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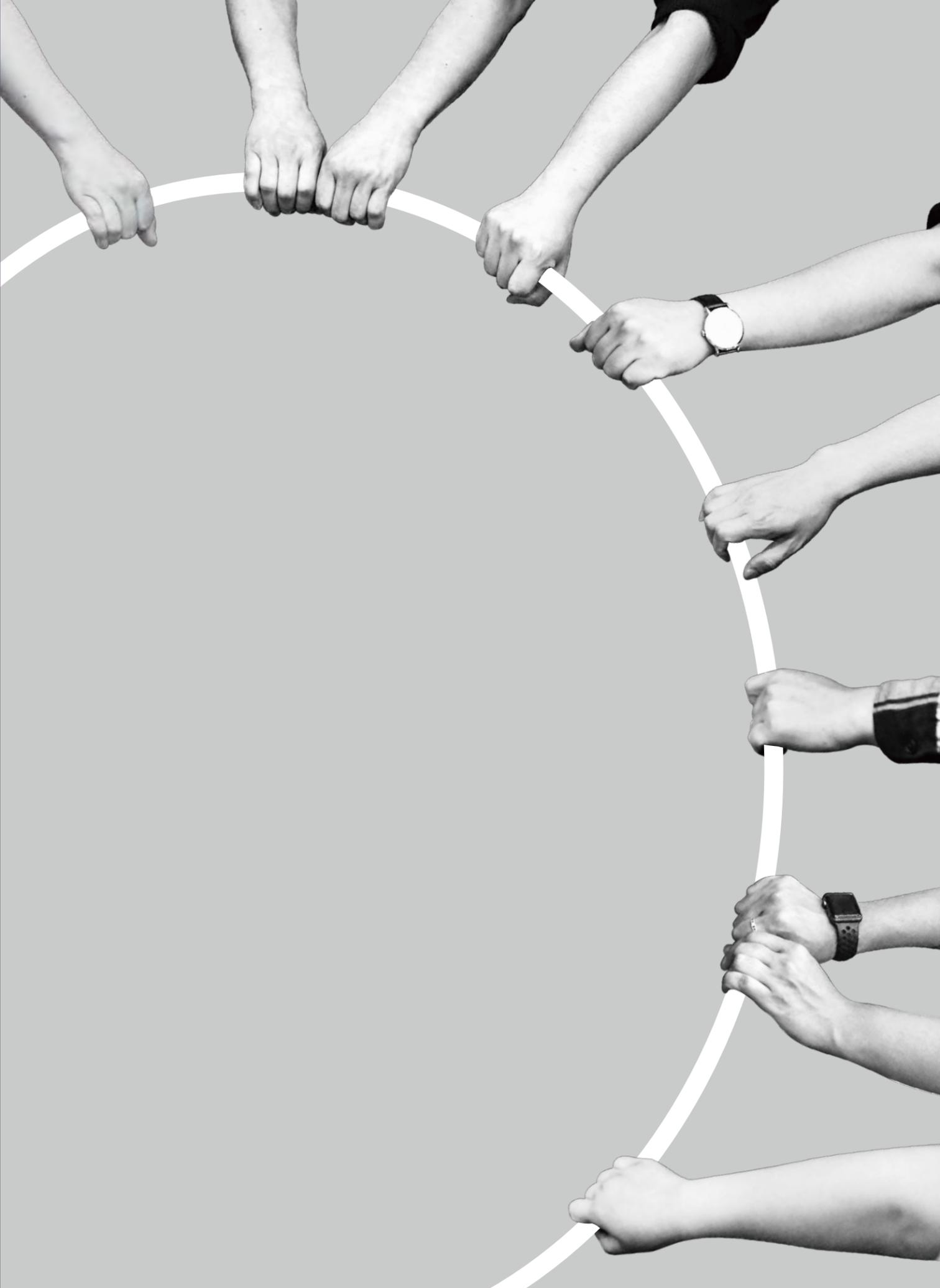
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Foster Civil Society

A Fair and Just Society Where Every Heart Carries Hope

Narada Foundation Annual Report





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Our Team



XU Yongguang ,Chair of the Board of Directors

In Chinese culture, twelve years is a full cycle in life and history. Narada Foundation passed its first 12 years in 2019.

In the past 12 years, Narada Foundation upheld its mission ‘foster civil society’ and strove to fulfil its vision ‘a fair and just society where every heart carries hope’. Narada has been growing and strengthening philanthropy infrastructure and improving the non-profit and philanthropy ecosystem in China together with our non-profit partners, an example of ownership and solidarity of civil society. As an old Chinese saying goes - virtue is admirable like a high mountain, deeds are righteous like a bright way. Although our targets are difficult to reach, we hold the course no matter the hardships involved.

In 2019, Narada Foundation reappointed the third and fourth board of directors. The changes were significant. KANG Xiaoguang, director of the China Institute of Philanthropy and Social Innovation at Renmin University of China, stepped down from his position as board director and has taken a role as tenured advisor. For 12 years, he has made irreplaceable contributions to organisational governance, strategic planning and service development. Our new board director is professor LI Xiaoyun from China Agricultural University, an outstanding and influential expert in poverty alleviation, philanthropy and international development.

Led by its new board of directors, Narada Foundation will continue to apply its values - placing the public interest above all else, prioritising sector development, staying true to its grassroots approach, pursuing leverage effect, promoting innovation, entrepreneurship and service spirit in its leadership, tolerating mistakes, never covering up problems, taking risks with social innovators and rising to new challenges in the future.



PENG Yanni , CEO

2019 marked the third year of Narada Foundation’s 2017-2019 strategic plan. We have furthered our three work areas, namely sector development, scaling up social innovation (China Effective Philanthropy Multiplier) and social enterprise and impact investment, in all aspects, addressing the needs and underlying problems of grassroots non-profit development, and accomplished our original goals set at the planning stage.

The China Effective Philanthropy Multiplier continued to perform efficiently in 2019. Its member organisations have improved their ability to scale up remarkably: transitioning from ‘I do’ to ‘we do’ at different stages and motivating non-profit organisations from various regions to carry out projects. Some of them have taken on an essential role in advancing issues in their field, taking one step further to solve social problems. Regarding our work in sector development, we focused on the advocacy of philanthropy infrastructure building. We thus highlighted this crucial issue for sector development, catalysing public discussions on it, and building donors’ consensus on supporting sector infrastructure. As to the area of social enterprise and impact investment, we supported the China Social Enterprise and Investment Forum and other projects targeting investors, youth and entrepreneurs, called for awareness and support on social values from people of various backgrounds, and therefore engaged more people in charitable activities and diversified the profile of social problem solvers.

The Narada Foundation Team has gained and grown a lot in 2019. We owe this mostly to our partners, and to the frontline NPOs from different fields, hub organisations in various regions, networks and platforms, third-party service providers, scholars, businesses, and media agencies. We believe the solution to a problem comes from those closest to the problem. By interacting with our partners, we attained mutual inspiration, knowledge and growth.

The global outbreak of COVID-19 in 2020 has profoundly changed everybody’s life and work and is reshaping social structures. In a time of uncertainty and changes, we will remain stable, firmly stand by our mission of fostering civil society and keep evolving as a learning organisation so that everyone in our team can be a driving force for accomplishing our mission.





**Narada
Foundation**
南都公益基金会

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

- 1** **Prioritize Public Interest**
 We elevate public interest over the direct or potential interest of any company or individual.
- 2** **Advance Sector Development**
 We actively respond to the key issues and pressing needs of the philanthropic and non-profit sector.
- 3** **Be Rooted in Citizen Perspectives**
 We are dedicated to supporting citizen-driven non-profit organisations and social innovations.
- 4** **Pursue High-Leverage Impact**
 We strive to make grants that maximise social impact.

Our Style

Goal-Oriented

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



Respect Others

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.



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.



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.



Learn From Mistakes Instead of Cover Up Failure

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



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.

3 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.

Social Enterprise and Impact Investment

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 Members



ZHOU Qingzhi Honorary President

Primary Founder and Donor, 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, Narada Foundation
 Honorary Chair of the Board, China Foundation Center
 Honorary Board Member, China Social Enterprise and Investment Forum
 Research Fellow, Counselors' Office of the State Council



CHENG Yu

Vice-Chair of the Board



HE Wei Board Member

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



WANG Haiguang Board Member

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



LI Xiaoyun Board Member

Honorary Director, China Institute for South-South Cooperation in Agriculture
 Honorary Director, China Belt and Road Institute for Agricultural Cooperation,
 China Agricultural University



YANG Yimei Board Member

Lecturer, School of Economics and Management, Tsinghua University
 Chinese Partner of Ram Charan (World-Renowned Business Advisor)



PENG Yanni Board Member

CEO, Narada Foundation



HE Jin Supervisors

Non-profit Practitioner



XIAO Wei Supervisors

Partner, JunHe LLP

Honours



in Jiemian.com's

2019 Most Transparent Chinese Charitable Foundation List

For

8 consecutive years

Scored 100/100

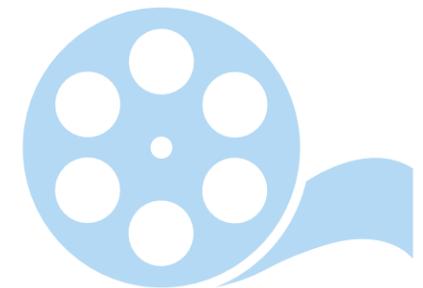
in the China Foundation Transparency Index (FTI)

Awarded Transparent Model

Model Foundation

Sixteenth (2019)

China Charity Ranking



The documentary *How do Humans Face Loneliness*

received **Best Production and Best Moving Short Film**

at 2019 China International Philanthropic Film Festival (Foundation Section)

Programmes

Sector Development

Scaling Up Social Innovation

○ China Effective Philanthropy Multiplier

Social Enterprise and Impact Investment

Other Programmes

○ Ginkgo Fellows Programme

○ New Citizen Programme

○ Quantitative Historical Research Project

○ Funding Leping Social Entrepreneur Foundation



银杏伙伴成长计划
Ginkgo Fellow
Program



南都观察
NARADA INSIGHTS



中国好公益平台
The Effective Philanthropy Multiplier



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. Through a series of different approaches such as joint initiatives, planning, leading / coordination, grant-making and advocating, we aspire to improve the policy environment, raise public awareness, build infrastructure that fosters the third sector, and encourage the healthy evolution of the philanthropic ecosystem.

In 2019, we obtained excellent results in terms of public awareness, data standards, and platform networks.



△ Narada Insights' 2019 Annual Dialogue on Love and Fear in the Information Age

Number	Project	Grantee/Delegate	Amount (RMB)
1	2019 Core Funding for China Philanthropist Magazine	Beijing Ciyi Culture Center	230,000.00
2	2019 Training Platform for Fundraising Professionals Support Plan	Shanghai Jinan Fundraising Social Innovation Center	240,000.00
3	Investing in Adding and Retaining Value for Charitable Organisations Project	Beijing Jingyi Social Organisation Service Center	140,000.00
4	The Eighth Western Community Innovation Forum	Shaanxi Gender Development Solution	70,000.00
5	Innovation Research and Knowledge Sharing on Risk Governance	Beijing Normal University Education Foundation	240,000.00
6	Research on The Transformation of Chinese Philanthropy in 40 years of Reform and Opening Up	Guangzhou Philanthropy Academy	300,000.00
7	The Economics of Philanthropy Seminar	Beijing Hongyi Culture Co., Ltd.	60,000.00
8	NPO Policy Monitor/Analysis and In-depth Report on Philanthropy	Guangzhou Lecheng Technology Co., Ltd.	38,000.00
9	Introducing and Translating International Materials on Building Sector Infrastructure	Woqi Foundation	28,268.76
10	2020 Harmony Platform	Fujian Zhenro Foundation	200,000.00
11	Open Course on Law for Foundations	Legal Center for NGO	42,000.00
12	2019 Foundation Network for Disaster Risk Reduction	Chengdu Hezhong Charity Development Center	70,000.00
13	2019 Localisation of the Collective Donation Mode	Yizhong Fund of Shanghai United Foundation	100,000.00
14	Research on Liren Community Building Comprehensive Evaluation System (Term Two)	Zhixing Community Development Institution	30,000.00
15	2019 Moderate Consulting Funding Project	Beijing Moderate Consulting Co., Ltd.	160,000.00
16	Narada Insights	Beijing Recende Consulting Co., Ltd.	1,326,342.23
17	Leadership Building for Non-Profit Platform/Network Directors	Global Talent Development Center	300,000.00
18	Core Operation Funding for Action Against Poverty	Mengla Action Against Poverty	40,000.00
19	Hero Charity Fund	Lingshan Charity Foundation	250,000.00
20	2018 Information System of Chinese Charitable Organisations	Beijing Yishan Credit Management Co., Ltd.	90,000.00
21	2019 Beijing Yishan Credit Management Co., Ltd.	Beijing Yishan Credit Management Co., Ltd.	350,000.00
22	The Atlas of Philanthropy Infrastructure in China	Beijing Fangcun Zhijian Consultancy	200,000.00
23	2019 China Foundation Forum	Beijing Jiye Changqing Social Organisation Service Center	100,000.00
24	Multi-division Cooperation and Knowledge Sharing on Disaster Response and Governance (Term Two)	Innovation Center for Risk Governance of Beijing Normal University, China International Center for Economic And Technical Exchanges, UNDP China	83,506.00
25	2018 China Donors Conference	Beijing Fangcun Zhijian Consulting Co., Ltd.	218,400.00
26	2019 China Donors Conference	Beijing Fangcun Zhijian Consulting Co., Ltd.	441,400.00
			5,347,916.99



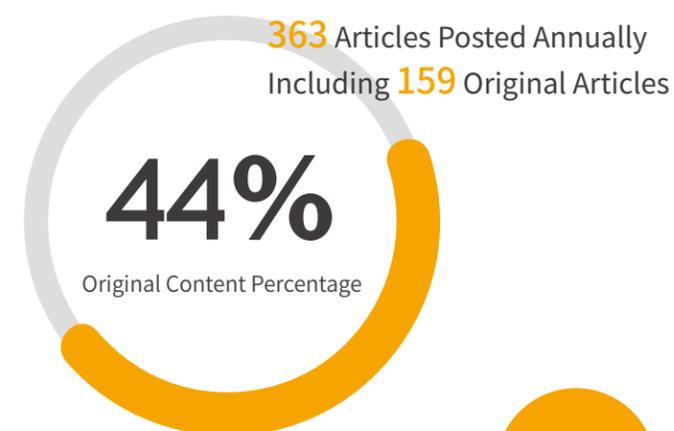
Wechat

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 2019, Narada Insights posted 363 articles, including 159 original articles, gaining over 12.09 million views and more than 50,000 interactions. The platform also hosted a summer forum titled 'Do We Still Need Urbanisation', an annual dialogue on 'Love and Fear in the Information Age', and eight seminars on education, culture and technology.

Over this year, Narada Insights has further expanded its social impact. The summer forum 'Do we still need Urbanisation' was reported by several media including Social Sciences Weekly, Caixin, CFGW.net.cn, China News, and The Sankei News. Our original articles such as 'Is the Household Registration System Coming to an End due to Low Birth Rates and Aging' were referenced by professional media agencies, practitioners and podcasts. The article *Jack Ma's Joke Reinforces Tech's Culture of Gender Harassment* has been translated by Caixin Global and was on the Most Viewed Article List of the day. The article 'Suggestions on Expanding the Legislation Period of the Regulations on Social Organisations' received the Most Influential Philanthropy Commentary Award.



Views on All Channels



12.09 Million+

Offline Activities

8 Themed Seminars on Education, Culture and Technology

10

Summer Forum 'Do We Still Need Urbanisation'
Annual Dialogue 'Love and Fear in the Information Age'

Interactions on All Channels



50,000+

The Transformation of Chinese Philanthropy in 40 Years of Reform and Opening Up

The research project Transformation of Chinese Philanthropy in 40 Years of Reform and Opening Up, initiated by Narada Foundation, focuses on analysing the development of philanthropy in China during the past four decades, taking the 'process-event' approach from four dimensions – 'changes in public philanthropic behaviour', 'the evolution of nonprofit and charitable organisations', 'policies development in the nonprofit and philanthropy sector', and 'alterations in nonprofit and philanthropic culture'. The project seeks to reveal the underlying logic of nonprofit practices and to put forward suggestions for the further development of philanthropy via extracting relevant unchanging 'mechanisms' from random events.



△ Releasing the Third-Party Data Platform - Yishan Data

The Information System of Chinese Charitable Organisations

The Information System of Chinese Charitable Organisations 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 by creating a database covering the organisational, financial, and project-related information of all charitable organisations. On November 12th, the Yishan credit applet Yishan Data was officially released, on which CCTV made a special report. Yishan Data has innovated the use of technology and data to advance the development of the sector. It has responded to multiple demands from the sector covering requesting donation records and information on charitable organisations, evaluating the performance of charitable organisations, benchmarking role models, finding partners, expanding member networks, publishing sectoral reports, promoting academic research, and improving the quality of training and consulting.

Investing into Adding and Retaining Value for Charitable Organisations

The Investing into Adding and Retaining Value for Charitable Organisations project, initiated and implemented by the Beijing Jingyi Social Organisation Service Center, seeks to comprehensively improve the investment skills of the sector and the effectiveness of their assets through multi-level empowerment methods such as coaching, consulting, training and policy advocacy. Since the start of the project in early 2019, it has held five forums/training to advocate the new investment regulations in five different regions, and seven online workshops on specific investment tools and investment system building and published 10 Wechat articles on investment. The handbook Beginners' Q&A on Investing into Retaining and Adding Value for Charitable Organisations released in the 2019 annual conference of China Foundation Forum aims to equip charitable organisations with a basic knowledge framework of investment and an essential risk management system through analysing the fundamental investment know-hows for beginners. Jingyi Center has built long term coaching relationships with ten charitable organisations to assist them in formulating and optimizing their investment systems, internal structure and procedures as well as designing necessary asset allocation and product audits.

Leadership Building for Platform/Network Directors

The Leadership Building For Platform/Network Directors project, started by Narada Foundation and co-funded by Dunhe Foundation, aims to enhance the leadership of the directors of mature platform/network organisations which are the core infrastructure of the nonprofit sector and therefore, amplify the significant role of these organisations in developing the sector and encourage communication and collaboration among these organisations. The project operates on training sessions and one-to-one coaching. By the end of 2019, it organised three training sessions, drew up a map of the Chinese nonprofit system, and established initially three collaborating projects focusing on funders' impact strategies, sectoral infrastructure building committee, and deepening foundation project officers' understanding of frontline organisations respectively.

▽ Leadership Building for Platform / Network Directors





△ The Closing Ceremony of Philanthropy Forum on Western Community Service Innovation

2019 China Foundation Forum

China Foundation Forum is a platform established in 2008 by China Association for Nonprofit Organisations and several foundations seeking excellence and sector development under the guidance of relevant government departments. The project supports the organisational development of the China Foundation Forum to enhance communication and cooperation of Chinese foundations and promote the development of Chinese foundations and the nonprofit sector. In 2019, the number of organising committee members of the forum increased to 25. It hosted one thought summit, two city summits, three study tours for secretaries-general, and facilitated 12 interactive activities among a variety of organisations in different regions. From November 22nd to 23rd, the annual conference of China Foundation Forum titled *Uphold the Original Intention and Seek Development Together* was held in Fuzhou, attracting 1,500 inter-disciplinary experts, scholars and guests from 627 organisations across the country. Twenty-two media reported on the annual meeting, and the live video of the main forum reached 204,000 hits on the day. Besides, the forum actively produced knowledge of the sector, initiating and publishing reports on the philanthropic ecosystems in relevant regions. Its China Foundation Archives project has collected nearly 3,000 books and documents.

The Eighth Philanthropy Forum on Western Community Service Innovation

The Eighth Philanthropy Forum on Western Community Service Innovation was first founded by Shaanxi Research Association for Women and Family and Shaanxi Gender Development Solution and hosted together with a number of nonprofit organisations in western China. The eighth forum was held in December 2019 in Xi'an, titled *Social Organisation Services and Community Governance in The Context of The Belt and Road*. Over 150 experts, scholars, and social organisation workers from 12 provinces in the meeting exchanged ideas and experiences on the innovation of western community services. The forum not only served as a platform for western nonprofit organisations to share their experience, but also to communicate the unique values of nonprofit organisations in the west and lend the Chinese nonprofit sector a western perspective.



▽ China Donors Roundtable

2019 China Donors Roundtable (CDR)

Initiated by Narada Foundation and four other Chinese foundations in 2015, CDR is designed to serve grant-makers in China and explore effective philanthropic solutions that solve social problems. In 2019, CDR expanded its membership to 40 organisations, organised two peer advisory boards for secretaries-general, ten online seminars, and six fundraising workshops, provided internal support or consulting services to 28 members, and carried out chargeable consulting services for two members. CDR also published 45 articles on effective nonprofit practices and sent 12 issues of its knowledge base to its email subscribers. CDR has developed into a very influential platform for funders' capacity building in the philanthropy sector.



△ China Fundraising Professionals Forum



△ Infrastructure -Foundation of Global Philanthropy Handbook



Infrastructure -Foundation of Global Philanthropy Handbook SQ Code

2019 Training Platform for Fundraising Professionals / Shanghai Jingan District Fundraising Social Innovation Center Support Project

This is the annual organisation support project for Shanghai Jingan District Fundraising Social Innovation Center. The Center started as a project team in 2015 and was officially registered in 2017. After four years of exploration, it has set out its mission to 'promote consensus on fundraising ethics in the sector and establish professional standards for fundraisers'. In 2019, the centre hosted the *Fifth China Fundraising Professionals Forum* with the theme 'From Traffic-Driven Fundraising to Data-Driven Fundraising' and launched the *Manual on Philanthropic Fundraising Ethics in China (Revised 2019)*. This revised version of the *Guidelines of Fundraising Ethics in China (2018)* draws on the opinions of experts and ten pilot organisations' practical experiences of using the Guidelines for one year. The Manual has identified six essential values to be followed by nonprofit and charitable fundraisers - compliance, honesty, integrity, justice, transparency, and accountability. It also introduced the ethical code for nonprofit fundraisers, including explanations, practical guidelines, applicable legal bases, and case studies under each term.

Promoting the Construction of Philanthropic Infrastructure

In 2019, Narada Foundation promoted the construction of philanthropic infrastructure with the following efforts:

1. Contracted Beijing Fangcun Zhijian Consultancy to carry out the *Atlas of Philanthropy Infrastructure in China* project, researching on identification, challenges and solutions of philanthropic infrastructure in China;
2. Published the *Infrastructure - Foundation of Global Philanthropy*. The handbook is a product of Woqi Foundation's Introduction / Translation of International Literature on Philanthropic Infrastructure project funded by Narada Foundation;
3. Held the parallel forum of the China Foundation Forum titled *Starting Dialogues on Philanthropic Infrastructure - Listening and Acting* with Dunhe Foundation. At the forum, Narada released the two handbooks mentioned above, and organised in-depth discussions on the functions, current situation and challenges of infrastructure in roundtable dialogues, co-creation of all the participants and other activities, bringing the issue of philanthropic infrastructure under spotlight.

Systematic Thinking and Sector Ecosystem Mapping Workshop

The Systematic Thinking and Sector Ecosystem Mapping Workshop, initiated and executed by Narada Foundation, strives to promote stakeholders' understanding of their respective roles and their relationships with each other in the nonprofit ecosystem by introducing relevant thinking tools for system change, and therefore, stimulate cooperation, and eventually form a joined force in the sector. The workshop invited 25 representatives from foundations, hubs, platforms/networks, frontline NPOs and research institutions. With the help of experts, participants co-created with relevant systematic thinking tools, and came up with an initial consensus on the overall layout of the ecosystem and created a firm ground for solving social problems together in the future.

▽ Systematic Thinking Workshop



Scaling Up Social Innovations

China Effective Philanthropy Multiplier is an open platform for scaling up philanthropic products. It was jointly developed by Narada Foundation, China Foundation for Poverty Alleviation, One Foundation and several other NPOs, businesses, and media. Since its establishment in November 2016, the Multiplier has been scaling up effective philanthropic products and solving social problems efficiently and accurately at scale through measures such as grant-making, connecting resources, capacity building, promotion of brands and experience sharing.

Drawing on previous experiences and genuine needs when scaling up philanthropic products, the Multiplier kept innovating and exploring effective methods to scale up the impact of high-quality philanthropic products and achieved substantial results in 2019.

▽ Starting the Core Modules at Scaling Up Academy in May 2019



△ Starting the Core Modules at Scaling Up Academy in May 2019



Opening the Scaling Up Academy to Facilitate Capacity Building for Scaling up Philanthropic Products

According to our survey, the biggest obstacle for scaling up is NPOs' lack of capacity. Consequently, alongside capacity building and training for our partners, the Multiplier set up the Scaling Up Academy to provide them with upgraded support on capacity building.

The Scaling Up Academy was opened in May 2019 to strengthen capabilities to scale up impact. Its values are 'mission first, lifetime learning, and cooperation and sharing'. The academy delivers a capacity-building programme (including compulsory and optional modules) and tailored funding based on the findings from its Research on Scaling Up Impacts project.

At the end of May, the Scaling Up Academy started its core modules in Jinan. The three core modules - 'Ultimate Methods and Scaling Strategies', 'Identifying and Building Organisational Skills', and 'Evaluation Mindset Amid Scaling Up' were developed together with PwC China, Global Development Incubator (GDI) and the Yiyang Yixing team respectively. The 'Ultimate Methods and Scaling Strategies' module, grounded in the Multiplier's Research on Scaling Up Impacts project, is the first-ever module on scaling up impact that bridged the gap in the sector.

练习：找到你的产品细分



Starting the Core Modules at Scaling Up Academy in May 2019

Additionally, the academy provides four optional modules based on surveys of needs. They are *'Implementing Organisation Management and Quality Control'*, *'Joint Fundraising'*, *'Leadership Improvement for Managers'*, and *'Product Upgrade'*. These modules were developed and opened for students from the end of 2019.

Monitoring and evaluation are essential for upgrading and demonstrating the effectiveness of philanthropic products. In 2019, the Scaling Up Academy worked together with the Yiyang Yixing team to carry out the Monitoring and Evaluation Capacity Building workshop and one-to-one consulting services to assist eight partners in clarifying the cause-effect chain and developing self-evaluation plans for their projects. The academy will also produce the *Self-Evaluation Casebook and Guidelines* for Self-Evaluation to benefit more NPOs.

Another vital function of the Scaling Up Academy is to provide tailored support for its partners. In 2019, the Scaling Up Academy selected eight partners to supply comprehensive one-to-one support, facilitating them in developing their scaling aims and action plans for the coming three years as well as offering annual funding of 300,000 RMB and one-to-one coaching, so that they will be able to break through the bottleneck and scale up their impact. Additionally, small funds were granted to each partner to enable them to learn about scaling up and build up their capacity.



Feedback from Partner

The Scaling Up Academy inspired us tremendously not only through the courses but also by continuously delivering subsequent targeted monitoring and evaluation services. The Modes of Scaling Up and Self-Assessment Design allowed us to update our products and aims. After this year, our understanding of scaling up methods have been significantly improved. Moreover, we achieved many breakthroughs in planning to upgrade our products.

-TANG He, Programme Officer, RiverWatcher

Amplifying the Role of Partner Hubs to Advance Successful Implementation of Effective Philanthropic Projects

The successful reproduction and promotion of philanthropic products depend on productive collaborations with local partners. The Multiplier uses the approach of philanthropic product roadshows, which allow face-to-face introductions of products to local government departments such as the civil affairs bureau, Women's Federations, and Communist Youth League, our partner hubs, and local NPOs. The parties can negotiate the way to introduce our products according to specific local needs.



△ In June 2019, HUANG Shuxian, the then Party Secretary and Minister of the Ministry of Civil Affairs paid a tribute to the Multiplier's work mode in Hunan



△ 2019 China Effective Philanthropy Multiplier Roadshow in Tianjin

In 2019, there were 14 roadshows, including ten at a provincial level (first ever roadshows in Tianjin and Shanxi) and four at a city/county level. Thirty-six partners and over 1,600 NPOs across the country participated in the roadshow and achieved 1,363 initial cooperation proposals. According to our survey, the overall satisfaction rate of the participating NPOs and hubs is above 90%.

The Multiplier also emphasises finding the right partners to implement its products. Apart from the roadshows, it created courses on MOOC for individual products to find partners and produced short videos for 21 philanthropic products for online promotion. The online campaign attracted over 1,300 inquiries for cooperation and reached a success rate of 39% in getting its products off the ground.

The partner hubs are essential for the Multiplier, serving as core participants in the roadshows, a source of new philanthropic products and a significant force in building local philanthropic ecosystems. They play an active role in facilitating the accurate allocation of resources by local government, local foundations, businesses, and the general public. The Multiplier gained six new partner hubs in 2019. For these partner hubs, the Multiplier provided small funds, organised study trips, and analysed the internal logic and motivating mechanisms of the hub-driven construction of regional nonprofit ecosystems.

The partner hubs lent their expertise on local exhibitions of Multiplier's philanthropic products, conducted online cooperation schemes, promoted the implementation of the products and raised awareness of the Multiplier. Lechuang Charity Development Center of Hunan opened a 'project supermarket' featuring mainly products of the Multiplier in a local incubator for children's services social organisations. Yunnan Heart to Heart Center's applet *The Yunnan Multiplier Product Exhibition Hall* enables online one-stop browsing of all the products. Inner Mongolia Ordos Together has continuously advanced the Ejin Horo Banner party-building *Micro Facts of People's Livelihood* project and sponsored the implementation costs of Multiplier's products. The above measures notably got the philanthropic products off the ground more efficiently in various regions.

▽ 2019 Scaling Up Academy Roadshow in Chongqing



Diverse Resources for Effective Philanthropy Projects

The scaling up of philanthropic products requires support for funding, marketing, and professional consultancy. The Multiplier strives to fully exploit its resource pooling skills and attract more resource providers to join the platform to help effective philanthropic products to overcome hurdles regarding resources in the process of scaling up.

Maximising the effective use of particular advantages of its co-founders, strategic partners, and resource providers, the Multiplier set up five special committees in 2019 including a product committee, a fundraising committee, and a transmission committee to speed up the scaling up of high-quality products in a more targeted manner.

After continuous exploration, the Multiplier and a number of partners developed a few unique joint funding models, for example, the *'Flying Against the Wind - De Facto Orphan Assistance Plan'* jointly funded with China Foundation for Poverty; the transmission and fundraising of philanthropic products with Tencent Foundation; the core modules of the Scaling Up Academy with PwC China; and the scaling-up research project with China Merchants Charitable Foundation.

The Multiplier Brought Together Various Resources to Provide Partners with Fundraising and Branding Support on the 2019 Tencent 99 Charity Day

During the Tencent 99 Charity Day, the Multiplier, together with one of its co-founders Tencent Foundation, put up a special topic *'Gathering Kindness and Connecting Love'* on the front page of the Tencent Charity website to raise funds for a collective of 19 philanthropic products from the platform. The cover photos of all these projects are marked with the legend *'Product of China Effective Philanthropy Multiplier'* for easy recognition by the browsers. Additionally, the platform worked with Narada Hotel Group to display a welcome card with its products in over 7,100 guest rooms of 28 hotels in 12 cities covering the provinces Hainan, Zhejiang, Yunnan, Jiangxi and Shandong to enable a better understanding of the products and encourage donations. Together with Ergeng Video Platform, the Multiplier and its product providers participated in the 2019 Shanghai City of Design and STDecaux Annual Charity Exhibition and displayed advertisements on popular locations such as Shanghai South Railway Tube Station, Beijing Qianmen Street Bus Stop and Lama Temple Bridge Bus Stop. The 99 Charity Day Advertisements were also published on Caixin Weekly and China Reform magazine. The Multiplier, together with WeWork, held campaigns to encourage public understanding and participation in philanthropy.

According to our statistics, the 19 Multiplier philanthropic products received over 26.5 million RMB from 650,000 people during the 99 Charity Day event.

Building Up Competency, and Levelling up Professional Performance in All Aspects

Apart from providing tailored support for our platform partners, the Multiplier kept building up its own competency by upgrading product selection mechanisms and services for its partners, carrying out research, and enhancing monitoring and evaluation of its own performance and that of its partners.

The selection of philanthropic products is an essential area of work for the Multiplier. In 2019, the Multiplier upgraded the mechanism for selecting products to be more professional, normative and standardised. Specifically, the Multiplier optimised the criteria, adding a review session by a review committee in the selecting process, improving all the survey tools and procedures, and employing a variety of evaluation methods in different contexts to ensure the quality of the philanthropic products.

The scaling up of philanthropic products is still a new topic without precedents in China. The Multiplier has been actively researching on this topic. Grounded in the *2018 Research on Scaling Up Impacts*, the Multiplier collaborated with Shenzhen Yixiang in 2019 and conducted in-depth surveys on typical organisations including eight partner hubs, 35 local social organisations, and two regional charity associations in eight provinces/cities. The 2019 surveys focused on analysing the underlying logic and mechanism of the hub-driven regional philanthropy ecosystem to give stakeholders the framework and facts to understand the niche for hubs in the ecosystem, support their development, and advance the regional philanthropy cause.

In 2019, the Multiplier also dedicated itself to improving the monitoring and evaluation mechanism and procedures, and designed monitoring and evaluation tactics for its philanthropic products and products receiving comprehensive one-to-one support. Further to this, the Multiplier developed and tested a platform data system which laid down a solid foundation for the Multiplier to collect and analyse the progress of scaling up more effectively and monitoring and evaluating its performance more accurately.



Effects of Scaling Up Further Revealed and Multiplier's Thought Leadership on The Rise

According to a statistical survey, by the end of 2019, all the 50 products of the Multiplier increased their capacity. Most products achieved a breakthrough in claiming leadership of their field and sustainable development.

In terms of increasing the scale of services, the 50 Multiplier products benefited 65 million people in over 1,600 regions in 31 provinces, municipalities and autonomous regions. Across the country, 8,607 social organisations, volunteer groups, public institutes, schools and other partners implemented these products in nearly 50,000 project sites.

Increasing Service Scale

50 Effective Philanthropic Products 

Covering **1,600** regions
in **31** provinces 

65 million Beneficiaries


 **8,607** Partners

 **49,477** Implementation Sites

Regarding thought leadership, 50% of the products made significant efforts or progress in policy advocacy. 42% of the products advanced in engaging the public. 16% of the products achieved breakthroughs in the business field. In total, the products received 36 prestigious awards or awards at a provincial level and made 16 other contributions to their particular fields.

Thought Leadership



Improved Public Engagement

Enhanced Business Operations

Progress in Policy Advocacy

36

Prestigious Awards/
Awards at Provincial Level

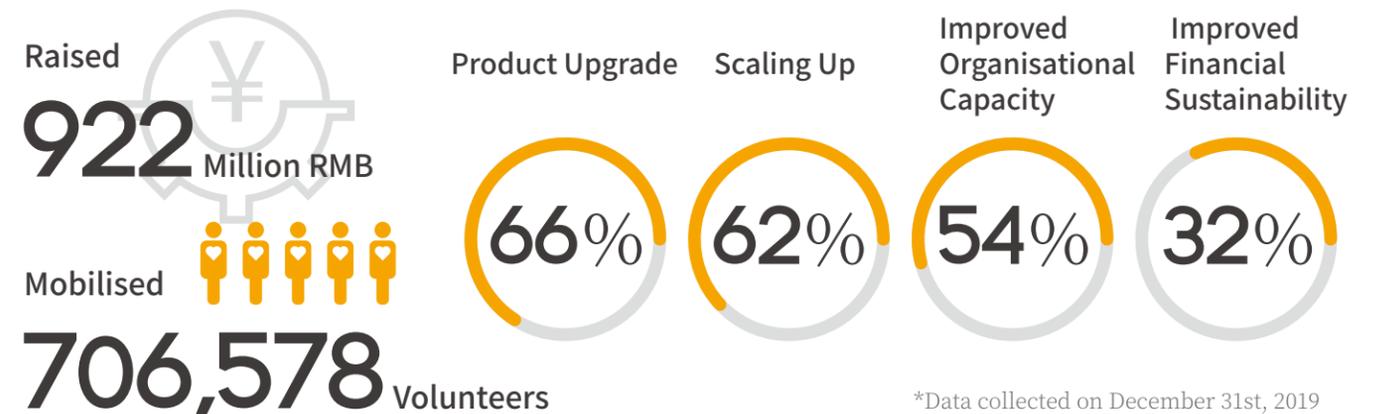
16

Contributions to Their Fields

In respect of sustainability, 50 products have raised 922,537,394 RMB and mobilised 706,578 volunteers since they started scaling up.

In 2019, 66% of the products achieved upgrades, 62% of the products enhanced scaling up tactics, 54% of the products further refined their organisational capacity, and 32% of the products improved their financial sustainability.

Sustainability



Raised **922** Million RMB 

Mobilised **706,578** Volunteers 

Product Upgrade

Scaling Up

Improved Organisational Capacity

Improved Financial Sustainability

*Data collected on December 31st, 2019

圆桌论坛：规模化思维——多元探索与行业发展



△ 2019 Scaling Up Parallel Forum of China Foundation Forum

Additionally, the Multiplier further shared experiences on scaling up and stimulated knowledge exchange by funding and supporting the scaling up issue network and organising activities.

Under the framework of the 'scaling up issue network' jointly funded by Narada Foundation and One Foundation, the Multiplier supported CDR's workshops centring around 'policy advocacy' and 'issue network' to produce knowledge and carry out advocacy on this topic. The workshops produced 11 local scaling up cases as well as writing and translating 15 cases, tools and action frameworks.

In November 2019, the Multiplier held a parallel forum of China Foundation Forum titled *The Scaling Up Mindset-Diverse Explorations and Sector Development* in Fuzhou, inviting front-line nonprofit workers to share different models of scaling up philanthropic products, discussing with senior nonprofit workers and researchers the advantages and challenges of different models, and their contributions to the nonprofit ecosystem in China. It shared its research findings on Hub-driven Regional Philanthropy Ecosystems with over a thousand peers through the Lightning Release function of the forum, which highlighted the significant role of hubs in developing regional philanthropy ecosystems and attracted more support for the hubs.

The Path of Zero Domestic Violence after Joining China Effective Philanthropy Multiplier

Zero Domestic Violence is designed to combat domestic violence and joined the Multiplier in April 2018. It solves the problem that domestic violence victims have nowhere to turn to by creating a collective action mechanism by the police, women's federations, social organisations, and more.

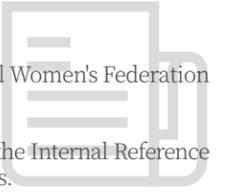
In 2019, Zero Domestic Violence project team improved its ability to scale up by participating in the core modules of the Scaling Up Academy as well as the Monitoring and Evaluation Workshop, the One-to-one Consulting and the Design Mindset Workshop organised by Multiplier's strategic partner SAP. With the recommendation of the Multiplier, the team members attended 'Tencent Charity Experience Officer', which attracted much media attention and generated a series of interviews and reports. The project director WAN Fei, recommended by the Multiplier, entered the *Xinhua Network's 2019 Online Inspiring Figure award* and was honoured as *the Inspiring Figure in the Second Quarter of 2019*. Moreover, the Zero Domestic Violence project took part in four roadshows and one online roadshow, receiving 43 cooperation proposals. The small fund from the Multiplier provided sufficient financial support for 23 training activities of the project team.

At the same time, Zero Domestic Violence has made significant progress in policy advocacy, social impact, scaling up impact, and organisational development. The project enabled the Hubei Province Public Security Bureau and the Provincial Women's Federation to issue the Implementation Measures for the Domestic Violence Warning System and encouraged the Hubei Province Public Security Bureau to adopt compulsory anti-domestic violence law enforcement training for new recruits and trained more than 2,000 police officers. The project has received a number of media reports including CCTV News 1+1, Xinhua News Agency, Southern Weekly, China Women's News, and Tencent News. It was also invited to attend the *Gender Violence Prevention and Response event* by UN Women to introduce China's anti-domestic violence experiences to international peers. The project has a more standardized management structure and three full-time employees up from one. Zero Domestic Violence was registered as a trademark and enjoys copyright protection. Up to now, the number of institutions implementing the project increased from 7 to 15, expanding from Hubei to Hunan and Inner Mongolia and helping 2,500 victims of domestic violence.

The Path of Zero Domestic Violence after Joining China Effective Philanthropy Multiplier

1 Influencing Policy

- Motivated the Hubei Province Public Security Bureau and the Provincial Women's Federation to issue the *Implementation Measures for the Domestic Violence Warning System*.
- Published suggestions on law enforcement against domestic violence on the Internal Reference of Legal Daily under the Central Commission for Political and Legal Affairs.
- Published *Rigorous and Standardised Law Enforcement Against Domestic Violence* on Police Internal Reference.
- Submitted a draft of *National Written Admonition Template* to China Law Society.



Encouraged the Hubei Province Public Security Bureau to adopt compulsory anti-domestic violence law enforcement training for new recruits and trained more than

2,000
police officers

2 Social Advocacy

- CCTV News 1 + 1
- Xinhua News Agency
- Southern Weekly
- China Women's News
- Tencent News
- Diverse Media Coverage
- Attended the *Gender Violence Prevention and Response event* by UN Women to introduce China's anti-domestic violence experiences to international peers.
- Shared anti-domestic violence experiences at CC Jiangtan, People.cn MOOC and Netease Open Courses.

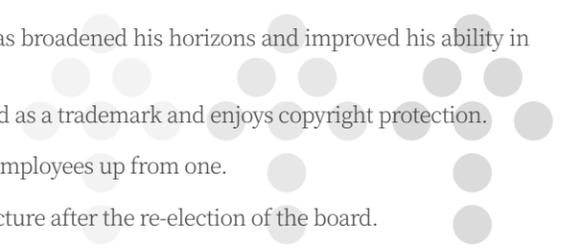


3 Multiplication



4 Organisational Development

- WAN Fei, head of the organisation, has broadened his horizons and improved his ability in pooling resources.
- Zero Domestic Violence was registered as a trademark and enjoys copyright protection.
- The organisation has three full-time employees up from one.
- More standardized management structure after the re-election of the board.





△ The Blue Book of Social Organizations (2019)

The above efforts ensured the continuous rise in Multiplier's thought leadership in the field of scaling up impact. In June 2019, HUANG Shuxian, the then Party Secretary and Minister of the Ministry of Civil Affairs paid tribute to the Multiplier's work mode of promotion and replication effective nonprofit projects to solve the imbalance between supply and demand of these projects when visiting Hunan on a work trip. The *Blue Book of Social Organizations (2019)*, published in July, took in the Multiplier's research results of scaling up impacts which was the first time the blue book contained contents on this field. In August, at the invitation of the Department of Charity Promotion and Social Work of the Ministry of Civil Affairs, the platform director shared its work concept with 20 online fundraising platforms. The Multiplier was also invited to share its experience on scaling up efficiency and solving social problems at scale at the Asian Venture Philanthropy Network (AVPN) Annual Conference and received excellent feedback.



△ In November, China Effective Philanthropy Multiplier was introduced as a typical case of the Chinese social sector in the Seminar for High-level Officials from Ethiopia organised by the Ministry of Commerce and Chinese Academy of Social Sciences

Number	Project	Grantee/Delegate	Amount (RMB)
1	Monitoring and Evaluation Capacity Building for Multiplier Brand Making Products	Yiyi (Shanghai) Business Consulting Co., Ltd.	444,960.00
2	Scaling Up Academy and Core Modules of the First Academic Year	ISD Empowerment for Citizens to Innovate	113,000.00
3	Multiplier Joint Fundraising Mechanism and Course Development Project	Shanghai Jinan Fangde Ruixin Social Innovation Center	254,000.00
4	From Independent Contributors to Competent Managers Training Programme	Beijing Moderate Consulting Co., Ltd.	53,714.50
5	Scaling Up Academy - Partner Hubs' Study Tour to Fuzhou	Beijing Jiye Changqing Social Organisation Service Center	35,970.00
6	Strategic Scaling Up Curriculum Development and High-Potential Needs Assessment	Shenzhen Yixiang Management Consulting Services Co., Ltd.	805,817.00
7	Multiplier Comprehensive One-to-One Support Programme	Aiyoxi Community Culture Development Center	210,000.00
8	Multiplier Comprehensive One-to-One Support Programme	Dangdanzhe Foundation	210,000.00
9	Multiplier Comprehensive One-to-One Support Programme	Guangdong Huiling Foundation for The Mentally Challenged	210,000.00
10	Multiplier Comprehensive One-to-One Support Programme	Inclusion China	210,000.00
11	Multiplier Comprehensive One-to-One Support Programme	Beijing Shifangyuan Elderly Hospice and Mind Care Center	210,000.00
12	Multiplier Comprehensive One-to-One Support Programme	Changsha Yuelu District Da'ai Wujiang Public Welfare Culture Association	210,000.00
13	Multiplier Comprehensive One-to-One Support Programme	Chengdu Tongmeng United Start Social Work Center	210,000.00
14	Multiplier Comprehensive One-to-One Support Programme	Taian Taishan Xiaohe Development Center	210,000.00
15	Unrestricted Funding for Multiplier Brand Making Organisation- Children's Safety Five Don'ts	China Children and Teenagers' Fund	60,000.00
16	2019 Brand Making Products Annual Funding-The Future Kingdom Reading Carnival	First Light Children Service Center	30,000.00
17	2019 Brand Making Products Annual Funding - Afutong Rural Financial Literacy Education	Shanghai Better Education Development Center	30,000.00
18	2019 Brand Making Products Annual Funding - Qianqianshu Rural Preschool Education Improvement Project	Beijing Leping Social Entrepreneur Foundation	30,000.00
19	2019 Brand Making Products Annual Funding - New 1001 Nights	Beijing Growing Home Foundation	30,000.00
20	2019 Brand Making Products Annual Funding - Preschools of the Future	Humana People to People China (HPP China)	30,000.00
21	2019 Brand Making Products Annual Funding - Girls' Protection	China Foundation of Culture and Arts for Children - Girls' Protection Fund	30,000.00
22	2019 Brand Making Products Annual Funding - Rainbow Village Education Aid	Taian Taishan Xiaohe Development Center	30,000.00
23	2019 Brand Making Products Annual Funding - Riverwatcher	Changsha Green Hunan Environment Protection and Education Center	30,000.00

Number	Project	Grantee/Delegate	Amount (RMB)
24	2019 Brand Making Products Annual Funding - Anti-Drug Caravan	Shenzhen Longgang District Rainbow Social Work Center	30,000.00
25	2019 Brand Making Products Annual Funding - Boy & Girl Action	Hangzhou Wode Youth Philanthropy Service Center	30,000.00
26	2019 Brand Making Products Annual Funding - Nanguanxiang Charitable Vegetarian Restaurant	Haining Volunteer Association	30,000.00
27	2019 Brand Making Products Annual Funding- Public Granary	Aiyouxi Community Culture Development Center	30,000.00
28	2019 Brand Making Products Annual Funding - Mental Health Care Skills for Elderly	Beijing Shifangyuan Elderly Hospice and Mind Care Center	30,000.00
29	2019 Brand Making Products Annual Funding - Children's Safety Five Don'ts	China Children and Teenagers' Fund-Children's Safety Fund	30,000.00
30	2019 Brand Making Products Annual Funding - Grandparents' Stories	Chengdu Hechuan Charity Development Center	30,000.00
31	2019 Brand Making Products Annual Funding - Aishizhe™ Green Food Bank	Shanghai Green Oasis Public Service Development Center	30,000.00
32	2019 Brand Making Products Annual Funding - Teenagers' Legal Education	Shenzhen Futian Wider Pro Bono Center	30,000.00
33	2019 Brand Making Products Annual Funding-365 Safe Drinking Water Project	Chengdu Shouyu Charity Development Center	30,000.00
34	PC Project Through the Prison Walls - Aid Project for Children of Prisoners	Red Apple Public Welfare Association	30,000.00
35	2019 Brand Making Products Annual Funding - Postal Police Service - Anti-financial Fraud Lectures	Erdos Postal Volunteer Association	30,000.00
36	2019 Brand Making Products Annual Funding - Enjoy Silver Age Community Elderly Care Project	Beijing Shijingshan Leling Elderly Care Center	30,000.00
37	2019 Brand Making Products Annual Funding - Community Based Services for Mature Mentally Challenged People	Guangdong Huiling Foundation for The Mentally Challenged	30,000.00
38	2019 Brand Making Products Annual Funding - Tongmeng Family Center - Preschool Education At Doorstep	Chengdu Tongmeng United Start Social Work Center	30,000.00
39	2019 Brand Making Products Annual Funding - One Garden - Child Service Station	One Foundation	30,000.00
40	2019 Brand Making Products Annual Funding- Heling Helin Art Education	Shanghai Pudong District Heling Art in Community Center	30,000.00
41	2019 Brand Making Products Annual Funding-Safety Training For Children	One Foundation	30,000.00
42	2019 Brand Making Products Annual Funding - Green Leaving and Thanksgiving: Promoting Philanthropic Action on Campus Nationwide	Wuwufu Philanthropy	30,000.00
43	2019 Brand Making Products Annual Funding - Pi Youth Safety Project	Qingdao Red Cross Angel Emergency Assistance Center	30,000.00
44	2019 Brand Making Products Annual Funding - Safety Express: Creating Safe Communities for Children Together	Shenzhen Longgang Longxiang Social Worker Service Center	30,000.00

Number	Project	Grantee/Delegate	Amount (RMB)
45	2019 Brand Making Products Annual Funding - Leave No Trace Courses	Jinan Leave No Trace Culture Cente	30,000.00
46	2019 Brand Making Products Annual Funding - New Clothes Project by Wardrobe of Love Fund	China Social Assistance Foundation - Wardrobe of Love Fund	30,000.00
47	2019 Brand Making Products Annual Funding - Take a Break 100	Chengdu Idoo Charity Service Center	30,000.00
48	2019 Brand Making Products Annual Funding- Happy Village, Activating Committee on Aging	Chengdu Idoo Charity Service Center	30,000.00
49	2019 Brand Making Products Annual Funding- Clear Vision for Future	Center for Educational Experimental Economics of Shaanxi Normal University	30,000.00
50	2019 Brand Making Products Annual Funding- Class Book Corner	Dangdanzhe Foundation	30,000.00
51	2019 Brand Making Products Annual Funding- Give Space for Nursing: Building Public Nursing Rooms	Guangzhou City Haizhu District Breast Milk Service Center	30,000.00
52	2019 Brand Making Products Annual Funding - Zero Domestic Violence	Jianli County Lantianxia Association for Safeguarding Women and Children	30,000.00
53	2019 Brand Making Products Annual Funding - Tongxing Courses: Career Service for Mentally Challenged	Beijing Fengtai District Lizhi Occupational Training School	30,000.00
54	2019 Brand Making Products Annual Funding - Coastal Cleanup and Monitoring Project	Shanghai Rendu Ocean NPO Development Center (CCMC)	30,000.00
55	2019 Brand Making Products Annual Funding - Flying Against the Wind: De Facto Orphan Assistance Plan	Changsha Yuelu District Da'ai Wujiang Public Welfare Culture Association	30,000.00
56	2019 Brand Making Products Annual Funding - Good Neighbours: Neighborhood Mutual Assistance Home-based Old-age Service in Rural Areas	Ageing China Development Centre	30,000.00
57	2019 Brand Making Products Annual Funding - Caring for People who Lost Their Only Child at Five Festivals and One Workshop	Beijing Shangshan Foundation	30,000.00
58	2019 Brand Making Products Annual Funding - Bengbaba Workshop: Fatherhood Education Space	Luoyang Sunshine Social Work Service Center	30,000.00
59	2019 Brand Making Products Annual Funding - Hequ Plan	Beijing CCFA Consulting Center	30,000.00
60	2019 Brand Making Products Annual Funding - Niwo Sex Education Platform	Qingdao Qinqing Social Work Service Center	30,000.00
61	2019 Brand Making Products Annual Funding - Huanxin Paradise	Zhejiang Women and Children's Foundation	30,000.00
62	2019 Brand Making Products Annual Funding - Inclusion China: Supporting Organisations for Family Members of the Mentally Challenged	Beijing Inclusion Service Center for Mentally Challenged	30,000.00
63	2019 Brand Making Products Annual Funding - One Egg Project	Shanghai United Foundation	30,000.00
64	2019 Brand Making Products Annual Funding - Avoid Little Burning Monsters Children's Class	China Social Welfare Foundation Burn Care Public Welfare Fund	30,000.00

Number	Project	Grantee/Delegate	Amount (RMB)
65	2019 Brand Making Products Annual Funding - Community Children's Education: Adream Community Center	Adream Foundation	30,000.00
66	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Lechuang Charity Development Center of Hunan	10,000.00
67	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Chongqing Jiulongpo District Huangjueshu Youth Social Worker Development Association	10,000.00
68	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Beijing Yidong Yanzhao Social Organisation Capacity Building Center	10,000.00
69	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Liaoning Youth Lemon Charity Development Center	10,000.00
70	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Yunnan Heart to Heart Community Care	10,000.00
71	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Sichuan Charity Cooperation	10,000.00
72	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Shaanxi Zhongyi NGO Services Center	10,000.00
73	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Hangzhou Mingde NPO Development	10,000.00
74	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Ningxia Charity Promotion Association	10,000.00
75	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Shenyang Lizhou Public Welfare Development Center	10,000.00
76	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Qinghai Social Work Association	10,000.00
77	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Huizhou Social Workers Association	10,000.00
78	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Suzhou Leren Zhuren Public Welfare Development and Evaluation Center	10,000.00
79	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Fuzhou Pengchen Social Work Development Center	10,000.00
80	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Zhengzhou Heqing Youth Volunteer Support Center	10,000.00
81	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Pengjiang Association of Social Workers	10,000.00
82	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Shandong Social Innovation Research Center	10,000.00
83	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Gansu Yishan Yishui Center for Environmental and Social Development	10,000.00
84	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Taiyuan Xiwang Social Work	10,000.00
85	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Chongqing Charity Social Work Service Center	10,000.00
86	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Shunde Social Innovation Center	10,000.00
87	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Hainan Youth Star Public Welfare Service Center	10,000.00

Number	Project	Grantee/Delegate	Amount (RMB)
88	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	DRC-F-NGO	10,000.00
89	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Anhui Yihe Commonweal Service Center	10,000.00
90	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Jiangsu Yangzhou Yangfan Social Work Service Center	10,000.00
91	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Changchun Xinyu Social Organization Innovation and Development Center	10,000.00
92	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Beijing Social Work Development Center For Facilitators	10,000.00
93	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Nanchang Yixinyiyi Nonprofit Service Center	10,000.00
94	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Harmony Community Foundation	10,000.00
95	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Public Interest Volunteer Development Center of Guiyang	10,000.00
96	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Erdos Together NPO Development Center	10,000.00
97	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Liaoning Dalian Social Organisation Evaluation Center	10,000.00
98	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Hangzhou Xihu District Huashan Youth Public Interest Development Center	10,000.00
99	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	21st Century Education Research Institute	10,000.00
100	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Shanghai Nonprofit Incubator	10,000.00
101	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Tianjin Nonprofit Incubator	10,000.00
102	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Zhuhai Nonprofit Incubator	10,000.00
103	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Wuhan Nonprofit Incubator	10,000.00
104	2019 Support Project for Partner Hubs of the China Effective Philanthropy Multiplier	Guangxi Modern Asean Education Research Institute	10,000.00
105	China Effective Philanthropy Multiplier Roadshows - Jiangxi	Nanchang Ahimsa Philanthropy Center	26,000.00
106	China Effective Philanthropy Multiplier Roadshows - Chongqing	Chongqing Jiulongpo District Huangjueshu Youth Social Worker Development Association	26,000.00
107	China Effective Philanthropy Multiplier Roadshows - Hebei	Beijing Yidong Yanzhao Social Organisation Capacity Building Center	24,700.00
108	China Effective Philanthropy Multiplier Roadshows - Shandong	Shandong Social Innovation Research Center	25,000.00
109	China Effective Philanthropy Multiplier Roadshows - Hunan	Lechuang Charity Development Center of Hunan	25,000.00
110	China Effective Philanthropy Multiplier Roadshows - Shanxi	Taiyuan Xiwang Social Work	25,000.00

Number	Project	Grantee/Delegate	Amount (RMB)
111	China Effective Philanthropy Multiplier Roadshows - Tianjin	Tianjin Nonprofit Incubator	23,000.00
112	China Effective Philanthropy Multiplier Roadshows-Shaanxi	Shaanxi Zhongyi Social Organization Service Center	25,000.00
113	China Effective Philanthropy Multiplier Roadshows - Yunnan	Yunnan Heart to Heart Community Care	25,000.00
114	China Effective Philanthropy Multiplier Roadshows - Anhui	Anhui Yihe Commonweal Service Center	25,000.00
115	China Effective Philanthropy Multiplier- Online Product Introduction and Promotion	Yiai Linglu (Beijing) Education Consulting Co., Ltd. [Yi Xiu]	27,550.00
116	Network on Scaling Up	Beijing Fangcun Zhijian Consulting Co., Ltd.	23,720.00
117	Network on Scaling Up Mindset	Beijing Fangcun Zhijian Consulting Co., Ltd.	80,000.00
118	Research on Scaling Up Impact	Shenzhen Yixiang Management Consulting Services Co., Ltd.	1,216,090.00
119	Implementation of China Effective Philanthropy Multiplier Products and Issue Network on Hubs Research Project	Shenzhen Yixiang Management Consulting Services Co., Ltd.	1,193,477.00
120	China Effective Philanthropy Multiplier Service Development and Consulting Project	Shenzhen Yixiang Management Consulting Services Co., Ltd.	634,260.90
121	Data System Development and Technical Services for China Effective Philanthropy Multiplier	Celnet Technology Co.	222,500.00
122	Data System Development and Technical Services for China Effective Philanthropy Multiplier	Salesforce.com Singapore Pte.Ltd.	77,144.39
123	Public Opinion Monitoring System for China Effective Philanthropy Multiplier	Beijing Shanxing Zhida Information Service Co., Ltd.	27,136.00
124	Funding North Eastern Youth Philanthropy Forum	Liaoning Youth Lemon Charity Development Center	6,000.00
125	Bright Way Programme	Beijing Growing Home Foundation	340,000.00
126	Bright Way Programme	Qinghai Gesanghua Education Aid	351,000.00
127	Bright Way Programme	Sichuan Green River Environment Protection Association	300,000.00
128	Pivot Plan	Aiyouxu Community Culture Development Center	4,876.40
129	Pivot Plan	Gansu Yishan Yishui Center for Environmental and Social Development	1,325.70
130	Pivot Plan	Chengdu Jinjiang District Social Organisation Development Foundation	10,000.00
131	Pivot Plan	Shaanxi Zhongyi NGO Services Center	9,864.50
132	Pivot Plan	Shandong Institute for Social Innovation (ISD)	10,000.00
			10,122,106.39

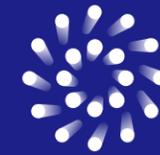


Social Enterprise and Impact Investment

Focusing on the current target of 'fostering cross-border cooperation and innovation', the social enterprise and impact investment section of Narada's work seeks to attract more pioneers outside the small circle of social impact towards recognising and applying the idea of cross-sector cooperative innovations to achieve greater social impact. In 2019, Narada Foundation targeted three areas - advocating social enterprises to mainstream corporations, promoting impact investment to business investment institutions, and incorporating cross-border communities mainly of young people into social impact topics. The results are listed below.



△ Social Enterprise Awards Ceremony



中国社会企业
与影响力
投资论坛

China Social Enterprise
And
Impact Investment Forum

China Social Enterprise and Impact Investment Forum (CSEIIF)

The 2019 China Social Enterprise and Investment Forum Annual Conference, held from October 15th to 17th in Chengdu, received much support from UNDP, Chengdu Municipal Financial Regulatory Bureau, and the Management Committee of Chengdu Hi-Tech Industrial Development Zone, and was jointly hosted with a dozen of influential domestic business communities. 50% of its 1,000 participants were representatives of businesses and investment institutions, constituting a new breakthrough in cross-border cooperation. The annual conference also received reports from 200 media and self-media, and the live video of the main forum reached 760,000 hits. At the impact investment signing ceremony in the afternoon of October 17th, six investment agencies signed contracts of intention with eight investment targets, investing 172 million RMB.

▽ Roundtable at China Social Enterprise and Investment Forum Annual Conference



In April 2019, Narada Foundation and Beijing Sheqi Social Organisation Development Center officially released the *Mapping of China Social Enterprises and Social Investment Sector 2019 (Brief Edition)*, an authoritative report in the field of social enterprise and investment. The full report was published by the Social Sciences Academic Press (China) in October. The report covering the ecosystem of the entire field was reported by over 40 mainstream media. The key chapters of the report were translated in English by AVPN and distributed to peers around the globe in its annual conference, outlining the current situation and opportunities of impact investment in China.

In October 2019, Narada Foundation invited ten businesspeople including representatives of the second generation of family businesses, directors of investment institutions, and heads of family offices to attend the Global Impact Investing Network (GIIN) in the Netherlands and visited many local impact investment institutions. The participants discovered that many mainstream investment institutions are already practising impact investment and are confident in the development of impact investment in China. This is not only because of the high demand in the Chinese market but also due to the fact that many High Net Worth Families in China are in the stage of passing their businesses on to the next generation and impact investment is an effective method for the successors to combine family development and social responsibility.



Report Scan Code 39

City Exploration 4.0

The City Exploration 4.0 project, co-developed with Polaris Youth, aspires to enable young people to explore the possibility of nonprofit innovations and social changes, understand and promote fun social enterprises through activities organised by the project, and thus join the community of social change-makers. There were about 1,500 applicants nationwide, and 16 were selected to participate in activities in four cities as a participant + recorder + promoter of social enterprises. The project created an online community and Weibo topic to continuously update the photos, vlogs, reports and diaries during the activities. The online contents gained 820,000 views including 50,000 on Wechat, 715,000 on Weibo and 70,000 from the community.

▽ Changemakers from City Exploration 4.0 Project Visiting DADDYLAB



Social Design Exhibition

In 2019, Narada Foundation sponsored the People's Architecture Office to display its exhibition in the Sea World Culture and Arts Center in Shenzhen. Showcasing the process of architecture design, the exhibition aims to stimulate effective social engagement, and build a community of social design in southern China. It is a call for architects, developers, and the government to work together, uphold the design and construction principle of serving the public, and participate in solving social problems. There have been over 10,000 visitors, media coverage by 25 domestic and foreign media, and a plan for a documentary.

▽ Dialogue at the Opening Ceremony of the Social Design Exhibition



△ Social Design Exhibition - Socialising Factory

Young Scholar Summer Camp

University of Electronic Science and Technology of China Charity and Social Enterprise Research Center will host the Third Young Scholar Summer Camp. The aim of the camp is to create an academic platform for postgraduates, doctoral students, postdoctoral researchers and young scholars to exchange ideas, encourage research on impact investment, impact evaluation, philanthropy, social innovation, corporate social responsibility, and social enterprises, enhance the quality of the research, write, translate and promote Chinese summaries of documents, and enable practitioners to understand and benefit from academic research findings.

Promoting Sustainable Development in Start-up Enterprise Communities

The project Promoting Sustainable Development in Start-up Enterprise Communities was carried out by the Impact Hub Shanghai team. It seeks to promote sustainable development, entrepreneurship and innovation nationwide as well as supporting entrepreneurs or potential entrepreneurs in this field. The team conducted online and offline community-based activities synchronically in Shanghai, Hangzhou, Beijing, Shenzhen, and Wuhan in the form of lectures, guidance on starting up, incubating classes, entrepreneurship consultations, impact investment roundtable, SDGs, and MeetUp. While the online content reaches a broader audience, the offline activities created more opportunities and potential of innovation through face-to-face interactions.

Number	Project	Grantee/Delegate	Amount (RMB)
1	2019 China Social Enterprise and Impact Investment Forum	Beijing Sheqi Social Organisation Development Center	3,050,000.00
2	Research on Social Enterprises and Social Investment	Beijing Normal University	120,917.50
		University of Electronic Science and Technology of China	55,676.50
		Shanghai Pudong District Non-Profit Incubator	75,205.00
		Impact Hub Shanghai	24,000.00
3	4.0 Light of Cities - City Exploration	Polaris Youth (Shenzhen) Education Technology Co., Ltd.	204,100.00
4	Translation and Promotion of the Book The Purpose of Capital	Shanghai Huoyi Business Consulting Co., Ltd.	10,000.00
		Citic Press Group	60,000.00
5	Social Deign Exhibition	People's Architecture Office	120,000.00
6	Young Scholar Summer Camp	University of Electronic Science and Technology of China Charity and Social Enterprise Research Center	106,628.40
7	Community-Based National Entrepreneurship Learning Activities	Impact Hub Shanghai	60,000.00
			3,886,527.40

Other Programmes

- Ginkgo Fellows Programme
- New Citizen Programme
- Quantitative Historical Research Project
- Funding Leping Social Entrepreneur Foundation

▽ 2019 Social Innovators' FAYA DAY





Ginkgo Fellow Programme

Ginkgo Fellow Programme (Ginkgo Programme) is a long-term programme that is devoted to helping young ‘social entrepreneurs’ to break through the bottlenecks of their personal growth and career development. The Ginkgo Programme was launched by Narada Foundation in 2010 and was registered as an independent organisation - Ginkgo Foundation in 2015. The programme is funded by Narada Foundation and operated by Ginkgo Foundation.

The programme welcomed nine new members in the fellowship this year, including, for the first time, fellows from Jiangxi Province. Currently, there are 136 Ginkgo fellows from 26 provinces, municipalities and autonomous regions. Regarding community building of Ginkgo fellows, the support committee built an inter-community communication mechanism, established the procedures of the cooperating fund committee, facilitated the re-appointment of the treaty committee, and clarified the responsibilities and roles of each committee within the community. The self-organisation of the community has improved notably.

In 2019, Ginkgo Foundation implemented the Ginkgo Change Making Project, extending the range of the ‘individuals it invests in’ to a new generation of start-up social entrepreneurs in the context of the information age and globalisation. The project granted small funds to ten start-ups, developed a new community-based learning tool Hainei Visits which organised visits to frontline NPOs for ten social actors from across the country. In its Third FAYA DAY Pop-up Event in Xi'an, over 300 audiences of the lecture, 500 visitors to the art exhibition, 40 volunteers and 15 young artists experienced the first-ever story sharing activities on social issues and Art × Social Exhibition.

The Ginkgo Foundation also carried out strategic planning in 2019. The Secretariat, the board and the ginkgo fellows enhanced the consensus and consolidated the foundation of community development.



New Citizen Programme

In 2019, the New Citizen Programme set its mission as ‘improving environments for migrant children’. Through researching, recording, promoting, and advocating activities, it supported the education of migrant children, raised awareness of this issue, encouraged more public engagement and brought in more resources so that every migrant child can enjoy fair, high quality and proper education.

The core message of the New Citizen Programme is ‘every child has equal access to compulsory education at the residence of their parents’. The programme distributes the latest news on migrant/left-behind children’s education and its predictions of the trends via putting forward suggestions to the National People’s Congress, exchanging academic findings, attending relevant conferences, and organising activities. There were over 1,000 participants in the activities and over 200,000 views on the Wechat channel this year.

The Weilan Library project, established by New Citizen in 2017, works together with schools and communities to offer students from schools for migrant workers’ children and children from marginalised urban communities a place to read. This project strives to improve the learning environment of migrant children through public engagement.

In 2019, with the help of volunteers, the New Citizen was able to keep 39 Weilan libraries regularly open - 2,544 days for all 39 libraries in total, and 65 days on average per library. Roughly, 1,613 volunteers provided 4,694 times of services and contributed 24,515.5 hours. The libraries served 27,612 library cardholders, with 17,071 migrant children borrowing 207,628 books (12 books on average per person).

Leping Social Entrepreneur Foundation

The year 2019 is critical for Leping to accomplish its 2017-2019 strategic plan - redefine and empower social enterprises as a pioneer and catalyst; empower the social innovation market as an architect of the social innovation ecosystem; empower itself as a composite organisation to support long-term development. By the end of 2019, Leping has crafted a new system for its fresh approach and achieved a speedy growth of its key projects towards contributing to society. Meanwhile, Leping redoubled its efforts in self-empowerment, evolving into a composite organisation that can effectively deliver social innovations and enhancing its ability to match its practices for long-term development. Narada Foundation granted 6 million RMB in 2019 to Leping Foundation in support of their three strategic goals.

1. Empowering social enterprises: digitalising eco-trust agriculture by creating a platform for Trust Farms, improving agricultural skills and the value of agricultural products with digital tools, and increasing the transparency of the production procedures.

2. Empowering social innovation market: carrying out social innovation research, social innovation courses, B Impact Assessment research (BIA) including building a knowledge system of social innovation centred around the *Stanford Social Innovation Review (Chinese version)* and starting research on localising BIA and models.

3. Empowerment itself: connecting relevant resources to research the evolution of composite organisations to support social innovation organisations and internal studies of organisational evolution.



Leping Social Entrepreneur Foundation

Quantitative History Research

Narada Foundation continued to fund the Quantitative History Research programme in 2019, supporting learning and research in quantitative history. The team mainly conducted the following activities in 2019:

1. carried out the seventh quantitative history course with 98 students selected from 352 applicants including 203 PhD holders or above, 112 postgraduates, and 37 undergraduates; 160 economics majors, 106 history majors, and 86 other majors;

2. organised the seventh Quantitative History Research Global Annual Conference hosted by the quantitative history research committee, jointly with University of Hong Kong, Tsinghua University and Renmin University of China, and received papers in Chinese and English from many scholars, 29 of which were selected;

3. chose and awarded 2019 Outstanding Papers with research funds;

4. operated the *Quantitative History Research on Wechat*, improved the quantitative history research article section and ensured the quality and effectiveness of its articles, largely amplifying the impact of Quantitative History Research. At the same time, the Quantitative History Research Wechat channel keeps collaborating with the *Journal of Translation from Foreign Literature of Economics* by the School of Economics of Xiamen University, running a column in the journal to promote classic literature and cutting-edge research on quantitative history.

Number	Project	Grantee/Delegate	Amount (RMB)
1	Ginkgo Fellow Programme	Ginkgo Foundation	9,280,000.00
2	2019 Core Funding of Leping Foundation	Leping Social Entrepreneur Foundation	6,000,000.00
3	2019 Quantitative History Research Project	Beijing Quantitative History Education Consulting Co., Ltd.	500,000.00
4	New Citizen Programme	China Charities Aid Foundation for Children	200,000.00
5	New Citizen Programme	Beijing Sanzhi Rescue and Service Center for Children in Distress	851,448.65
6	New Citizen Programme	Beijing Xixi Children's Services Center	79,633.00
7	New Citizen Programme	Beijing Lezhi Xisheng Education Consulting Co., Ltd.	207,514.00
			17, 118, 595.65

审计报告

中证天通[2020]审字第 0200003号

南都公益基金会：

我们审计了后附的南都公益基金会财务报表，包括 2019 年 12 月 31 日的资产负债表，2019 年度的业务活动表、现金流量表以及相关财务报表附注。

一、 审计意见

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，公允反映了南都公益基金会 2019 年 12 月 31 日的财务状况以及 2019 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，我们独立于南都公益基金会，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

南都公益基金会管理层（以下简称管理层）对其他信息负责。其他信息

1

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，就可能对南都公益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公益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），非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。

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

南都公益基金会管理层（以下简称管理层）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公益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公益基金会、终止运营或别无其他现实的选择。

治理层负责监督南都公益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。

（此页无正文）



中国，北京

中国注册会计师：

中国注册会计师：

二〇二〇年一月八日



Balance Sheet

Prepared by Narada Foundation

December 31, 2019

Private Non-Profit Organisation Accounting Table 01

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	2,457,691.34	605,874.48	Short-term loans	61		
Short-term investments	2			Accounts payable	62	78,634.77	127,503.30
Accounts receivable	3	70,177.81	209,370.81	Accrued payroll	63	174,763.10	174,393.51
Pre-payments	4		70,000.00	Taxes payable	65	21,716.36	16,736.90
Inventory	8			Advances	66		
Deferred Expenses	9	50,567.56	50,567.56	Accrued Expenses	71		
Long-term debt investment due w/in 1 year of investment	15			Accrued liabilities	72		
Other current assets	18			Long-term liabilities due within one year	74		
Total current assets	20	2,578,436.71	935,812.85	Other current liabilities	78		
				Total current liabilities	80	275,114.23	318,633.71
Long-term investments:							
Long-term equity investments	21	104,851,230.61	134,800,937.91	Long-term liability:			
Long-term debt investments	24			Long-term loans	81		
Total long-term investments	30	104,851,230.61	134,800,937.91	Long-term payables	84		
Fixed assets:				Other long-term liabilities	88		
Fixed assets original cost	31	5,446,776.92	5,450,196.92	Total long-term liabilities	90		
Less: accumulated depreciation	32	1,585,770.73	1,766,757.61				
Fixed assets net value	33	3,861,006.19	3,683,439.31	Fiduciary agent liabilities:			
Construction in Progress	34		1,064,620.06	Fiduciary agent liabilities	91		
Heritage and cultural assets	35			Total liabilities	100	275,114.23	318,633.71
Liquidation of fixed assets	38						
Total fixed assets	40	3,861,006.19	4,748,059.37				
				Net assets:			
Intangible assets:				Nonrestrictive net assets	101	104,586,525.47	134,075,035.11
Intangible assets	41			Restrictive net assets	105	6,429,033.81	6,091,141.31
				Total net assets	110	111,015,559.28	140,166,176.42
Entrusted assets:							
Entrusted assets	51						
Total assets	60	111,290,673.51	140,484,810.13	Total liabilities and net assets	120	111,290,673.51	140,484,810.13

Person in charge: Xu Yongguang

Reviewed by: Guo Xiaohua

Prepared by: Zhao Fengying

Statement of Financial Activities

Prepared by Narada Foundation

2019 Year-End

Private Non-Profit Organisation Accounting Table 02

Unit: yuan

Line Item	Line No.	Previous Year Data			Current Year Data		
		Nonrestrictive	Restrictive	Total	Nonrestrictive	Restrictive	Total
I. Income							
Including: Donations	1	26,790,000.00	3,553,741.64	30,343,741.64	55,530,000.00	2,598,272.19	58,128,272.19
Membership fees	2			-			
Income from services provided	3			-			
Sales income	4			-			
Government grants	5	2,463.70		2,463.70	2,595.00		2,595.00
Investment income	6	28,841,713.96		28,841,713.96	16,856,506.95		16,856,506.95
Other income	9	1,045,064.90		1,045,064.90	121,012.54		121,012.54
Total income	11	56,679,242.56	3,553,741.64	60,232,984.20	72,510,114.49	2,598,272.19	75,108,386.68
II. Expenditures							
i. Charitable activities expenses	12	48,218,368.11		48,218,368.11	44,439,498.41		44,439,498.41
Including: Program expenses	13	48,215,838.79		48,215,838.79	44,439,467.41		44,439,467.41
Expenses for services provided	14			-			
Sales expenses	15			-			
Government grant expenses	16	2,529.32		2,529.32	31.00		31.00
Taxes and additional expenses	17			-			
ii. Administrative expenses	21	1,284,466.74		1,284,466.74	1,518,387.14		1,518,387.14
iii. Fundraising expenses	24	-389.21		-389.21	-116.01		-116.01
iv. Other expenses	28			-			
Total expenditures	35	49,502,445.64		49,502,445.64	45,957,769.54		45,957,769.54
III. Restrictive Assets to Nonrestrictive Assets	40	5,452,222.66	-5,452,222.66	-	2,936,164.69	-2,936,164.69	
IV. Changes in net assets (if there is a decrease in net assets, use the minus “-” symbol)	45	12,629,019.58	-1,898,481.02	10,730,538.56	29,488,509.64	-337,892.50	29,150,617.14

Person in charge: Xu Yongguang

Reviewed by: Guo Xiaohua

Prepared by: Zhao Fengying

Statement of Cash Flows

Prepared by Narada Foundation

2019 Year End

Private Non-Profit Organisation Accounting Table 03

Unit: yuan

Line Item	Line No.	Previous Year Data	Current Year Data
I. Operating activities:			
Donations received	1	30,343,741.64	58,128,272.19
Membership fees	2		
Income from services provided	3		
Sales income	4		
Government grants	5	2,463.70	2,595.00
Other relevant operating activities	8	1,053,788.39	121,012.54
Subtotal: Cash in-flows	13	31,399,993.73	58,251,879.73
Donations or grants provided	14	43,789,101.29	39,516,381.80
Employee-related payments	15	3,804,093.84	5,461,364.85
Payments for goods and services	16		
Payment for other relevant operating activities	19	772,713.76	924,245.54
Subtotal: Cash out-flows	23	48,365,908.89	45,901,992.19
Net cash from operating activities	24	-16,965,915.16	12,349,887.54
II. Investment activities			
Divestments	25	10,050,292.70	10,050,292.70
Investment income	26	28,841,713.96	16,856,506.95
Disposal of fixed and intangible assets	27		
Other relevant investing activities	30		
Subtotal: Cash in-flows	34	38,892,006.66	26,906,799.65
Payments for fixed and intangible assets	35	20,967.00	1,108,620.06
Payments related to investments	36	60,000,000.00	40,000,000.00
Payments for other relevant investment activities	39		
Subtotal: Cash out-flows	43	60,020,967.00	41,108,620.06
Net cash from investment activities	44	-21,128,960.34	-14,201,820.41
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	389.21	116.01
V. Net increase in cash and cash equivalents	61	-38,094,486.29	-1,851,816.86

Person in charge: Xu Yongguang

Reviewed by: Guo Xiaohua

Prepared by: Zhao Fengying



△ Our Team in the Grassland



▽ Our Team at Yulong Shahu in Inner Mongolia



△ Public Opinion Workshop



△ LAI Zuofu Sharing Collective Grant Making Practices from WA Women's Foundation

Our Team



△ The Supervisor HE Jing Sharing 'Blind Men and An Elephant'



△ The Team Making Teacups for the 70th Birthday of Yongguang, Chair of the Board



Weibo



Wechat