

# Narada Foundation

## Annual Report

2018







► China Effective Philanthropy Multiplier at the Sixth China Charity Fair

## CATALOGUE

► Foreword	03
► About Narada Foundation	05
Mission and Vision	05
2017-2019 Strategic Plan	06
► Board of Directors	07
Board Members and Supervisors	07
Board Resolutions (from the January and July 2018 meetings)	09
► Programmes	10
Sector Development	10
Scaling Up Social Innovations	20
China Effective Philanthropy Multiplier	21
Bright Way Programme	28
Social Enterprises	34
Other Programmes	40
Ginkgo Fellows Programme	41
New Citizen Programme	42
Funding Leping Social Entrepreneur Foundation	43
Quantitative History Research	43
► Audit Report	44
► Our Team	52



## Foreword



### ► XU Yongguang, Chair of the Board of Directors

In 2018, Narada Foundation, on the basis of our new strategies, championed the internet philanthropy mindset of cooperating, platform co-building, openness and sharing, and achieved our target results in growing and strengthening philanthropy infrastructure, scaling up social innovation and mainstreaming social enterprises and impact investment.

Narada made substantial breakthroughs in employing compound instruments and innovating in philanthropy asset investment. Regarding grant-making, we focused mainly on traditional grant-making and added programme-related investment on social enterprises at the start-up stage. In terms of investments, we combined market investments with mission-driven investments, participating in establishing an impact stock investment fund, and

retaining and increasing the value of our assets while amplifying the social impact of our investments.

The board of Narada Foundation instructed the secretariat: as an NPO, we have always been at the forefront of sectoral innovation with no precedents or competition. What can we do? We must always keep overcoming ourselves. ZHOU Qingzhi, the honorary president of Narada Foundation, required members of the secretariat not to identify ourselves as merely 'agents', but as a team of entrepreneurs who are striving for a cause together with the board.

I am delighted that the words of the board and the honorary president have gradually been integrated into the mindset and actions of the managing team of Narada Foundation.



### PENG Yanni, Secretary-General ◀

The mission of Narada Foundation is to foster civil society. According to the Ministry of Civil Affairs, by the end of 2018, there were 810,000 social organisations in China, of which only 5,289 were recognised as charitable organisations by the civil affairs departments. Therefore, to achieve our mission, we must increase the volume of philanthropy while supporting existing philanthropy. Our 2017 - 2019 strategic plan shows that our focus is on both improving existing philanthropy and developing cross-sector groups and new philanthropic forces in the three divisions of our work- sector development, scaling up social innovation and social enterprises.

Our 2018 Annual Report informs Narada's partners and all sectors about our main work and achievements. We gained results in both improving existing philanthropy and increasing the volume of philanthropy during this year. For example, the China Effective Philanthropy Multiplier has been enabling effective philanthropic products to scale up via multiplication and other methods. 12,000 new partner organisations and schools adopted our products. This has boosted the supply of effective philanthropy and at the same time fuelled the development of non-profit organisations and groups at the grassroots level through

directing resources to towns and counties and improving the capacity of local partner organisations. As for building philanthropy infrastructure, our long term grantees for years - China Foundation Forum, China Foundation Center, China Donors Roundtable, Training Platform for Fundraising Professionals, and China Social Enterprise and Impact Investment Forum - have played essential roles in the development of the philanthropy and nonprofit sector.

For the secretariat team of Narada Foundation, we stepped out of our comfort zone in 2018 and completed the transformation from a grantmaking foundation to a platform foundation. Beforehand, the majority of our partners were NPOs, experts and scholars. Now, being fully open, we have formed partnerships in various sectors covering NPOs, academic institutions, businesses, media, investment agencies and local governments. The China Effective Philanthropy Multiplier connected over 12,000 partners.

Narada Foundation is immensely grateful for the support and trust of all our partners! Together with you, we look forward to fostering civil society and building a fair and just society!





## About Narada Foundation

Our Mission:  
To Foster Civil Society

Our Vision:  
A Fair and Just Society Where Every Heart Carries Hope

The Narada Foundation ( 南 都 公 益 基 金 会 ), founded on 11 May 2007, is a private foundation approved and supervised by China's Ministry of Civil Affairs, with a registered capital of RMB 100 million donated by the Shanghai Narada Group Co., Ltd.

## Our Culture and Our Values

### Prioritize Public Interest:

we elevate public interest over the direct or potential interest of any company or individual.

### Advance Sector Development:

we actively respond to the key issues and pressing needs of the philanthropic and non-profit sector.

### Be Rooted in Citizen Perspectives:

we are dedicated to supporting citizen-driven non-profit organisations and social innovations.

### Pursue High-Leverage Impact:

we strive to make grants that maximisesocial impact.

## Our Style

### Goal-Oriented

▶ We set clear and specific objectives that allow us to both focus and think outside the box.

### Spirit of Service

▶ As a grantmaking foundation, we are the starting point in a service chain that reaches many beneficiaries. Fulfilling our mission depends on providing excellent services to non-profit organisations and the philanthropic sector.

### Respect Other

▶ We approach our work with an attitude of empathy and trust and strive to design human-centric programs and services that appreciate others' time and efforts.

### Learn From Mistakes Instead of Cove Up Failure

▶ We see errors as indispensable for organisational growth and innovation—both within our foundation and in our work with grantee partners.

### Life-Long Learning

▶ We are not complacent to use existing, ready-made answers and instead, always seek to use fresher eyes to discover deeper understandings and solutions that truly address root causes.

### Risk-Taking

▶ Our foundation has always prized and embraced the spirit of entrepreneurship. Taking on risks with social innovators is our duty and our passion.

## 2017—2019 Strategic Plan

To build up the philanthropic ecosystem  
and promote cross-sector collaboration and innovation.

### Work Plan

#### Advancing Philanthropic Sector Development



Goals: to improve the policy environment, raise public awareness, build basic infrastructure that fosters the growth of non-profit organisations, and encourage the evolution of a healthy philanthropic ecosystem.

#### Scaling Up Social Innovation



Goal: to build and operate the China Effective Philanthropy Multiplier to scale up effective philanthropic products that target urgent social problems and needs.

#### Promoting Social Enterprises



Goal: to promote greater collaboration and resource sharing across different sectors and make the concept of social enterprises more mainstream (in close partnership with the China Social Enterprise and Investment Forum)

Board of Directors



**ZHOU Qingzhi**  
Honorary President

Primary Founder and Donor of Narada Foundation  
Chair of the Board/President, Shanghai Narada Group Co., Ltd.  
Chair of the Board, Non-Profit Incubator  
Standing Board Director, Leping Social Entrepreneur Foundation  
Board Member, Shanghai United Foundation



**XU Yongguang**  
Chair of the Board

Primary Founder of Narada Foundation  
Vice President, China Charity Alliance  
Honorary Chair of the Board, China Foundation Center  
Research Fellow, Counselors' Office of the State Council



**CHENG Yu**  
Vice Chair of the Board  
(Executing Member)



**HE Wei**

Founder/Donor, Narada Foundation  
Board Member, Shanghai Narada Group Co., Ltd.  
Chair of the Board, Shanghai United Foundation  
Board Member, Non-Profit Incubator



**KANG Xiaoguang**

Professor, Renmin University of China  
Dean, China Institute of Philanthropy and Social Innovation,  
Renmin University of China



**ZHAO Yilan**

Chair of the Board, Ginkgo Foundation



**WANG Haiguang**

Founder/Donor, Narada Foundation  
Board Member/CEO, Shanghai Narada Group Co., Ltd.



**CHEN Bo**

President, Narada Power Source Co., Ltd.



**YANG Yimei**

Lecturer, School of Economics and Management,  
Tsinghua University  
Business Partner of Ram Charan  
(world-renowned business advisor)



**PENG Yanni**

Secretary General, Narada Foundation

Supervisors



**HE Jin**

Non-Profit Sector Practitioner



**MA Qingyu**

Professor and PhD Supervisor, Chinese Academy of Governance  
Vice Director, Social and Cultural Department, Chinese Academy of Governance



**XIAO Wei**

Partner, Junhe Law Offices



## Board Resolutions of the Seventh, Eighth and Ninth Meetings of the Third Board of Directors .

- ▶ In the seventh meeting, the board examined and approved the 2017 Annual Work Report and 2018 Annual Work Plan, the 2018 Narada Foundation Annual Budget and Description, the Investment Committee 2017 Investment Report and 2018 Investment Plan, and the Narada Foundation Performance Management Measures.
- ▶ In the eighth meeting, the board approved Narada Foundation's investment of 50 million RMB in Yuhe Fund, a special fund for impact investments newly established by EH Capital Partners to promote the development of domestic social enterprises.
- ▶ In the ninth meeting, the board examined and approved the new *Narada Foundation Affiliate Transaction Management Measures*, and the newly amended *Narada Foundation Significant Event Reporting System*, *Narada Foundation Information Disclosure System*, *Narada Foundation Financial Management System*, *Narada Foundation Financial Management Rules*, and *Narada Foundation Human Resources Management System*.

▶ The Seventh Meeting of the Third Board of Directors



- ▶ Narada Foundation ranks sixth in the *2018 China's Most Transparent Charitable Foundation Ranking*, and first in private foundations.
- ▶ Narada Foundation received the *Kumquat Award* for the third time consecutively and was awarded the *Best Foundation in Leading and Promoting Sector Development*.
- ▶ Narada Foundation has scored 100/100 in the China Foundation Transparency Index (FTI) from 2013 to 2018.

# Programmes

## 01

## Sector Development

Rooted in the mission and vision of Narada Foundation, our work in the field of sector development centred on building the philanthropic ecosystem. By a series of different approaches such as joint initiatives, planning, leading/coordination, grantmaking, and advocating, we improve the policy environment, raise public awareness, build infrastructure that fosters the third sector, and encourage the healthy evolution of the philanthropic ecosystem.

In 2018, we attained good results in public awareness, policies and laws, data standards, and platform network. Eighteen new projects have been approved throughout the year and granted a total amount of 4,132,654.97 RMB.

Code	Project Name	Grantee/Delegate	Amount (RMB)
1	Narada Insights	Beijing Recende Consulting Co., Ltd.	1,281,970.25
2	2018-2019 China Philanthropy Short Film Festival	Southern Weekly	182,000.00
3	NPO Policy Monitor and in-depth Report on Philanthropy	Guangzhou Lecheng Technology Co., Ltd.	152,000.00
4	Second Multi-division Cooperation and Knowledge Sharing on Disaster Prevention and Relief	Beijing Normal University Education Foundation	220,000.00
5	Sexual Harassment Prevention and Social Gender Awareness Raising and Mechanism Building	Guangzhou Nalisha Education Consulting Co., Ltd.	54,173.90
6	2018 Information System of Chinese Charitable Organisations	Beijing Yishan Credit Management Co., Ltd.	210,000.00
7	Introducing and Translating International Materials on Building Sector Infrastructure	Woqi Foundation	69,910.82
8	Liangzhu Community Foundation	Hangzhou Yuhang District Liangzhu New Town Community Foundation	300,000.00
9	Foundation Competence Database 2.0 and Capacity Development System	Beijing Moderate Consulting Co., Ltd.	150,000.00
10	Training Platform for Fundraising Professionals	Shanghai Jinan Fundraising Social Innovation Center	300,000.00
11	2018 China Donors Conference	Beijing Fangcun Zhijian Consulting Co., Ltd.	427,600.00
12	The Tenth-Anniversary of the 2008 Sichuan Earthquake: Remembrance, Companionship, and Rebirth Seminar	Chengdu Siyecao Social Work Center	95,000.00
13	Core Fund Support for Action Against Poverty	Mengla Action Against Poverty	160,000.00
14	2018 Localisation of the Collective Donation Mode	Shanghai United Foundation	150,000.00
15	2018 China Foundation Forum	Beijing Jiye Changqing Social Organisation Service Center	100,000.00
16	Harmony Platform Community Foundation Support Plan	Fujian Zhenro Foundation	200,000.00
17	China Charity Alliance Disaster Relief Committee	China Charity Alliance	10,000.00
18	China NGO Center for Disaster Risk Reduction	Chengdu Hezhong Charity Development Center	70,000.00
Total			4,132,654.97

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.

By 31st December 2018, Narada Insights has 16 online publication platforms and 112 authors including three overseas authors. During the year, 293 articles, including 189 original articles, were posted, gaining over 52.38 million views and more than 160,000 interactions.

In 2018, Narada Insights hosted the *Quarter-life Crisis of the Age Annual Dialogue*, featuring six guests born in the 1930s and 1990s talking about their life experiences as young adults and their observations on young adults. The Dialogue attracted 291,000 viewers on ifeng.com on the day and generated a series of articles on this topic with over 300,000 views respectively. During Narada Insight's summer forum *Who Will Be The New Poor After The Eradication of Absolute Poverty* in June 2018, participants predicted the characteristics of poverty in China after 2020 and potential new measures. The event reached 171,000 views on ifeng.com on the day and was reported by NewsChina which marks the debut of Narada Insights in international society.

Narada Insights has become an open platform for diverse voices with increasing public engagement in the discussion. One of our readers - a town school teacher from Jinjiang, Fujian - became our author by writing the article *I Strongly Object to The 'Poverty Mindset'* which received a large amount of attention and views.

Narada Insights



Message from the author of *I Strongly Object to The 'Poverty Mindset'*:

I have subscribed to many Wechat public accounts, very few of which are dedicated to public interest and always uphold values such as equality and justice like yours. You provide an independent and valuable platform that encourages me to express my voice. I didn't expect your support for my humble thoughts and am very excited and glad to see all the positive comments by readers of my article.

- No.1 Yuanding  
9:42 AM, June 21st 2018





## The Release/Seminar of the Market Value of Chinese Social Organisations Report

After two years, the final report of the *Market Value of Chinese Social Organisations (N-GDP)* project was completed in 2018. The report shows that the added value of social organisations nationwide in 2016 was 278.9 billion RMB, 0.37% of the GDP and 0.73% of the overall added value of the third sector. At the same time, the total expenditure of social organisations nationwide in 2016 was 637.3 billion RMB, 0.86% of the GDP and 1.66% of the overall added value of the third sector. The *Release/Seminar of the Market Value of Chinese Social Organisations (N-GDP) Report* was held on July 16th at the

Conference Center of the Chinese Academy of Governance with over 300 participants and 110, 000 online viewers. The result was reported by 22 media portals including People's Daily, CCTV12, Xinhua Net, Guangming Daily, Workers' Daily, China Daily, and China Social Organisation Magazine. The report is widely referenced in research and other areas and was listed as one of the *2018 Top 10 Social Organisation Events* by the China Association for Nonprofit Organisations and *2018 Top 10 Annual Focuses of the Philanthropy Sector* by Philanthropy Times.

► The Release/Seminar of the Market Value of Chinese Social Organisations Report



## Information System of Chinese Charitable Organisations

The Information System of Chinese Charitable Organisations project was initiated by Beijing Yishan Credit Management. By creating a database covering the organisational, financial, and project information of all charitable organisations, the project aims to form a high quality and credible data platform of charitable organisations, develop the credit criteria of charitable organisations, promote a transparent charity sector, and maximise the effect of all charitable resources. In 2018, the project team completed the initial design and construction of the credit criteria and the database of charitable organisations, collecting data dated from 2015 to 2017 of more than 4,000 charitable organisations. Its *Chinese Charity Credit Ranking* was released in September 2018 and covered by over 30 mainstream media.



► The Release of the 2018 Chinese Charity Credit Ranking

## China Foundation Forum (CFF)

2018 marks the tenth anniversary of China Foundation Forum. In this year, CFF recruited 21 committee members and raised 4 million RMB, achieving 19.3% growth compared to last year. On November 22nd and 23rd, its annual conference *Ten Years - Social Transition and Chinese Foundations* was held in Suzhou, attracting 612 organisations and 1,050 international and domestic experts, scholars and guests who pay close attention to the development of foundations and philanthropy. Among the attendees, there were 252 foundations, and 234 board chairs, directors, and secretaries-general of foundations. Twenty-three media portals reported the event. The China Foundation Forum has gained greater leadership and impact within the sector over the last decade.



## China Donors Roundtable (CDR)

Initiated by Narada Foundation and four other Chinese foundations in 2015, CDR is designed to serve grantmakers in China and explore effective philanthropic solutions that solve social problems. In 2018, CDR helped 31 foundations that conduct grantmaking, organised several peer advisory boards for secretaries general, and online/offline grantmaking workshops, and provided in-house research and consulting services to 19 organisations. The project database developed 45 new case tools and has so far over

80 international and domestic cases and work methods. By producing grantmaking knowledge, the project is filling the sectoral gap and has become a valuable employee training resource for foundations. The forum, collaborating with several foundations, has established two online groups on rural development and scaling up impact, aiming to draw donors' attention to specific social issues and assist donors already working in the field to better position themselves for better collaboration in problem solving.

► China Donors Roundtable



## The Localisation of the Collective Donation Mode

The Localisation of the Collective Donation Mode project was founded by Yizhong Fund of Shanghai United Foundation to explore the application of collective donation in China. The donors pool their contributions and collectively make decisions on the recipients. The mission is to engage more members of the public in philanthropy, motivate innovation in philanthropy, and catalyse social impact through learning about philanthropy and collective donation. In 2018, the project recruited 94 donors and funded two organisations. Moreover, the project team carried out activities such as lunch meetings, interviews with the donors, and learning tours to NPOs.



► Lunch Meeting of Professionals in the Same Trade Area

## Harmony Platform

The Harmony Platform was initiated by Zhenro Foundation, Narada Foundation, and Guangdong Harmony Foundation to help community foundations in China address community problems professionally and efficiently, increase living standards of community members and community capital, and eventually achieve better community lives. In 2018, the Harmony Platform focused on identifying and training talents for community foundations. Its Harmony Partner project provided training and capacity building for leaders of community foundations. By the end of 2018, 22 partners were selected and started their training in November 2018. At the same time, Harmony Platform hosted a sub-forum, *Actions Change Communities: The Value of Community Foundations*, in the 2018 annual conference of the China Foundation Forum and released the report *A Decade of Chinese Community Foundations: Environment Analysis and Developing Suggestions*.



A Decade of Chinese Community Foundations: Environment Analysis and Developing Suggestions



## Training Platform for Fundraising Professionals

The Training Platform for Fundraising Professionals was founded by several foundations including Narada Foundation and is operated by the Shanghai Jinan Fundraising Social Innovation Center. It is the first training platform in China designed for fundraising professionals and aims to promote professionalism in the fundraising field in China. Based on openness and co-creating principles, it has established the Code of Ethics for Fundraising Professionals and published the *Guidelines of Fundraising Ethics in China* at the third *China Fundraising Professionals Forum*. The forum, *Chinese Fundraising, Where To Go*, was held in Shanghai on the December 6th and 7th 2018 and received positive feedback from the 350 participants.



Guidelines of Fundraising Ethics in China

## Foundation Competence Database 2.0 and Capacity Development System



Foundation Staff Capacity Database 2.0

The Foundation Competence Database 2.0 and Capacity Development System project was initiated by Moderate Consulting to further sectoral development through competence building. In 2018, six workshops on competence with 400 participants were held, promoting the concept and methods of the competency model. It also developed the Manual, Foundation Staff Capacity Database 2.0, which was released in 2018 annual conference of the China Foundation Forum and reached over 3,000 hits online within a week. Moderate Consulting also introduced well-developed training courses from the business sector into the philanthropy and non-profit sector in 2018. Partnering with Danone and incorporating ten professionals as volunteers in course design, Moderate Consulting provided three training courses based on the actual needs of NPOs - *Coach and Feedback*, *Improving Individual Vision and Team Efficiency*, and *Ten Strategies to Upgrade Your Impact*, to more than 60 students from over 40 organisations.

## The Tenth-Anniversary of the 2008 Sichuan Earthquake: Remembrance, Companionship, and Rebirth Seminar



5.12 Revisiting Beichuan Old Town

In 2018, the tenth anniversary of the 2008 Sichuan Earthquake, Narada Foundation supported the disaster recovery network in holding the *Tenth-Anniversary of the 2008 Sichuan Earthquake: Remembrance, Companionship, and Rebirth Seminar* in Beichuan Qiang Autonomous County, Sichuan. Participants of the seminar were local government representatives engaged in the earthquake recovery, locals, disaster relief social workers, renowned experts in rural social work, and social organisations that participated in rebuilding the community. They discussed disaster responses from diverse perspectives, reviewed the progress and experiences of disaster recovery work, and explored potential measures for disaster prevention and relief in the future.



National Flag Flying in Beichuan Old Town

---

# 02

## Scaling Up Social Innovations







## 中国好公益平台

The Effective Philanthropy Multiplier

China Effective Philanthropy Multiplier is an open platform for scaling up philanthropic products. Since its establishment, the Multiplier has been scaling up effective philanthropic products and solving social problems efficiently and accurately at scale through measures such as grantmaking, connecting resources, capacity building, promotion of brands and experience sharing.

It was initiated and jointly developed by influential NPOs, businesses, and media - Narada Foundation, China Foundation for Poverty Alleviation, One Foundation, China Merchants Charitable Foundation, Xinhua Philanthropy, Tencent Foundation, Shanghai United Foundation, Amity Foundation, JD Charitable Foundation, Non-Profit Incubator, SEE Foundation, Leping Social Entrepreneur Foundation, ThoughtWorks, TJA Foundation, China Foundation Center, Anna Chennault Foundation, and Sina Weibo Philanthropy.

After two years, the Multiplier has delivered substantial results in scaling up philanthropic products, built up its brand identity in the philanthropy and nonprofit sector, and demonstrated its ability to pool resources.

By October 2018, the Multiplier contracted with 53 effective philanthropic products, representing education, environmental protection, elderly care, disability care and support, vulnerable group aid, gender equality, and community development, and 40 partner hubs in different provinces, municipalities, and regions. Forty-one road shows on the philanthropic products were carried out in 22 provinces (including autonomous regions and municipalities) and involved over 4,600 NPOs. The philanthropic products have gained 2,857 new implementation partners (including registered social organisations and unregistered philanthropy teams) and 9,071 new partner schools since they joined the Multiplier. On average 500 new partners start to implement our products to benefit locals in need monthly since the establishment of the Multiplier.

## Scaling Up Philanthropic Products

### Evaluation and Certification

In 2018, the Multiplier facilitated the scaling up of philanthropic products in five aspects - evaluation and certification, capacity building, brand promotion, fundraising support, and roadshows, and set up model products for scaling up.



In 2018, the Multiplier sought out philanthropic products with the intention and potential for multiplication that were recommended by experts, specialised foundations and organisations, and partner hubs while collaborating with project contests in the sector to secure the sustainable development of the products. 137 applications were received this year, 47 more than last year.

The secretariat of the platform optimised their due diligence investigation of the applications, conducting group interviews, random document reviews, and on-site surveys, and created a due diligence investigation team of 27 specialists and relevant management standards. Sixteen products were selected in 2018, and six withdrew from the Multiplier later. By the end of 2018, 53 philanthropic products are in the process of scaling up through the Multiplier.

► China Effective Philanthropy Multiplier at the Sixth China Charity Fair



## Capacity Building

In 2018, targeting the most urgent scaling up needs of NPOs, the Multiplier carried out online and offline training in relation to three topics - fundraising, productization, and monitoring and evaluation - encouraged peer study groups actively, empowered our brand makers, and financially supported their scaling up.

In May 2018, our *the 2018 Brand Maker Fundraising Camp* covered a series of topics including fundraising strategies and types of fundraising products, fundraising product design, fundraising resource extension, and fundraising and transmission. It was attended by over 30 brand makers.

In September, the Multiplier's training on the productization of philanthropy shared with 26 brand makers systematic knowledge on the value of products and productization, product managers and product teams, productization methods, and product design framework by requesting the definition of products, the role of product managers, and the most common problems in productization in this sector.

To involve more NPOs, the Multiplier has been actively developing online training courses. We held two online courses on lean startup and product design methods with our founding partner ThoughtWorks and created two online courses on monitoring and evaluation with MonEval, a consultancy specialised in this field. Both received positive feedback.

For our partners who have already made some progress on scaling up, it is essential to communicate with and learn from peers. The Multiplier started to create peers study groups and explore to maximise their effects.

The primary challenge of the scaling up of effective

philanthropic products has always been insufficient funds. In 2018, the secretariat of the Multiplier continued to provide unrestricted funding to six high-potential products which achieved good progress on scaling up as well as granting special learning funds and professional service matching funds for all our brand makers to help them scale up with improved skills and professional services.

## Brand Promotion

In 2018, the Multiplier further established its brand identity as a leading professional platform that promotes the scaling up of philanthropic products. We also facilitated the branding of its effective philanthropic products.

Firstly, within the sector, we communicated contents on impact and scaling up through mainstream media and our own media portals to attract more attention and catalysed discussions on this topic and eventually promoted it as the mainstream topic and a notable trend within the sector. Secondly, the Multiplier increased the impact by actively taking part in major events. We attended the *China Charity Fair* for the first time in September this year and presented 13 effective products in a specialised exhibition which was well received by the sector. In December, the 2018 annual conference of the Multiplier, *Gathering Charity and Connecting Love*, was successfully held in Beijing with over 400 partners and peers and received positive feedback and comments.

On the other hand, we actively sought collaboration with media to promote our effective philanthropic products and outstanding practitioners among the general public to raise their awareness of philanthropy and encourage their engagement. The documentary *Humans, How to Face Loneliness*, co-produced by the Multiplier and Ergeng Media reached over 3.58 million views. LIN Minming, one of the Multiplier's partners, was recommended to Xinhua Network's *China Online, Touching 2018* award and was

Network's *China Online, Touching 2018* award and was honoured as the *Touching Figure In the Third Quarter of 2018*.

## Fundraising Support

In 2018, we devoted our efforts to improving the fundraising capacity of the brand makers and linking fundraising resources to help the brand makers to break through the financial bottleneck when scaling up. Our work achieved excellent results in cooperating with crowdfunding platforms, connecting to fundraising resources in the business sector, and the implementation of effective philanthropic products through the funding of foundations.

Firstly, the Multiplier established the initial working methods with crowdfunding platforms. By building partnerships with major philanthropic crowdfunding platforms including the crowdfunding platform Love Alipay, Tencent Philanthropy, Meituan Philanthropy, and Shuidi Philanthropy, the Multiplier allowed several of its products to be displayed on the front page and to carry out individual fundraising to meet their fundraising targets. During the Tencent 99 Charity Day, 22 philanthropic products were funded by over 300,000 people and raised 9.7 million RMB.

Secondly, the Multiplier explored a new mode of implementing products through the funding of major foundations. Four products on child education from One Foundation Child Service Station were listed in the Multiplier. They will be incorporated in 30 to 40 sites of the Yile yuan project and receive up to 50 RMB per child from One Foundation.

Thirdly, the Multiplier introduced resources in the business sector to its products through promoting them.

For instance, the Multiplier and JD Foundation motivated donations from various businesses. Jiangsu Yanghe Brewery Joint-Stock Co., Ltd. donated one million RMB to our effective philanthropic product *New 1001 Nights* to cover all boarding schools in Suqian, Jiangsu Province, benefiting tens of thousand rural boarding students directly.

Moreover, the Multiplier offered one-to-one tutorials to improve the fundraising capacity of our products, serving as a think tank for brand makers in fundraising.

## Roadshow

Since its establishment in 2016, the Multiplier has been carrying out roadshows to promote brands, introduce products, catalyse implementation, and connect local resources. In 2018, to improve the efficiency of the roadshows, the Multiplier optimised the roadshow mechanism and curated the *Roadshow Guide* for its brand makers for more efficient connection to local resources. There were 16 roadshows in 2018 with a participation of over 1,600 NPOs which generated 1,141 partnerships.

The Multiplier received twice as many invitations for roadshow at city and county levels in 2018 as in 2017. There was a visible increase in support from local civil affairs departments and media coverage. Shenyang Morning Post published a special report on the Shenyang roadshow. China Daily and Toutiao reported Fujian Roadshow. Local governments and businesses in Fujian, Shunde, Chifeng, Yangzhou and Suzhou offered targeted fund for the implementation of products and local social organisations also incorporated the products.



## Draw Lessons From Experiences, and Develop Different Methods of Scaling Up

### Researching the Methodology of Ultimate Scaling Methods, Pathways, and Operating Modes

In 2018, the Multiplier and Global Development Incubator (GDI) carried out Research on Scaling Up Impacts to draw lessons from local experiences in China and develop a more effective support system for scaling up. The project conducted case studies on ten of Multiplier's typical products, visited 30 social organisations nationwide, and eventually produced a methodology framework on ultimate scaling methods, pathways, and operating modes. The research report was highly acknowledged in the sector, and the project received funding from Sany Foundation and China Merchants Charitable Foundation.

Meanwhile, the Multiplier also completed a review on platform transformation theories to clarify its work goals and direction.

### Collaborating with CDR and Involving Grantmakers in Scaling up

Solving social problems via scaling up requires the participation of more stakeholders, of which grantmaking foundations play significant roles. In 2018, the Multiplier and CDR initiated a network for scaling up to raise awareness, and motivate actions on scaling up among

funders. The network mainly focuses on knowledge sharing and held three workshops - Research on System Reform of Rockefeller Philanthropy Advisors, Venture Philanthropy Practices of the Aiyu Foundation, and Case Studies from Research on Scaling Up Impacts with GDI - that received positive feedback from peers.

### Launching Criteria and Developing Standards and Mechanism for the 'Yicifang' Brand

Yicifang is a brand registered by the Multiplier with China Trademark Office and is designed for the philanthropic products that have scaled up substantially. In October 2018, the Multiplier started the certification process and released a draft of criteria to solicit comments which received wide attention. In November, the secretariat held the first seminar on Yicifang certification mechanism with experts in the field of brand management, law, and risk management. The Multiplier will hold more seminars to complete the mechanism in 2019.

## Connecting Resources, and Growing Support Systems

In 2018, the Multiplier, based on the needs of the brand makers, has created cooperating mechanisms with co-founders, strategic partners, and partner hubs to attract and pool resources, and scale up philanthropic products and promote our brand. On the one hand, we join their advantages including high data traffic, diverse channels, funds, and professional services to facilitate the scaling up of our brand makers. On the other hand, we bridge diverse organisations to achieve mutual support, upholding the principle of exchanging services so that each participant can receive and contribute at the same time.

In 2018, several co-founders provided resources according to their expertise for the scaling up of our philanthropic products. Tencent Foundation set up a special section for China Effective Philanthropy Multiplier in the *99 Charity Day* benefiting from Tencent's data traffic. The China Merchants Charitable Foundation funded the research project on scaling up and actively participated in the nomination of candidate products.

ThoughtWorks provided the Multiplier with consulting services on work process, Xinhua Net continuously generated reports for the Multiplier. China Foundation for Poverty Alleviation, One Foundation, Tencent Philanthropy and Shanghai United Foundation offered their best fundraising experts as trainers of Multiplier's 2018 fundraising camp. JD Foundation, taking advantage of the e-commerce platform JD.com, motivated donations and support of our philanthropy products from the businesses and generous users.

In 2018, the Multiplier gained new strategic partners - Sany Foundation, Ifeng Philanthropy, Alibaba Cloud Philanthropy on Codes, Meituan Philanthropy, and Ergeng Philanthropy, which provide more resources for the platform including funds for research, publicity, and IT support.

As to our partner hubs, they carried out 16 roadshows in 2018, eight of which were able to solicit full funding from local government. To encourage the leadership of the hubs in their local philanthropy ecosystem, the Multiplier developed a rewarding plan and awarded funds to 12 outstanding hubs.



▶ Awarding Certificates to Strategic Partners at the 2018 China Effective Philanthropy Multiplier Annual Conference



▶ Brand Makers Awarding Certificates to Co-founders

## Initial Effects of Scaling Up

In November 2018, the Multiplier conducted information collection and reviews of 53 products since they joined the platform, monitoring four key indexes for scaling up - the number of counties that implement the product, the number of implementation partners, the number of direct beneficiaries, and the amount of funds motivated. The following chart shows six typical products' growth in these four indexes since joining the Multiplier one and a half year ago, demonstrating their substantial achievements in scaling up.

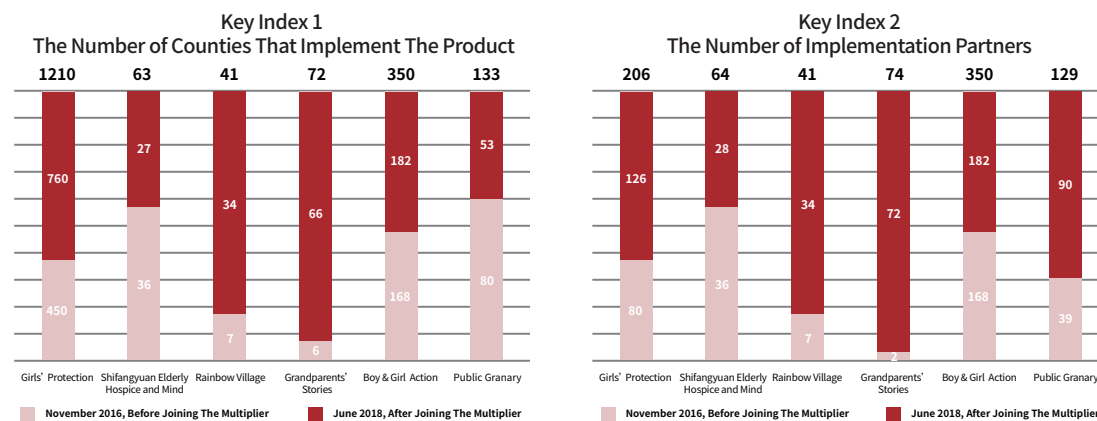
The positive changes in the philanthropy ecosystem brought by scaling up are demonstrated in four aspects:

- Increase in the supply of effective philanthropic products via multiplication
- Continuous improvement of quality through faster updates of philanthropic products based on broader user feedback during scaling up
- Development of local NPOs and philanthropic teams motivated by capacity building opportunities and resources brought about through brand makers' partnerships with various social organisations at county level
- A more extensive variety of philanthropic services catalysed by new collaboration modes during scaling up

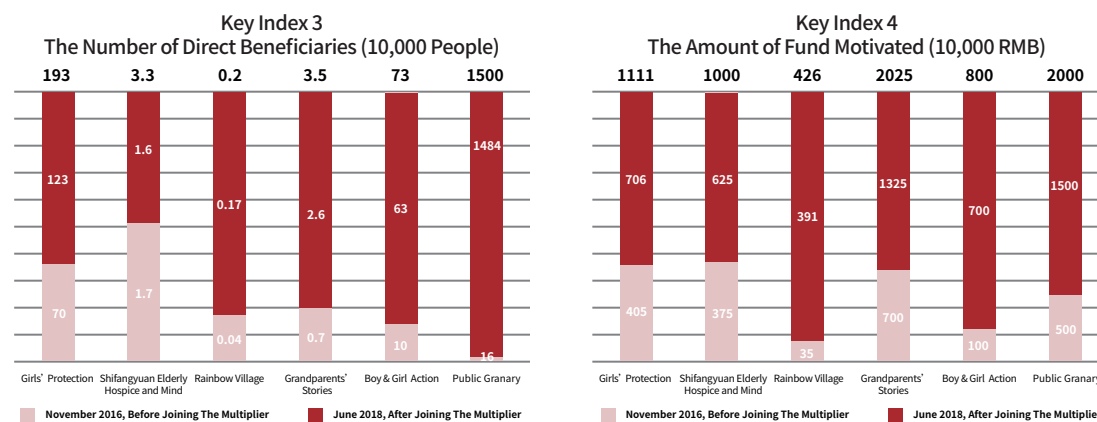
### Case Study:

Rainbow Village is a philanthropic product that aids the underage children of prisoners. It received 200,000 RMB unrestricted fund, took part in seven roadshows and capacity building training provided by the Multiplier, and received support in fundraising and publicity which resulted in approximately 4 million RMB in total. Within two years, the Rainbow Village expanded from 7 to 41 project sites. By 2017, the project provided long-term aid to 2,041 children. Five beneficiaries went to university, and three found employment. Eleven former prisoners became excellent volunteers after serving their time.

### Examples of Multiplier's Achievements on Scaling up



### Examples of Multiplier's Achievements on Scaling up



### Continuous Support for Brightway Fellows



Part of the Multiplier's work is to support and follow up on brightway fellows and motivate those with the intention to scale up to list their effective philanthropic products in the platform. Seven brightway fellows joined the multiplier. In 2018, many brightway fellows showed their substantial social impacts. For instance, the Environment Map by Guangzhou Green Data formed a strategic partnership with Amap, whose 0.7 billion users can view environmental data by entering 'environment map' in Amap.

Guangdong Green Farming, a Brightway fellow, initiated and carried out the Shuangbai Plan which recruited more than 900 social workers who have returned to their hometowns and set up social worker stations in over 200 towns in the east, west, and north of Guangdong. Shuangbai social workers' down to earth services at the frontline were highly praised by local governments, peers and villagers. Green Farming's long-standing values and methods of rural social work were adopted widely and will deliver a significant impact on social services for the vulnerable in rural areas, local social work, and rural community work.



Code	Project	Grantee/Delegate	Amount (RMB)
1	2018 China Effective Philanthropy Multiplier Roadshows	Public Interest Volunteer Development Center of Guiyang	229,900.00
		Shenyang Lizhou Public Welfare Development Center	
		Zhengzhou Heqin Youth Volunteer Center	
		Shandong Social Innovation Research Center	
		Fujian Pengchen Social Work Development Center	
		Changsha Renyu NPO Development and Research Center	
		Shaanxi Zhongyi Social Organization Service Center	
2	Crowdfunding Support for Excellent NPOs	Yiai Linglu (Beijing) Education Consulting Co., Ltd.	150,000.00
		Shanghai Rendu Ocean NPO Development Center (CCMC)	
		Yiduxie - Aid Project for Children with Dyslexia	
		Jinan Leave No Trace Culture Center ( Leave No Trace Courses)	
		Beijing Fengtai District Lizhi Occupational Training School (Tongxing Courses)	
3	Fundraising Technical Support For Brand Makers	Hubei Jianli County Lantianxia Association for Safeguarding Women and Children (0 Domestic Violence)	9,600.00
		Shanghai Jinan Fangde Ruixin Social Innovation Center	
4	Monitoring Public Opinions for China Effective Philanthropy Multiplier	Shanghai Meltwater Business Consulting Co., Ltd.	100,000.00
5	China Effective Philanthropy Multiplier’ s Participation in Sixth China Charity Fair	Shenzhen Non-profit Incubator (NPI)	105,952.00
		LIU Yanyan	
6	2018 Excellent Partner Hubs Awards	Shunde Social Innovation Center	470,000.00
		Huangjueshu Youth Social Worker Development Association	
		Zhengzhou Heqing Youth Volunteer Support Center	
		Nanchang Yixinyiyi Nonprofit Service Center	
		Erdos Together NPO Development Center	
		Lechuang Charity Development Center of Hunan	
		Gansu Yishan Yishui Center for Environmental and Social Development	
		Public Interest Volunteer Development Center of Guiyang	
		21st Century Education Research Institute (Rural Small Scale School Alliance)	
		Liaoning Lizhou Commonweal	
		Shaanxi Zhongyi NGO Services Center	
		Shandong Institute for Social Innovation (ISD)	

Code	Project	Grantee/Delegate	Amount (RMB)
7	Service Aid Term III	Lechuang Charity Development Center of Hunan	715,557.30
		Chengdu Shouyu Charity Development Center	
		Ningxia Charity Promotion Association	
		Shunde Social Innovation Center	
		Beijing Social Work Development Center For Facilitators	
		21st Century Education Research Institute	
		Jiangsu Yangzhou Yangfan Social Work Service Center	
		Liaoning Dalian Social Organisation Evaluation Center	
		Jilin Changchun Social Organisation Innovation Center Hunan Changsha Development and Research Center for NGO	
		Beijing Yidong Yanzhao Social Organisation Capacity Building Center	
		Liaoning Lizhou Commonweal	
		Shandong Social Innovation Development and Research Center	
		Liaoning Youth Lemon Charity Development Center	
		Chongqing Charity Social Work Service Center	
		Shaanxi Zhongyi NGO Services Center	
		Shanghai Peiyu Education Aid Center	
		Beijing Shijingshan Leling Elderly Care Center	
		Chengdu Idoo Charity Service Center	
		Chengdu Hechuan Charity Development Center	
7	Service Aid Term III	Guangdong Huiling Foundation for The Mentally Challenged	715,557.30
		Red Apple Public Welfare Association	
		Shanghai Xintu Center for Community Health	
		Taian Taishan Xiaohe Development Center	
		Jinan Leave No Trace Culture Center	
		Shanghai Rendu Ocean NPO Development Center	
		Beijing Growing Home Culture Development Zhongshan Yiduxie Child Education Center	
		Haining Volunteer Association	
		Woodpecker Food and Drug Safety Service Center	
		Changsha Green Hunan Environment Protection and Education Center	
		Shenzhen Futian Wider Pro Bono Center	
		Shanghai Better Education Development Center	
7	Service Aid Term III	Fujian Shoulder Action Education Foundation	715,557.30
		Chengdu Shouyu Charity Development Center	
		Hubei Jianli County Lantianxia Association for Safeguarding Women and Children	
		Chengdu Tongmeng Social Work Center	
		China Social Assistance Foundation - Wardrobe of Love	
7	Service Aid Term III	Shanghai Pudong District Heling Art in Community Center	715,557.30
		Xiaoer(Tianjin) Technology Co., Ltd.	
7	Service Aid Term III	Guangzhou Shandao Social Work Service Center	715,557.30

Code	Project	Grantee/Delegate	Amount (RMB)
8	Learning Fund Term II	Chengdu Hechuan Charity Development Center	594,365.10
		China Association of Social Workers	
		Beijing Dongyu Child Aid Center	
		Haining Vegetarian Culture Center	
		Shanghai Peiyu Education Aid Center	
		Shenzhen Longgang District Rainbow Social Work Center	
		Jinan Leave No Trace Culture Center	
		Beijing Growing Home Culture Development Co. Ltd.	
		Jianli County Lantianxia Association for Safeguarding Women and Children	
		Qingdao Red Cross Angel Emergency Assistance Center	
		Shenzhen Longgang District Longxiang Social Work Center	
		Humana People to People China (HPP China)	
		Shanghai Rendu Ocean NPO Development Center	
		Guangzhou City Haizhu District Breast Milk Service Center	
		Red Apple Public Welfare Association	
		Chengdu Tongmeng Social Work Center	
		Xiaoer(Tianjin) Technology Co., Ltd. (Green Leaving and Thanksgiving)	
		Zhongshan Yiduxie Child Education Center	
		Xi'an Jiaodian Shiguang Technology Co., Ltd. (Seeing Future)	
		Hangzhou Wode Youth Philanthropy Service Center (Boy & Girl Action)	
		Hangzhou West Lake District Woodpecker Food and Drug Safety Service Center	
		Aiyoxi Community Culture Development Center	
		Shanghai Pudong District Heling Art in Community Center	
		Shanghai Better Education Development Center	
		Changsha Green Hunan Environment Protection and Education Center	
		China Social Assistance Foundation - Wardrobe of Love	
		Fujian Shoulder Action Education Foundation	
Chengdu Shouyu Charity Development Center			
China Foundation of Culture and Arts for Children			
-Girls' Protection Fund			
Chengdu Idoo Charity Service Center			
Beijing Shijingshan Leling Elderly Care Center			
Shenzhen Friends of Spirit Community Old Village Conservation Center			
Guangdong Huiling Foundation for The Mentally Challenged			
Taian Taishan Xiaohe Development Center			
Shanghai Xintu Center for Community Health			

Code	Project	Grantee/Delegate	Amount (RMB)
9	Productization of Philanthropy Workshop	Shanghai Nonprofit Incubator	73,569.13
10	Brightway Fellow Support	Beijing Growing Home Culture Development Co. Ltd. Guangzhou Green Data Environmental Protection Center Changsha Green Hunan Environmental Protection and Education Center Beijing Shifangyuan Elderly Hospice and Mind Care Center Qinghai Gesanghua Education Aid Yunnan Heart to Heart Community Care Guangdong Green Farming Social Work Development Center Beijing Chaoyang District Friends of Nature Environmental Research Institute	4,852,755.00
11	China Effective Philanthropy Multiplier Unrestricted Funds for Brand Makers	Taian Taishan Xiaohe Development Center China Foundation of Culture and Arts for Children Hangzhou Wode Youth Philanthropy Service Center Chengdu Hechuan Charity Development Center	240,000.00
12	Network on Scaling Up	Beijing Fangcun Zhijian Consulting Co., Ltd.	94,880.00
13	Pivot Plan	Beijing Ipsos Information Consulting Co., Ltd.	30,975.59
Total			7,667,554.12



# 03

## Social Enterprises

The overall goal of our social enterprise division is to improve cross-sector collaboration and flow of resources, and mainstream social enterprises in the entire society. In 2018, Narada Foundation continued to target three areas - shaping the China Social Enterprise and Investment Forum into a critical infrastructure for promoting social enterprises and social investment; mainstreaming the concept and mindset of social enterprises; and developing the innovation models and methods of social enterprises in its broad sense - and achieved the following results.

## 2018 China Social Enterprise and Impact Investment Forum (CSEIIF)

With the active promotion of Narada Foundation, the secretariat of CSEIIF registered the forum as a private non-enterprise unit - Beijing Sheqi Social Organisation Development Center with the Beijing Municipal Bureau of Civil Affairs in May 2018. Due to the fast growth of impact investment, the board unanimously agreed on changing the name from China Social Enterprise and Investment Forum to China Social Enterprise and Impact Investment Forum and identifying the forum as an advocacy platform for the sector.

In 2018, the annual conference of CSEIIF, *Poverty Alleviation Through Impact Investment*, was held from May 31st to June 1st in Futian, Shenzhen. Supported by the Futian District government and UNDP SDG Impact Finance, the conference attracted over 800 people, including overseas guests from eight countries. There were more representatives from businesses and investment agencies than social organisations for the first time. The engagement of governmental departments was

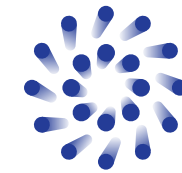
also unprecedented with 33 representatives from the governments of Beijing, Shenzhen, Chengdu, and Shunde. 108 guests gave speeches in the main forum, sub-forums, roadshows, and workshops in the conference. Many mainstream media reported and forwarded the activities in the annual conference and the concept and practices of social enterprises. In the conference, Narada Foundation announced its 50 million RMB investment in the Yuhe Fund, newly established by EH Capital Partners for impact investment to drive the development of social enterprises in China.

The forum, Beijing Municipal Committee of Social Work, and Beijing Social Enterprise Development Association jointly organised the *China Social Enterprise Forum Beijing Summit*, themed *New Era, New Cause, New Development*, that explored the new development of Chinese social enterprises, the new cause, in the new era. We actively advocated for the *Beijing Social Enterprise Certification Measures (Trial)*, released in the summit, and encouraged

social enterprises to be oriented by social problems and people's needs and to aim primarily to solve social problems, innovate social governance, and improve public services. The Measures provided standards for the development of social enterprises in Beijing.

The *Second Creating the Future, Social Enterprises and Social Investment Award* was jointly organised by Caixin International and CSEIIF. It received more than 200 applications from 121 organisations, of which 80% were from businesses. A panel of 30 experts and representatives of board member organisations and 16 youth and media representatives selected the winners through three rounds of review and evaluation. On the award ceremony on May 31st, the winners of the *Annual Social Enterprise Award*, *Asia Social Enterprise Award*, and other seven domestic and international awards were announced. Caixin Media released articles introducing the development of Chinese social enterprises and the winners of the awards on all its channels, informing the mainstream business sector and international society on leading social enterprises in China.

At the beginning of 2018, nine teams of Chinese experts and the Social Enterprise UK (SEUK) started the Social Enterprise Mapping Research project. The project collects and analyses data from the perspectives of social enterprise practitioners, investors, supporting organisations (including intermediary agencies), and government policies in the social enterprise and social investment ecosystem, and eventually generate a report to comprehensively and accurately reflect the current situation and development of this field. The research is funded by Ford Foundation and Shunde Foundation for Innovation and Entrepreneurship. The report will establish a database and baseline information of this field, provide sectoral data for stakeholders, and supply data for future comparative studies between different countries and promote international communications. So far, it has collected and interviewed 500 samples and completed four sub-project reports. The final report is estimated to be released in April 2019.



中国社会企业  
与影响力  
投资论坛

China Social Enterprise  
And  
Impact Investment Forum



► Keynote Speech by Doug Miller, Founder Chairman of Asian Venture Philanthropy Network, at the CSEIIF Forum 2018 Conference

► The Second Social Enterprise and Investment Awards Ceremony





## 2018 B Corp Promotion Project



► Eleven B Corps at the First B Corp Annual Conference



► Last BIA Workshop in Beijing

The promotion team of B Corp in China conducted excellent work in 2018. The 19 B-corp certification workshops in five cities nationwide were attended by more than 700 people, 450 of whom were representatives of businesses. The team also launched the B Generation leadership project in five top universities in China to develop future leaders in B corps, benefiting over 560 participants from 27 universities. There are in total 11 B Corps in China - four newly certified, and one re-certified in 2018. Over 250 mainland businesses/organisations are registered in the B Corp assessment website, using its assessment tools. The promotion team submitted a feasibility report/*Final Suggestions on the Strategies of China B Corp Movement* to the B Lab in the USA in September. The two parties signed the Memorandum for Cooperation in the *Global B Corp Conference* in November, planning to localise the evaluation of B impact, carry on the promotion and action research, and establish a B Lab China in 2020.

## Seminar on the Relationship Between Philanthropy and Business

On October 22nd to 23rd, Narada Foundation, China Institute for Philanthropy and Social Innovation ( Renmin University of China), and Dunhe Foundation jointly held the International *Seminar on the Relationship Between Philanthropy and Business*. The seminar aims to identify the essence of philanthropy further, clarify the relationship between philanthropy and business, and provide insight into the development of philanthropy in China. Two hundred twenty guests from eight countries, including scholars and practitioners, discussed in-depth the relationship between philanthropy and business in

this platform for multi-discipline, cross-sector, equal, and rational dialogues. The seminar received 125 papers which were categorised into six parts of the conference summary and highly praised by both the philanthropy and nonprofit sector and the academia. The speeches given in the seminar were widely distributed in online and offline media including Xinhua Net, People's Daily Online, Sino, Ifeng, China Youth Daily, Southern Weekly, and Philanthropy Times, and received positive feedback.

No.	Project	Grantee/Delegate	Amount(RMB)
1	2018 China Social Enterprise and Impact Investment Forum	CSEIIF Secretariat (Registered as Beijing Sheqi Social Organisation Development Center since May 2018, formerly Managed by the founder Narada Foundation)	1,594,533.37
2	2018 B Corp Promotion Project	Beijing Leping Social Entrepreneur Foundation	500,000.00
3	Seminar on the Relationship Between Philanthropy and Business	Renmin University of China	195,700.00
Total			2,290,233.37

# 04

## Other Programmes

- ▶ Ginkgo Fellows Programme
- ▶ New Citizen Programme
- ▶ Funding Leping Social Entrepreneur Foundation
- ▶ Quantitative History Research



## Ginkgo Fellow Programme



Ginkgo Fellow Programme (Ginkgo Programme) is a long-term programme that invests in individuals. Devoted to funding young "social entrepreneurs", the programme helps them to break through the bottlenecks of their personal growth and career development and become significant contributors to solving pressing social problems. The grantees are leaders/founders of NPOs or social enterprises, future NPO leaders, influential scholars, media professionals, and individual actors in the philanthropic and nonprofit sector.

The Ginkgo Programme was launched by Narada Foundation in 2010 and was registered as an independent organisation - Ginkgo Foundation in 2015. We welcomed

14 new members in the fellowship this year, including, for the first time, fellows from Xinjiang Uygur Autonomous Region, Hainan Province, and Hong Kong. Currently, there are 127 Ginkgo fellows covering 25 provinces, municipalities and autonomous regions. They have become essential forces in Chinese philanthropy and social innovation.

In 2018, WANG Yiou and LU Feng, both Ginkgo fellows, taking up the position as judges marked a defining moment in the development of Ginkgo Fellow Programme. It marked that senior Ginkgo fellows form a substantial force in the sector and the Ginkgo community has become more independent.



► Learning Tour to India at the End of September 2018



## New Citizen Programme



► Curious Students Looking at Volunteers Through The Window During The Preparation of The 20th Weilan Library

New Citizen Programme (Beijing Sanzhi Shelter for Children in Distress) conducts research, record, promotion, and advocacy to support the education of migrant children, raise awareness, encourage engagement and bring more resources in the education of migrant children. The only solution to the left-behind/migrant children issue in China is to allow all young children to live with their parents and equally receive high-quality and proper education in the city where their parents live and work.

In 2018, the New Citizen Programme and partners released *2018 Report on Mapping the Education of Migrant Children* and motivated more organisations to join efforts in this field. The programme team visited all 102 private schools for migrant children in Beijing; created a directory of 394 private schools for migrant children used to exist in Beijing during the last 25 years to allow more visibility of

these schools; and tracked 43 students of one class in one of the schools to reveal the 'migrating' and 'left behind' experiences of these children.

In 2018, the New Citizen Programme engaged 1,000 volunteers in improving the environment for migrant children. The volunteers ran 23 Weilan Libraries in community centres in Beijing where the private schools for migrant children are located, and where migrants reside. These libraries opened 1,469 days this year, served 13,069 migrant children and lent 106,809 books. We also established 15 Weilan Libraries in private schools for migrant children in Guangdong which will open in 2019. The Weilan Library project was awarded the *2018 Outstanding Philanthropic Education Project* by Sino Education.



## Funding Leping Social Entrepreneur Foundation

As the strategic partner of Leping Social Entrepreneur Foundation (Leping), Narada Foundation has supported Leping in its exploration of social innovation. In 2018, Narada funded Leping's work on the Kexin Farm Platform, research on social innovation, social innovation courses, research on B Corp assessment indexes, and its capacity building as follows:

- ▶ It built the Kexin Farm Platform which uses AI and big data mining to help farmers identify plant diseases and pests, and make accurate fertilising plans while offering satellite maps of the farms which form the basis of digitalised farm management.
- ▶ It established an initial knowledge system of social innovation centred around the *Stanford Social Innovation Review* (Chinese Version), and created two Wechat public accounts - Stanford Social Innovation Review and Lejiandao as new media channels to introduce cutting-edge concepts, methods, cases of

social innovation in China and around the world and promote the spread of Chinese social innovation.

- ▶ It developed and delivered courses including B Corp, and Cross-sector Innovation in higher education institutions, business schools, and NPOs, which provided scholars and students opportunities to understand social innovation and thus involve them in practical matters.
- ▶ It completed the feasibility report of the research on B Corp assessment indexes and signed a cooperation contract with B Lab to research the localisation of the B Corp assessment indexes.
- ▶ In terms of capacity building, it empowered itself and ran internal trial systems such as partnership and stock reforms to encourage entrepreneurship within the organisation, motivate the drive of the team, and support the work of the organisation.

## Quantitative History Research

Narada Foundation continued to fund the Quantitative History Research programme in 2018, supporting learning and research in quantitative history. The team mainly conducted the following activities in 2018:

- ▶ Carried out the sixth quantitative history course (nine days) with 95 students selected from 411 applicants including 239 PhD holders or above, 133 postgraduates, and 39 undergraduates; 183 economics majors, 136 history majors, and 92 other majors.
- ▶ Organised the sixth Quantitative History Research Global Annual Conference hosted by the quantitative history research committee, jointly with University of Hong Kong, Tsinghua University, Renmin University of China, held in The Center For Economic Research Shandong University, attended by over 200 scholars, and received papers in Chinese and English from 68

scholars, 31 of which were selected.

- ▶ Chose and awarded 2018 Outstanding Papers with research funds.
- ▶ Operated Wechat public account *Quantitative History Research*, improved quality and effectiveness of its articles, largely amplified the impact of Quantitative History Research. So far, it published 286 articles on quantitative history and has over 50,000 followers.
- ▶ Advanced the publication of the *Quantitative History Research* (Fifth Issue) to motivate academic dialogue.
- ▶ Carried out further research on *Quantitative Evaluation of China in Qing Dynasty* and *the Administration of Local Officials in China*.

# 05 Audit Report



## Audit Report

## 审计报告



中证天通（2019）审字第 0301147 号

## 南都公益基金会：

## 一、审计意见

我们审计了后附的南都公益基金会（以下简称“南都基金会”）财务报表，包括 2018 年 12 月 31 日的资产负债表，2018 年度的业务活动表、现金流量表以及相关财务报表附注。

我们认为，后附的财务报表在所有重大方面按照《民间非营利组织会计制度》的规定编制，公允反映了南都基金会 2018 年 12 月 31 日的财务状况以及 2018 年度的业务活动成果和现金流量。

## 二、形成审计意见的基础

我们按照中国注册会计师审计准则的规定执行了审计工作。审计报告的“注册会计师对财务报表审计的责任”部分进一步阐述了我们在这些准则下的责任。按照中国注册会计师职业道德守则，我们独立于南都基金会，并履行了职业道德方面的其他责任。我们相信，我们获取的审计证据是充分、适当的，为发表审计意见提供了基础。

## 三、其他信息

南都基金会管理层（以下简称管理层）对其他信息负责。其他信息包括年度工作报告中涵盖的财务信息，但不包括财务报表和我们的审计报告。

我们对财务报表发表的审计意见不涵盖其他信息，我们也不对其他信息发表任何形式的鉴证结论。

结合我们对财务报表的审计，我们的责任是阅读其他信息，在此过程中，考虑其他信息是否与财务报表或我们在审计过程中了解到的情况存在重大不一致或者似乎存在重大错报。

基于我们已执行的工作，如果我们确定其他信息存在重大错报，我们应当报告该事实。在这方面，我们无任何事项需要报告。

## 四、管理层和治理层对财务报表的责任

管理层负责按照《民间非营利组织会计制度》的规定编制财务报表，使其实现公允反映，并设计、执行和维护必要的内部控制，以使财务报表不存在由于舞弊或错误导致的重大错报。

在编制财务报表时，管理层负责评估南都基金会的持续经营能力，披露与持续经营相关的事项，并运用持续经营假设，除非管理层计划清算南都基金会、终止运营或别无其他现实的选择。

治理层负责监督南都基金会的财务报告过程。

## 五、注册会计师对财务报表审计的责任

我们的目标是对财务报表整体是否不存在由于舞弊或错误导致的重大错报获取合理保证，并出具包含审计意见的审计报告。合理保证是高水平的保

证，但并不能保证按照审计准则执行的审计在某一重大错报存在时总能发现。

错报可能由于舞弊或错误导致，如果合理预期错报单独或汇总起来可能影响财务报表使用者依据财务报表作出的经济决策，则通常认为错报是重大的。

在按照审计准则执行审计工作的过程中，我们运用职业判断，并保持职业怀疑。同时，我们也执行以下工作：

（1）识别和评估由于舞弊或错误导致的财务报表重大错报风险，设计和实施审计程序以应对这些风险，并获取充分、适当的审计证据，作为发表审计意见的基础。由于舞弊可能涉及串通、伪造、故意遗漏、虚假陈述或凌驾于内部控制之上，未能发现由于舞弊导致的重大错报的风险高于未能发现由于错误导致的重大错报的风险。

（2）了解与审计相关的内部控制，以设计恰当的审计程序，但目的并非对内部控制的有效性发表意见。

（3）评价管理层选用会计政策的恰当性和作出会计估计及相关披露的合理性。

（4）对管理层使用持续经营假设的恰当性得出结论。同时，根据获取的审计证据，就可能导致对南都基金会持续经营能力产生重大疑虑的事项或情况是否存在重大不确定性得出结论。如果我们得出结论认为存在重大不确定性，审计准则要求我们在审计报告中提请报表使用者注意财务报表中的相关披露；如果披露不充分，我们应当发表非无保留意见。我们的结论基于截至审计报告日可获得的信息。然而，未来的事项或情况可能导致南都基金会不能持续经营。

（5）评价财务报表的总体列报、结构和内容（包括披露），并评价财务

报表是否公允反映相关交易和事项。

我们与治理层就计划的审计范围、时间安排和重大审计发现等事项进行沟通，包括沟通我们在审计中识别出的值得关注的内部控制缺陷。

北京中证天通会计师事务所  
特殊普通合伙  
中国·北京

中国注册会计师  
李征  
100000961156  
中国注册会计师  
郭玉英  
110001700013  
二〇一九年二月十五日



Balance Sheet

2018/12/31 December 31, 2018

Private Non-Profit Organisation Accounting Table 01

Prepared by Narada Foundation

Unit: yuan

Assets	Line No.	Opening balance	Closing balance	Liabilities and net assets	Line No.	Opening balance	Closing balance
Current Assets:				Current liabilities:			
Cash	1	40,552,177.63	2,457,691.34	Short-term loans	61		
Short-term investments	2			Accounts payable	62	197,547.12	78,634.77
Accounts receivable	3	100,177.81	70,177.81	Accrued payroll	63	144,622.45	174,763.10
Pre-payments	4	1,000,000.00		Taxes payable	65	28,573.54	21,716.36
Inventory	8			Advances	66		
Deferred Expenses	9	50,470.00	50,567.56	Accrued Expenses	71		
Long-term debt investment due within 1 year of investment	15			Accrued liabilities	72		
Other current assets	18			Long-term liabilities due within one year	74		
Total current assets	20	41,702,825.44	2,578,436.71	Other current liabilities	78		
				Total current liabilities	80	370,743.11	275,114.23
Long-term investments:							
Long-term equity investments	21	54,901,523.31	104,851,230.61	Long-term liability:			
Long-term debt investments	24			Long-term loans	81		
Total long-term investments	30	54,901,523.31	104,851,230.61	Long-term payables	84		
Fixed assets:				Other long-term liabilities	88		
Fixed assets original cost	31	5,490,634.92	5,446,776.92	Total long-term liabilities	90		
Less: accumulated depreciation	32	1,840,421.35	1,585,770.73				
Fixed assets net value	33	3,650,213.57	3,861,006.19	Fiduciary agent liabilities:			
Construction in Progress	34			Fiduciary agent liabilities	91		
Heritage and cultural assets	35			Total liabilities	100	370,743.11	275,114.23
Liquidation of fixed assets	38	459,201.51					
Total fixed assets	40	4,109,415.08	3,861,006.19				
				Net assets:			
Intangible assets:				Nonrestrictive net assets	101	92,015,505.89	104,586,525.47
Intangible assets	41			Restrictive net assets	105	8,327,514.83	6,429,033.81
				Total net assets	110	100,343,020.72	111,015,559.28
Entrusted assets:							
Entrusted assets	51						
Total assets	60	100,713,763.83	111,290,673.51	Total liabilities and net assets	120	100,713,763.83	111,290,673.51

Person in charge: Xu Yongguang

Reviewed by: Guo Xiaohua

Prepared by: Zhao Fengying

Statement of Financial Activities

Year-End

Private Non-Profit Organisation Accounting Table 02

Prepared by Narada Foundation

Unit: yuan

Line Item	Line No.	Previous Year Data			Current Year Data		
		Nonrestrictive	Restrictive	Total	Nonrestrictive	Restrictive	Total
I. Income							
Including: Donations	1	554,066.80	3,091,899.23	3,645,966.03	26,790,000.00	3,553,741.64	30,343,741.64
Membership fees	2						
Income from services provided	3						
Sales income	4						
Government grants	5	2,557.00		2,557.00	2,463.70		2,463.70
Investment income	6	21,831,171.22		21,831,171.22	28,841,713.96		28,841,713.96
Other income	9	193,913.71		193,913.71	1,045,064.90		1,045,064.90
Total income	11	22,581,708.73	3,091,899.23	25,673,607.96	56,679,242.56	3,553,741.64	60,232,984.20
II. Expenditures							
i. Charitable activities expenses	12	39,594,848.03		39,594,848.03	48,218,368.11		48,218,368.11
Including: Program expenses	13	39,594,848.03		39,594,848.03	48,215,838.79		48,215,838.79
Expenses for services provided	14						
Sales expenses	15						
Government grant expenses	16				2,529.32		2,529.32
Taxes and additional expenses	17						
ii. Administrative expenses	21	1,203,729.89		1,203,729.89	1,284,466.74		1,284,466.74
iii. Fundraising expenses	24	709.16		709.16	-389.21		-389.21
iv. Other expenses	28	100.00		100.00			
Total expenditures	35	40,799,387.08		40,799,387.08	49,502,445.64		49,502,445.64
III. Restrictive Assets to Nonrestrictive Assets	40	6,434,439.19	-6,434,439.19		5,452,222.66	-5,452,222.66	
IV. Changes in net assets (if there is a decrease in net assets, use the minus “-” symbol )	45	-11,783,239.16	-3,342,539.96	-15,125,779.12	12,629,019.58	-1,898,481.02	10,730,538.56

Person in charge: Xu Yongguang

Reviewed by: Guo Xiaohua

Prepared by: Zhao Fengying

Statement of Cash Flows

Year-End

Private Non-Profit Organisation Accounting Table 03

Prepared by Narada Foundation

Unit: yuan

Line Item	Line No.	Previous Year Data	Current Year Data
I. Operating activities:			
Donations received	1	3,645,966.03	30,343,741.64
Membership fees	2		
Income from services provided	3		
Sales income	4		
Government grants	5	2,557.00	2,463.70
Other relevant operating activities	8	288,865.71	1,053,788.39
Subtotal: Cash in-flows	13	3,937,388.74	31,399,993.73
Donations or grants provided	14	37,734,804.20	43,789,101.29
Employee-related payments	15	3,193,903.19	3,804,093.84
Payments for goods and services	16		
Payment for other relevant operating activities	19	2,037,113.79	772,713.76
Subtotal: Cash out-flows	23	42,965,821.18	48,365,908.89
Net cash from operating activities	24	-39,028,432.44	-16,965,915.16
II. Investment activities			
Divestments	25	32,757,489.63	10,050,292.70
Investment income	26	21,831,171.22	28,841,713.96
Disposal of fixed and intangible assets	27		
Other relevant investing activities	30		
Subtotal: Cash in-flows	34	54,588,660.85	38,892,006.66
Payments for fixed and intangible assets	35	620,707.27	20,967.00
Payments related to investments	36		60,000,000.00
Payments for other relevant investment activities	39		
Subtotal: Cash out-flows	43	620,707.27	60,020,967.00
Net cash from investment activities	44	53,967,953.58	-21,128,960.34
III. Fundraising activities			
Loans	45		
Other relevant fundraising activities	48		
Subtotal: Cash in-flows	50		
Loan payments	51		
Interest payments	52		
Payments for other relevant fundraising activities	55		
Subtotal:Cash out-flows	58		
Net cash from fundraising activities	59		
IV. Impact of fluctuating exchange rates	60	-709.16	389.21
V. Net increase in cash and cash equivalents	61	14,938,811.98	-38,094,486.29

06

Our Team



## Our Team



► Our Team At the Elephant Nature Reserve



► Board Director HE Wei and Board Vice Chair CHEN YU Visiting Yangliu Village



► Internal Seminar: HUANG Qingwei Sharing Experiences on Selecting Projects



► Telling Stories with Lego



► Our Team at Simatai Great Wall in Autumn







Thanks Legal Consultant (Pro Bono):



君合律師事務所  
JUN HE LAW OFFICES

A/Room 1505, block C, Wantong center, 6  
Chaoyang Gate Street, Chaoyang District,  
Beijing (100020), China

T/010-51656856

F/010-59070038

<http://www.naradafoundation.org>

E/[info@nandu.org.cn](mailto:info@nandu.org.cn)

P.C/100020

Scan to Follow Narada Foundation in Wechat  
and Weibo



Wecha



Weibo