a sense of purpose and believe that corporate leaders should place a high priority on contributing to local communities and the wider society. With an increased proportion of millennials across sectors, employee-influenced giving and CSR is likely to grow.

Collaboration with local and city governments is on the rise through civic engagement programs

More companies are taking a cue from the foundation world in recognizing that collaborations with local and city government agencies are leading to greater impact on community issues.

IBM’s Smarter Cities challenge, for example, is a well-respected model whereby IBM partners with cities to provide consulting and technology support to advance work in areas such as public safety and emergency management.
Interest is growing across professional services firms and technology companies in launching initiatives that leverage expertise, influence and investments to improve infrastructure, build capacity and increase efficiency. A recent example is Amazon Web Services’ City on a Cloud program.

04 Companies will align their efforts with global intergovernmental initiatives

The coming year will present an opportunity for companies to align efforts around intergovernmental initiatives. In December 2015, the 2015 Paris Climate Conference (COP21), will aim to build on 20 years of UN negotiations with the goal of achieving a legally binding and universal agreement on climate to keep global warming below 2°C.

With the new international, intergovernmental agreement, companies across various sectors will need to collaborate with each other and with governments to achieve the parameters outlined in the agreement.

Additionally, frameworks such as the Sustainable Development Goals (SDGs) are enabling companies to share their best practices and partner together through efforts such as the Impact 2030, a business-led effort fostering the power of employee volunteer investments to promote the achievement of the SDGs.

Operating within a framework with shared goals will encourage increased partnership and collaboration.

05 Increased transparency will drive industry partnerships and positive change

For instance, in the US, technology companies such as Pinterest, Slack and Twitter have increased transparency by disclosing their internal diversity data. These voluntary disclosures have led to the sharing of resources, best practices and learnings. For instance, several tech companies have shared corporate training resources on unconscious bias and inclusion, benefiting the entire sector.

Additionally, through the Dodd-Frank Act, certain US companies are now required to report on conflict minerals across their supply chains, and early reports show that this measure is beginning to drive positive change, reducing the presence of conflict minerals across a wide range of industries.

The push for transparency is global in nature with laws such as the EU’s requirement that large companies annually produce reports, which address “social, environmental and human rights impact, diversity and anti-corruption policies.”

Greater transparency will lead to increased industry-wide collaboration and progress in various social issues.

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How to Better Engage Millennials in Company Cause Work

UTILIZE PEERS AND DIRECT CO-WORKERS TO INFLUENCE PARTICIPATION.

Peers and direct co-workers are the most likely individuals to influence millennial employees to participate in company cause work. Managers also influence participation, and direct managers carry much more influence than higher-level executive employees.

Millennials are more likely to donate to a cause if their supervisor does. Interestingly, millennial employees are more likely to make a donation if the CEO or a top-ranking executive asks them to.

OFFER EPISODIC, SHORT-TERM VOLUNTEER OPPORTUNITIES.

Most millennial employees volunteer between one and 10 hours a year. These are employees who will get the most from programs like company-wide days of service.

With millennial employees being more likely to volunteer if they can leverage their skills or expertise, companies should incorporate skills-based volunteering to increase participation and maximize the value of the volunteer experience.

LEVERAGE COMPETITIONS AND INCENTIVES.

Millennials also respond to incentives and competitions as motivators. Cultivating a sense of competition around a giving campaign or volunteer project through promotions will increase involvement. Tangible incentives such as name recognition, prizes and additional time-off will encourage them to participate.

SHOW HOW PARTICIPATION MAKES A DIFFERENCE.

Today’s donors, including millennials, want to know that their involvement means something. Over time, managers and millennial employees are less influenced by the issue or cause itself. Competitions and incentives can inspire short-term engagement, but managers should always show employees how their donation or volunteer hours have made a difference in a person’s life or benefited a community.

MATCH DONATIONS.

One of the top ways of motivating both managers and millennials to give is donation-matching. Managers would be more likely to donate to a company-giving campaign if their employer matched at least some portion of their gift.

IDENTIFY CAUSES THAT YOUR EMPLOYEES CARE ABOUT.

Through anecdotal comments and donation statistics, we know that millennials will give to causes they care about. If you don’t know what these causes are for your own staff, ask them. Many millennials who didn’t participate in a company-wide giving campaign were found to have donated to a cause outside of work. Let your employees work with the causes they care about.

ENCOURAGE UNSANCTIONED GIVING.

On average, more than half of millennial employees have made a donation to a cause their company isn’t associated with in response to a co-worker’s personal solicitation.

Looking further, millennial employees from smaller companies and the representative sample were especially more likely to make donations to causes that their company wasn’t associated with than employees from larger companies.

SOURCE: The 2015 Millennial Impact Report
Business & Social Change

*Based on data from over 700 business leaders and 2,000 consumers.

- 68% of business leaders felt they should be involved in tackling environmental issues
- 64% of consumers said they felt businesses should work more with the charity sector
- 53% of consumers said they would be more likely to support businesses that they viewed as tackling social and environmental issues
- 21% of business leaders said their companies were planning to take steps to tackle social or environmental issues within the next 12 months
- 40% of consumers would be more likely to donate to a charity or cause if it was endorsed by a business they trusted
- 48% of consumers said they would be more likely to buy a product or service if the business endorsed a charity or cause inline with their views

*Based on data from over 700 business leaders and 2,000 consumers.

Key Attributes of a Corporate Collaboration Partner

- Executive-level commitment
- Shares common goals
- Shares information
- Distinct competencies/strengths
- Credibility among public/stakeholders

Top 5 Social Initiatives Best Led by Business

- Supply chain labor conditions (57%)
- Waste (48%)
- Diversity/Discrimination (40%)
- Access to Medicines/Healthcare (26%)
- Climate Change (22%)

Business Case for Collaboration

- Gaining access to expertise/competencies/perspectives (57%)
- Sharing/reducing risk (48%)
- Strengthening reputation/leadership credentials (40%)
- Achieving first-mover advantage (26%)
- Sharing/reducing costs (22%)

*Based on data from over 700 business leaders and 2,000 consumers.

Source: Business to Society Survey, Forster Communications

Source: Collaborating for a Sustainable Future 2015, GlobeScan/SustainAbility
A shoka envisages a world driven by “changemakers”—individuals using innovative and entrepreneurial means to swiftly and effectively resolve some of the world’s most pressing social challenges.

When Ashoka, was founded in 1980, it pioneered the concept of entrepreneurship as a tool for positive social change. Now, 35 years later, it counts among its ranks nearly 3,000 social entrepreneurs in more 84 countries doing some of the most impactful work seen in the development sector today. Ashoka is the world’s largest network of social entrepreneurs.

Bill Drayton, the network’s founder, named “Everyone A Changemaker” as social entrepreneurship’s ultimate goal, by which harnessing each person’s ability to “recognize problems and cause change” is key to sustainable and inclusive progress.

What steps must be taken to mold the changemakers of tomorrow? Sumitra Pasupathy, Country Director for Ashoka in Malaysia and Singapore, goes into more detail.

What is a changemaker?

The definition of a changemaker, as Ashoka envisions it in an “Everyone A Changemaker” world, is any person who recognizes the everyday societal problems around them empathically, has the skill to build and lead a team to solve these problems creatively. Ashoka believes that the world we’ve moved into is going to require that all be a changemaker.

Having said that, Ashoka recognizes and supports as Ashoka Fellows social entrepreneurs with innovative solutions to society’s most pressing social problems. They’re ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change.

Just as entrepreneurs change the face of business, social entrepreneurs act as change agents in society, seizing opportunities that others miss to improve systems, invent new approaches and create solutions to change society for the better. While a business entrepreneur might create entirely new industries, a social entrepreneur develops innovative solutions to social problems and then implements them on a large scale.
How are changemakers grown?

Ashoka Fellows or changemakers typically have been social entrepreneurs in their youth years, or they have a member of their family who has been involved in the citizen or social sector.

They usually have worked on their initiative for many years and come from all walks of life, nationalities and backgrounds.

One of the many commonalities of Ashoka Fellows is that 80 percent of them have initiated social impact ideas in their teens much like successful business entrepreneurs we know, such as Richard Branson. In Asia, we have as an example Jeroo Billimoria, founder of Childline International.

Who is the Asian changemaker?

There are a total of 965 Ashoka Fellows across Asia. We have approximately 400 Fellows in India, 150 in Indonesia, 104 in Thailand and eight in the Philippines—in South Asia and Southeast Asia alone.

Our Fellows are relentless in the level of impact that they deliver, starting in the local communities and then growing on a mass scale to create large impact.

57 percent of Fellows affect national policy within 10 years of election into the Ashoka Fellowship, 83 percent change a system at the national level and 91 percent allow their ideas to be replicated. These are staggering statistics and are testaments of the level of quality and innovation that these Fellows employ to solve social issues.

As Ashoka values and celebrates the skills of all individuals, we don’t see a distinction between our Fellows coming from various regions of the globe. However, we might see more work under issues on financial inclusion in developing countries versus their more developed counterparts.

Tell us more about the impact that changemakers achieve.

Ashoka has rethought the impact spectrum, identifying varying levels of impact.

The first level is what we call direct services, where a social entrepreneur provides a direct service to address a particular social need like feeding the hungry or educating children. The next level is systems change where one isn’t satisfied with just addressing a social need, but instead wants to reshape, tackle and get rid of it.

The last level is framework change where there’s a whole change in terms of what a changemaker achieves. One such example is Mohammad Yunus. 20 years ago, microfinance didn’t exist in the form that it did. But through his hard work, microfinance has become a core financial product for the social sector. He has “framework changed” the entire world into thinking about creating a financial product for poorer communities.

The statistics show that nearly all Ashoka Fellows allow their ideas to be replicated. Why? It’s the frame-change mindset, since they always consider how to mainstream their efforts. One of the ways to do it is to let go of their ideas.
How has Social Investing Impacted Asia?

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For more information, visit 2016.avpn.asia or email teamsbs@avpn.asia
Now, how do we shape the changemakers of tomorrow?

We’ve found that our Ashoka Fellows have been social entrepreneurs in their youth years or were involved in enacting social change. It supports Ashoka’s belief in investing in young people as potential changemakers of the future.

It’s important to mold children early to unleash a whole new generation of changemakers. One of the biggest trends in the education system around the world is a focus on repetition as a way to succeed, a misconception borne out of the industrial age. The world is changing now, with innovation progressing at a faster pace than ever before. The availability of content is so easy that content is no longer the only value in education.

Skills development is the new way. Entrepreneurial skills—which involve trial and error, taking risks and allowing for failure—as well as collaborative skills, leadership skills, and empathy or the ability to listen to the needs of communities so you can develop the right products. A skills-based future is what education could transform into.

What are the barriers for positive change?

In Asia, there remains a traditional view of working with the young and the youth. We’re still consumed by traditional outcomes from schools and a narrow definition of success, like academic knowledge and acquisition of knowledge. We’re still chasing after the old model of education.

We don’t put enough emphasis on the value of the development of the whole child that involves the development of skills and providing inspiring learning environments that allow them to be emphatic, entrepreneurial and collaborative.

Secondly, in the region, we’re going through a rapid economic boom as inequalities also grow. We see a lot of emphasis on economic gains, returns and profit, and not enough understanding of social needs and transforming the social sector.

But I’m very hopeful. In India, for instance, the social sector is maturing phenomenally well. Already, we have 400 Ashoka Fellows there who are doing game-changing work.

What remains to be done?

More collaborative entrepreneurship is something to explore. Not only among social entrepreneurs, but also collaboration with businesses, development agencies, civil society and governments in the form of multi-stakeholder relationships.

There are many structural elements that are required to enable social change, however collaboration will be important to mobilize a significant response to social issues. As Ashoka Fellows focus on a mass effort on social impact, collaboration becomes one of their many levers for social change.
Collective Action for Impact

One of the things I get asked the most is how I got my start in social entrepreneurship. And while I’d like to think that I’ve always had a heart for development, it was really through AIESEC—the world’s largest student organization that aims to develop leadership among students through exchange—where my passion for the sector began.

In 2005, I spearheaded a project that aimed to alleviate poverty. The Social Entrepreneurship Experience Program, or the SEE Program, was designed to provide a platform for micro entrepreneurs to be mentored by AIESEC interns, all of whom business-inclined and versed in starting and scaling enterprises. The program has since launched enterprises in the communities, even after I left the organization.

I not only look back to that experience as a successfully-ran project but one that really opened my eyes to the reality of the people in the grassroots. Since then, I’ve approached everything with those lenses.

Scaling impact

In the months that my co-founders and I were looking to bring Impact Hub to the Philippines, one of the things we heavily spent time on was to understand the social entrepreneurship landscape on a national level. And while there is no denying the impact that social enterprises have contributed to the world, it became apparent to us that there were some critical gaps that can encourage the growth of SEs once addressed.

Issues like funding, access to markets, technical training and support, and so on, pose threats to ensuring scalability for a lot of these enterprises. But as glaring as these issues were to us, we saw this as an opportunity to display what genuine collaboration can do to help resolve social challenges.
Collaboration is key

If we were to take the literal meaning of collaboration, which is simply “the action of working with someone to produce or create something,” it leaves us really with no choice but to work with each other.

This was made evident in 2015 when we launched the first-ever Impact Hub Fellowship on Innovation in Mobility with LBC Express, a Philippine-based courier company. The Fellowship Program is a year-long entrepreneurial idea award and incubation program that aims to scout, select and support innovative ideas on mobility.

There must be a shared responsibility between the different stakeholders—be it governments, civil society, corporations and the like—to keep the dialogues open between people and sectors in that we may encourage the birth of more innovative ideas.

While one can say that the highlight of the Fellowship is the launch of a new innovation and enterprise in mobility, I believe that the shining gem in this story is the collaboration between Impact Hub Manila and LBC Express, the country’s leading and largest logistics company.

We believe that there has to be an open door for collaboration between social enterprises, large corporations, governments and other development stakeholders. This is why we enlisted the support of the mobility network in the Philippines to provide a holistic view of the sector we were aiming to impact.

Challenging mindsets

Our partnership with LBC Express shows that there is an ongoing shift in how corporate leaders are understanding how sustainability issues affect the bottom-line and are looking beyond traditional business and financial factors.

That for once, engaging with and supporting a social enterprise is no longer viewed as just a philanthropic or marketing activity.

This shift in mindset I believe is utterly crucial for all of us. As Asia and the world continues to go through drastic social, ecological and economic changes, partnerships between social enterprises, the government and corporations can mean critical impact through value chain, capital flows, policies and overall national competitiveness.

Ripple effect

With collaboration as emphasis, the gateway to developing new innovations whether through products, services or business models will be limitless.

Partnerships as such will mean that equitable social transformation can truly be participated in by everyone—across sectors, agencies and industries. Furthermore, there is an enormous potential for a truly collective movement to help advance the sustainable development on a broad scale, in line with the new Sustainable Development Goals.

Impact can’t happen in isolation, it requires collective action.

That impact requires collective action is a truth each of us in the Impact Hub community believes in. We’re one with the idea that delivering a better future for all requires action by all.
The Why, How & What in Impact Investing

by Ernst von Kimakowitz

Impact investing has gained momentum in the finance, philanthropy and social entrepreneurship community in recent years and has become a pillar in driving the growth of impact-oriented businesses, especially social enterprise start-ups across the globe.

It has also provided us with an innovative framework to define and assess the success of investments and, consequently, can serve as a catalyst to rethink current models on the role of finance in the economy and society at large.

Impact investing occupies the space between traditional philanthropy and traditional investments, the latter including socially-responsible investments (SRIs) in finance.

It differs from traditional investments that aim to yield risk-adjusted optimal returns, by introducing positive impact generation as a precondition to considering an investment opportunity. Impact investing seeks to yield a positive financial return, while traditional philanthropy consists of donations towards charitable causes with no expectations of profit.

The Why

The answer to why Impact investing is a good idea is simple. We need Impact investing. It seems unlikely, if not outright naive, to think that we can successfully tackle the challenges we face as a global community without the active contribution of the private sector, including financial services and private wealth holders.

Impact investments can therefore be defined as investments that aim to achieve a dual objective: Creating a positive social and environmental impact, while also earning some financial return.

Much of the available data suggest that we’re not quite there yet. Be it trust in business leaders, wealth distribution figures, environmental footprints or labor standards, to name a few. The majority of the global public currently views business as a part of the problem rather than a part of the solution, and we need to turn this around to co-create social solutions with business.
We need to become smarter in using markets to create societal benefit. Impact investing is a building block in this effort, channeling venture capital towards entrepreneurial solutions to social and environmental challenges.

The How

On how to engage in impact investing there are two distinct perspectives—that of the investor and that of the investee.

Investor

From the investor perspective, a healthy starting point is a genuine belief that one’s own investment portfolio ought to be aligned to one’s own values and aspirations. On this basis, a change of mindset may happen, moving the impact investor from following risk-adjusted optimal return strategies to impact-generating strategies.

Within this mindset, a set of parameters needs to be determined such as the impact area, return expectations for both finance and social impact, financing vehicles that are available and feasible in the investor’s personal circumstances, as well as the time horizon under which the investor operates.

The investor must, however, take into account that the impact investing market is very much a nascent market. Here, the first retail products are only emerging and historical data is unavailable, while due diligence on individual investments is relatively expensive as a result of small ticket sizes and innovative but often untested business models. Overall, this translates to a market in which the bulk of investments are direct investments in impact-oriented enterprises.

Investee

From the investee perspective, a few considerations are pivotal for successfully raising capital for an impact-oriented enterprise. Investees need a genuine belief that their business is built to generate impact and they need authenticity in presenting both the impact and the business case.

Hence, they need a change of mindset from seeking purely financially-oriented investors to seeking partners for impact. That doesn’t, however, free investment-seeking entrepreneurs from a need to be finance savvy, learn to speak investor’s speak and build a business model that shows investment readiness.

Two pitfalls confront our expectations of what impact investing can deliver in the bigger context of our global development agenda and the socio-economic challenges we face: Exaggerated expectations and the wide breadth of actors.

The What

Given the current buzz around impact investing alongside a lack of a broadly-shared definition of what it is, some words of caution are in order. First, the risk of exaggerated expectations. Given that so many people talk about it, there’s a rising misconception that Impact Investing is a one-size-fits-all solution. While growth in the sector has been encouraging, overall investment volumes are still relatively small and will take time to grow.

Second, the current popularity of the term attracts a wide range of actors, and not all who call themselves impact investors today will still qualify once more detailed and concise definitions arise.

With those limitations accounted for, I believe impact investing can be a very productive building block in our journey towards a more equitable and more sustainable global economy.

Impact investments can deliver a proof of concept for alternative business models and innovative ways to offer goods and services. They can deliver templates for transforming established industries and make a real difference in the lives of many people.

We have much reason to embrace new ways of thinking about the role of finance in our world and how we define success of investments. Impact investing provides us with a framework and the terminology to redefine the meaning of return. }

Dr. Ernst von Kimakowitz is the director and co-founder of the Humanistic Management Center, an independent think and action tank that provides thought leadership, learning offers and knowledge application services to promote a live-conducive and humanistic economic model.

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Where Social Enterprise & Government Meet

by Ashley Venerable
Imagine losing more than 20 family members with all of your properties and sources of income destroyed. Imagine how you would start again with almost no one to rely on.

Alicia Dumdum, a survivor of Typhoon Haiyan in 2013, not only rebuilt her life but also helped reconstruct her community in Tacloban, Philippines as a conduit for financial services. Through Hapinoy, a social enterprise (SE), women like Alicia were given access to mobile literacy training, capital and new business opportunities.

Hapinoy is the brainchild of Paolo Benigno “Bam” Aquino IV, who at 38 is the youngest Senator in the Philippines. An award winning initiative, Hapinoy promotes micro entrepreneurship at the grassroots level.

While social enterprises like Hapinoy have flourished in the Philippines and in Asia over the past few years, the sector still faces growing pains, including the slow development of national policies in support of the sector.

In an interview with AsianNGO, Senator Aquino shares how the Philippine government is moving towards stronger policy support for SEs, and the vital role that governments play in nurturing social enterprise in the Philippines and beyond.

**What inspired you to start a social enterprise?**

Many poor families in the Philippines rely on their own miniature grocery stands, called “sari-sari” stores, to supplement their income. These are often put up and managed by mothers with no background in business or finance.

There was an opportunity there to empower these mothers to grow their own businesses and build a better life for their families. In 2007, I co-founded a social enterprise and built the Hapinoy program that provides these mothers entrepreneurial training, access to capital through micro-financing, access to markets and mentorship for personal development.

It was the realization that, given the right support systems and opportunities, the marginalized can pave their own road to prosperity inspired me to continue advocating social entrepreneurship and creating shared value.

**What’s your platform for promoting social enterprises?**

We’ve been advocating entrepreneurship as the key to ensuring inclusive growth in the country and have passed a number of laws in support of our micro, small and medium enterprises (MSMEs).

MSMEs compose 99 percent of total establishments in the Philippines and they have contributed 61 percent of the country’s total employment. Out of this substantial piece of the pie, 91 percent are micro-enterprises. With over 900,000 MSMEs in the country, we find immense potential in this sector and believe that the key to our sustainable and inclusive growth lies in the success of our MSMEs.
SoLVe’s Innovative Social Lab

SoLVe is an innovative Social Lab that introduces a multi-stakeholder approach to finding inclusive solutions to social challenges and in some cases, expand into social business opportunities.

The model uses the rigor of effective problem solving and yet has an open, objective and bottom-up participation. The method is designed to address both local/specific issues and much larger and more complex challenges.

Social actors from government, civil society, academia and the private sector can use it to create meaningful outcomes as a whole or in parts. Digital tools and special emphasis on usability amongst youth, women and rural settings have been considered.
How about on the policy side?

One of the most difficult laws we’ve passed is the Philippine Competition Act that seeks to level the playing field for MSMEs, removing barriers to entry constructed by competitors. Our first law, the Go Negosyo Act, mandates that every city, municipality and province in the Philippines have a Negosyo Center tasked with supporting entrepreneurs in the area.

The Youth Entrepreneurship Act, on the other hand, includes financial literacy and entrepreneurship, introducing the concept of SEs through basic education in the hopes of producing successful and conscientious Filipino entrepreneurs in the future.

For social entrepreneurs in particular, we are lobbying the Poverty Reduction through Social Entrepreneurship (PRESENT) Bill that seeks to grow the SE sector by providing benefits and incentives for SEs. We’ve also filed Senate Bill No. 1029 or the Social Value Act that introduces the idea of “social value” as a criterion in our government’s procurement process to give SEs a leg up.

What barriers exist for social enterprises in a developing country like the Philippines?

My experience in Hapinoy has taught me that for any business to succeed, particularly for SEs, we need three M’s—money, market and mentorship.

Mentorship has to do with personal growth and developing one’s entrepreneurial qualities. Any entrepreneur will tell you that growing a business is not easy. External support is a big help, but cultivating inner strength and perseverance is also necessary.

One also needs access to markets, particularly the institutional buyers and sellers, in order to scale up. Last but definitely not the least, entrepreneurs need access to capital and financing with reasonable rates and terms and this serves as the biggest challenge for many of the Filipino entrepreneurs I’ve come across.

These common challenges for entrepreneurs are magnified for SEs. Achieving profitability is even more difficult because financial viability must be balanced with social impact and core values.
As a public official yourself, what role do you envision for governments in supporting the growth of SEs?

Governments have every reason to support the SE movement, as it shares in their goal of alleviating poverty and generating opportunities for marginalized sectors.

The role of governments is to create an enabling environment where SEs can thrive. Governments must put up the necessary support systems to empower SEs and build their skills and capacities to grow and develop."

In addition, many SEs work with rural communities, and bring jobs and opportunities to the countryside, which is in line with most governments’ strategy of decongesting our cities and developing rural areas.

At the core of an SE is a mission to address a social problem, thereby aiding the government in the development of the country. The SE sector is definitely a strategic and dynamic partner as far as governments are concerned.

**What future strides can we expect from the Philippine government?**

I would imagine that as the SE sector grows, there would be more government programs and incentives to support SEs with the three M’s mentioned before.

The government can also serve as a profitable market for SEs. So we are eager to push the Social Good Act to have government consider “social good” or a social impact when choosing suppliers in government procurement processes. On one end, SEs gain the government as a client and on the other hand, the government supports SEs and poverty alleviation.

What’s key is that the government and the SE sector communicate and build a lasting relationship so that our social entrepreneurs can provide feedback and input that the government can then act upon. ◈
Everyone’s a Fundraiser: Easing the Fundraising Burden on Social Enterprise Leaders

Fundraising is the biggest pain point for social enterprise leaders.

In AsianNGO’s previous issue, a spotlight on Malaysian social entrepreneurs (SEs) by Your Story indicated that the highest ranked social startup barrier is funding shortage.

The report “Daring to Lead” by Compass-Point and Meyer Foundation also found that funding shortage might be one of the reasons why 67 percent of the nonprofit leaders surveyed in the report plan on leaving their jobs within the next five years.

I don’t know if I’d call it a burnout, but it’s more of a panic. The 3 a.m. stuff for me is—“My gosh, how are we going to find the money?”

It all comes back to funding. The more this remains a function of the Executive Director (ED), the less time an organization’s key leader can spend on advancing social mission and expanding impact.

Another report entitled “Ready to Lead?” by Compass-Point, Annie Casey Foundation, Idealist.org and E&A Meyer Foundation discovered that 68 percent of nonprofit practitioners are not interested in leading an organization, primarily because of a dislike for fundraising.

While EDs experience burnout and panic, organizations risk losing leadership. To shift an ED’s highly valuable time from fundraising towards mission-focused work, organizations must distribute the fundraising function across the group.

We call it “Everyone’s a Fundraiser.” The burden of fundraising does not have to fall solely on the shoulders of EDs, because there is benefit in having more people contribute to this effort.
Delegating small-piece fundraising roles to staff members is a good strategy, not only for fundraising efforts but also for professional growth and leadership development.

How do you get started? Here are the five basic fundraising roles to assign:

**BOLO-ers**

BOLO-ers are team members assigned to “be on the look out” (BOLO) for potential funders and donors for the organization. They follow industry news, network with other nonprofits, and spot opportunities online, in the press and in conversations. You can appoint two or more people who are naturally curious, outgoing and networked. Program Officers and the marketing team will enjoy this function piece. Over time, they grow their network further and develop a deeper understanding of the sector by staying well-informed on trends.

**Filters**

Fundraising can be more effective with the prioritization of potential funders sourced from the long list of prospects provided by the BOLO-ers. Filters narrow down the list by evaluating the prospects against the organization’s ideal funder profile: Does the funder have goals and programs that align with the organization’s? Are they focused on the same geography and target group? Does the potential funding measure up to the time investment on their grant application process?

Filters go through careful analysis and research to recommend the top 10 high-potential funders. Assign this role to someone with sound judgment and a high level of attention to detail. The organization’s researcher or analyst will do well as the Filter—they can influence strategy and can benefit from a change of pace from their usual M&E reports.

**Door Openers**

Door Openers are individuals who start conversations with qualified, prospective funders. Door-opening can take the form of an email introduction, invitations, or facilitating a meeting or a phone call. These individuals have the strongest connection to the prospect and they match the funder in seniority. They can be your management team, board or advisory board members, current funders or donors. Door Openers benefit from double wins: They connect their peers and fellow philanthropists to an effective execution partner, while also generating funding for their organization.

**Content Creatives**

Content Creatives manage the production of content that supports the engagement and management of a prospective funder. These persons create the strategic direction of documents, and curate proposals and presentations that drive the organization’s message while connecting it with a funder’s interests. They are natural storytellers—innovative and artistic. Your communications officer or a creative program officer who can use a break from field work will enjoy this function. They gain an opportunity to run wild with ideas that secure resources for the organization.

**Donor Masters**

Donor Masters manage the organization’s current and prospective funders. This role plans and oversees a pipeline of funders and moves it towards desired goals, which typically include getting invited to submit a proposal, land a partnership and secure funds.

Typically, the Donor Master would still be the ED, but an alternative is a senior team member with strong project management skills. As the Donor Master, a senior like an operations manager gains fundraising experience and becomes poised to take on more leadership opportunities within the organization.

Fundraising will always be a critical function among organizations, but it does not have to be as taxing. With a team of collaborators and strategists, organizations can mitigate the 3 a.m. panic and become more effective in securing the resources they need to achieve their vision. They might even make fundraising fun.

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**AUTHOR**

*Smarter Good* is an innovative global services firm providing strategic fundraising, finance and organizational support services for social sector organizations.

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What Do You Need to Start Up a Social Enterprise?

**THE 3 P’S: PERMISSION, PEOPLE AND PERSISTENCE**
Jane Leu, Founder & CEO of Smarter Good, Ashoka Fellow

**Permission.** Your family may envision a different path for your career. Only you can give yourself permission to become a full-time professional social entrepreneur and changemaker. Take the leap.

**People.** It’s crucial to surround yourself with people who are passionate about the vision, set high standards for themselves and others, and who are committed to seeing the vision happen, even if their role in it changes and evolves over time.

Successful social entrepreneurs are constantly on the lookout for people who can help break through barriers with their models—to press on key levers, to get access, to get influence, to get visibility into institutions, companies, and governments that can get them to a proof of concept to be replicated and scaled. Be open to the many forms in which these champions come: Team and board members, advisors, mentors, funders and other social entrepreneurs.

**Persistence.** Building a social enterprise means facing rejection, failure and overcoming obstacles on a daily basis. Many think that funding and a novel idea are the keys to starting a social enterprise. In my experience, it’s excellence in execution, discipline in implementation and old-fashioned hard work that really matters. Anyone can start a social enterprise, but it takes persistence to build a successful one.

**PASSION AND INNOVATIVE SOLUTIONS**
Lindsay Yeager, Representative of Dare Women’s Foundation, 2015 Project Inspire winner

A social entrepreneur needs to have an intense passion for the social issue that they are trying to solve and they must approach problems with innovative solutions. They also need to be able to sell their idea to a wide range of target audiences by telling a strong story and business case. And of course, we always need funding!

**A SOCIAL BUSINESS IDEA AND CAPITAL**
Durreen Shahnaz, Founder and Chair of Impact Investment Exchange Asia

To launch a new social enterprise, you need three things:

- An entrepreneur who can effectively combine doing good with making money.
- A business idea that can scale to create positive social and environmental impact while being financially viable.
- Access to capital that will respect the social mission of the organization.
Managing Your Expectations for a Social Enterprise Career

by Jonathan Waldroup

Over the past two years, I’ve had the great privilege of working with a social enterprise that helps professionals develop their careers in the social enterprise space.

During this time, I have watched over 150 professionals interact with hiring managers at social enterprises from Mumbai to San Francisco to Nairobi to London. This exposure has repeatedly taught a few key lessons about managing expectations in this exciting sector.

It’s a start-up world—adjust your expectations accordingly.

Perhaps the most important piece of information to know about social enterprise is that the sector is still nascent and that most social enterprises are less than 10 years old. This means that transitioning into the space often also means transitioning into a start-up.

Because of the start-up nature of the sector, there are three more things you should expect if you’re getting into social enterprise. In my experience, the following are the top expectation mismatches that can derail potential job opportunities, or cause problems once you’ve already accepted a job.

Be ready for the “all hands on deck” mentality.

With small staff and limited budgets, most social enterprises expect a lot from their employees. Though the work is often exciting, hours can be long and demanding. There is no getting around a sudden problem that needs your attention, so be ready for sacrifices of time.

You’re also likely to end up doing tasks you didn’t expect. Every job has work that may not be the most interesting but that is crucial for success—data entry, cold calls, supply errands and more. You should expect to take on some of these tasks even if they weren’t spelled out in your job description. Doing the essential work with a good attitude will be noticed as a sign of commitment and may lead to more exciting opportunities down the road.
Be prepared to learn and grow with new tasks and experiences.

In a start-up, projects arise urgently and need someone to take them on immediately. These may give you the chance to take on exciting work that you don’t necessarily feel prepared for. These tasks can be nerve-wracking, but are ultimately the areas where you will grow the most. Be ready to take advantage of these situations, which are unique to the start-up setting.

Compensation starts on the low end but improves with time.

Compensation at social enterprises tends to be initially lower than in more established companies. This is often the biggest adjustment for job seekers in the sector. Most people, myself included, who end up in this sector have a story about how they worked for at least a few months for next to nothing in order to break into the sector. Many of those people are now hiring managers, and they expect no less dedication than they themselves proved in the early days.

As you gain experience, salaries do get better and are livable, but you shouldn’t expect to get rich in social enterprise. Remember that you’re getting into this space because you care about it. If your main goal is money, this is probably not the space for you.

Working for a start-up social enterprise can be very exciting and rewarding, but it helps to know what you’re getting into. Coming to the sector with adequate expectations will help you and your potential employers have a better experience.
Singapore International Water Week (SIWW) is the global platform for water stakeholders to address water challenges, share practical solutions and showcase latest water technologies. Understand how sustainable water management is essential for liveable cities and shape the future of water at SIWW 2016, the world’s only integrated event on water and urban sustainability. Be part of a while suite of activities focused on business, networking and innovative solutions.

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Spotlight on Philippine SEs

There are about **30,000** Social Enterprises operating in the Philippines

**Majority of SEs take the form of:**
- Cooperatives
- Associations

Most SEs in the country are focused on markets serving the very poor. Many social enterprises in the Philippines are producer-based organizations, working with low-income and marginalized groups of producers and suppliers.

Across the sectors that these social enterprises work in, primary focus is often on improved prices for producers and increased access to market.

The social enterprise scene in the Philippines, as in other countries, is particularly concentrated in the capital city, **Manila**.

**1 million** Micro, Small & Medium-sized Enterprises

- **90%** of these are micro enterprises
- **88%** of under five million jobs created in 2012 are from MSMEs

Currently, there is no specific legislation that governs the social enterprise sector in the Philippines.

The average annual GDP growth of the Philippines is **5.12%**.

Source: Overseas Development Insitute

Source: A Review of Social Enterprise Activity in the Philippines, British Council
How Asia’s Richest Give
Asia has surpassed North America as the location of the world’s most number of billionaires.

Asia is home to 943 billionaires, compared to 589 who reside in North America and 401 in Europe—numbers that are expected to stay, as the Asian region enjoys a sustained economic growth.

Already, 56 percent of new billionaires worldwide reside in Asia, according to the 2015 Global Rich List by the Hurun Report, a China-based, leading provider of global wealth and philanthropic data. In 2015, China overtook US for the first time, registering 596 billionaires compared to the Western nation’s 537. Other Asian countries housing the most number of billionaires include India at the third spot with 97 billionaires, Japan with 45, South Korea with 33, Thailand with 29, Singapore with 26 and Indonesia with 24.

The ranks of the world’s richest are steadily rising. In 2015 alone 222 more individuals became billionaires, putting the current global total at 2,089.

With Asian billionaires owning a hefty share of global wealth, what will be the effects on philanthropic giving in the region? Rupert Hoogewerf, Chair and Chief Researcher of the Hurun Report, shares his insights.

What has been the trend in giving among Asia’s richest in recent years?

Let’s have a look at China and India, the top two countries in Asia with the most number of billionaires.

The biggest trend in Asian philanthropy is contributions to education. Education has consistently been in the first place when it comes to giving among the wealthiest of the Chinese. One thing that’s interesting, however, is that healthcare and religious donations are almost nonexistent in China, as well as environmentally-related donations. This is likely because for healthcare and environment, the uphill struggle and the amount of work that needs to be done seems to be beyond most individual entrepreneurs. In comparison, it appears more realistic to make a direct impact on the current generation through education. Religious organizations, for their part, don’t hold much credibility in China.

The general trend for Asia’s richest, not only in China and India, is that they tend to give locally. Asian philanthropists tend to give to their hometown. And the two places where they make the most contributions are where they come from and the university they
Management solutions for a better world

www.mdf.nl
In India, education also remains the favored philanthropic cause, accounting for 80 percent of the donations—far outstripping healthcare, as well as social and rural development. Most of India’s wealthiest give locally.

**What do you think of this trend in local giving?**

“Charity begins at home,” as the popular expression goes. Before you start making donations elsewhere, you need to make sure that your children and your family are cared for. This is a global concept where you first look after your own.

It’s only when the numbers get bigger, apart from new innovations in philanthropy, that people begin to look across borders. In Europe and the US, it’s also similar. We’ve seen some Hong Kong billionaires make contributions to the Harvard Medical School in the US. We’ve also seen famous Americans giving donations in Beijing and so on.

We see wealthy individuals serving mankind and for the most part still helping their hometowns and their families. This inclination to give locally is stronger in Asia than it is in more developed regions.

**What could be the motivation for this?**

There’s a natural inclination to give back to one’s roots, especially if you’re a self-made billionaire who achieved your success with the help of your village or your university. You understand the value of money better.

If you look at the majority of Chinese and Indian billionaires and their Southeast Asian counterparts, you’ll find that most are self-made. And this type of philanthropist, by definition, would be looking to have a deeper impact than some of the “inherited money” who are now running the philanthropy armors.

A secondary motivation could be the demonstration of their success, and getting the appreciation of the people that mean most to them and the people who know them from their hometown, university or country.

It’s about being able to give back, being able to be seen as a good person and earn people’s respect. Also, for some of these people who have been very successful in making money, it’s a welcome challenge to be able to spend it effectively.

**With more Asian billionaires, have you found a parallel increase in giving?**

In China, that’s not the case. We haven’t seen philanthropic contributions increase for about seven years. While it has largely gone up in the last 12 or 13 years—particularly from 2004 to 2008—it has plateaued since 2008.

There are a couple of reasons behind it. One is that there has been a strong distrust around the effectiveness of donations to public charities. Second, the Chinese economy has been slowing down. And, lastly, there has been much innovation in philanthropy, leading philanthropists to give “smarter,” instead of making direct donations.
In the meantime, the rise of giving in India has been going fast. In Hurun’s latest India Philanthropy List, we found that the total contributions of the top three most generous Indians shot up by 29 percent more than the previous year. Indian philanthropists are also becoming more generous, with 50 philanthropists donating US$1.5 million or more, up 19 on the last year.

**What are other the innovations in philanthropy that you have observed?**

There has been a trend of the rich merging their funds to better their philanthropic impact. We have privately-curated foundations coming together to improve the impact of their contributions and they tend to deal with bigger problems.

For example, if I had to build my own foundation, I would need to hire employees and set up my own mission. But if I went with my friends, we could pool our resources and capital to be able to spend our funds more effectively. I think the impact of these mergers have has been large, at least for China.

One such example the One Foundation in China. The foundation, set up by a local film star, encourages mass participation from philanthropists and deals with such issues as education, health, poverty and the environment. It has garnered a lot of support from the philanthropic community and has been quite effective in raising funds.

**Will we be seeing more of these mergers?**

I think it’s the natural way of how things progress. Some very wealthy entrepreneurs work hard to give, but for the most part will join forces together. There’s heightening recognition now for the need to build across and merge resources, of which finances is just one of them—contacts, ideas and staff are some of the others.
The overall outlook for Ultra High Net Worth giving remains strong.

The Wealth-X and Arton Capital Major Giving Index continued its upward climb, and has now risen by 25 percent since 2005 and up by 6.4 percent year-on-year. The index tracks trends in Ultra High Net Worth (UHNW) charitable giving, taking into account the size of gifts from UHNW individuals and the number of gifts these individuals made on a yearly basis.

Especially in Western nations, the significance of such giving from the very wealthy has never been stronger—as illustrated at the high end of the income tiers by the continued success of the Giving Pledge.

First publicized in 2010 by Bill Gates and Warren Buffett, the pledge encourages billionaires to give away over half their fortunes to philanthropic causes during their lifetime. Over the past year, several new UHNW individuals have signed the Giving Pledge. As of November 2015 the total number of signatories was 138, or 5.9 percent of the billionaire population.

The spectrum of philanthropy

UHNW individuals are engaged in a wide variety of philanthropic endeavors. Typically the first step into philanthropy, a majority of all giving still takes the form of direct donations to specific charitable causes.

Donors who give frequently often set up their own private foundations, managed privately by family members or a board of trustees. These foundations may be dedicated to a specific cause. They may also be set to give out all funds over a set period of time, or charted to exist in perpetuity.
Thus, two significant developments have shaped philanthropy over the past decade: the development of new tools, such as venture philanthropy, impact investing, and microfinance for achieving philanthropic goals, and the rise of return on mission metrics to measure the success of particular ventures in achieving these goals.

Wealth-X estimates that these emerging forms of philanthropy make up 7 percent of UHNW philanthropy giving, or US$7.8 billion. Venture efforts in philanthropy, impact investing and micro finance are among the ways that philanthropists have begun to bring the beneficiaries of philanthropic donations into the process of improving the local quality of life.

Over half of all UHNW individuals are major donors, giving over US$1 million over their lifetime.

Although there is some concern about a decline in giving over the year ahead due to a slowdown in global economic growth, philanthropic giving is, barring a severe contraction, unlikely to see a significant decline as it did during the global financial crisis.

Despite a decrease in major giving during the global financial crisis, participation levels from UHNW individuals hardly decreased.

UHNW philanthropic causes

An estimated 55,000 UHNW individuals make philanthropic contributions through volunteering, including raising money, food collection or distribution, general labor or transportation, and tutoring and teaching.

The causes that UHNW individuals support are varied, however, as in recent years, education-related causes account for the greatest number of gifts made by UHNW philanthropists.

An estimated 11,000 UHNW individuals have made a significant gift, valuing at least US$1 million, to philanthropic causes.

Higher education receives the greatest total gifts value, underscoring the affinity that UHNW donors feel towards education and their alma maters.

Individual large gifts to foundations are the largest on average, at US$30.7 million. This is likely due to one in 10 UHNW individuals having a foundation, which gives the benefactor control and a tax-efficient way of allocating his or her funds. Of note is human services with an average gift size of US$1.6 million, the broader cause that includes the refugee crisis and trails all other causes other than religious organizations.

A global overview

Globally, UHNW individuals donate US$112 billion to charity each year, about 18 percent of total philanthropic giving, which was just over US$625 billion. Billionaires are responsible for a large share of this giving, donating US$75 billion annually.

Giving varies considerably by region. North America and the United States still lead among global givers, accounting for nearly half of all philanthropic giving as well as UHNW giving.

Within the UHNW population, major gift-giving represents a significant share of all philanthropic efforts. Gifts worth above US$1 million account for 31 percent of the total number of gifts, but 99 percent of the total value of gifts!

Asian UHNW individuals have traditionally trailed other regions in philanthropic giving, but there is some evidence that they are catching up.

There is some regional variation in average major gift size. Europe leads with US$32 million, North America at US$23 million and Asia catching up at US$21 million.

There have been 1.5 times more gifts above US$1 million from Asian UHNW individuals than European UHNW individuals since 2010.
Let’s Bring Sanity Back to Grantmaking

by Kris Putnam-Walkerly

Too Hard, Too Soft or Just Right?

Remember the story of Goldilocks and the three bears? At every turn, the blonde-haired trespasser was confronted with choices, and in every case she picked the middle ground. There's something to be said for the idea of being neither too hard nor too soft on grantseekers.

Either extreme—being too hard or being too “soft”—is a bad practice. Here’s why:

Too hard

There’s a longstanding philosophy among some funders that grants should be hard won by only those who can show themselves to be the most deserving. In some ways, they’re right.

You don’t want to invest in an organization or organizational leaders who can’t go the extra mile when needed. But is the grant application process really the place to pile on a burden and test their

I know of grantmakers who make applicants jump through some ridiculous hoops, including:

- Accepting only paper applications, rather than online, because they feel it shows more dedication and thought.
- Pitting applicants in direct and public competition with one another, forcing them to be “attractive” to others when they really just want and need to concentrate on their missions.
- Making surprise site visits on prospective grantees, akin to surprise boot camp inspections.
- Requiring 20 pages of grant application data for requests of less than US$10,000.

Purposefully making a grant application process difficult when nonprofits are already so strapped for staff time and funding is downright cruel. If you really want to know how tough a nonprofit is, why not just ask around? Or better yet, add a question to your application that reads something like, “Please share an example of how you or your staff has gone the extra mile to leverage funding in the past.”
The second Green Revolution has begun.

Overcoming poverty and hunger demands that rice be part of the solution.
Too soft

If being too hard is akin to cruelty, then being too soft on potential grantees is enabling at best, and insulting at worst. Nothing could make this point better than a recent notice I received that the Deluxe Corporation Foundation was running a special “Short + Tweet” campaign to accept proposals via Twitter.

*That’s right: your entire mission, purpose and need in only 140 characters.*

While I’m sure the foundation wanted to make the process easier on its grantseekers—and maybe even give them a social media boost in the process—this is a bad idea in more ways than one can count. For example:

- By asking so little from grantseekers, funders set up their staff to be overwhelmed and frustrated. Setting a low bar for the amount of information required is very likely to dramatically increase the number of respondents. Staff could receive thousands of requests, for which they have no data and will need to spend hours more on due diligence. Either that, or just pick the response that’s the most witty or clever and keep your fingers crossed for results.
- Lack of guidelines or rigor means the grantmaking process becomes more subjective and less transparent. No one will understand why one grantee was chosen over another—including those who are selected. That will breed future confusion and mistrust down the road.
- When staff are ill-informed about a potential grantee, they have little insight as to quality. The Twitter campaign in particular forces staff to make decisions based on humor and cleverness—or the ability of an applicant to hire a good communications consultant—rather than the merits of the program or organization.
- Making it too easy is disrespectful. If you make an application process too easy, you aren’t giving the nonprofit the opportunity to make their case. There are things they have worked hard to achieve; they want to tell you about them and you should want to know. Don’t assume that brevity is always better. A strict word or character limit on an application may force respondents to be brief, but it could also force them to tell only a small part of a bigger, important story.

Just right

Exactly how long and how rigorous your grant application process should be based on several factors:

1. What are you trying to accomplish with your grant? How much detail do you need to make decisions relative to that goal? Ask for that, and let the rest go.

2. How much are you giving away? I’m a firm believer that the level of rigor in an application should reflect the value of the potential grant.

3. Who are you hoping to fund? Are your applicants academic types who are used to writing long documents, or are they grassroots organizations with leaders who barely finished high school? What approach makes the most sense for your potential grantees?

*The moral of the story? Don’t make it too easy and don’t make it too hard.*

If you make it too easy for applicants, you insult their intelligence and don’t give them a true opportunity to demonstrate why they should be funded. If you make it too hard, you’re treating applicants like they can’t be trusted and burdening their already busy schedules with offensive and time-consuming busywork.

Find that “just right” middle ground, and keep in mind that it may shift from one grantmaking initiative to the next.

**AUTHOR**

Kris Putnam-Walkerly is a philanthropy expert and the founder of the Putnam Consulting Group, a full range of advising and consulting services to help philanthropists achieve dramatic results with confidence and clarity.

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Philanthropy is now in a period of profound transition and innovation.

What’s driving the change?

For the past several months, we’ve been exploring what we believe is a shift in philanthropy’s fundamental paradigm, a critical movement toward new models for achieving social change that extend well beyond traditional grant making.

We want to explore some of the changes to the field of philanthropy that are pushing it beyond its traditional practices—three changes in particular stand out.

**Increasing recognition of the need to collaborate**

Over the past decade, traditional grantmakers have increasingly recognized that, going forward, they will need to collaborate meaningfully not only with one another but also with both private and public sector.

Even the well of resources in the philanthropic sector is not deep enough to solve the social problems many of us are trying to address.

Foundations and other funders now widely acknowledge that public policy, business actors and other stakeholders are often critical to achieving long-term, systemic change.

Whether we use catchy phrases like “collective impact” or simply talk about how funders can frequently achieve more by working together better—both with one another and with other key stakeholders—our field now widely recognizes the value of an effective collaboration. The next step, of course, is to do the sometimes difficult work of actually collaborating with purpose.
Appearance of new actors on the philanthropic scene

Recent changes to the practice of philanthropy are driven by the simple fact that the universe of donors is changing.

Extending well beyond group of large, well-known institutional foundations and wealthy families, our field now includes tech-savvy, crowd-sourcing donors; hybrid operating/grant-making foundations; social entrepreneurs seeking double- and triple-bottom lines; giving circles; and others. In addition, some established foundations, such as community foundations, are increasingly adding new dimensions to their grantmaking efforts, including establishing fiscal intermediaries and coordinating multi-sector projects.

These comparatively new actors on the philanthropic scene are bringing with them new ideas, tools and skill sets—at least some of which are inspiring traditional actors to adapt their approaches.

Demand for meaningful impact

A third driver of philanthropy’s paradigm shift is an increasing demand for results and meaningful impact.

This has been particularly pronounced as the development of monitoring, evaluation and learning (MEL) as a separate and important aspect of foundation practice has taken hold.

Investments in MEL were virtually non-existent in philanthropy until about 20 years ago, when more and more boards of directors began to ask about impact and return on investment. Without question, this expansion of MEL activities and board focus on impact has increased philanthropy’s effectiveness in multiple ways and promises to do even more in years to come.

At the same time, it has also created the means to measure the shortfalls of some traditional grantmaking programs and contributed to the recognition of their ultimate limitations.

“Simply put: Doing even-more-effective work with the grant funds we have is critical, but it isn’t enough.”

Creating the impact we seek will require foundations and other funders not only to work together—with one another and with partners from other sectors—but also to employ other assets and competencies in service of our missions.

Taken together, the new collaborative impulses, the new types of partners and the increased demand for meaningful impact in our field have engendered an accompanying reexamination of the tools available to grantmakers, including tools beyond the transactional domain of the check. In effect, these changes have encouraged donors to look for ways to go beyond grantmaking to extend their impact.

Innovative foundations and funders have responded by exploring a variety of approaches, including:

- Impact investing
- Donor collaboration
- Advocacy
- Project incubation

We believe these approaches will continue to expand as the field of philanthropy adapts. Over the next few months, we’ll explore some exciting examples of high-impact work that goes beyond grant making. If you have an example of such work you’d like to share, please let us know.

About the Authors

Gwen Walden is a senior managing director at Arabella Advisors.

Steve Sampson oversees writing and learning programs throughout Arabella Advisors, and engages on a wide range of client projects and external publications spanning the full range of philanthropic endeavor.

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www.asianngo.org
Defining Philanthropy’s Latest Buzzwords

by Chloe Hwang

Strategic philanthropy. Venture philanthropy. Impact investing. These are some of the trendiest buzzwords captivating the philanthropy world of late, but what do they actually mean?

Even for the most seasoned donor, it can be difficult to understand the differences between these new and “sexy” funding approaches.

The common factor is that each model draws upon an overarching theme of impactful philanthropy, which eschews classic grantmaking programs in favor of innovative funding strategies that support data-driven programs. These programs must be proven to yield measurable results, through rigorous data collection and quantitative analyses of impact.

These new, buzziest forms of philanthropy were first outlined by Filipe Santos, the academic director of the INSEAD Social Entrepreneurship Initiative.

Strategic philanthropy

Instead of giving aid in spot treatments, strategic philanthropy tries to create systemic change by targeting the root of the problem.

An example: Rather than handing out birth controls, philanthropists aim to bring widespread reproductive health education by engaging the afflicted, their communities and their public officials to identify and break down cultural stigmas that limit sexual health understanding.

This strategy requires the complex coordination of nonprofits, foundations, local communities, business, and governments to effectuate large-scale change.

Venture philanthropy

Foundations using this model draw their lingo and practices from the business world of venture capital, fashioning themselves as “venture philanthropists.”

Foundations make “investments” rather than grants into social good organizations. And like any stakeholder, they have a vested interest in helping the organizations thrive. To do so, foundations provide nonprofits with both the capital and organizational support necessary to firm up their capacity.

A foundation staff may take a seat on the nonprofit’s board or step in as staff. Like all venture capital firms, venture philanthropists look for organizations whose social impact can be definitively measured and which demonstrate the potential to grow.

Impact investing

Impact investors look for their funding to make a significant social ROI and generate a financial return.

Foundations in this ecosystem can provide the risk capital necessary for a social enterprise to aggressively test its revenue model and become financially sustainable, thus helping it to attract subsequent rounds of funding from the more traditional and typically risk-adverse investors.

A foundation may also play a major role in a cross-sector Social Impact Bond, also known as a pay-for-success plan.

SOURCE The New Nonprofit

AUTHOR

Chloe Hwang is the development manager for ecoAmerica, an organization aiming to grow the base of popular support for climate solutions in America.

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Saiprasad Terde
Email: saiprasad.terde@ubm.com
Giving in Times of Crisis: 9 Tips For Donors

1. Give to an established charity

Find a charity with a proven track record of success with dealing with the type of disaster and in the region in which the disaster occurred. Avoid fly-by-night charities created specifically to deal with a new crisis. Even well-meaning new organizations won’t have the essential infrastructure and knowledge of the region to efficiently maximize your gift. If you do feel compelled to give to a new charity, be sure to get proof that the group is in fact a registered public charity.

2. Designate your investment

Worried that your donation will go towards the charity’s general operating fund or will be saved for a future crisis? This is a very understandable concern. Many charities do encourage donors not to designate their gifts so that the charity can decide how best to utilize the money, but depending on your confidence in the charity’s ability to make that determination, you may choose to tell the charity exactly how to use your investment. By designating your gift, you’ll ensure that your donation will be used as you intended.

Most charities with online giving portals offer a check box feature so that you can tell the organization how to spend your contribution. If you’re mailing a check, then write a note in the memo section of the check specifying that you want your gift spent entirely on the current crisis.

3. Avoid telemarketers

Be wary of fundraisers who pressure you to make a contribution over the phone. Never divulge your credit card information to someone making solicitations you via the phone. Instead, ask the fundraiser to send you written information about the charity they represent.
and do some research on your own. Once you feel comfortable with the charity, send the organization a check directly in the mail, or give through their website, thus ensuring that 100 percent of your gift goes to the charity and not the for-profit fundraiser.

4. Don’t send supplies

Knowing that people are desperately in need of basic supplies like food, water and shelter, it’s hard not to want to pack up and send a box of supplies. But this type of philanthropy is simply not practical or efficient.

Even if mail could get to an impacted region, no one is set up to receive these goods, much less organize and distribute them to the victims.

Furthermore, charities are often able to partner with companies to acquire large amounts of in-kind donations such as bottled water and new clothing. Instead of boxing up and sending your old clothing, have a garage sale and turn your used goods into cash and donate that to a worthy charity.

5. Be careful of email solicitations

Be leery of people that contact you online claiming to be a victim—Unless you personally know someone in the impacted area, anyone alleging to be in this position is most likely part of a scam. Obviously, people affected by a large-scale disaster like a earthquake, hurricane or tsunami are in no position to contact you directly for assistance.

Delete unsolicited emails with attachments—Never respond to unsolicited emails. Don’t open any attachments to these emails even if they claim to contain pictures from the disaster. These attachments are probably viruses.

6. Seek out the charity’s authorized website

Criminals are likely to set up bogus sites to steal the identity and money of generous and unsuspecting individuals. So, if you plan to give online, be sure to find the charity’s legitimate site.

7. Consider the nature of the charity’s work

Not every charity responds to a disaster in the same way. Some provide medical assistance, some shelter, some food and water. Others will be more focused on either short-term or long-term rebuilding efforts. And some will just fundraise for other nonprofits. Think about what you want your philanthropic investment to accomplish and then take the time to find the charities doing that work.

8. Be inspired by social media, but still do your homework

Social networking tools like Twitter, Facebook, YouTube and blogs can deliver heart-wrenching images and information about a disaster to our computers and phones. These often include pleas to donate.

While these applications can be a powerful tool to inspire your desire to help, you shouldn’t blindly give via these vehicles. You must take the time to investigate the groups behind such pleas for help to ensure that it comes from a legitimate nonprofit.

9. Don’t expect immediate results, but do keep tabs on what your donation accomplishes

It takes time for charities to mobilize, to assess the problems that need to be addressed and to develop effective solutions. Donors need to be patient so charities won’t feel pressured to plunge in and offer ineffective aid, simply to placate impatient donors.

That doesn’t mean donors shouldn’t hold the charities accountable for delivering on their promises! Be sure to follow up with the charity in a few months to find out how your donation was put to use and if the organization needs additional support to complete the recovery effort.

SOURCE Charity Navigator

www.charitynavigator.org
South Asia is one of the most densely populated, water scarce regions in the world. In India, demand for water is greater than ever before with increasing urbanization, energy consumption, and food production. India draws most of its fresh water supply from large, internationally-shared river basins. The Asia Foundation is focused on convening multi-stakeholder and multi-country dialogues on shared rivers.

STRENGTHENING TRANSPARENCY AND ACCESS TO INFORMATION ON TRANSBOUNDARY RIVERS IN SOUTH ASIA
### China's Most Generous

<table>
<thead>
<tr>
<th>Rank</th>
<th>Donor</th>
<th>Amount (US$M)</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Jack Ma Yun &amp; family</td>
<td>2,400</td>
<td>Social Welfare</td>
</tr>
<tr>
<td>2.</td>
<td>Tang Lixin</td>
<td>51.5</td>
<td>Education</td>
</tr>
<tr>
<td>3.</td>
<td>Wang Jianlin &amp; family</td>
<td>51</td>
<td>Education, Poverty Alleviation, Disaster Relief</td>
</tr>
<tr>
<td>4.</td>
<td>Xing Fuping &amp; family</td>
<td>50.5</td>
<td>Education</td>
</tr>
<tr>
<td>5.</td>
<td>Tao Xinbo</td>
<td>50</td>
<td>Education</td>
</tr>
<tr>
<td>7.</td>
<td>Xu Rongmao</td>
<td>32</td>
<td>Education, Poverty Alleviation, Social Welfare</td>
</tr>
<tr>
<td>9.</td>
<td>Chen Yuandong</td>
<td>28</td>
<td>School Construction</td>
</tr>
<tr>
<td>10.</td>
<td>Dang Yanbao</td>
<td>24</td>
<td>Social Welfare, Education</td>
</tr>
</tbody>
</table>

Source: Hurun China Philanthropy List 2015, Hurun Report

### India's Top Philanthropists

<table>
<thead>
<tr>
<th>Rank</th>
<th>Donor</th>
<th>Amount (US$M)</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Azim Premji</td>
<td>1,990</td>
<td>Education</td>
</tr>
<tr>
<td>2.</td>
<td>Anil Agarwal</td>
<td>291</td>
<td>Social and Rural Development</td>
</tr>
<tr>
<td>3.</td>
<td>Shiv Nadar</td>
<td>160</td>
<td>Education</td>
</tr>
<tr>
<td>4.</td>
<td>Ratan Tata</td>
<td>100</td>
<td>Education</td>
</tr>
<tr>
<td>5.</td>
<td>Mukesh Ambani</td>
<td>95</td>
<td>Healthcare</td>
</tr>
<tr>
<td>6.</td>
<td>Nandan &amp; Rohini Nilekani</td>
<td>80</td>
<td>Education</td>
</tr>
<tr>
<td>7.</td>
<td>Kavitark Ram Shriram</td>
<td>60</td>
<td>Education</td>
</tr>
<tr>
<td>8.</td>
<td>Ronnie and Zarina Screwvala</td>
<td>55</td>
<td>Social and Rural Development</td>
</tr>
<tr>
<td>9.</td>
<td>S Gopalakrishnan</td>
<td>40</td>
<td>Healthcare</td>
</tr>
<tr>
<td>10.</td>
<td>Ravi Pillai</td>
<td>25</td>
<td>Healthcare</td>
</tr>
</tbody>
</table>

Source: Hurun India Philanthropy List 2014, Hurun Report

### Engagement Matters

Women rate volunteering for an organization within their top 5 motivators for giving, whereas men cite their interest in supporting the same organizations every year. Both agree that the impact of the gift is the number 1 driver of giving.

- Impact of Gift: 82%
- Organization Efficiency: 81%
- Giving Back: 78%
- Financial Security: 77%
- Volunteer for Org.: 66%

### The Million-Dollar Philanthropist at a Glance

The vast majority of individuals who give at this level give only once. Those giving four or more times make up only two percent of the total number of million dollar-plus donations from individuals.

<table>
<thead>
<tr>
<th>Gifts</th>
<th>Percentage</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gift</td>
<td>85%</td>
<td>5,275</td>
</tr>
<tr>
<td>2-3 Gifts</td>
<td>13%</td>
<td>811</td>
</tr>
<tr>
<td>4 Gifts or more</td>
<td>2%</td>
<td>130</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86%</td>
<td>6,216</td>
</tr>
</tbody>
</table>

Source: The Million Dollar List, US Trust and Lilly Family School of Philanthropy

Source: Inspiring Million Dollar Giving From Women, Graham-Pelton
**Reviews**

**Book**

**Davos, Aspen, and Yale:**
*My Life Behind the Elite Curtain as a Global Sherpa*

By Theodore Roosevelt Malloch

Get a first-hand glimpse into the riveting life of a diplomat, business leader and development mover-and-shaker in this latest humorous and witty offering from Theodore “Ted” Roosevelt Malloch, chair and CEO of the Roosevelt Group, celebrated philanthropist and former ambassador for the United Nations.

The book gives readers an insider’s view of the different sectors from the lens of a member of the global elite—including private, public and social, including corporate, finance, academia, politics and diplomacy. Malloch has served as a member of the executive board of the World Economic Forum in Davos and as a senior policy-maker at the US Senate Committee on Foreign Relations. Beyond this, he has held top seats in numerous foundations, as well as corporate, mutual fund and nonprofit/educational boards.

Malloch will not fail to keep readers amused with his tongue-in-cheek narratives and a listing of his thirteen favorites in each chapter of the book—from nonprofit boards to bible verses to the world’s most delicious dishes.

A former Yale professor and a senior business executive whose contact list includes the most powerful leaders in business, media and politics, Ted Malloch has seen it all, done it all, and now is telling all.

To learn more about securing a .ngo or .ong domain, visit: [www.ongood.ngo](http://www.ongood.ngo)
Lifeshelter®, the emergency rehousing solution that provides a home, is not just a temporary place to live in.

The innovative Lifeshelter® is a long-term rehousing solution, where one structure replaces the subsequent needs for multiple housing solutions from emergency tents to transitional housing and permanent homes. It aims to eliminate the use of tent-houses that often end up as waste.

The solution is based on an innovative patent pending concept that is ideal for rapid temporary rehousing in emergency situations, as well as being repurposed for permanent housing.

Developed by Evershelter ApS, Lifeshelter® is being offered by Real Relief, a company supplying innovative and affordable life-improving products and services available to governments, relief agencies, NGOs, faith-based organizations and private sector donors.

Challenging traditional perceptions of how aid and relief efforts are delivered, Real Relief reinvents existing approaches to combating the effects of poverty and calamities.

Facts about Lifeshelter®

- Long Lasting
- Cost effective
- Simple and easy to erect
- Adaptable Design
- Modular/Portable/Reusable Components
- Meets a wide variety of shelter needs
- Insulated for use in extreme temperatures

Direct financial figures

<table>
<thead>
<tr>
<th></th>
<th>Lifeshelter®</th>
<th>Tent</th>
<th>Prefab</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total investment incl. maintenance</td>
<td>2,500 USD</td>
<td>5,250 USD</td>
<td>6,750 USD</td>
</tr>
<tr>
<td>Average yearly costs</td>
<td>167 USD</td>
<td>350 USD</td>
<td>450 USD</td>
</tr>
<tr>
<td>Lifetime*</td>
<td>15 years</td>
<td>12 months</td>
<td>3 years</td>
</tr>
</tbody>
</table>

* 15 years is the average time a refugee stay in a refugee-camp. The prerequisite is that Lifeshelter® can be repaired if damaged, the tent has to be replaced, the prefab can be repaired if it is a solid solution otherwise it must be replaced too.

Sustainable environmental & economic benefits

Waste management cost are nearly eliminated as the shelter elements can be recycled as insulating material on existing buildings. If the panels from 10,000 Lifeshelter® are recycled as insulation material there is an environmental and economic benefit of:

<table>
<thead>
<tr>
<th>Type of saving</th>
<th>Heating</th>
<th>Cooling</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less use of CO₂</td>
<td>4,719 t CO₂ per year</td>
<td>8,108 t CO₂ per year</td>
<td>12,827 t CO₂ per year</td>
</tr>
<tr>
<td>Energy saving *</td>
<td>16.9 M kWh per year</td>
<td>23.8 M kWh per year</td>
<td>40.7 M kWh per year</td>
</tr>
<tr>
<td>Financial saving **</td>
<td>1.3 M USD per year</td>
<td>1.85 M USD per year</td>
<td>3.15 M USD per year</td>
</tr>
</tbody>
</table>

Reused as facade insulation on uninsulated concrete buildings in Erbil, Iraq.

*) Cooling: 80.1 kWh/m², Heating: 56.6 kWh/m²
**) Cooling (electricity): 0.08 USD/kWh, Heating (oil): 0.62 USD/liter
(Source: Brookings)
IIX is a leader in the global impact investing space whose mission is to link social enterprises with investment capital, and rapidly scale positive social impact. We offer investment platforms that include acceleration programs, a private placement platform that links impact investors with SEs, and the world’s first social stock exchange. To date, IIX has facilitated US$11 million investments impacting more than 8.2 million people across Asia with US$19.5 million in social value created.

Angela | info@asiaiix.com | www.asiaiix.com

CSR Asia is the largest, longest-established CSR organization in Asia. We provide advisory, research and training services on sustainable business practices in Asia and our services include: CSR reporting and communications; stakeholder engagement and materiality assessment; CSR strategy; Community Investment Scorecard and strategy; ISO 26000 Health Check; Research and CSR Intelligence; Training; and Strategic Partner Program and Community Investment Roundtable.

Erin Lyon, Executive Director | elyon@csr-asia.com | (65) 6778-9416 | www.csr-asia.com

Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit Foundation Center’s website each day and are served in its five regional library/learning centers and its network of more than 450 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world.

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