

# Narada Foundation 2020 Annual Report



# Content



**02** — **About Us**



**Honors and Awards** — **04**



**06** — **Programs**

**06** **Fight against COVID-19**

**20** **Sector Research**

**11** **The Effective  
Philanthropy Multiplier**

**22** **Social Enterprises and  
Impact Investment**

**16** **Philanthropy  
Infrastructure**

**24** **Public Communication**

**19** **Regional Philanthropy  
Ecosystems**

**25** **Other Programs**

# 01

## About Us

Narada Foundation, founded in May 2007 and based in Beijing, is one of the leading philanthropic foundations working across China. Narada Foundation is dedicated to the mission of fostering the third sector in China.

It has been proactively shaping a healthy ecosystem, providing public goods for China's philanthropic and nonprofit sector and catalyzing cross-sector dialogue and collaboration.



**Narada  
Foundation**  
南都公益基金会



In 2020,

Narada Foundation  
has provided a total of

**4.67**

million USD

(1 USD = 6.56 RMB)  
funding to its grantees

including close to

**1**

million USD

for sectoral development

**1.08**

million USD

for the Ginkgo  
Fellowship Program

**1.05**

million USD

for scaling up social  
innovation

**13,106**

USD

for the New Citizen  
Program

close to

**0.5**

million USD

for social enterprise and  
impact investment

**0.91**

million USD

for the funding of Beijing  
Leping Social Entrepreneur  
Foundation

# 02

## Honors and Awards



*Scanning the Landscape of Social Enterprises and Social Investment in China* was selected as an "Excellent Charity Research Report" by the 17th China Charity Ranking



Narada Foundation's sector building program was written into 2020 *Philanthropy for Sustainable Development in China* by UNDP, as a demonstrative case to strive for SDG 17 - Partnerships for the Goals



Narada Foundation was awarded its fourth Kumquat Award during the China Foundation Evaluation 2020



The Effective Philanthropy Multiplier was referred as one of the typical practices of Worldwide Initiatives for Grantmaker Support (WINGS)'s #LiftUpPhilanthropy campaign



No. 2 in Jiemian.com's 2020 Most Transparent Chinese Charitable Foundation List

# 03

## Programs

### ▮ [ Fight against COVID-19 ]

With the outbreak of the COVID-19 epidemic in 2020, Narada Foundation has devoted itself to building a disaster coordination mechanism, supporting front-line battles against COVID-19, post-epidemic philanthropy development in Hubei, and summarizing learning from the response.



### **China NGO Consortium for COVID-19**

On February 2, 2020, Narada Foundation started to partake in the fight against COVID-19. The Foundation, in partnership with some other NGOs, jointly formed the China NGO Consortium for COVID-19. The Consortium shared information on the front-line COVID response, guided the front-line operations with a team of experts, promoted and advocated the diversified values of social organizations, and participate in international exchanges on public health emergency response, facilitating the development of a collaborative emergency response platform for NGOs during the relatively long COVID-19 response.

### **Collaborative Emergency Response Mechanism Development Program**

During the COVID-19 pandemic, it is revealed that China lacked a mature mechanism to facilitate collaboration between different stakeholders for emergency (including public health emergencies) response. Narada Foundation, therefore, initiated the Collaborative Emergency Response Mechanism Development Program.

Through attempts made to establish regional collaborative emergency response platforms, the program aims to promote the development of long-lasting nationwide mechanisms to ensure effective collaboration between government authorities and NGOs, or among NGOs.

## The Supporting Program for Frontline Partner NGOs Fighting against COVID-19



On February 4, 2020, Narada Foundation fast-tracked the approval of the program, deciding to work in partnership with Gansu Yishan Yishui Center for Environment and Social

Development as the regional coordinating agency for the program. Within its framework, the program supported 10 hub organizations in 10 provinces, including Hubei, Hunan, Shandong, Shaanxi, and Sichuan, to promote effective regional Covid response.

## Joint Action to Support the Philanthropic Development in Hubei

In terms of supporting the philanthropic development in Hubei after the COVID-19 epidemic, Narada Foundation, together with 16 philanthropic foundations including One Foundation, initiated the Joint Action to Support the Philanthropic Development in Hubei, based on research on the needs of social organizations. The program aims to promote information sharing and facilitate efficient and effective resource match-making, so as to generate a special synergy to improve the philanthropic ecosystem in Hubei.

- ■ Supporting Philanthropic Development in Hubei - Supporting NGOs (Round I) was launched in June 2020, offering small-amount non-restricted grants to 10 NGOs involved in the COVID-19 recovery and reconstruction in Hubei, to relieve the financial burden of some local NGOs.



■ ■ During the second round of the supporting program, Narada Foundation launched the 2020 Program to Support the Philanthropic Development in Hubei, in partnership with Lerenlezhuzhu Charity Development and Social Innovation Center in Wuchang District, Wuhan City, and Hubei Philanthropy and Innovation Research Association. The program focuses on developing local talents for philanthropy and aims to promote the development of the philanthropy ecosystem in Hubei through nurturing front-line leaders.

■ ■ Narada Foundation has supported the Hubei COVID-19 Response Review program co-organized by Xiaogan Volunteer Association, an organization coordinating NGOs' COVID-19 response efforts during the pandemic. The program offered a comprehensive analysis of 93 front-line social organizations' efforts to combat the pandemic and put forward suggestions for potential collaboration between NGOs in Hubei and the future philanthropic development in Hubei.



## **Research on the Impact of the COVID-19 Epidemic on the Operation of NGOs in Beijing and their Response**

The program analyzed the data collected from NGOs in Beijing and produced two research reports, *A Mid-term Rapid Assessment of the Impact of the COVID-19 Epidemic on Foundations in Beijing and Their Response Measures* and *A Mid-term Rapid Assessment of the Impact of the COVID-19 Epidemic on Social Organizations in Beijing and Their Response Measures*. Relative suggestions for policy-making were also submitted to the Beijing Civil Affairs Bureau.

## **Learning from Foundations' Engagement in Public Health Emergency Management and Participation Models**

In order to analyze and summarize the overall situation of foundations' participation in public health emergency management in 2020, Narada Foundation supported Beijing Jiye Evergreen Social Organization Service Center to implement the program of Learning from Foundations' Engagement in Public Health Emergency Management and Participation Models. Through data collection and analysis, in-depth interviews, and case studies, the program is expected to show the value of the Chinese foundations' engagement in public health emergency management and offer suggestions for effective sector collaboration in the future.

## II [ The Effective Philanthropy Multiplier ]

The Effective Philanthropy Multiplier is an open platform for scaling up philanthropic products. The Multiplier has been scaling up effective philanthropic products and solving social problems efficiently at scale through measures such as grant-making, connecting resources, capacity building, branding, and experience sharing.

In terms of increasing the scale of services, the 49 Multiplier products benefited 1,056,384,689 people in 1,700 regions in 31 provinces, municipalities, and autonomous regions. Across the country, a total of 6,697 scale-up partners implemented these products at 61,419 program sites.



Regarding thought leadership, 31% of the products have played a leading role in their particular fields. 27% of products have produced systematic thoughts and reflections on the social problems they aim to solve. 39% of the products made significant efforts or progress in policy advocacy. 45% of the products advanced in engaging the public. 24% of the products achieved breakthroughs in the business field. 20% of products started to experiment with open-source models. In total, the products received 52 prestigious awards at or above the provincial level.

31

%

products have played a leading role in their particular fields



27

%

products have produced systematic thoughts and reflections on the social problems they aim to solve



39

%

products made significant efforts or progress in policy advocacy



45

%

products advanced in engaging the public



24

%

products achieved breakthroughs in the business field



20

%

products started to experiment with open-source models



52

products

received prestigious awards at or above the provincial level



The products had achieved great improvement in sustainability in 2020. 84% of the products achieved iteration. 53% of the products made new scaling-up attempts. 57% of the products further refined their development and organizational capacity. 84% of the products improved their financial sustainability. To date, the products have raised 1,237,842,521 RMB and mobilized 1,774,113 volunteers since they started scaling-up.

84

%  
products achieved iteration

53

%  
products made new scaling-up attempts

57

%  
products further refined their organizational capacity

84

%  
products improved their financial sustainability

1,237,842,521

RMB

In 2020, 39 local hubs of the Multiplier located in 29 provinces, autonomous regions or municipalities have supported launching a total of 27 quality philanthropic products in 19 provinces, or municipalities. 582 social organizations have introduced and implemented high-quality philanthropic programs through the hubs. With assistance from the Multiplier, the products have raised over 19.28 million RMB.

39

hubs



28

provinces



27

products



19

provinces



582

social organizations



19.28

million RMB



## Scaling Up Academy

The Scaling Up Academy further upgraded its curriculum in 2020, offering more informative

and diversified capacity-building programs to philanthropy partners in both online and face-to-face settings.

| Module Type            | Module Title   | Module Description   |
|------------------------|--|--|
| Open Course            | Scaling up Impact 101 (online course)                            | The module introduces the landscape and strategic framework of scaling up the impact, explaining the reason, definition, and methods for scaling up the impact   |
| Compulsory             | Improving Scaling-up Strategies in a Systematic Way              | The module aims to inspire NPOs to carry out systematic thinking and systematically adjust their strategies to better address external challenges  |
|                        | Measurement Metrics in Scale-Up Scenarios                        | The module introduces the Causal Chain Analysis to NGOs with the aim to improve their impact measurement capability  |
|                        | Implementation Organization Management and Quality control       | The module aims to improve NPOs' capability in managing organizations responsible for implementation and quality control in the process of scaling up their impact   |
|                        | How to Carry out Iconic Fundraising Events in Covid-19           | The module gives a basic introduction to fundraising under an iconic brand and related strategies to help NPOs have a better understanding of relative theories and improve their fundraising capacities           |
|                        | A Review of Joint Fundraising Mechanisms and Strategies          | The module introduces joint fundraising mechanisms and strategies to enhance NPOs' theoretical and practical fundraising skills  |
| Optional               | Product Iteration and Renewal                                    | The module introduces the concept, methodology, and process of service/product iteration, which aims to improve the service iteration capability of NPOs   |
|                        | Ignite Actions - New Media Marketing Academy for Non-Profits     | The module aims to empower NPOs by introducing strategies and methods to carry out marketing on Tik Tok. It aims to improve NPOs' short-video marketing capability   |
|                        | Capacity Identification and Capacity Building                    | The module identifies key capacities social organizations need at different development stage and help organizations to build up their capacities accordingly  |
|                        | Empowering Innovation  | The module introduces the methodology for product innovation and gives examples of best practices to improve NPOs' innovation capability   |
|                        | From An Individual Contributor to A Qualified Manager            | The module aims to facilitate the leadership development of NPO leaders by helping them understand the differences between managers and individual contributors and become aware of the role and value of managers |
| Leadership Development | Ripples - Leadership Practice Tour                               | The module aims to facilitate the leadership development of non-profit platform/network directors and encourage collaboration  |
|                        | Peiyong Female Leadership Program                                | The module focuses on the leadership development of female NPO leaders   |
| Peer Learning          | The China Effective Philanthropy Multiplier X Inspiration Moment | Practitioners in philanthropy share the challenges they have encountered, explorations, reflections, and growth they have made throughout the scaling-up process   |



### Lecturer/Instructor

Secretariat of the Academy

Yixiang

Jin Minchao

PwC China

Fundraising Center

Fundraising Center

That Spark

Yiran

PwC China

ThoughtWorks

Beijing Moderate Consulting Co., Ltd.

Global Talent Development Center

Wang Zhiyun, Liu Fei, Sun Xuemei, He Ximei, Weng Huanqi

That Spark + Partners of the Multiplier

## Research

The Multiplier, in 2020, supported brand partners to deepen their understanding of social issues through research, summarize scale-up experience and models, and contribute valuable public knowledge to the sector, thereby generating more systematic impact. Two reports have been compiled this year, namely the Analysis on the Basic Situation of Inmates in Fujian and Their Minor Children, and Peers across the Seasons which is a study led by Marie Stopes International China on the history and development of sex education in China.

The Effective Philanthropy Multiplier and Rockefeller Philanthropy Advisers co-hosted the online launch of the Chinese report *Seeing, Facilitating, Assessing Systems Change*.



A case study produced with the support from the Multiplier was officially released as one of the typical case studies supporting the development of philanthropy infrastructure by two influential international platforms, Worldwide Initiatives for Grantmaker Support (WINGS) and the Alliance magazine.



In 2020, Narada Foundation continued to support the development of philanthropy infrastructure. The key focuses were to iterate the functions of existing functions and get different platforms connected.

## Information System of Chinese Charitable Organizations



The program was proposed and implemented by Beijing Yishan Credit Management Co., Ltd. 2020 marks the fourth year of Narada Foundation supporting this program. In 2020, Yishan responded actively to important events in society and the philanthropy sector, demonstrating the value and power of data:

- The program team launched the Data Platform Tracking Nationwide Donations to Combat COVID-19 in early 2020. The data collected on social donations was widely cited and recognized by research institutions, government authorities, and international organizations.
- The team collected data related to the 2020 Tencent 99 Charity Day, and carried out data analysis in partnership with the Fundraising Innovation Development Center, produced a detailed report explaining the Tencent 99 Charity Day fundraising mechanism, and jointly released a report on donations made by foundations on the Tencent 99 Charity Day with China Foundation Forum. This is the first data-based panoramic presentation of the performance of organizations participating in the Tencent 99 Charity Day, which has triggered extensive discussions within and outside the philanthropy sector.





## China Foundation Forum

In 2020, the China Foundation Forum focused on new strategies to facilitate foundations to generate more impacts on the society, promote the development of the philanthropy ecosystem, and nurture leading philanthropy talents. In the face of the COVID-19 epidemic, the Forum took quick actions. The team in early 2020 established an information database tracking foundations' contribution to the fight against COVID-19, released the China Foundation Industry COVID-19 Response Timeline, launched the Joint Initiative of China Foundation Industry on Response to the Normalization of Pandemic Prevention and Control, and organized

interviews on related topics and group portraits of foundation staff combating the epidemic, convening the power and sense of responsibility of the social organizations. In addition, the Forum has gradually established an industry-wide perspective, and actively engaged with relevant government authorities, including carrying out policy advocacy on pre-tax deduction for philanthropic donations, and participating in the study on the contingency plan for mobilization of charitable forces during major public emergencies. As a result, the impact of the foundation industry has continued to increase. As for the signature event of the China Foundation Forum, the 2020 annual conference was held in both virtual and face-to-face settings for the first time. The event included 2 main forums, 20 parallel forums, and 4 carnivals, bringing together nearly 200 interdisciplinary experts, scholars and guests from China and abroad, attracting over 2,100 registrants from more than 1,600 organizations across the country. The opening and closing forum of the annual conference got over 600,000 live views.

## **A Capacity Building Platform for Fundraising Professionals - Fundraising Innovation Development Center**



The Fundraising Innovation Development Center has made great contributions in terms of expertise development and capacity building. The Center compiled industry reports including *Data Analysis on Online Fundraising for COVID-19* and *Scanning of 2020 Tencent 99 Charity Day*, carried out the Philanthropic Fundraising Leader Camp which is designed to build up professional fundraising teams in tier-two and tier-three cities, and developed an Online Course

on Fundamentals of Philanthropic Fundraising with an innovative learning mechanism that encourages student engagement and has gained attention and recognition.

The 2020 China Fundraising Professionals Forum was held virtually with the theme of Tracing back to the Original and Penetrating Daily Life, including three panel discussions at the main forum, and eight sub-forums focusing on subjects including monthly donations, philanthropy supports, fundraising through short videos, DAF, and donor circles. The event conveyed professional knowledge based on practical experiences, explored cutting-edge models, and enhanced the professionalism of philanthropic fundraising practices.

## **The Ninth Philanthropy Forum on Western Community Service Innovation**



Narada Foundation has supported the Philanthropy Forum on Western Community Service Innovation for nine consecutive years. The ninth forum was held in December 2020 online, attracting over 300,000 viewers. Based on

the history of poverty alleviation in western China, the forum reviewed, summarized, and presented the learning from poverty alleviation in western China, and carried out discussions on the emerging subjects including learning from poverty alleviation in western China participatory rural development, and beautiful countryside.

## IV [ Regional Philanthropy Ecosystems ]

The development of regional philanthropy ecosystems plays an important role in promoting grassroots philanthropy. Narada Foundation has therefore conducted research on this subject.

Based on the first-hand research results and the actual situation in various locations, Narada Foundation initiated a program Supporting the Regional Philanthropy Ecosystem Development in Shandong Province as its first pilot program on regional philanthropy ecosystem development. The

provincial hub in Shandong Province, Shandong Institute for Social Innovation (ISD), served as the main executor of the program. ISD built connections with foundations, charitable associations, and other stakeholders in Shandong Province through its research network. Together, they promoted the development of regional social organizations and explored approaches to facilitate the development of the regional philanthropic ecosystem in Shandong.



## V [ Sector Research ]

To better adjust to the ever-changing external environment, Narada Foundation kicked off a macro study on the development of the philanthropy sector in 2019 and has gradually strengthened related research support ever since.

### Research on the Ecological Mapping of China's Philanthropy Infrastructure

The Ecological Map of China's Philanthropy Infrastructure was officially released on November 25, 2020, at a parallel forum of the 2020 annual conference of China Foundation Forum focusing on philanthropy infrastructure, which was co-hosted by Narada Foundation and Dunhe Foundation.



This forum is the second parallel forum held at a major industry event after the Industry Infrastructure Building Advocacy event organized by Narada Foundation in 2019. Through report release, case studies, industry observation, and discussions, the forum presented the key needs for philanthropy infrastructure in China. The forum was designed to encourage more activists, especially funders, to think about and participate in industry infrastructure building.

### Research on the Transformation of the Philanthropy Sector in China in the Past 40 Years of Reform and Opening-up

This program aims to comb through and record the development and evolution of the philanthropy sector in China in the past forty years on the macro level, as well as the

history of typical and representative organizations and people in the process. It is hoped that the program will leave valuable historical information and documentary archives for the sector, and will serve as an important foundation for the future research and work in the philanthropy sector.



## Chuanyi Salon

This salon is organized by the Amity Foundation's Chuanyi Charitable Cultural Foundation, which aims to provide an inclusive public space for the youth who are passionate to

think and make changes to think about the world, society, and themselves, and to build a community of youth that encourages peer learning. In 2020, 10 inter-disciplinary guests were invited. A total of 11 subject-centered salons and 10 art healing events have been organized.



## VI [ Social Enterprises and Impact Investment ]

To stimulate cross-border cooperation and innovation, the social enterprises and impact investment section of Narada's work have three major focuses in 2020:

- 1, to support the Social Enterprise and Impact Investment Forum in carrying out social entrepreneurship advocacy targeting mainstream enterprises, and encouraging commercial investment institutes to make impact investment;
- 2, to promote the concept of impact investment and impact measurement metrics to facilitate the healthy development of the impact investment sector in China;
- 3, to deepen cooperation to bring the benefits of cross-community programs to a broader range of beneficiaries apart from the youth.

### 2020 China Social Enterprise and Impact Investing Forum



The 2020 annual conference of China Social Enterprise and Impact Investing Forum was held from October 30 to 31, 2020, with the theme of Building Back Better. The conference

was held for the first time in hybrid format. At the conference, 124 guest speakers from academia, business, investment, and philanthropy sector from around the world had profound exchanges and discussions. The event was broadcast on 24 online platforms with a total of around 3.59 million viewers.



## China Impact Investing Network (CIIN)

The China Impact Investing Network was officially launched to build a healthy ecosystem for impact investing in China by establishing industry standards, building industry infrastructure, improving industry efficiency, and expanding the industry scale. Members of this network are mainly owners and managers of all types of

assets. Organizations or individuals from all parts of the industry chain who are providing or planning to provide support and services to impact investing practitioners are also welcome to join.

## Impact Measurement and Management (IMM) Introductory Series

From April to September 2020, Nandu Foundation, together with China Social Enterprise and Impact Investment Forum and Global Impact Investing Network (GIIN), released a series of articles and live broadcasts introducing and explaining IMM tools and practices. Through 14 original articles and six live broadcasts, detailed

explanations of internationally-recognized IMM tools and practices were offered to potential impact investors in China. The program also attracted the attention of readers in the financial field.

## Publish the Chinese version of The Purpose of Capital

Jed Emerson is an internationally recognized thought leader in impact investing. In 2019, he donated the copyright of the Chinese version of his new book, *The Purpose of Capital*, to Narada Foundation which organized the translation and publication for this book. After more than a year of hard work, the Chinese version of *The Purpose of Capital* was officially published by China CITIC Press in November 2020.



## VII [ Public Communication ]

### Narada Insights



Narada Insights is a thought platform launched by Narada Foundation. It invites experts, scholars, and media professionals to discuss social issues that occur in China in transition and delivers independent insights on public affairs with diversified perspectives and expertise.

In 2020, Narada Insights posted original articles on subjects including epidemic

prevention and control, social governance, class division, population mobility, education equity, child protection, disability rights, sexuality and gender, and philanthropy, gaining over 20 million views and more than 340,000 interactions throughout the year. The platform also hosted an annual dialogue, plus a summer forum, and in collaboration with partners organized six online seminars attracting 1.7 million viewers online.

Narada Insights has further expanded its social impact. A number of articles posted by Narada Insights have won awards from mainstream media such as Paper.cn, Toutiao.com, and Sina.

### Communicating the Effectiveness of Nonprofits in China

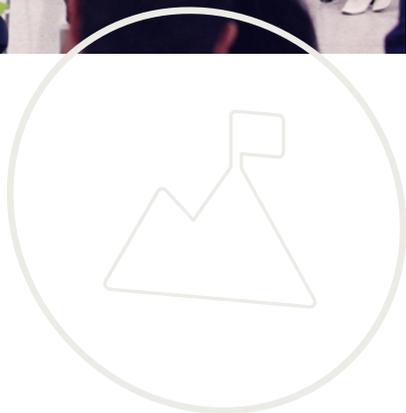


In 2020, Narada Foundation launched the Communicating the Effectiveness of Nonprofits program. The program offers targeted communication capacity-building programs to

philanthropic organizations to help them improve public communication. In the meanwhile, it also works with the media to present the effectiveness and important contributions of local social organizations in solving social problems.



## VIII [ Other Programs ]



### Ginkgo Fellowship Program

Ginkgo Fellow Program (Ginkgo Program) is a long-term program devoted to helping young social entrepreneurs to break through the bottlenecks of their personal growth and career

development. The Ginkgo Program was launched by Narada Foundation in 2010 and was registered as an independent organization - Ginkgo Foundation in 2015. The program is funded by Narada Foundation and operated by Ginkgo Foundation.

## New Citizen Program

In 2020, through researching, recording, promoting and advocating activities, the New Citizen Program has raised the public awareness of education challenges for migrant children, encouraged more public engagement to improve environments for migrant children, and brought in more resources to education for migrant children.

In terms of research, the program released *Facts and Figures on China's Migrant Children 2020*, and *Safe and Meaningful After-school Time: Why Migrant Children's After-school Services are Important and How to Do Better* in 2020.

As for public initiatives, the program conducted the "Together - We Read" campaign celebrating the World Book Day on April 23; spoke for migrant children with Jeremy Lin as a philanthropic partner of his three-pointer charity program in August; and delivered a Yixi talk (the Chinese equivalent of TED Talk) on the theme of libraries for migrant children, bringing the education equity issue for migrant children into the public eye in September. In total,

Weilan Library has served

**32,881**

readers



lent

**98,354**

books



to

**10,299**

readers



the program has reached over 2 million people throughout the year.

In 2020, in addition to Beijing, Guangzhou, and Foshan, the Weilan Library successfully landed in Shanghai, Shenzhen, and Suzhou. 44 Weilan branches were opened and operated throughout the year. 22 branches launched the monthly donation function. 9 branches successfully formed branch councils. In total, Weilan Library has served 32,881 readers with Weilan Library cards and lent 98,354 books to 10,299 readers throughout the year. Around 605 volunteers have in total offered 2440 times of volunteering services, which accumulate to 14302.5 hours of service.



## Funding Leping Social Entrepreneur Foundation

Narada Foundation offered grants to Leping Social Entrepreneur Foundation to support its social innovation attempts and capacity building. Leping has built up a knowledge system of social innovation centered around *the Stanford Social Innovation Review (Chinese version)*, with the Research Center for Social Innovation and Contemporary History at Tsinghua University as its strategic partner. Through producing and promoting subject-based or methodology-related knowledge on social innovation, Leping connects and brings together different social forces to form a community network, and empowers community members to make social innovation by exerting its thought leadership and network leadership.

